

School of Hotel Administration

Administration

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Degree Program

Hotel and Restaurant Administration	Degree B.S.
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Facilities

Statler Hall is a unique educational building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The building has three parts: a classroom section, a practice inn, and an auditorium with full stage facilities. The five-story classroom section is supplemented by office, classroom, and laboratory space in the Alice Statler Auditorium wing. These two sections comprise lecture rooms, auditoriums, laboratories, and offices for instruction and research in hotel administration.

The Howard B. Meek Library provides an extensive collection of publications on hotel and restaurant operation and related subjects. The library has received many gifts of display materials and personal collections—among them the Herndon and Vehling collections.

Statler Inn, the school's practice laboratory, contains fifty-two guest rooms, including two suites, a fully equipped front office, and lounge areas. The Inn also has a variety of restaurants seating a total of 1,000 people: a formal dining room for 200, five private dining rooms for 8 to 100, two self-service restaurants for 150 and 200, a cocktail lounge, and a ballroom for 400.

The Inn's facilities provide a realistic laboratory for the instruction of students in the operational procedures and managerial responsibilities of the hospitality industry. The school offers its students both theoretical and practical instruction through the use of Statler Inn.

In 1980 the school acquired a former retirement home overlooking Cayuga Lake. This spacious facility will house some of the school's nonacademic functions and serve as a conference center and an international training center for the hospitality industry.

Curriculum

The School of Hotel Administration offers training in the numerous disciplines required for modern management, including accounting, finance, marketing, operations, and human-resources development. The school's graduates hold executive

positions in a variety of industries, but are especially well represented in the management of hospitality-related enterprises, including the lodging, food-service, and travel industries.

Students are encouraged to pursue a broad range of courses, including those in the humanities, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in financial management, food and beverage operations, administration, and physical-plant management. Students receive firsthand training through the operation of Statler Inn.

To satisfy degree requirements, every undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each or their equivalent of full-time, supervised employment, and file acceptable reports for each work period.

The basic program leading to the degree in hotel administration, as set forth below, can be further enriched with a broad selection of elective courses offered by the school and elsewhere in the University. For instance, the student who wants to specialize in financial management, food and beverage management, or any other area should consult the list of elective courses offered within the school and the index of courses offered by other University divisions.

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For more complete information about undergraduate program requirements, see the *Announcement of the School of Hotel Administration*. For further information on graduate programs, the reader should consult the *Announcement of the Graduate School* or contact Professor Michael H. Redlin, the school's graduate field representative.

Requirements for Graduation

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements are:

- 1) Completion of eight terms in residence.*
- 2) Completion, with a minimum average of 2.0, of 122 required and elective credits, as set forth in the table below.
- 3) Completion of two units of practice credit prior to the last term of residence, as defined below.
- 4) Completion of the University requirement in physical education during the first two terms of residence.
- 5) Attainment of a grade-point average of at least 2.0 in the final semester.

Suggested course programs also appear on the following pages. The required courses account for 84 of the 122 credits needed for graduation. From the hotel electives, some combination of courses totaling at least 14 credits must be taken. The remaining 24 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 elsewhere or who propose to attend any other 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 will not count toward the degree.

*Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. Transfer students must complete a minimum of five semesters in the program.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 24-credit group of free electives.

All students are required by the University to take two courses in physical education, but no credit toward the academic degree is allowed for these courses.

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 weight for each term average as follows: A equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0.0. For good standing, the student must maintain a minimum average of 2.0. In order to graduate, a cumulative average of 2.0 and a final-term average of 2.0 are required as minimums. Of the free elective courses, a maximum of four credits may be taken on a "satisfactory-unsatisfactory" (S-U) basis.

Students whose term average is at least 3.3 and is composed of at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the dean's list.

Practice Requirement

As part of degree requirements, each undergraduate enrolled in the School of Hotel Administration must complete a minimum of two summer periods of ten weeks each of full-time, supervised employment and file acceptable reports for each work period.** This requirement may also be satisfied by completing one such summer work period and sufficient part-time work to equal ten full-time work weeks. Again, acceptable reports must be filed. Students entering the school who have extensive work experience may satisfy one half of the work-experience requirement if they make application for approval to the Practice Credit Committee at the time of matriculation and submit an acceptable report by the stated deadline. Students are not permitted to register for the final term of residence until they have satisfied the practice requirement in full.

