

SCHOOL OF HOTEL ADMINISTRATION

ADMINISTRATION

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DEGREE PROGRAMS

Hotel and Restaurant Administration

Degree

B.S.
M.M.H.
M.S.
Ph.D.

FACILITIES

Statler Hall. Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. Statler Hall and the Statler Hotel were designed expressly for the school's academic and executive-education programs, providing students with training and work experience in facilities similar to those in which they will work after graduation.

The School of Hotel Administration's

Nestlé Library has the largest single collection of hospitality-related materials in the United States. The collection contains approximately 23,000 books, 1,000 videotapes, numerous ephemera and memorabilia (such as photographs, menus, and rare books), and more than 800 journal, magazine, newsletter, and newspaper subscriptions. Materials on lodging, foodservice, travel and tourism, and general business topics comprise the core of the library's collections. Among the library's special features are numerous computerized information resources, including *NEXIS*, *Dow Jones*, *ABI/INFORM*, and *The International Hospitality and Tourism Database*, an extensive and unique index to hospitality articles. Information resources and services for the hospitality industry are available for a fee through the library's HOSTLINE service. In addition to offering an excellent collection of materials and a dignified and refined study space, the Hotel School library extends quality service to every student. Please visit us and benefit from our collections and services.

Statler Hotel and J. Willard Marriott Executive Education Center. The Statler Hotel comprises 150 guest rooms, an executive education center, restaurants, a lounge, and the university's faculty and staff club. It demonstrates the very finest in hospitality and hospitality-education practices. The Statler is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the local community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the hotel is a practice-management facility for certain classes, internships, and independent-study projects. It offers part-time jobs to approximately 300 students each semester with preference given to students in the hotel school.

UNDERGRADUATE CURRICULUM

The School of Hotel Administration offers education in the numerous disciplines required for modern management in the global hospitality industry. Included in the core curriculum are courses in management, human resources, financial management, food and beverage operations, marketing, tourism, property asset management, communications, and law. Students also are encouraged to pursue a broad range of elective courses, including those in the humanities, social sciences, and natural sciences, as preparation for assuming leadership positions in the business and local community. For more complete information about undergraduate program requirements, see the school's student handbook or course supplement (available in room 174 Statler Hall).

Requirements for Graduation

Regularly enrolled undergraduate students in the School of Hotel Administration are

candidates for the degree of Bachelor of Science. The requirements for that degree are:

- 1) completion of eight terms in residence for those who entered as freshmen; terms of residence for transfer students are determined by the amount of transfer credit awarded;
- 2) completion, with a minimum cumulative grade-point average of 2.0 (including a grade-point average of 2.0 in a full-time schedule of courses on campus in the final semester), of 120 required and elective credits, as set forth in the table on the following page;
- 3) qualification in one language other than English. This requirement may be met by any one of the following: (1) three years of high school study of one foreign language; (2) score of 560 on Cornell Placement Test; (3) pass language 121 and 122 (eight credits) or the equivalent, and attain a minimum grade of at least C- or "Satisfactory" in each (C or above for transfer credit from other institutions); or (4) pass 123 or the equivalent;
- 4) completion of two units of practice credit prior to the last two terms of residence, as defined on the following page;
- 5) completion of the university requirement in physical education.

Suggested course programs appear on the following pages. The core courses account for 72 of the 120 credits needed for graduation, the hotel electives account for 12 credits, and 18 credits are allotted for distributive electives. The remaining 18 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or any other four-year college or university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 18-credit group of free electives. No credit toward the degree is allowed for "0"-level courses, such as Educ 005.

Transfer Credit Policy

Transfer students are required to complete all degree requirements with at least 75 credits at Cornell University, of which a minimum of 60 must be in courses offered by the Hotel School, and nine must be in distributive electives taken outside the Hotel School. Thus, a maximum of 45 hours in transfer credit may be allowed from other accredited colleges or universities as follows:

Core	18
Hotel Electives	0
Distributive Electives	9
Free Electives	18
	45

In the core, transfer credit may be allowed against basic courses only (for example, HA 121, HA 136, Economics). Others generally are waived, and an upper-level course in the area substituted. For instance, if HA 243 were waived, another marketing course would be required in its place. The communication courses (HA 165 and HA 365) are tailored specifically to the School of Hotel Administration, and, thus, communication courses taken elsewhere generally are not accepted against core courses.

Hotel elective courses may not transfer.

Distributive electives ensure that Hotel students are exposed to other courses at Cornell, and, thus, only nine credits may transfer. The remaining nine must be taken at Cornell but may be distributed in any combination of humanities, social sciences, or natural sciences provided at least three credits are taken (at Cornell or transferred from elsewhere) in each area. A maximum of six credits, but no more than four per semester, of distributive electives may be taken on an S-U basis. For more information on the distribution requirement, see the handout available in the student services office, room 178 Statler Hall.

Eighteen credits in free electives may transfer.

Concentration

While completing the hotel elective courses, undergraduates in the school may select a concentration.

When students select a field of concentration, they should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of courses that will best fit their program.

Upon completion, the concentration will be noted on the transcript, provided a cumulative GPA of 3.0 in the concentration was attained.

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hospitality industry and, hence, the second language requirement for graduation. Further information on foreign language courses at Cornell, and placement in language courses, may be found in this book in the College of Arts and Sciences program description under the Modern Languages, Literature, and Linguistics section and also under the section Advanced Placement for Freshmen.

Independent Study

Students may conduct independent study projects in any academic area of the school under the direction of a resident faculty member. Credit is arranged on an individual basis. To enroll in an independent study project, students must obtain written permission from the school before the add deadline. See H ADM 499 or 699 for more details.

Practice-Credit Requirement

As part of degree requirements, undergraduates enrolled in the School of Hotel Administration must fulfill the practice-credit requirement and submit verification thereof prior to registering for the last two semesters. Further details are set forth in the *Practice Credit Handbook for Undergraduates in the School of Hotel Administration*, available in the school's Career Services Office, room 255 Statler Hall.

Management-Intern Program

Hotel School juniors and seniors have a unique opportunity to gain invaluable knowledge and experience in the hospitality industry through the management intern program. Students receive 12 free elective credits and 1 practice credit. While on the internship, tuition is reduced and students receive a salary from the sponsoring organization. Positions are available in the United States and internationally. Sponsors include, but are not limited to, hotels, restaurants, casinos, corporate offices, consulting firms, and clubs. Application should be made one semester in advance. Information meetings are held at the beginning of each semester and are open to all students. See H ADM 493 and 494 for more details. More information about the management intern program also is available in the Career Services Office, 255 Statler Hall.

Study Abroad

All students planning to study abroad apply through Cornell Abroad; please see the Cornell Abroad program description in the introductory section of *Courses of Study*.

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, England, Australia, and many other countries. Information on the study-abroad programs operating during the summer and academic year is available at the Cornell Abroad Office (in Uris Hall).

Students should discuss their plans with the school's director of student services so that all petition and credit-evaluation procedures are followed.

Part-Time Study

Generally, part-time study is not allowed. Exceptions may be made for employee degree candidates, students who have medical reasons for a reduced schedule, or other extenuating circumstances. In no event shall a student be allowed to enroll on a part-time basis during the last term of study. Further details on part-time study may be found in the school's student handbook (available in room 174 Statler Hall).

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical value for each term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. A maximum of four credits each term may be taken on a "satisfactory-unsatisfactory"

(S-U) basis. Students should be aware that a satisfactory grade equals "C-" or above and an unsatisfactory grade equals "D+" or lower.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

Course Requirements for Graduation

<i>Required courses</i>	<i>Credits</i>
Management Operation: Hotel Administration 105, 401	6
Human-Resources Management: Hotel Administration 115, 211	6
Financial Management: Hotel Administration 121, 221, 222, 321	12
Food and Beverage Management: Hotel Administration 136, 236, 335	12
Marketing and Tourism: Hotel Administration 243, elective	6
Property Asset Management: Hotel Administration 255, 355	6
Communication: Hotel Administration 165, 365	6
Operations Management and Information Technology: Hotel Administration 174, 371, 475	9
Law: Hotel Administration 387	3
Economics: Micro and Macro	6
<i>Specifically required credits</i>	72
<i>Hotel Electives</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	18
Total credits required for graduation	120

Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

Freshman Year

Typically, a freshman schedule will consist of 15 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H ADM 105, Introduction to Lodging	3
H ADM 115, Organizational Behavior and Interpersonal Skills	3
H ADM 121, Financial Accounting	3
H ADM 136, Introduction to Food Service Operations	4
H ADM 165, Managerial Communication I	3
H ADM 174, Microcomputing	3
H ADM 191, Microeconomics for the Service Industries	3
Macroeconomics	3
Electives	6
	31

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H ADM 211, Human Resources Management	3
H ADM 221, Managerial Accounting	3
H ADM 222, Finance	3
H ADM 236, Culinary Theory and Practice	4
H ADM 243, Principles of Marketing	3
H ADM 255, Hotel Development and Planning	3
Electives	12
	31

Junior Year

<i>Required courses</i>	<i>Credits</i>
H ADM 321, Hospitality Financial Management	3
H ADM 335, Restaurant Management	4
H ADM 355, Hospitality Facilities Operations	3
H ADM 365, Managerial Communication II	3
H ADM 371, Hospitality Quantitative Analysis	3
H ADM 387, Business and Hospitality Law	3
Electives	12
	31

Senior Year

<i>Required courses</i>	<i>Credits</i>
H ADM 401, Strategic Management	3
H ADM 475, Information Technology in the Hospitality Industry	3
Marketing Elective	3
Electives	18
	27

GRADUATE CURRICULUM

The school's programs for advanced degrees include those of Master of Management in Hospitality, Master of Science, and Doctor of Philosophy. For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact the school's graduate services office at 255-7245, or see the university's *Announcement* from the Graduate School.

Required Program for Professional Master's Students

<i>Required courses</i>	<i>Credit</i>
H ADM 701, Competitive Strategies for the Hospitality Industry	3
H ADM 702, Human Behavior in Organizations	3
H ADM 711, Human Resources Management	3
H ADM 721, Financial Economics	3
H ADM 722, Hospitality Financial Management	3
H ADM 731, Food and Beverage Management	3

H ADM 741, Marketing Management	3
H ADM 751, Properties Development and Planning	3
H ADM 761, Communication Modules	0
H ADM 771, Quantitative Methods	3
H ADM 772, Information Technology for Hospitality Managers	3
H ADM 791, Creating and Managing for Service Excellence	3
H ADM 793, Industry Mentorship Program	0
H ADM 794, Management Development Component I and II	0

Balance of courses are electives.

Total credits required for the Master of Management in Hospitality program 64

Course Schedule Information

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school student services office in room 178 Statler Hall, telephone 255-3076.