Since cadets in the Army and Air Force Reserve Officer Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the corps and to take the advanced courses in military science make every effort to expedite their practice work. Similarly, students enrolled in the Naval Reserve Officer Training Corps who must make summer cruises should anticipate the practice requirement as much as possible.

Although the practice requirement is an essential part of the student's program, the school does not guarantee summer positions. Through the school's numerous contacts with the hotel and restaurant industry, a considerable number of openings are available for students. Because jobs suitable for foreign students are considerably less numerous than jobs for students who are American citizens, the foreign student should anticipate some difficulty in finding a position. The school gives what assistance it can to foreign students, but it cannot guarantee placement or assume responsibility for it.

Many of the major hotel and restaurant organizations provide special opportunities for Cornell students to gain wide-ranging experience through unique apprenticeship arrangements.

A limited number of upperclass students are encouraged to enroll in management-intern programs that entail six to eight months of on-the-job managerial instruction and experience. For the details of these programs, see Directed Study on the following pages.

**As set forth in the *Practice Instruction Handbook*, supplied on request from the School of Hotel Administration.

Course Requirements for Graduation

<i>Specifically required courses</i>	<i>Credits</i>
Administrative and general management: Hotel Administration 101	0
Human-resources management: Hotel Administration 111, 211	6
Accounting and financial management: Hotel Administration 121, 122, 125, 221, 222	15
Food and beverage management: Hotel Administration 131, 132, 231, 233, 331	12
Law: Hotel Administration 341, 344	6
Properties management: Hotel Administration 251, 351, 352, 451	12
Communication: Hotel Administration 165, 265	6
Science and technology: Hotel Administration 171, 172, 173, 174	12
Economics, marketing, and tourism: Hotel Administration 281, 282, 384	9
Humanities and social-sciences electives	6
<i>Specifically required credits</i>	84
<i>Hotel electives</i>	14
<i>Free electives</i>	24
Total credits required for graduation	122

Undergraduate Program of Study

This typical arrangement of courses, year by year, is offered for illustration.

The curriculum of the School of Hotel Administration is continually being revised and expanded. In some cases, the numbers of old and new courses overlap. Students are reminded that the most accurate information regarding courses offered during any given semester may be found in the supplement issued for that semester by the school's registrar.

Freshman Year

Typically, a freshman schedule will consist of 15 to 17 credits each semester, selected from the following courses.

<i>Specifically required courses</i>	<i>Credits</i>
H Adm 165, Basic Business Writing	3
H Adm 111, Introductory Psychology	3
H Adm 101, Orientation	0
H Adm 174, Information Systems	3
H Adm 121, Financial Accounting	3
H Adm 122, Hospitality Accounting Systems	3
H Adm 125, Finance	3
H Adm 131, Introduction to Food and Beverage Operation and Management	2
H Adm 132, Techniques of Food Production	1
H Adm 171-172, Food Chemistry I and II	7
H Adm 173, Sanitation in the Food-Service Operation	2
	30
<i>Suggested electives*</i>	<i>Credits</i>
H Adm 102, Lectures in Hotel Management	1
H Adm 161, Typewriting	2

Sophomore Year

<i>Specifically required courses</i>	<i>Credits</i>
H Adm 211, Management of Human Resources	3
H Adm 221, Managerial Accounting	3
H Adm 222, Managerial Accounting in the Hospitality Industry	3
H Adm 231, Meat Science and Management	3
H Adm 233, Food Production Systems: Cafeterias	3
H Adm 281, Macroeconomics	3
H Adm 282, Microeconomics	3
H Adm 251, Property-Management Graphics	3

*Fourteen credits of hotel electives are to be taken during the four-year undergraduate program.

H Adm 265, Effective Communication	3
H Adm 331, Food Production Systems: Restaurants	3
	30
<i>Suggested electives</i>	<i>Credits</i>
H Adm 274, Hotel Computing Applications	3
H Adm 223, Front-Office Machine Accounting	1
H Adm 234, Food and Beverage Control	2
H Adm 261, Report Typing	2

Junior Year

<i>Specifically required courses</i>	<i>Credits</i>
H Adm 341, Law of Business I	3
H Adm 344, Law of Innkeeping	3
H Adm 351-352, Hotel Mechanical and Electrical Problems I and II	6
H Adm. 384, Principles of Marketing	3
	15

<i>Suggested electives</i>	<i>Credits</i>
H Adm 205, Resort and Condominium Management	3
H Adm 305, Rooms-Division Management—Housekeeping and Laundry Operations	2
H Adm 304, Rooms-Division Management—Front Office and Reservations	2
H Adm 314, Psychology in Business and Industry	3
H Adm 381, Advertising and Public Relations	2
H Adm 483, Psychology of Advertising	3
H Adm 322, Investment Management	2
H Adm 323, Financial Analysis and Planning	3
H Adm 326, Introduction to Statistical Analysis and Inference	3
H Adm 204, Franchising in the Hospitality Industry	2
H Adm 284, Tourism	3
H Adm 342, Law of Business II	3
H Adm 306, General Survey of Real Estate	2
H Adm 301, Development of a Hospitality Property	3
H Adm 353, Introductory Food-Facilities Engineering	3
Business and Public Administration NBA 505, Auditing	3

Senior Year

<i>Specifically required courses</i>	<i>Credits</i>
H Adm 451, Physical-Plant Planning and Construction	3
<i>Suggested electives</i>	<i>Credits</i>
H Adm 382, Cases in Hospitality Marketing	2
H Adm 311, Union-Management Relations in Private Industry	3
H Adm 401, Seminar in Management Principles	2
H Adm 285, Hotel Sales	2
H Adm 406, Integrated Case Studies in the Hospitality Industry	3
H Adm 601-602, Management Intern Program	†
H Adm 421, Internal Controls in Hotels	2
H Adm 610, Undergraduate Independent Research in Human-Resources Management	†
H Adm 620, Undergraduate Independent Research in Financial Management	†
H Adm 333, Corporate Restaurant Management	3
H Adm 338, Purchasing	2
H Adm 630, Undergraduate Independent Research in Food and Beverage Management	†
H Adm 640, Undergraduate Independent Research in Law	†

†With the exception of the Management Intern Program, only the first three credits of independent study in any area may be counted toward hotel electives. The rest will be credited against free electives.

H Adm 354, Food-Facilities Equipment Design and Layout	3
H Adm 453, Seminar in Environmental Control	3
H Adm 454, Seminar in Hotel Planning	3
H Adm 455, Seminar in Restaurant Planning	3
H Adm 650, Undergraduate Independent Research in Properties Management	†
H Adm 364, Advanced Business Writing	2
H Adm 660, Undergraduate Independent Research in Communication	†
H Adm 670, Undergraduate Independent Research in Science and Technology	†
H Adm 680, Undergraduate Independent Research in Economics, Marketing, and Tourism	†

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the school have the option of concentrating their studies in a major area of instruction. These include administration, financial management, food and beverage management, hotel and motel planning and design, management, marketing, and food science, among others.

When the student selects one of these major fields of concentration, he or she should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective courses that will best fit his or her program.

A list of elective courses offered in the school's special areas of instruction is provided below.

Undergraduate Elective Courses in Hotel Administration

<i>Administrative and General Management</i>	<i>Credits</i>
H Adm 102, Lectures in Hotel Management	1
H Adm 200, Personal Real-Estate Investments	2
H Adm 203, Club Management	2
H Adm 204, Franchising in the Hospitality Industry	2
H Adm 205, Resort and Condominium Management	3
H Adm 206, General Insurance	3
H Adm 301, Development of a Hospitality Property	3
H Adm 302, Principles of Management	3
H Adm 304, Rooms-Division Management—Front Office and Reservations	2
H Adm 305, Rooms-Division Management—Housekeeping and Laundry Operations	2
H Adm 306, General Survey of Real Estate	2
H Adm 307, Hotel Security and Crime Prevention	2
H Adm 401, Seminar in Management Principles	2
H Adm 402, Hotel Management Seminar	1
H Adm 404, Management Organization of the Small Business	3
H Adm 406, Integrated Case Studies in the Hospitality Industry	3
H Adm 407, Seminar in Hotel Operations	2
H Adm 408, Casino Management	2
H Adm 409, T.A. Training in Administrative and General Management	1-3
H Adm 600, Undergraduate Independent Research in Administrative and General Management	1-3
H Adm 601, Management Intern Program I	6
H Adm 602, Management Intern Program II	6
<i>Human-Resources Management</i>	<i>Credits</i>
H Adm 311, Union-Management Relations in Private Industry: A Survey	3
H Adm 313, Training Human Resources in the Hospitality Industry	3
H Adm 314, Psychology in Business and Industry	3
H Adm 411, Hotel Manpower Management Simulation	3
H Adm 414, Organizational Behavior and Small-Group Processes	3