MANAGEMENT OPERATION COURSES**H ADM 100 Principles of Management**

Fall and spring. 3 credits. Limited to non-hotel students. Elective. K. Namasivayam. An introductory survey course in management with orientation to the hospitality industry. The course is organized around the traditional management functions of planning, organizing, commanding, coordinating, and controlling.

H ADM 102 Distinguished Management Lectures

Fall. 1 credit. Elective. Faculty. A series of lectures given by nonresident speakers prominent in the hotel and restaurant industries or allied fields. Topics include career ladders, company profiles, and business-policy formulation.

H ADM 104 Elements of Business for Non-Business Majors

Spring. 1 credit. Limited to non-hotel students. P. Rainsford. Provides hands-on skills and knowledge about how to start or run a small business for students whose professional careers may require them to operate their own business. The course will be especially appropriate for students interested in professional careers such as architecture, design, writing, art, engineering, law, and other service businesses. Utilizes a computer-based management simulation game and will require students to work in management teams of six to start and operate a hotel. Each management team's hotel will be in competition with other hotels in the stimulation. The course is introductory level and no previous business experience or computer knowledge is required. Students will be required to attend all sessions and complete a paper that will be due a week after the conclusion of the course. Hotel and DEA students may not enroll.

H ADM 105 Introduction to Lodging

Fall and spring. 3 credits. Limited to hotel and sponsored internal transfer division students. Required. R. McCarthy. Designed to provide students with a comprehensive, fundamental understanding of how hotels are managed from the rooms perspective. Through practical hands-on experiences, students will be exposed to operational line-level positions in the rooms division including housekeeping, reservations, front desk, PBX, and bellstand. Lectures will begin with an overview of the lodging industry and will focus on the managerial aspects of the rooms division. Topics include revenue management, forecasting, budgeting, measuring performance, transient versus group displacement, pricing and inventory management, service quality, ethics, and technology. Students will apply what they have learned in class while operating their own virtual 250-room hotel using a CHES computer simulation. Guest lecturers will provide students with insight on various career opportunities in the operations or rooms-related areas.

H ADM 303 Club Management

Fall and spring. Fall, second 7 weeks only; spring, first 7 weeks only. 2 credits. Fall, limited to 35 hotel school juniors and seniors; spring, open enrollment. Prerequisite for hotel students: H ADM 105, or equivalent. Elective. R. James.

The study of private membership clubs and club administration. The application of current management principles in a not-for-profit environment is discussed and club management is compared to other areas of the hospitality industry. Topical coverage includes: tournament, facility, and recreation management; legal, financial, and legislative issues; human relations and resource consideration; marketing, pricing policies, and quality standards. The deadline to drop is the mid-point of the course.

[H ADM 304 Room-Division Strategic Management

Fall. 2 credits. Second seven weeks of the semester. Limited to juniors, seniors, and graduate students. Elective. Not offered fall 2000. Faculty.

Designed for students to study and explore the strategies used by hotel companies competing in multiple market areas. The course will build on the student's awareness of operations, marketing, law, and finance. The course content parallels presentations made to many hotel companies and their senior management staffs. Assignments will involve readings about service marketing strategies. Participation, analysis, and communication in the Cornell Hotel Administration Strategic Exercise will compose a term project. Ownership meetings and emphasis on renewal or extension of management contracts with the strategic exercise will be a focus of the course. The deadline to drop is the mid-point of the course.]

H ADM 306 Franchising in the Hospitality Industry

Fall. 3 credits. Not open to freshmen. Elective. M. Noden. This course looks at relationships between franchisor and franchisee, advantages and disadvantages of franchising, and structure and services offered by franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

H ADM 401 Strategic Management

Fall and spring. 3 credits. Prerequisites: H ADM 105, 115, 211, and 321, or equivalents. Required: T. Cullen, C. Enz. This is a top management, "big picture" course. It is not limited to a single functional area such as marketing, human resources, finance, food and beverage, design, or so forth. The problems and issues of strategy require a total enterprise perspective and the skill of judging how all the relevant factors affect the business organization. Introduces a number of models, methods, and techniques that can be used to identify strategic issues, generate future-oriented action plans to address those issues, and implement change. An important goal is to emphasize the need to review a firm's strengths and weaknesses as the basis for formulating the firm's strategy for exploiting environmental opportunities and coping with environmental threats. Because of the group nature of the course, the absolute drop deadlines are September 1 in the fall and January 26 in the spring.

H ADM 402 Hospitality Management Seminar

Fall. 1 credit. Limited to 30 seniors and graduate students by permission. Students will be expected to register for H ADM 102. Elective. Faculty. A weekly meeting with the H ADM 102 speaker of the week. The subject matter varies from week to week, depending on the speaker's area of expertise. The class is relatively unstructured, and students are expected to participate in discussions.

H ADM 403 Resort and Condominium Management

Fall. Students may enroll in first seven weeks, second seven weeks, or both. 2 credits. Limited to seniors and graduate students, others by permission of instructor. Mandatory attendance in all class periods. Elective. M. Noden.

First Seven Weeks: Resort Management: A lecture course in the development, operations, and management of the resort property. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the financing and environmental considerations of the resort development cycle. Regulatory issues are examined, and relationships with host communities and governmental bodies are explored. Special consideration is given to the promotion of business, the provision of facilities, services and guest entertainment. Contract and noncontract relationships with the travel industry are reviewed.

Second Seven Weeks: Resort Condominium Management: A lecture course in the development, financing, and management of secondary-residential hotel condominiums. Contemporary state statutory requirements, S.E.C. regulations and prospectus rules are reviewed for application in the managerial portfolio. Federal land use controls are examined and explained. Individual financing of units, and management contracts are fully reviewed, and students will be exposed to typical management contract requirements and protocols. Rental pooling and its effects upon management and owners will be fully explored. Applications of the condominium concept, including such by-products as time sharing, will be examined from a managerial perspective.

H ADM 404 Entrepreneurship

Fall and spring. 3 credits. Limited to 40 juniors, seniors, and graduate students. Prerequisite: H ADM 321 or equivalent. Elective. Faculty.

Emphasizes starting a new business, not franchising or buying an existing business. Topics will cover how to conceptualize an idea, how to evaluate and articulate the plan, and how to sell the plan to investors, customers, partners, and employees. Students work in teams to develop and present a business plan to a panel of judges at the end of the course. Case studies, guest lecturers. **Because of the group project nature of the course, the absolute drop deadline for all students is the last day of the first week of classes.**

H ADM 405 Quality Planning in the Hospitality Industry

Spring. 3 credits. Limited to 25 seniors and graduate students. Prerequisites: all required hotel undergraduate courses at the 100, 200, and 300 levels. Elective. T. Hinkin.

Focuses on the analysis of work processes and examines organizations from three perspectives: the customer, the employee, and management. Provides students with a systematic approach to identifying, prioritizing, and improving key job functions and work processes utilizing the tools of quality management. Readings, case analysis.

H ADM 407 Seminar in Hotel Operations

Spring. 3 credits. Limited to 25 juniors and seniors. Estimated cost of field trip, \$200. Elective. R. McCarthy.

Seminar course applies management theory to actual hotel operations via semester-long interactions and visits with the department heads and general manager of a medium- to large-size hotel. Field trip includes attendance at executive committee meeting, presentations by various department heads, and half-day "shadow assignments."

H ADM 408 Seminar in Casino Operations

Fall. 2 credits. Limited to hotel juniors and seniors. Estimated cost of field trip, \$200. Elective. R. McCarthy.

Introduction to the multi-billion dollar gaming industry, including a historical overview of gaming and examination of legal, social, and economic issues within the industry. Reviews various games played in casinos, current trends, and the most popular casino destinations in the world. Special attention is devoted to the growth of casinos in cruise ships, Indian reservations, and on river boats in the United States.

H ADM 409 Airline Management

Spring. 3 credits. Elective. Offered alternate years. M. Noden.

Focuses on domestic and international airline industries and explores both pre- and post-regulatory climates. Emphasis is on dynamic organizational change in response to fluctuating economic and legal conditions. Topics include airline organization, comparative corporate strategies, marketing and distribution networks, operations and service management, union relations, finance, government regulation, and air transport. Case studies and guest lecturers will be used. Also, using the computer-driven simulation exercise called AIRLINE, student teams will operate a small regional carrier.

H ADM 603 Managing Across Cultural Boundaries

Fall and spring. 3 credits. Limited to seniors with H ADM 121, 165, 321, 401, or graduate student status. Elective. T. Cullen. Contributes to the development of knowledge and skills needed to manage effectively in other cultures. Objectives are to develop awareness of the pervasive and hidden influence of culture on behavior, particularly with respect to management and management practices; to develop familiarity with the types of situations and issues that often confront managers working in foreign countries; and to develop an appreciation of the impact on personal behavior of living and working in another culture. Readings, case studies.

H ADM 701 Competitive Strategies for the Hospitality Industry

Fall. 3 credits. Professional master's requirement. T. Cullen.

An integration and application of management concepts, theories, and practices to business situations. Students analyze current problems, formulate strategies, and implement policies.

H ADM 702 Human Behavior In Organizations

Fall. 3 credits. Professional master's requirement. T. Hinkin.

Focuses on manager and member behavior in organizations. Ideas and models about persons, interpersonal relationships, small groups, and organizations will provide the basis for understanding the dynamics of effective organizational behavior. Learning will occur primarily through readings, case discussions, and self-reflective teamwork.

H ADM 801 Seminar In Hospitality and Service Inquiry

Fall. 3 credits. Elective. Offered alternate years. C. Lundberg.

This seminar introduces academic graduate students to the major alternative ways of conceptualizing and designing research, and acquiring, interpreting, and disseminating findings. The implications and consequences of one's choices and tradeoffs among the alternative philosophical, ideological, and pragmatic perspectives and approaches to inquiry will be emphasized.

HUMAN RESOURCES MANAGEMENT**H ADM 115 Organizational Behavior and Interpersonal Skills**

Fall and spring. 3 credits. Required. F. Berger.

Focuses on managing people in the workplace. Students develop theoretic lenses for understanding people and organizations and practical tools for accomplishing personal and organizational goals. Topics include individual differences, conflict management, problem solving, power and influence, motivation, leadership, coaching and counseling, and group process. Self-assessments, experiential exercises, reading, discussions, papers, and group activities.

H ADM 210 The Management of Human Resources

Fall and spring. 3 credits. Limited to 40 non-hotel students, no freshmen. Elective. Faculty.

Examines the role of human resources management, starting with an introduction to

the personnel function and an analysis of the social, legal, international, and competitive factors. Examines recruitment, selection, training, motivation, development, compensation, performance appraisal, and labor relations. Class discussion and case analysis are emphasized.

H ADM 211 Human Resources Management

Fall and spring. 3 credits. Limited to 60 hotel students per lecture, no freshmen or graduate students. Prerequisites: H ADM 105 and 115 (co-registration in 115 allowed). Required. B. Tracey.