H Adm 416, Special Studies in the Management of Human Resources	3
H Adm 419, T.A. Training in Human-Resources Management	1-3
H Adm 610, Undergraduate Independent Research in Human-Resources Management	1-3
<i>Accounting and Financial Management</i>	<i>Credits</i>
H Adm 223, Front-Office Machine Accounting	1
H Adm 321, Hotel Management Contracts	1
H Adm 322, Investment Management	2
H Adm 323, Financial Analysis and Planning	3
H Adm 324, Financial Charts and Graphs	1
H Adm 326, Introduction to Statistical Analysis and Inference	3
H Adm 421, Internal Control in Hotels	2
H Adm 422, Personal and Corporate Taxation	2
H Adm 429, T.A. Training in Accounting and Financial Management	1-3
H Adm 620, Undergraduate Independent Research in Accounting and Financial Management	1-3
<i>Food and Beverage Management</i>	<i>Credits</i>
H Adm 234, Food and Beverage Control	2
H Adm 333, Corporate Restaurant Management	3
H Adm 337, Survey of Beverages	2
H Adm 338, Purchasing	2
H Adm 434, Production and Merchandising of Desserts	3
H Adm 439, T.A. Training in Food and Beverage Management	1-3
H Adm 630, Undergraduate Independent Research in Food and Beverage Management	1-3
<i>Law</i>	<i>Credits</i>
H Adm 247, Law and the Woman Employee	3
H Adm 342, Law of Business II	3
H Adm 343, Law of Securities Regulation	1
H Adm 449, T.A. Training in Law	1-3
H Adm 640, Undergraduate Independent Research in Law	1-3
<i>Properties Management</i>	<i>Credits</i>
H Adm 353, Introductory Food-Facilities Engineering	3
H Adm 354, Food-Facilities Equipment Design and Layout	3
H Adm 453, Seminar in Environmental Control	3
H Adm 454, Seminar in Hotel Planning	3
H Adm 455, Seminar in Restaurant Planning	3
H Adm 459, T.A. Training in Properties Management	1-3
H Adm 650, Undergraduate Independent Research in Properties Management	1-3
<i>Communication</i>	<i>Credits</i>
H Adm 161, Typewriting	2
H Adm 261, Report Typing	2
H Adm 262, Typewriting and Business Procedures	3
H Adm 263, Shorthand Theory	3
H Adm 268, Written Communication	1
H Adm 364, Advanced Business Writing	2
H Adm 469, T.A. Training in Communication	1-3
H Adm 660, Undergraduate Independent Research in Communication	1-3
<i>Science and Technology</i>	<i>Credits</i>
H Adm 274, Hotel Computing Applications	3
H Adm 371, Principles of Nutrition	3
H Adm 374, Business Computer Systems Design	3
H Adm 479, T.A. Training in Science and Technology	1-3
H Adm 670, Undergraduate Independent Research in Science and Technology	1-3
<i>Economics, Marketing, and Tourism</i>	<i>Credits</i>
H Adm 284, Tourism	3
H Adm 285, Hotel Sales	2
H Adm 381, Advertising and Public Relations	2

H Adm 382, Cases in Hospitality Marketing	2
H Adm 383, Seminar in Selected Topics of Hospitality Marketing	2
H Adm 481, Seminar in Advertising and Public Relations	2
H Adm 483, Psychology of Advertising	3
H Adm 489, T.A. Training in Economics, Marketing, and Tourism	1-3
H Adm 680, Undergraduate Independent Research in Economics, Marketing, and Tourism	1-3

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hotel or restaurant industries. Foreign language study at Cornell is characterized by small classes and emphasis on the spoken language. Students supplement their course work with study in a well-equipped language laboratory.

The first 6 credits of a modern foreign language taken at Cornell University may be counted as hotel electives rather than as free electives. Further information on foreign language courses at Cornell and placement in language courses may be found in the College of Arts and Sciences program description under the Modern Languages, Literatures, and Linguistics section, and also under the section Advanced Placement for Freshmen.

Graduate Curriculum

Candidates for the Master of Science or Doctor of Philosophy degrees should refer to the admission and degree requirements set forth in the *Announcement of the Graduate School*. The student's program is developed with the aid and direction of a special committee, chosen by the student from members of the Graduate Faculty. This committee also approves the thesis.

Candidates for the Master of Professional Studies (M.P.S.) degree pursue one of four tracks in their graduate studies. Students whose undergraduate degrees are in areas other than hotel administration follow track I, for which the required two-year program is set forth below.

The curricula for M.P.S. tracks II and III are specifically designed for each student, based on previous experience and career goals. Students who hold Bachelor of Science degrees in hotel administration from an institution other than Cornell qualify for the track II curriculum. A minimum of three residence units and 48 credits is required to complete track II. Track II students must take 15 credits in a major, 5 credits of monograph (related to their major), 15 elective credits, and any required courses not yet completed prior to their arrival.

Track III is for students who hold a Bachelor of Science degree in Hotel Administration from Cornell. Two residence units and 32 credits are required to complete track III. Track III students must take 15 credits in a major, 5 credits of monograph (related to their major), and 12 elective credits.

Track IV is for students who hold a master's degree and have no prior degrees in hotel administration. Three residence units and a minimum of 48 credits are required (if no required courses are exempted, 54 credits may be necessary to complete the program). Track IV students must take 15 credits in a major, 5 credits of monograph (related to their major), prerequisites, and any required courses not yet completed.

Students entering tracks II and III should meet with the graduate faculty representative soon after their arrival to select a graduate adviser.

Each student also writes an investigative report or monograph, under the guidance of an adviser, to meet requirements for the M.P.S. degree. This report preferably should deal with the student's area of concentration.

Required Program for M.P.S. Track I Students

<i>Specifically required courses</i>	<i>Credits</i>
H Adm 773, Graduate Sanitation in the Food-Service Operation	2
H Adm 722, Graduate Managerial Accounting in the Hospitality Industry	3
H Adm 744, Law of Innkeeping	3
H Adm 781, Marketing Management	3
H Adm 774, Computers and Hotel Computing Applications	3
H Adm 723, Graduate Corporate Finance	4
H Adm 731, Graduate Food and Beverage Management	3
H Adm 732, Graduate Operational Food-Production Systems	3
H Adm 751, Graduate Study in Project Development and Construction	3
H Adm 752, Graduate Study in Electrical and Mechanical Systems	3
H Adm 771, Graduate Food Chemistry	4
H Adm 800, Monograph I	3
H Adm 801, Monograph II	2
<i>Specifically required credits</i>	39
<i>Elective credits</i>	25
Total credits required for M.P.S. track I students	64

Directed Study

Independent Research

Students may conduct independent research projects in any academic department of the school under the direction of a faculty member. Credit is arranged on an individual basis. Only the first 3 credits of directed study may be credited against hotel electives during the undergraduate years. Additional directed study is credited against free electives, with the exception of the management-intern program of 12 credits. To enroll in an independent research project, students must obtain written permission from the school before course registration.

Management-Intern Program

This program is open only to upperclass and graduate students. Students accepted into the program earn 12 credits. Students enrolled in this program have an opportunity to combine managerial instruction with on-the-job management experience. Application for admission should be made one semester in advance. Instruction is provided by the school's faculty and by the organizations participating in the management-intern arrangements. Management-intern programs are currently in operation at several locations, including the Statler Inn on the University campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged reduced tuition.

Course Information

For the most current and detailed information regarding course offerings of the School of Hotel Administration, the student should consult the supplementary course announcement issued each semester by the school's registrar.

Administrative and General Management Courses

101 Orientation Fall or spring. No credit. S-U grades only. Required.

M 12:20. M. A. Noden.

An introduction to the school, Statler Inn, and the various facets of the hospitality industry.