Provides students with an overview of the human resources management (HRM) field and shows them the link between specific HRM activities and substantive issues/situations they will face as future hospitality managers. Integrates information and knowledge acquired in previous courses. Students will understand the relationship between compensation and benefit activities and job design, motivation, and reward structures. Upon completion, students will (1) understand the interrelationship of HRM activities, as well as the relationship between HRM and other functional areas within hospitality organizations; and (2) understand how to effectively attract, retain, and motivate hospitality employees.

H ADM 411 Negotiations in the Hospitality Industry

Spring. 3 credits. Limited to 30 undergraduate students. Prerequisites: H ADM 115, or equivalent. Elective. T. Simons.

Negotiation skills are crucial to business success. This course provides hands-on experience in negotiation in the hospitality field. Writing, role-playing exercises, and discussions are used to develop students' negotiation skills. Students will improve their comfort level with negotiating as well as develop their own personal style. Students will also learn how to adjust their negotiating style to respond appropriately to different personalities and negotiation tactics.

H ADM 412 Managing Organizational Change

Spring. 3 credits. Prerequisite: H ADM 211 or equivalent. Elective. C. Lundberg.

Facilitating and managing change in organizations. Topics include change processes, organizational diagnosis, action planning, and consultancy. Individual and team projects.

H ADM 415 Managerial Leadership in the 21st Century

Spring. 1 credit. Weekend course. Dates TBA. Elective. Required notebook \$25. K. Blanchard.

Students become participant observers in their own lives by studying the field of applied behavioral science. Students will be able to use what they learn about human beings and how they function best in groups and organizations on a day-to-day basis to develop quality relationships between themselves and the people they support and depend upon (boss, staff, internal peers/associates, and customers). **Because of the popularity of this class, priority will be given in the following order: seniors, juniors, non-employee extramural students, sophomores, freshmen, and Cornell employees. The absolute deadline for adding or dropping the course is 12:00 noon on the first day of class.**

H ADM 416 Special Studies in the Management of Human Resources: Service Cultures

Spring. 2 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H ADM 211 or equivalent. Elective. C. Lundberg.

First Seven Weeks—Service Cultures. This course will assist students in understanding the creation and maintenance of effective service-driven operations. Emphasis will be placed on the diagnosis and design of human resource initiatives aimed at creating effective service cultures and improving organizational performance. Topics covered include the management of emotions, monitoring and measuring the corporate culture for service, and the linkage of human resource practices to service vision, organizational design, and strategic objectives. Students will develop and conduct a culture audit in a business. The seminar format is intended to encourage class discussion, case analysis, and field experience.

Second Seven Weeks—Service Organization Design. Since the earliest organizations, questions of how to best organize activities and resources have challenged managers. Traditional structures, e.g., those organized by functions, products, territories, seem to work less effectively as time goes on. The contemporary management challenge is to design and use more responsive, and flexible organizations—especially in the service sector. It is important to understand the effects of different organizational designs and systems on behavior and efficiency. This course will therefore carefully explore the components, processes, and issues associated with known and probable design options. We will operate as a seminar with several application classes.

H ADM 418 Innovation and Dynamic Management (also ARME 328)

Spring. 3 credits. Limited to juniors and seniors. Elective. C. Enz.

A university-wide course that investigates the innovation process and how to develop good management practice. Innovative firms are studied via case analyses, and a framework for effective change management is devised by the end of the semester. Emphasis is placed on examining how businesses and managers can build profitable organizations through a process of rethinking, re-evaluating, and discarding existing practices. The class will operate as a seminar with several hands-on experiences in innovation.

H ADM 611 Negotiations in the Hospitality Industry

Spring. 3 credits. Limited to 30 graduate students. Prerequisite: H ADM 702 or equivalent. Elective. T. Simons.

Negotiation skills are crucial to business success. This course provides hands-on experience in negotiation in the hospitality field. Writing, role-playing exercises, and discussions are used to develop students' negotiation skills. Students will improve their comfort level with negotiating as well as develop their own personal style. Students will also learn how to adjust their negotiating style to respond appropriately to different personalities and negotiation tactics.

H ADM 614 Leadership and Small Group Processes

Fall. 3 credits. Limited to 30 hotel seniors and graduate students. Elective. C. Lundberg.

Theoretical and practical applications of organizational behavior will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential labs aimed at enhancing their effectiveness as members or leaders of groups. Topics include leadership, decision making, motivation, power, and organizational change.

H ADM 711 Human Resources Management

Spring. 3 credits. Professional master's requirement. B. Tracey.

Addresses the policies and procedures that are required to attract, develop, and retain quality employees. Attention will be given to both strategies and tactics that influence HR decisions, as well as individual and organizational performance. A variety of learning methodologies will be used and students will have the opportunity to apply knowledge and skills in a semester-long project.

FINANCIAL MANAGEMENT

H ADM 120 Personal Financial Planning

Spring. 2 credits. Limited to non-hotel students. Elective. Faculty.

An overview of personal financial planning including money management, tax planning, use of credit, insurance, investing, retirement, and estate planning.

H ADM 121 Financial Accounting

Fall and spring. 3 credits. Limited to hotel students. Required. D. Ferguson.

The basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

H ADM 123 Financial Accounting Principles

Fall and spring. 3 credits. Limited to non-hotel students. Elective. L. Hensley.

An in-depth introduction to the principles of financial accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

H ADM 125 Finance

Fall and spring. 3 credits. Limited to non-hotel students. Elective. Faculty.

Corporate finance topics include time value of money, financial markets, interest rates, financial statement analysis and planning, working capital policy and management, risk and return, risk management, security valuation models, cost of capital, capital budgeting, capital structure, dividend policy, and creative finance.

H ADM 221 Managerial Accounting

Fall. 3 credits. Prerequisites: H ADM 121 and 174, or equivalents. Required. Faculty.

Focuses on the use of accounting information for management decision making and control. Topics include product costing, management control systems and performance measurement. There will be one common exam at the end of the semester.

H ADM 222 Finance

Spring. 3 credits. Prerequisite: H ADM 121, 221, or equivalents. Required. S. Carvell. Provides students with accounting cash flow information for financial planning, capital structure decisions, capital budgeting evaluation, and short-term and long-term financial decision making. Topics include current asset management, short-term financing, capital budgeting, long-term financing, cost of capital, and problems in international finance.

H ADM 321 Hospitality Financial Management

Fall. 3 credits. Prerequisites: H ADM 121, 221, and 222, or permission of instructor. Required. S. Carvell, F. Kwansa. Integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, cost-volume-profit analysis, pricing, operational budgeting, project capital budgeting, decision making, equity and debt financing structures, and operating agreement forms.

H ADM 322 Principles of Investment Management

Fall and spring. Limited to non-hotel students. Hotel students or those with a background in economics, quantitative analysis, and computers are advised to enroll in H ADM 424. Elective. Faculty. An introductory course covering institutional and analytical aspects of security analysis and investment portfolio management including valuation models and practical strategies for stocks, bonds, and mutual fund selection and trading. Computer-assisted analysis, including students' participation in an investment game, is discussed and applied in a realistic manner.

H ADM 323 Hospitality Real-Estate Finance

Spring. 3 credits. Limited to juniors and seniors. Prerequisite: H ADM 321 or equivalent. Elective. J. deRoos, D. Quan. Focuses on real estate financing for hospitality-oriented projects. Topics include methods of measuring rates of return; feasibility and appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible, and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; and trends in international hotel franchising. Presentations by hospitality industry real estate practitioners.

H ADM 324 International Financial Management

Fall and spring. 3 credits. Prerequisites: H ADM 121, 221, 222, or equivalents, and micro and macroeconomics. Elective. D. Ferguson. Focuses on the international aspects of financial management important to the hospitality industry with the intention of providing an understanding of and confidence in dealing with the economic issues faced by the multinational corporation. Areas covered are the international financial management environment, the management of foreign exchange risk, international asset management, and international sources of funds.

H ADM 326 Corporate Finance

Fall. 3 credits. Limited to juniors and seniors. Prerequisite: H ADM 321. Elective. S. Carvell. In-depth analysis of corporate financial management, including financing alternatives and capital structure decisions, cash management, capital budgeting decisions, risk analysis, and working capital management. Although applicable to all businesses, special attention is placed on issues important to the hospitality industry. Emphasizes analytical methods through case studies and an in-depth semester project.

[H ADM 421 Internal Control in Hospitality Operations]

Spring. 3 credits. Limited to 30 students. Prerequisite: H ADM 321, 722, or equivalents. Elective. Not offered spring 2001. N. Geller. Hotel and restaurant operations are analyzed from the perspective of preventing fraud and embezzlement. The design and distribution of production, accounting, information systems, and supervisory tasks are studied in a manner that will ensure effective internal control and verifiable audit trails. Case studies.]

H ADM 422 Taxation and Management Decisions

Fall. 3 credits. Limited to 50 juniors, seniors, and graduate students. Elective. A. Sciarabba. Introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and subchapter "S" corporations; financial information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investments and development.

H ADM 423 Financial Management Policy

Spring. 3 credits. Limited to 30 students; non-hotel students by permission of instructor. Prerequisite: H ADM 326 or 721. Elective. S. Carvell. Covers numerous policy issues in financial management. Each of these issues will affect the potential profitability and survivability of the firm under conditions of uncertainty. The course will concentrate on nine major policy issues including capital structure, dividend policy, lease vs. buy analysis, and working capital financing.

H ADM 424 Security Analysis and Portfolio Management

Fall. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: macro and micro economics, introductory course in statistics and/or quantitative analysis, and knowledge of computers beyond word processing. Elective. Faculty. An in-depth analysis of financial instruments, investments and portfolio management including fixed income, equity securities, advanced valuation models, risk-return analysis, screening techniques, asset allocation, and active portfolio management and trading. Recent developments in investments research are covered, and large financial databases are used for practical applications of the concepts and techniques presented.

H ADM 525 Securities and Structured Financial Products

Fall. 3 credits. Limited to seniors and graduate students. Prerequisites: H ADM 222 or 721 and 424, or by permission. Elective. D. Quan. Deals with the structure and analysis of securitized financial products with an emphasis on residential and commercial mortgage-backed securities (MBS). Intended for those who wish to acquire a working knowledge in the analysis of such securities (such as collateralized securities) and a deep understanding of the securitization process. Necessitates a highly analytic and quantitative approach. Students are required to have a strong background in finance and economics.

H ADM 621 Hospitality Real Estate Finance

Spring. 3 credits. Limited to graduate students. Prerequisite: H ADM 722 or equivalent. Elective. J. deRoos. For description, see H ADM 323. This graduate course includes the H ADM 323 lectures plus an hour-long discussion session each week which features guest speakers from industry, faculty from other colleges, and case studies.