102 Lectures in Hotel Management Fall. 1 credit. Limited to School of Hotel Administration students. Hotel elective.

F 1:25. Dean J. J. Clark.

A series of lectures given by individuals prominent in the hotel, restaurant, and allied fields.

200 Personal Real-Estate Investments Fall or spring. 2 credits. Limited to juniors and seniors from outside the School of Hotel Administration. Hotel elective.

T 11:15–1:10. D. Sher.

Lectures and case studies cover the advantages and disadvantages of real-estate investments and how to maximize gain and minimize risk and possible loss. Subjects covered include (1) the economics of real estate, tax shelters, financial leverage; (2) types of personal real-estate investments; (3) risk analysis, cash flow, and return on investment; (4) sources of financing; (5) joint ventures and syndications; and (6) acquisition and development of real estate.

203 Club Management Spring. 2 credits. Hotel elective.

T 10:10–12:05. Faculty and visiting lecturers.

The private-membership club, and how it differs from other business forms in the hospitality industry. Emphasis is on legal and operational aspects of ownership and governance. All types are discussed, from the small, in-town luncheon club to the large, complex suburban operation. New developments in the field are surveyed. Club managers serve as visiting lecturers.

204 Franchising in the Hospitality Industry Spring. 2 credits. Hotel elective.

M 2:30–4:25. D. E. Whitehead.

Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading motor-inn and restaurant companies currently offering franchises. Guest speakers from the franchising industry.

205 Resort and Condominium Management Spring. 3 credits. Hotel elective.

T 1:25, R 2:30–4:25. M. A. Noden.

The operation of resort hotels and condominiums. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the promotion of business; the provision of facilities, services, and guest entertainment; and the selection, training, and direction of employees. Terminology, rental-pool agreements, and S.E.C. regulations, together with developer-management-owner contracts and relationships in condominiums, are reviewed.

206 General Insurance Fall. 3 credits. Hotel elective.

M W F 12:20. K. McNeill.

A comprehensive introduction to the insurance field. The emphasis is on fire insurance, casualty insurance, and multiple-peril policies. Topics covered may include the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business-interruption, marine, burglary, crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and types of insurers.

301 Development of a Hospitality Property Spring. 3 credits. Hotel elective.

M 12:20–2:15. D. E. Whitehead.

Seminar groups of two to four students develop a hospitality project. All aspects of development are covered, from the feasibility study, site acquisition, franchising, construction management, operational preopening, marketing, personnel training, and furniture and fixture installation, through the opening of the hotel, motor inn, or restaurant.

302 Principles of Management Fall or spring. 3 credits. Prerequisite: Hotel Administration 211 or equivalent. Hotel elective. Prerequisite for Hotel Administration 401.

W 11:15–1:10, F 9:05. P. L. Gaurnier.

A basic course designed to examine management processes, concepts, and principles, and to improve personal competence in decision making, problem solving, and communication. Required readings highlight both classical and modern concepts of management.

304 Rooms-Division Management—Front Office and Reservations Fall. 2 credits. Hotel elective.

Estimated cost of field trip to Washington, D.C., \$50.

F 2:30–4:25. S. Weisz and visiting lecturers.

An operational view of the front-office and reservation functions. A trip to Washington, D.C., is scheduled for late in the term.

305 Rooms-Division Management—Housekeeping and Laundry Operations Fall. 2 credits. Hotel elective. Estimated cost of field trip to Washington, D.C., \$50.

F 10:10–12:05. S. Weisz and visiting lecturers.

This course will present an operational view of the housekeeping and laundry functions of a hotel.

306 Hospitality-Industry Real Estate Fall or spring. 2 credits. Prerequisites: Hotel Administration 281 and 282 or equivalent, or written permission of instructor. Hotel elective.

M 2:30–4:25. D. Sher.

A practical survey of real estate as the capital-investment decision in the hospitality industry and related industries. Lectures and case studies cover the role and importance of real estate in the retail environment; the relationship of real estate to the marketing strategy of a company and its investment decisions; the marketing and merchandising of real estate; the financing of real estate; and the effects of real-estate financing on a company's overall corporate financial structure and on its future borrowing ability.

[307 Hotel Security and Crime Prevention] Summer. 2 credits. Hotel elective. Not offered 1982–83.