H ADM 622 Capital Investment Analysis

Spring. 3 credits. Prerequisite(s): a course in principles of corporate finance (for graduate students, HA 721 or its equivalent; for undergraduate students, HA 222 and permission). Elective. S. Carvell. This course is about how financial managers must make capital investment decisions in order to maximize shareholder wealth. This requires an in-depth understanding of both the investing and financing decision-making process. To understand the former, students learn about the capital budgeting process and acquire specific skills enabling them to evaluate capital projects; e.g., net present value, discounted cash flow and risk analysis. For the latter, students learn how equity and debt securities are priced in a dynamic capital market and how the firm's capital cost and structure are linked with shareholder wealth maximization. Cases are used to illustrate theory and industry guest speakers conduct occasional seminars.

H ADM 624 Reporting and Analysis for Financial Statements

Spring. 3 credits. Limited to 30 seniors and graduate students. Elective. P. Sinha. Covers the financial accounting issues that are encountered in reporting the operations of corporate enterprises. Emphasis is on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. Emphasis is on outsiders' views of the company and their decision making through interpretation of financial statements.

H ADM 721 Financial Economics

Fall. 3 credits. Professional master's requirement. L. Canina. Integrates corporate finance with the framework of value maximization and the competitive analysis of product and factor markets in the hospitality industry. Topics include short-term asset management, strategic valuation, capital budgeting analysis, capital structure decisions, leasing, and international financial management.

H ADM 722 Hospitality Financial Management

Spring. 3 credits. Professional master's requirement. G. Potter.

Covers both managerial accounting and financial management as they are practiced in the hospitality industry. Topics include hospitality accounting systems and internal control, financial statement analysis and interpretation, operational analysis, cost behavior, budgeting and forecasting, pricing, and feasibility analysis.

FOOD AND BEVERAGE MANAGEMENT**H ADM 136 Introduction to Food Service Operations**

Fall and spring. 4 credits. Limited to hotel students. Required. G. Norkus, A. Susskind.

An introduction to the principles of food and beverage management, beginning with an overview of the food service industry at large. Attention is focused on major industry segments, business practices, and trends. Detailed consideration is given to the components of the food service system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments is emphasized.

H ADM 230 Introduction to Culinary Arts

Fall and spring. 2 credits. Limited to non-hotel students. Priority given to seniors and graduate students. S-U grades only. Attendance at first class is mandatory. Absolute drop deadline for fall is September 10; spring drop deadline is January 30. Elective. There will be a course fee of \$60 which includes the cost of a uniform and uniform cleaning. D. D'Aprix, S. Gould, T. O'Connor, R. White.

Studies of food groups, their respective methods of preparation, cooking, presentation, and holding. Designed for non-hotel students who are interested in learning the professional approach to food preparation and service with hands-on practice. Food product identification, preparation and service methods, and professional language of food and cooking.

H ADM 236 Culinary Theory and Practice

Fall and spring. 4 credits. Prerequisite: H ADM 136. Attendance at first class is mandatory. Required. T. O'Connor, R. Spies, R. White.

Designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety and sanitation. Students will prepare recipes, menus, and production schedules and will develop the ability to recognize properly prepared foods by preparing, tasting, and evaluating foods. They also will develop an awareness of potential production problems and how to troubleshoot them.

H ADM 331 Creating Distributor Partnerships

Spring. 3 credits. Limited to 20 juniors, seniors, and graduate students; others by permission of instructor. Elective. E. Merberg.

Beginning with a historical overview, the student gains an appreciation for the role the

food service distributor plays in the movement of food from the farm to the operator. Emphasis on the complexity of the distributors' operations in today's high tech world. Students prepare and negotiate sole source supply agreements with the nation's largest food distributors. Exposure to the various disciplines and employment opportunities in food service distribution. Guest speakers, distributor visits.

H ADM 332 Reviewing the Restaurant: The Consumer's View of the Dining Experience

Fall. 3 credits. Field trip \$325. Limited to 20 students with written permission.

Prerequisites: H ADM 165 and 335, or permission of the instructor. Elective.

N. Dahl, G. Pezzotti.

Trains the student to perform a comprehensive analysis of the restaurant dining experience. The role of the restaurant critic/reviewer will be discussed in depth. The student will examine and enhance his or her critical writing skills, as the course will require each student to complete approximately ten restaurant reviews.

H ADM 333 Current Issues in Food Safety and Sanitation

Spring. Variable to 3 credits. Three-credit registration limited to 12 students. Elective. Faculty.

A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFI/NRA certification and the Food Protection (ETS) certification exam (optional) is offered.

H ADM 334 Wine and Food Pairing Principles and Promotion

Spring. 2 credits. Limited to 20 juniors, seniors and graduate students. Prerequisite: H ADM 430 or permission of instructor. Elective. G. Pezzotti.

Focuses on the pairing and marketing of wine and food. Students develop an understanding of regional and varietal wine styles; how foods' flavors can change a wine's flavor, and the promotion of wine and food. Topics include wine and food pairing principles, cuisines and their flavor components, food trends in restaurants and in the home, special event planning, and wine list development. Students design and present wine and food tastings to industry guests.

H ADM 335 Restaurant Management

Fall and spring. 4 credits. Limited to 30 hotel school students per lab; others by permission of instructor. Prerequisites: H ADM 136 and 236. Approximate cost of utensils and manual, \$85. Once enrolled, students may not drop the course without permission of instructor. Required. D. D'Aprix, Y. Kerr-Donovan, B. Lang, M. McCarthy, J. Ridley.

A restaurant-management course in which each student participates as a manager of a full-service restaurant operation. Topics include operational issues, customer satisfaction, restaurant trends and challenges defining a service philosophy, and management development. The laboratory is based on a hands-on managerial component, including the development of a business plan and post-

analysis of the operation. Students become familiar with all aspects of a restaurant operation.

H ADM 338 Seminar in Culture and Cuisine

Fall. 3 credits. Limited to 20 students. Prerequisites: H ADM 165 and 236 (or 230), or permission of instructor. Elective. R. Spies.

Explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through readings, research, and meal preparation, students explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons among the foodways of different cultures. Students prepare research reports and oral presentations, and design menus and orchestrate their preparation.

H ADM 339 Wine in Culture and History

Fall and spring. 2 credits. Limited to 200 students. Fall regions: Germany, Italy, and Champagne. Spring regions: Bordeaux, Burgandy, and California. Elective. A. Nash.

Designed to provide students with a cultural and historical perspective on wine and its place in society. Topics include history, people, culture, production of wine in specific wine-producing regions of the world, wine and health issues, wine and food pairing, cooking with wine, and retail wine buying strategies. Regions covered will change each semester so students may take the course more than once.

H ADM 430 Introduction to Wines

Fall and spring. 2 credits. Wine glass kit and course fee, \$25.00. Limited to hotel school juniors, seniors, and graduate students, and seniors and graduate students in all other colleges. **Hotel students encouraged to enroll in the fall.** All students, except those in the hotel school, must be 21 years old by the first day of university classes (August 24, 2000 and January 22, 2001). S-U grades only. Elective. S. Mutkoski, A. Nash.

An introduction to the major wine-producing regions of the world and what the consumer needs to know to purchase wines, spirits, and beers at retail outlets and in a restaurant setting. Topics include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wines, and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

(Preregistered students who do not attend the first class and fail to notify the course secretary in 274 Statler of their absence before the first class are automatically dropped from the course. The student must then follow the normal drop procedure in his or her school. **Because of the high demand for this course and because a product is consumed, the absolute drop deadline for all students is September 8 in the fall and February 2, 2001 in the spring.)**

H ADM 431 Seminar in Independent Restaurant Operations Management

Fall and spring. 3 credits. Five field trips, \$325. Limited to 20 students, with written permission of instructor. Elective. G. Pezzotti.

Designed for students who have a strong interest in food and beverage operations and who may be considering a career as an

entrepreneur. Students visit and analyze various independently owned restaurant operations. Analysis covers the restaurant's concept (market), organization, ownership, management, physical structure, staff, front- and back-of-the-house operations, and fiscal integrity. Readings relevant to current topics in the restaurant industry are required. Classes alternate weekly between field trips and seminar/case presentations.

H ADM 432 Contemporary Healthy Foods

Fall. 3 credits. Field trip, \$50. Limited to 20 seniors and graduate students, or by permission of instructor. Prerequisite: H ADM 335 or equivalent. Elective. M. Tabacchi.

Builds a greater awareness and understanding among nutrition and food service professionals of the origins and manifestations of today's health-conscious and educated food service patron. Topics include the marriage of nutrition and the cuisine demanded by today's consumer, fresh produce, lean meats, and lack of fabricated diet foods. Menu design includes creativity and nutrient density of foods. Major emphasis is on preparation, marketing, merchandising, and selling of healthy menus in Statler's outlets.

H ADM 433 Contract Services Management

Fall. 3 credits. Field trips, \$25-50. Limited to 25 juniors, seniors, and graduate students. Prerequisites: H ADM 136 and 236. Elective. D. Reynolds.

Operations in business and industry, healthcare, and education, as well as other on-site segments, represent more than one-fourth of total restaurant industry revenues.

Addresses the major differences between on-site food service management and traditional restaurant management with particular focus on organizational structure, competitive challenges, revenue enhancement/cost containment, labor issues, systems design, and branding. Readings, discussions with industry leaders, cases, site visits, and an integrated research project.

H ADM 434 Desserts Merchandising

Spring. 3 credits. Limited to 25 students. Prerequisite: H ADM 230, 236, or permission of the instructor. Elective. Faculty.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. Students develop large-scale production skills, become familiar with bakery utensils, and advertise and sell their products.

H ADM 435 Selection, Procurement, and Supply Management

Fall. 3 credits. Limited to 20 students. Prerequisites: H ADM 136 and 236, or 731. Elective. R. Spies.

Expands upon the concepts of purchasing and supply management that were developed in H ADM 136 and 731. Designed to expose the student to two specific areas: the management of the procurement system and the major commodity groups that are germane to the operation of a hotel or foodservice operation. Lectures include discussions on the comparison of the purchasing function in the hospitality industry to other industries, distribution systems, legal and ethical implications in buyer-seller relationships, procurement options, buying strategy development, price protection programs, and other contemporary issues. Students work

with the major entree food groups: meats, seafood, and poultry, with emphasis placed on identification, quality and condition, market form, yield tests, and cost analyses.

H ADM 436 Beverage Management

Fall and spring. 2 credits. Limited to 25 hotel school juniors, seniors, and graduate students. Prerequisite: H ADM 430 (co-registration is not allowed). Elective. S. Mutkoski, A. Nash.

Designed for students who intend to pursue food and beverage as a career. Deals specifically with the management of beverage operations. Lectures develop skills in and awareness of dram shop liability; staff training and responsible customer service; beverage pricing; food and wine pairings; wine list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Guest lecturers.

H ADM 437 Specialty Food and Beverage Operations: Guest Chefs

Spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H ADM 335 or 731. Elective. G. Pezzotti.

Designed for students with a strong food and beverage orientation, especially students considering careers in the hotel food and beverage environment, or those who anticipate interacting with current culinary trends. Working in groups, students market, organize, plan, produce, serve, and prepare the financial analysis and accounting relative to four guest chef specialty production nights for the Cornell community, utilizing the Statler Hotel facility. Final project.

H ADM 438 Catering Management

Spring. 2 credits. Field trip, \$180. Limited to 25 students. Prerequisite: H ADM 236 or permission of instructor. Elective. R. Spies.

Examines on- and off-premise catering for business and social functions, as well as sports events and office catering. Topics include the organizational structure of catering operations; legal aspects of catering businesses; menu design for special functions and its operational implications; marketing from a caterer's perspective; function planning and management; staff recruitment, training, and supervision; and post-event analysis. Site visits and analyses of actual catering operations.

H ADM 530 Anheuser Busch Seminar in Quality Brewing and Fine Beer

Fall. 1 credit. First 7 weeks of the semester. Prerequisite: H ADM 430. Elective. G. Pezzotti.

Designed for upper-level students who intend to pursue food and beverage careers. Serves to advance one's knowledge about beers in terms of managing such products in a restaurant setting or other food service outlet. Topics include the brewing process, sensory aspects of beer, international beer types and styles, marketing malt products, purchasing and distribution, storage and service, beer and food pairings, staff training and education, cost controls, and third party liability issues. Local field trip, no cost.

H ADM 538 Health and Fitness in the Resort Hotel and Spa Industry

Fall. 3 credits. Limited to seniors and graduate students. Two field trips, \$75-100. Prerequisite: previous courses in food and beverage management and marketing. Elective. M. Tabacchi.

Emphasizes the management aspects of spas, health clubs, and spa resorts. Topics include feasibility of success and marketing research necessary to establish new spas, design of menus, mental and physical fitness programs, stress management, spa medical treatments, complementary medical treatments, and other spa programs. Other topics include required personnel, safety, legal and ethical issues, and integration of nutritious menu items and their marketing and merchandising. Guest speakers.

H ADM 539 Airline Service Foodservice and In-flight Management

Spring. 3 credits. Preference given to seniors and graduate students. Field trip, \$75-100. Prerequisites/Corequisites: H ADM 136, 236, or permission of the instructor. Elective. M. Tabacchi.

Focuses on the challenge of preparing and distributing 20,000-30,000 meals per day to 20-30 different airline carriers and rethermalizing, serving, and clearing those meals at 30,000 feet in confined space and short periods of time. Examines strategies, planning, and forecasting by airline, airline catering, and sales executives, as well as the effect of the economy and the airline's competition upon the type of meals served.

H ADM 631 Case Studies in Multi-unit Restaurant Management

Spring. 3 credits. Limited to 20 graduate students, seniors by permission. Elective. Faculty.

Case studies of multi-unit restaurant organizations will focus on topics such as: new venture planning, rapid growth and organizational change, market identification, service delivery and design, consumer demand, corporate culture, production planning and operations management, strategic planning and implementation, tactics and market responses, international expansion, breakpoints and breakthrough thinking. Each class period will be spent in student-organized discourse and exchange based upon their assigned written case analysis. Grading will be on individual case presentations, class participation and written case assignments.

H ADM 633 Food Service Operations Management

Spring. 3 credits. Limited to 20 graduate students, others by permission. Elective. A. Susskind.

Applies fundamental concepts of marketing, financial analysis, food service production and management, and human resource principles that were addressed in previous courses. Combines theory and practice in all levels of a food service operation: basic knowledge, technical skills, and analytical skills. Manages by planning, implementing, critiquing, and analyzing a food service operation. Designs and implements a training program for an opening staff and employees who will be rotating through different positions. Develops budgets, both projected and actual, for different food service operations. Employs a feasibility model for a particular food service concept and operation.

H ADM 731 Graduate Food and Beverage Management

Spring. 3 credits. Professional master's requirement. T. Kelly, A. Susskind.

Focuses on the technical, managerial, and human resource skills needed to be successful in food service management. Topics include market analysis, concept development, menu planning, operations management, marketing,

and current and future issues affecting the food service industry.

MARKETING AND TOURISM

H ADM 243 Marketing Management for the Hospitality Industry

Fall and spring. 3 credits. Limited to 80 hotel students per lecture, not open to freshmen. Required. J. Siguaw.

Helps students acquire the knowledge and skills necessary to get and keep profitable customers in today's competitive business environment. Topics are product quality, branding, pricing, personal selling, advertising, sales promotions, market segmentation, target marketing, product positioning, and marketing research. Class exercises, assignments, and essay exams.

H ADM 343 Marketing Research

Fall and spring. 3 credits. Limited to 32 students. Prerequisites: Introductory principles of marketing or marketing management and an introductory course in quantitative methods for management. Elective. J. Austin.

Introduces students to the basic techniques and practices used to collect, analyze, and disseminate data for decision making in hospitality marketing. The goal is to help future managers develop a level of research competency that will enable them to interact intelligently with marketing research providers when requesting information, assessing proposed research projects, as well as evaluating and using information from completed research.

H ADM 344 Tourism I

Fall and spring. 3 credits. Not open to freshmen. Elective. M. Noden.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are examined. Students are familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand on destination development are explored through the use of selected limited case studies. Guest lectures highlight the economic operations and effects of tourism in both the public and private sectors.

H ADM 345 Hospitality Sales

Spring. 3 credits. Limited to 24 students. Prerequisite: H ADM 243, 741, or equivalent. Elective. J. Siguaw.

An in-depth study of the promotional tool of personal selling, with an emphasis on identifying and meeting the needs of the customer. Course material encourages the use of intuition, judgment, logic, problem-solving methodology, and other tools as part of an overall sales mix. Class sessions involve lectures, role playing, videos, presentations, and guest lectures.

H ADM 347 Consumer Behavior

Fall and spring. 3 credits. Limited to 45 juniors and seniors. Prerequisite: an introductory principles of marketing or marketing management course. Elective. M. Lynn.

Helps students become better at understanding, predicting, and influencing consumer behavior. Topics are motivation, perception, learning, decision making, persuasion, compliance, geo-demographics, and psycho-

graphics. Applications of the material to hospitality marketing issues such as guest frequency programs, menu design, advertising, personal selling, and promotion strategy will be stressed through class exercises, a term paper, and essay exams.

H ADM 442 Strategic Marketing

Fall. 3 credits. Limited to seniors. Prerequisite: a previous marketing course. Elective. C. Dev.

Offers theoretical and practical approaches addressing strategic marketing challenges in hospitality and service firms. Strategic marketing concepts and principles will be learned through lectures, discussion, case studies, and development of a strategic marketing report.

H ADM 444 Tourism II

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H ADM 243, 244, or equivalents, or written permission of instructor. Elective. M. Noden.

An advanced course in the study of tourism. Emphasis is placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Students are expected to engage in a wide range of discussions and analysis of the effects of tourism on various environments in social and economic terms. Case studies, occasional guest lectures.

H ADM 445 Services Marketing

Fall. 3 credits. Limited to 40 students. Prerequisite: a previous marketing course or permission of instructor. Elective. L. Renaghan.

Students preparing for management positions will develop an understanding of services marketing principles applicable to the hospitality industry. Topics include marketing strategies of service firms, new marketing approaches, and the reformulation of traditional marketing principles from consumers and industrial goods marketing. Case studies, guest speakers.

H ADM 446 Marketing Planning for Hotels

Spring. 3 credits. Prerequisites: H ADM 243, 741, or equivalent. Elective. L. Renaghan.

Students learn about the key variables in property-level management and their proper application in developing a marketing plan, e.g., marketing intelligence, demand analysis, supply and competitor analysis, segment analysis, resource allocation, sales strategies, and measurement of results. Test material, cases, relevant articles, lectures, and key speakers. Upon completion of the course, the student should be able to design, develop, and implement a comprehensive, targeted, and action-oriented marketing plan for a lodging property.

H ADM 447 Channels of Distribution in Tourism

Spring. 3 credits. Prerequisite: H ADM 243. Elective. M. Noden.

Examines the major elements of the structure, arrangement, management, and control of the channels of distribution in the tourism industries. Topics include emerging trends in electronic distribution, organizational structures of distributive consortia, and their effectiveness in service distribution. Significant readings, guest lectures.

H ADM 448 Marketing Communications

Spring. 3 credits. Prerequisite: a previous marketing course. Elective. C. Dev.

Provides students with a managerial understanding of the effective use of a variety of marketing communication media, including advertising, sales promotion, public relations, etc. Hospitality industry emphasized.

H ADM 449 International Marketing

Fall and spring. 3 credits. Limited to 25 students. Prerequisites: Micro and macroeconomics. Elective. Not offered fall 2000. Faculty.

Develops understanding of international marketing with emphasis on hospitality-industry applications. Focuses on the similarities and differences that exist between domestic and international marketing and the conduct of international marketing in various segments of the world.

H ADM 641 Marketing Decision Models for Service Firms

Fall. 3 credits. Limited to 20 seniors and graduate students. Prerequisite: a principles of marketing or marketing management course and an introductory course in quantitative methods for management. Elective. J. Austin.

Introduces students to advanced data analysis and modelling methods used for decision making in hospitality marketing.

H ADM 642 Strategic Marketing

Fall. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course and permission of instructor. Elective. C. Dev.

Offers theoretical and practical approaches to addressing strategic marketing challenges in hospitality and service firms. Strategic marketing concepts and principles will be learned through lectures, discussion, and development of a strategic marketing report.

H ADM 643 Marketing Research

Spring. 3 credits. Limited to 20 graduate students. Prerequisites: introductory principles of marketing or marketing management and an introductory course in quantitative methods for management. Elective. J. Austin.

Introduces students to the basic techniques and practices used to collect and analyze data for decision making in hospitality marketing. The goal is to help future managers develop a level of research competency that will enable them to interact intelligently with marketing research providers when requesting information, assessing proposed research projects, as well as evaluating and using information from completed research.

H ADM 644 Food and Beverage Marketing Strategy

Spring. 3 credits. Limited to graduate students, seniors by permission. Prerequisite: prior 3-credit marketing course. Elective. T. Kelly.

Focuses on how to apply marketing, sales, and merchandising techniques to the commercial food and beverage industry. Addresses developing a market segmentation based on understanding the needs and wants of potential target markets, translating needs and wants into a viable food service concept positioning strategy, and marketing strategies used to maintain and increase sales and market share. Recitation and analysis involves substantial use of the Consumer Report on Eating Share Trends (CREST) database.

H ADM 645 Services Marketing

Spring. 3 credits. Limited to graduate students. Prerequisite: previous marketing course, or permission of instructor. Elective. L. Renaghan.

Helps students preparing for ownership or management positions develop an understanding of services marketing principles applicable across the entire service sector. Marketing strategies of service firms from various service industries will be evaluated. New marketing approaches uniquely applicable to services are considered as well as the reformulation of traditional marketing principles from consumers and industrial goods marketing. Case studies, guest speakers.

[H ADM 646 Marketing Planning for Hotels

Fall. 3 credits. Limited to graduate students. Prerequisite: H ADM 243, 741, or equivalent. Elective. Not offered fall 2000. Faculty.

For description, see 446. This course includes the H ADM 446 lectures plus a theoretical paper.]

H ADM 647 Consumer Behavior

Fall and spring. 3 credits. Limited to 25 graduate students. Prerequisite: introductory marketing principles or marketing management course. Elective. M. Lynn.

For description, see H ADM 347.

H ADM 741 Marketing Management

Spring. 3 credits. Professional master's requirement. C. Dev.

Deals with the management of the marketing function in hospitality enterprises. Primary objectives are to introduce students to the basic concepts and principles underlying marketing decision making and to provide the skills needed to analyze and understand complex marketing situations in order to plan and implement marketing programs.

PROPERTY ASSET MANAGEMENT**H ADM 255 Hotel Development and Planning**

Spring. 3 credits. Limited to 20 sophomores, juniors, and seniors per section. Required. R. Penner, S. Robson.

An introduction and management overview of the problems and opportunities inherent in the development and planning of hospitality facilities. Topics include the project development sequence; conceptual and space planning; architectural design criteria, construction management; and the interpretation of architectural design and consultant drawings. Emphasis is on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

H ADM 350 Real Estate Management

Fall. 2 credits. First 7 weeks of the semester. Elective. J. deRoos.

Introductory course designed for students interested in learning the principles of property management for residential and commercial real estate. Lectures will provide an overview of the different aspects of property management such as leases and management contracts (including landlord/tenant issues), accounting and finance, staffing, and building operations. Case studies.

H ADM 351 Hospitality Facilities Design

Fall. 4 credits. Prerequisite: H ADM 255 or 751 or permission of instructor. Elective. R. Penner, S. Robson.

A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of hotel plans. Students learn basic graphic techniques and apply them to planning problems for hospitality facilities. Final project.

H ADM 352 Hotel Planning and Interior Design

Spring. 3 credits. Field trip, \$250; drawing supplies, \$100. Limited to 18 students. Prerequisite: H ADM 351 or permission of instructor. Elective. R. Penner.

A project course in which student teams develop operational criteria and a complete interior design presentation for a new hotel or major renovation. The early semester includes a number of short design exercises. A field trip to a northeastern city introduces students to the particular hotel and its requirements. During the rest of the term, the teams will re-plan the hotel public areas and guestrooms, develop conceptual designs, establish preliminary budgets, and assemble presentation boards to describe the design.

H ADM 353 Food Service Facilities Design

Spring. 3 credits. Limited to 24 students. Prerequisites: H ADM 335 and 351 (co-registration is allowed) or food service experience or permission of instructor. Elective. S. Robson.

An introduction to the basic concepts of food service facilities design and planning. Students will determine space allocations for kitchens and their support areas; develop basic production work flow in the preparation and service areas; and select equipment utilizing standards for production capability, quality of construction, and ease of maintenance. Students will use studio time for planning, designing, and writing specifications for a medium-size restaurant kitchen.

H ADM 354 Computer-Aided Design

Fall and spring. 2 credits. Limited to 18 students per lecture. Prerequisite: H ADM 351 or equivalent studio experience. Attendance at first class is mandatory. Elective. S. Curtis.

The operation of microcomputer-based computer-aided design (CAD) systems. Using AutoCAD on the IBM PC, the course presents an organized and logical sequence of commands, mode settings, drawing aids, and other characteristics of CAD. Students will learn the program in the school's computer center and will develop a complete graphic presentation. Emphasis is on the use and operation of CAD systems in a commercial document production environment.

H ADM 355 Hospitality Facilities Operations

Fall. 3 credits. Limited to 20 students per section. Prerequisite: H ADM 255. Required. M. Redlin.

An overview of the operation of hospitality facilities, including operating costs for various types of facilities, types and characteristics of major building systems, and the responsibilities of the engineering-maintenance departments. The renovation needs of hospitality facilities are examined and key managerial aspects of renovations considered.

H ADM 356 Hospitality Risk Management

Spring. 3 credits. Limited to sophomores, juniors, seniors, and graduate students. Elective. D. Stipanuk.

A comprehensive look at risk management within the hospitality industry. Addresses issues of loss control for hospitality firms. Using a risk management conceptual framework, issues in fire protection, customer and workplace safety, OSHA, and customer and corporate security are analyzed.

H ADM 357 Insurance and Risk Management

Fall and spring. 3 credits. Prerequisite: an introductory accounting or business course. Elective. G. Shankar.

A comprehensive look at risk management within a general business or institutional environment. Reviews insurance and non-insurance solutions to controlling loss, the general legal environment within which risk management processes work, and the integration of crisis management into the overall corporate risk management plan.

H ADM 450 Principles of Real Estate

Fall. 3 credits. Limited to juniors and seniors. Elective. Faculty.

Approaches real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment and financing decisions, to use real estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real estate investment, finance, and development.

H ADM 452 Sustainable Development and the Global Hospitality Industry

Fall. 3 credits. Limited to juniors, seniors, and graduate students. Elective. D. Stipanuk.

A multidimensional course integrating the global sustainability and environmental movements, their impact on the hospitality industry, and responses to and opportunities associated with the sustainability movement. The course draws upon work in a number of disciplines for the ideas and concepts discussed. Readings will be drawn from the environmental, sustainability, and hospitality literature. Students should be prepared to encounter conflicting views in the readings and in classroom discussions. The course attempts to portray a variety of viewpoints regarding issues of contemporary interest to society and the business community. Discussion of these issues is a key component of the course.

H ADM 454 Advanced Computer Aided Design

Spring. 3 credits. Limited to 18 students. Prerequisite: H ADM 354 or equivalent introductory AutoCAD course. Elective. S. Curtis.

Computer aided design has grown beyond its traditional use as a tool to draw contract documents. This course will give students an understanding of the more advanced capabilities of AutoCAD, including raster image support, OLE, 3-D surface and solid modeling, and photorealistic rendering. The availability and capabilities of "third party" plug-ins to AutoCAD will also be explored. There will be weekly projects as well as a final project.

H ADM 456 Hospitality Facilities Management

Spring. 3 credits. Prerequisite: H ADM 355, 751, or permission of the instructor. Elective. D. Stipanuk.

A managerial approach to hospitality facilities addressing issues of owning and operating, cost management, facilities services and delivery systems management, governmental regulatory compliance, and emerging issues. Emphasis on environmental issues such as indoor air quality, waste management, and energy conservation. Extensive use of the web.

H ADM 457 Advanced Development and Construction

Fall. 3 credits. Overnight field trip, \$175. Limited to juniors with permission, seniors and graduate students. Elective. D. Stipanuk.

Focuses on the management structure and systems, laws, regulations, and industry practices that most influence the successful development of commercial and residential real estate, including lodging and eating facilities. Topics include scheduling, budgeting, managing other professionals, and analysis of alternative materials and methods. Guest speakers, case studies, and group project.

H ADM 458 Hospitality Real Estate

Spring. 3 credits. Limited to 40 seniors or graduate students. Prerequisites: H ADM 323, 450, or permission of instructor. Elective. Faculty.

Expands the student's understanding of the role of real estate in individual hospitality businesses and corporations. Designed for those who plan careers in the hospitality industry. Specific objectives are to develop an appreciation of real estate as a factor in the production of income for hospitality businesses; to develop an appreciation of real estate as an asset that can be managed, sold, and otherwise used to increase the wealth of hospitality corporation shareholders; and to understand the importance of valuing real estate, and the approaches to valuation and contemporary hospitality valuation issues.

H ADM 459 International Hospitality Development

Spring. 3 credits. Limited to 30 seniors and graduate students. Elective. J. Clark.

A seminar course covering the strategic development of international hospitality projects. Topics will include corporate expansion strategies; the international development process; viewpoints of public and private stakeholders; and such development challenges as technology, infrastructure, environmental concerns, and public policy issues. Senior corporate guest lecturers will present and discuss new projects in such locations as Hawaii, Mexico, western and eastern Europe, Southeast Asia, and Latin America and contrast these opportunities with development in the United States.

H ADM 550 Principles of Timeshare Development and Operations

Fall. 2 credits. Second 7 weeks of the semester. Elective. J. deRoos.

Provides an intense introduction to the rapidly growing timeshare and vacation ownership industry. Students will learn who the four major business disciplines of financial management, real estate development, marketing and sales, and resort operations are specifically applied to the industry. Guest speakers, course project, and case studies.

H ADM 651 Principles of Real Estate

Fall. 3 credits. Limited to graduate students. Elective. Faculty.

This survey course approaches real estate from four perspectives: investment, market, mortgage finance, and legal. Understanding these perspectives will enable students to make better investment and financing decisions, to use real estate resources wisely, to understand public policy issues, and to be prepared for additional courses in real estate investment, finance, and development. This course includes much of the material in H ADM 450 plus special topic sessions that feature guest speakers from the industry, faculty from other colleges, and case studies.

H ADM 658 Advanced Real Estate

Spring. 3 credits. Limited to 40 graduate students. Prerequisites: H ADM 323, 450, 621 or 651. Elective. D. Quan.

Promotes sound real estate investment and finance decision making through the use of advanced theory and techniques in financial economics. Real estate investment decisions are made through applications of the after-tax discounted cash flow model which incorporates prevailing domestic and international economic conditions in real estate markets, tax rules, and government regulations. Financing decisions are made using the techniques of modern financial analysis. A wide array of financing options is considered including convertible, participating, and accrual mortgages. All types of residential and nonresidential real estate are analyzed, including hospitality properties.

H ADM 751 Properties Development and Planning

Spring. 3 credits. Professional master's requirement. J. deRoos, M. Redlin.

Provides an overview of project development, hotel planning, and the construction process, including the role of the development team, feasibility, functional planning and design, interpretation of architectural drawings, architectural and engineering criteria, construction management, contracts, and scheduling. Student teams will prepare the program documentation for a new hotel or one undergoing major rehabilitation in conjunction with other professional master's core courses.

COMMUNICATION COURSES

H ADM 165 Managerial Communication I

Fall and spring. 3 credits. Each lecture limited to 16 students. Note: Students required to take this course generally may not delay it. If extenuating circumstances exist, student must petition to drop the course by the end of the first week of classes. This course must be taken within the first two semesters, including any ITD semesters. Add/drop and section changes must be approved by the chairperson. Required. D. Jameson, S. Jones, Y. Kim, C. Snow, R. Steinacher.

An introduction to the role and importance of effective communication in managerial work, especially in the hospitality industry. Development of abilities in analytical thinking and clear written expression. The process of planning, preparing, and executing professional communications with an emphasis on written documents. Students write a series of business documents and give several oral presentations.

H ADM 266 Intermediate French: Le Francais de l'Hotellerie et du Tourisme

Spring. 3 credits. Limited to 15 students. Prerequisite: French 123 or permission of instructor. Elective. A. Grandjean-Levy.

Offers continuing study of the French language with specific emphasis on the hospitality industry. Material presented considers cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course is conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary are used in building general competence in practical usage. Students with special interest in the hospitality industry will be given priority for admission.

H ADM 364 Advanced Business Writing

Fall and spring. 3 credits. Limited to juniors, seniors, or graduate students, or written permission of instructor. Prerequisite for undergraduates: H ADM 165 (for hotel school students) or completion of student's freshman writing requirement.

Elective. S. Bryson, Y. Kim, R. Steinacher.

Focuses on communicating challenging messages in business contexts. Writing assignments will emphasize delivering persuasive messages, working with tone and style, and developing different types of documents in professional contexts. Assignments include business letters and memos written for various contexts, procedures and policy statements, promotional materials, negative messages, and analytical reports requiring research.

H ADM 365 Managerial Communication II

Fall and spring. 3 credits. Limited to 22 juniors and seniors per lecture. Note: Students required to take this course generally may not drop it; however, students may be allowed to drop before the first class meets if the area has a wait list and the vacancy can be filled. Students may drop between the first and second class if they (1) check first with the course chair, and (2) can find a replacement for their place in the course. Students may not drop after the second class unless they petition and present a case of extenuating circumstances. It is expected these cases would be rare. Prerequisites: Hotel undergraduates must have completed H ADM 165 and H ADM 115. Required. N. Dahl, Y. Kim, E. Roberts, C. Snow, B. Stevens.

A broad study of communication in a management context. Emphasizes the significant role of communication in developing work relationships that enable managers to achieve their goals. It presents the theories and principles of communication that underlie effective performance. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

H ADM 462 Communication and the Multicultural Organization

Fall and spring. 3 credits. Elective. E. Roberts.

Influence of culture, perception, and gender on communication in multicultural organizations, including international and domestic businesses with diverse work forces. Focus is

on human interaction at work. Special emphasis on the hospitality industry. Topics include values and beliefs, how race and gender affect language use, cultural differences in nonverbal communication, ethnocentrism and stereotyping, intercultural sensitivity and adjustment, cultural variables, persuasion, and ethics of communication in international business.

H ADM 463 Persuasive Communication in Organizations

Spring. 3 credits. Limited to 18 students.

Prerequisites: H ADM 165 and 365 for hotel undergraduates, or permission of instructor. Elective. Faculty.

Prepares students to communicate effectively in a variety of persuasive speaking contexts. Principles of persuasion will be thoroughly examined as they apply to managerial communication tasks. Emphasis on persuasive speaking; also relationship between written and oral communication. Studies the principles of persuasion, analyzes case studies in the hospitality industry, and applies persuasive strategies in simulated workplace settings.

H ADM 661 Organizational Communication for Managers

Spring. 3 credits. Elective. Faculty.

Provides an in-depth understanding of the theory and practice of organizational communication. Structured around the communication tasks managers must accomplish in order to be effective on the job: communicating to diverse audiences, resolving conflicts, making presentations, and influencing colleagues. Students read and discuss a series of articles to increase knowledge of organizational communication issues and expand their understanding of the political, sociological, and ethical dimensions of problems in organizational communication. Oral and written assignments, service project with a nonprofit organization in Tompkins County.

H ADM 761 Communication Modules

Fall and spring. Variable credits. Limited to MMH students. Elective. N. Dahl, D. Jameson, C. Snow.

Instruction in communication and leadership skills helps MMH students reach their individual professional development goals, enrich their education, perform well on course assignments, and meet the program benchmarks in managerial writing, presentational speaking, and group process and leadership.

OPERATIONS MANAGEMENT, INFORMATION TECHNOLOGY COURSES

H ADM 170 Keyboarding for Windows

Spring. 2 credits. Limited to 30 students. Elective. B. David.

An introduction to the computer and a beginning course in alphabetic and numeric keyboarding. Students learn word-processing skills during the second half of the course.

H ADM 174 Microcomputing

Fall and spring. 3 credits. Limited to hotel school freshmen and transfers. Limited to 30 students per section. Required.

R. Alvarez, P. Clark, R. Moore.

This course is designed to aid students in building functional computer literacy. Students

will develop their skills in five generic areas: text, graphics, spreadsheet, presentation, and listing processing. This portion of the class is taught in the Binenkorb computer lab, where students work with Microsoft Office and the Internet. In addition, students learn introductory statistical concepts, including descriptive statistics, correlation, and regression analysis. Course material is presented through a combination of lectures and labs.

H ADM 274 Microcomputing

Spring. 3 credits. Limited to 30 non-hotel students per lecture. R. Moore.

An introduction to microcomputing to develop functional computer fluency. Students will develop their skills in five generic areas: text, graphics, spreadsheet, presentation, and file processing. The course is entirely lab-oriented and students work in Windows. Software used is Word, Excel, Powerpoint, and Filemaker.

H ADM 371 Hospitality Quantitative Analysis

Fall and spring. 3 credits. Required. G. Thompson.

Introduces statistical and operations research methods appropriate for the hospitality industry. The overriding goal is to provide students with the skills and understanding necessary for decision making using quantitative data. Students will use computer spreadsheet software extensively. A key element is an ability to communicate the results of the analyses in a clear manner. Topics include probability, decision analysis, modeling, forecasting, quality management, process design, waiting lines, project management, and revenue management.

H ADM 474 Corporate Information Systems Management

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective. R. Alvarez.

Explores 10 key issues in information technology management through use of case studies of companies who have relevant experience with the issues. A basic understanding of information technology, organizational behavior, and general management is advised.

H ADM 475 Information Technology for Hospitality Managers

Fall and spring. 3 credits. Prerequisite: H ADM 174. Required. R. Alvarez, M. McCarthy, R. Moore, M. Talbert.

Composed of three blocks: (1) Lecture—the goal of this block is to provide the students with a broad-base knowledge of Information Technology (IT) management issues. (2) Lab—the goal of this block is to provide the students with advanced Excel model-building skills and concepts. (3) Section—the goal of this block is to provide students with the opportunity to focus on a special topic in IT relevant to their career direction. Block 1: Meets for the entire semester. Students must register for this lecture. Block 2: Meets for the first nine weeks of the semester. Students must register for one of these two labs. Block 3: Meets for the last three weeks of the semester. Students must register for at least one of these sections. Students who wish to register for more than one section may do so and receive one additional credit of independent study for each.

H ADM 476 Visual Basic for Applications: End-User Programming

Fall and spring. 3 credits. Limited to 25 students. Elective. M. Talbert.

Introductory programming course for end-users (e.g., business managers, consultants, etc.). Students will develop fluency in the popular Visual Basic for Applications (VBA) language. Using VBA, students will learn how to customize and extend the Microsoft Office Suite, with an emphasis on Excel. They also will develop custom information systems using Microsoft Office applications as programmable building blocks. Secondary objectives will be to cover fundamental design and programming principles. Entirely lab-based.

H ADM 574 Strategies for Internet Business

Fall. 3 credits. Limited to 30 hotel seniors and graduate students. Prerequisite: H ADM 174. Elective. G. Piccoli.

Information technologies, and particularly Internet technologies, are revolutionizing business organizations, commerce, and society. This course will explore how such technologies can be leveraged to create shareholder value and can be used to service customers. The fundamental technologies, the economic premises of the new competitive landscape, business strategy in this environment, and the risks these strategies engender will be analyzed. The course will have a managerial orientation but a basic understanding of information technology and a minimum level of proficiency are required. Cases and examples drawn from the hospitality industry will be used, but the topic is more general and a number of applications to other industries will be contemplated as well.

H ADM 674 Service Operations Management

Fall and spring. 3 credits. Limited to 25 graduate students. Prerequisite: H ADM 775 or equivalent. Elective. Not offered fall 2000. G. Thompson.

The objective of this course is to improve the understanding of the operations function of service organizations. Focuses on the role and nature of service operations, the relationship of operations to other business functions, and develops skills and provides techniques for the effective management of service operations. Topics include service design, bottleneck and layout analysis, capacity management, work force management, and quality management. Intended for graduate students interested in services management.

H ADM 675 Yield Management

Fall and spring. 3 credits. Limited to 40 students. Prerequisites: H ADM 371, 771, or equivalent. Elective. S. Kimes.

Students learn how to effectively apply the principles of yield management. Focuses on the integration of yield management techniques with information technology, internal management issues, and external marketing concerns. Topics include yield management techniques, forecasting, overbooking, group decisions, and management and marketing issues.

H ADM 676 Restaurant Revenue Management

Spring. 2 credits. First 7 weeks. Limited to 30 graduate students, or undergrads with H ADM 335 and 371 by permission of the instructor. Prerequisites: H ADM 731 and 771. Elective. S. Kimes.

Revenue management is a method for profitably managing capacity. The objective of this course is to help students learn how to apply the principles of revenue management to restaurants. The course focuses on methods of managing duration and price with the intent of maximizing revenue per available seat-hour. Topics to be covered include forecasting, overbooking, reservations systems, information technology, process design, pricing, and management and marketing issues.

H ADM 771 Graduate Quantitative Methods

Fall. 3 credits. Professional master's requirement. S. Kimes.

Covers statistical and operations research techniques which can be applied to the hospitality industry. Topics include descriptive statistics, probability, sampling, correlation and regression, forecasting and yield management. The emphasis is on hands-on application to hospitality problems.

H ADM 772 Information Technology for Hospitality Managers

Fall. 3 credits. Professional master's requirement. R. Moore.

Familiarizes students with issues surrounding the implementation of information technology in supporting hospitality operations from a guest services perspective and decision making from the viewpoint of management.

LAW COURSES

H ADM 385 Business Law I

Fall and spring. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel students by permission of the instructor. Recommended for hotel students, H ADM 387 preferred. Elective. P. Wagner.

Provides students with a presentation of three substantive areas of business law: contracts, intellectual property, and business organizations. Students will read judicial opinions, learn to identify issues, and analyze the issues by applying legal principles.

H ADM 387 Business and Hospitality Law

Fall and spring. 3 credits. Limited to juniors, seniors, and graduate students. Required. D. Sherwyn.

An integrated presentation of employment discrimination, tort and contract concepts as they apply to the legal aspects of hospitality management. Relevant federal and state cases and statutes are examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

H ADM 485 Employment Discrimination Law and Union Management Relations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: H ADM 387 or permission of instructor. Elective. D. Sherwyn.

Anti-discrimination statutes and union management relations are two of the most pervasive legal issues affecting the hospitality industry. Managers must take these issues into account whenever they make a personnel decision. This course will provide students with: (1) an understanding of the discrimination law; (2) a framework for complying with

law; (3) a method for using the law to maintain positive employment relations; and (4) an understanding of how to negotiate and administer a union contract.

H ADM 487 Real Estate Law

Fall and spring. 3 credits. Limited to non-hotel students, and hotel juniors, seniors, and graduate students. Recommended: completion of H ADM 387 preferred. Elective. A. Klausner.

Provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students will learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

OTHER COURSES

H ADM 191 Microeconomics for the Service Industry

Fall and spring. 3 credits. Limited to 60 hotel students per lecture, others by permission of instructor. Required. M. Conlin, J. Wissink.

Introduces the basic principles of microeconomics and teaches students how they apply to managers of enterprises associated with the hospitality industry. Emphasis on methods of market segmentation in the service industries, analyzing economic incentives involved in franchise arrangements, and the nature of competition in various segments of the hospitality industry.

H ADM 490 Housing and Feeding the Homeless

Spring. Variable to 4 credits. Limited to juniors and seniors. Elective. T. O'Connor.

Explores the public and private sector partnership in addressing the issue of hunger and homelessness. Through lectures, class discussions, research, community service work, and a field placement practicum, students will explore the economic, social, and political issues of our country's concern with housing and feeding disenfranchised and homeless people. Students will study the history of homelessness and the strategies to prevent and alleviate the problem. Explores public and private sector approaches to addressing the issue of hunger and homelessness. Through lectures, class discussions, research, community service work, and a field placement practicum, students will explore the economic, social, and political issues of our country's concern with housing and feeding disenfranchised and homeless people. Students will study the history of homelessness and the strategies to prevent or alleviate the problem through public policy, housing programs, food assistance programs, and job training initiatives. This is a service learning course centered around community work experience. There are three options for involvement in this course. Students must choose one of the following options: (1) Four-credit option whereby students work in pairs or small groups with a local area agency that provides services for homeless or disadvantaged people. They will analyze the agency's mission and goals, identify managerial challenges, and formulate an approach in the form of product or service that is useful to the agency. This field practicum will comprise

approximately 60 hours of work during this semester, half of which will be in direct contact with the agency and its clients. (2) Four-credit option whereby students will participate in an ALTERNATIVE SPRING BREAK in an agency(ies) in Washington, DC. Students will work five full days in an agency that serves homeless, hungry, or disenfranchised people such as homeless shelters, community kitchens, or battered women's housing units. Housing and transportation are arranged. On the return trip, students will participate in a reflection and focus exercise in a relaxing setting. This option may cost students up to \$280. Students interested in this option MUST see the instructor at preregistration time. (3) Three-credit option whereby students do community work in the Ithaca area with an agency that serves homeless, hungry, incarcerated, or disenfranchised people. Students will work on a regular weekly basis for a minimum of 25 hours during this semester.

H ADM 491 Hotel Ezra Cornell

Fall and spring. Variable to 4 credits. Prerequisite: written permission. Elective. Y. Kerr-Donovan.

Elected board members of Hotel Ezra Cornell receive credit for academic coursework, and the development, organization, and management of the April "Hotel-for-a-Weekend." Students who are considering a board position may pre-enroll for the course and should speak with the instructor for additional information about board positions and required coursework. Elections will take place in April after Hotel Ezra Cornell Weekend, at which time the HA 491 course enrollment will be finalized. **Students must be in good academic standing and have a GPA of at least 2.0 in the preceding term.** Further information is available in the Student Services Office, 178B Statler Hall.

H ADM 493 Management Intern Program I—Operations

Fall and spring. 6 credits. Limited to hotel juniors and seniors with approval of the MIP faculty committee. Prerequisites: students are expected to have completed H ADM 105, 115, 211, 121, 221, 222, 136, 236, 243, 255, 165, and 174. In addition, completion of the following courses is strongly recommended: H ADM 321, 335, 355, and 365. Additional course work might be required for applicants considering specialized internships. A detailed plan for the completion of all remaining academic requirements must be approved prior to acceptance into the course. Must be taken in conjunction with H ADM 494. S-U grades only, based on six performance evaluations. **Students must be in good academic standing and have a GPA of at least 2.0 in the preceding term.** Elective. R. Chase.

H ADM 494 Management Intern Program II—Academic

Fall and spring. 6 credits. Must be taken in conjunction with H ADM 493. Letter grades only, based on submission of goals and objective statement, four management reports, journals, debriefing, and oral presentation. **Students must be in good academic standing and have a GPA of at least 2.0 in the preceding term.** Elective. R. Chase.

H ADM 495 Development and Management of Wellness in Business Organizations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective. M. Tabacchi.

Designed to encourage future managers to evaluate the work environment and to enhance opportunities for diverse worker productivity which should increase the corporation's competitive edge. Emerging fields of complementary and alternative medicines are explored as preventive and cost effective methods of improving workers' health.

H ADM 499 Undergraduate Independent Study

Fall and spring. Variable, to 4 credits. Elective. Faculty.

Students are afforded an opportunity to pursue independent study projects under the direction of a resident faculty member. Permission in writing is required prior to course enrollment. Obtain permission form from the Hotel School Student Services Office. Independent study work must be performed in the term for which it is approved, and the usual add/drop policy applies. Retroactive credit for work commenced after an academic term has ended is not allowed.

H ADM 690 Honors Monograph

Year-long course. 4 credits. Limited to professional master's students who: (1) either have a minimum GPA of 3.7 or are in the top 10 percent of the students in the year group in their first-year professional master's courses; (2) have given evidence of being a good writer by meeting all components of the written communication benchmark; and (3) obtained the approval of a brief topic proposal from the potential adviser. Elective. Faculty.

A special integrative course for students who write well and desire to explore in depth a topic of mutual interest to them and a faculty adviser of their choice. The approval of a second reader is required for completion of the course. Special recognition of students who complete the course will be made at graduation. Applications available in the Graduate Office, Room 172 Statler.

H ADM 692 Industry Challenges and Trends

Spring. 3 credits. Limited to 15 seniors and graduate students. Elective. J. Clark.

A seminar approach will be used to discuss readings and case studies selected to illustrate current challenges and future trends such as globalization, consolidation, etc., in the hospitality industry. The view will be futuristic and primarily from that of a multi-unit/corporate perspective. An in-depth analysis of a few specific companies will be included using case studies and guest lecturers when appropriate. Student teams will research new topics and make presentations and final reports.

H ADM 698-699 Graduate Independent Research

Fall and spring. Credit to be arranged. Elective. Faculty.

Student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Permission in writing is required prior to course enrollment. Obtain permission form from the Hotel School Graduate Office, Room 172, Statler.

H ADM 791 Creating and Managing for Service Excellence

Fall. 3 credits. Professional master's requirement. L. Renaghan.

Covers the complex management practices and concepts necessary to deliver consistent value in the hospitality industry (determining customer expectations; integrating marketing into operations; managing customer satisfaction; and measuring and controlling costs). Cases, lectures, discussion, and industry experts will be used, with emphasis on translating the strategic understanding of value into management practice.

H ADM 793 Industry Mentorship Program

Spring. No credits. S-U grades only. Professional master's requirement. M. Redlin.

Interaction with a senior hospitality industry executive. Objectives are to give the student an overview of the operating dynamics of a segment of the industry, to provide a realistic awareness of day-to-day life working as an executive in the industry, and to develop an awareness of the skills, level of integration, and other factors required for success.

H ADM 794 Management Development

Year-long course. No credits. S-U grades only. Professional master's requirement. J. Brownell, N. Dahl.

Students must register for the first three semesters, and they will get a grade at the end of each semester. Second semester students must keep the times open for team project meetings. All students in the Master of Management in Hospitality Program must enroll for HA 794. This requirement includes participation in the MMH Assessment Center, program benchmarking, team project, and other activities related to students' professional development.

H ADM 890 M.S. Thesis Research

Fall and spring. Credit to be arranged.

H ADM 990 Ph.D. Thesis Research

Fall and spring. Credit to be arranged.

FACULTY ROSTER

Alvarez, Roy, M.Ed., Auburn U. Lecturer
Arbel, Avner, Ph.D., New York U. Prof.
Austin, Jon R., Ph.D., U. of Wisconsin-Madison. Asst. Prof.
Berger, Florence, Ph.D., Cornell U. Prof.
Brownell, Judith, Ph.D., Syracuse U. Prof., and Assoc. Dean for Academic Affairs
Bryson, Susan, M.A., U. of Chicago. Lecturer
Butler, David W., Ph.D., U. of Wisconsin-Madison. Dean and E. M. Statler Professor.
Canina, Linda, Ph.D., New York U. Asst. Prof.
Carvell, Steven A., Ph.D., SUNY Binghamton. Assoc. Prof.
Chase, Robert M., M.B.A., Cornell U. Prof.
Clark, John J., Jr., Ph.D., Cornell U. Prof.
Clark, Preston, M.S., Syracuse U. Lecturer
Corgel, John B., Ph.D., U. of Georgia. Prof.
Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.
Curtis, Steven, B.L.A., Syracuse U. Lecturer
Dahl, Nicholas, M.A., Oregon State U. Lecturer
deRoos, Jan A., Ph.D., Cornell U. Asst. Prof.
Dev, Chekitan S., Ph.D., Virginia Polytechnic. Assoc. Prof.
Dittman, David A., Ph.D., Ohio State U. Prof.
Enz, Cathy A., Ph.D., Ohio State U. Prof. and Lewis G. Schaeneman, Jr. Professor of Innovation and Dynamic Management
Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.

Geller, A. Neal, Ph.D., Syracuse U. Robert A. Beck Prof. of Hospitality Financial Management

Gould, Shelly, B.S., Cornell U. Teaching Support Specialist

Hinkin, Timothy, Ph.D., U. of Florida. Prof. and Director of Undergraduate Studies

Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof. and Richard J. and Monene Bradley Director of Graduate Studies

Jones, Scott L., M.A., Purdue U. Lecturer
Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.
Kerr-Donovan, Yariela, M.M.H., Cornell U. Lecturer

Kim, H. Young, Ph.D., Oklahoma State U. Lecturer

Kimes, Sheryl E., Ph.D., U. of Texas. Assoc. Prof.

Lang, Barbara, B.S., Cornell U. Lecturer

Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management

Lynn, Wm. Michael, Ph.D., Ohio State U. Assoc. Prof.

McCarthy, Reneta, B.S., Cornell U. Lecturer
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