M–F 9–4. J. E. H. Sherry and school faculty.

Designed to provide corporate hotel management with a practical orientation for resolving the operational losses related to personal and physical-premises security. Faculty members discuss aspects of legal liability, insurance protection, architectural and interior-design controls, financial controls, and personnel administration.]

401 Seminar in Management Principles Fall or spring. 2 credits. Limited to 20 seniors and graduate students. Prerequisite: Hotel Administration 302. Hotel elective.

T 11:15–1:10. P. L. Gaurnier.

This course uses the case-study approach to management principles and concepts. Each student prepares a comprehensive analytical report, based on previous work, for class discussion and analysis.

402 Hotel-Management Seminar Fall. 1 credit. Limited to 20 seniors and graduate students. Hotel elective.

F 2:30. Dean J. J. Clark.

Meeting with Hotel Administration 102 speakers. The subject matter varies, depending on the visitor and his or her area of expertise. Students are expected to ask questions and participate in discussions.

404 Management Organization of the Small Business Fall or spring. 3 credits. Limited to 24 seniors and School of Hotel Administration graduate students. Prerequisite: Hotel Administration 221 or Agricultural Economics 323 or equivalent. Hotel elective. Approximate cost of field trips, \$75.

R 1:25–4:25. F. M. Waters.

A comprehensive survey of management fundamentals basic to planning, organizing, directing, and controlling the small enterprise. Course work includes a team term project, selected readings, case studies, and field exercises.

406 Integrated Case Studies in the Hospitality Industry Fall or spring. 3 credits. Limited to 24 seniors and graduate students. Hotel elective.

W 1:25–4:25. P. L. Gaurnier, R. M. Chase.

Analysis of case studies involving issues of business strategy, human relations, administration, marketing, and finance. Students apply course principles in a restaurant-management simulation exercise.

407 Seminar in Hotel Operations Spring. 2 credits. Limited to 30 seniors and graduate students. Hotel elective. Estimated cost of field trip, \$30.

F 10:10–12:05. P. L. Gaurnier.

Intended to provide a working knowledge of the terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements consistent with fluctuating business conditions. Major topics include staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, considerations for operating within the guidelines of collective bargaining, financial-statement analysis, and hotel case studies oriented toward productivity analysis. A field trip, usually in the third week, is required.

408 Casino Management Spring. 2 credits. Limited to 50 School of Hotel Administration seniors and graduate students. Hotel elective. Estimated cost of field trip, \$100.

M 2:30–4:25. Faculty.

The management responsibility of casino operations. Overview and analysis of casino administration, with emphasis on the relationship between the hotel general manager and the casino manager, their various responsibilities, marketing and junkets, physical layouts, licensing, government regulation, personnel and training, internal controls, and security systems. General instruction in basic casino games, including odds, percentages, and strategy. Includes a weekend field trip to Atlantic City.

409 T.A. Training in Administrative and General Management Fall or spring. 1–3 credits.

Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student planning to be a teaching assistant in administrative and general management is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

701 Graduate Seminar in Hotel Operations Fall. 2 credits. Limited to 30 graduate students. Hotel elective. Estimated cost of field trip, \$75.

F 10:10–12:05. P. L. Gaurnier.

Intended to provide a working knowledge of the terminology, concepts, and procedures utilized by hotel management in developing information and making decisions relevant to forecasting and controlling manpower requirements consistent with fluctuating business conditions. Major topics include staff planning, budgeting, scheduling and payroll control, forecasting technique and practice, considerations for operating within the guidelines of collective bargaining, financial-statement analysis, and hotel case studies oriented toward financial-statement analysis and toward productivity analysis.

A required field trip to the participating hotel is an integral part of the study program. The field trip is usually scheduled for the second week of classes; to prepare adequately for this trip, all students are required to attend the first week of classes. Students who intend to return to school one week late should not preregister for this course.

Human-Resources Management Courses

111 Introductory Psychology Fall or spring 3 credits. Required.

Lecs, M W F 9:05; 2-hour lab to be arranged. F. Berger.

An introductory study of psychological principles essential for understanding human behavior. Basic concepts integral to effective hotel management are treated, including perception, motivation, learning, and personality.

211 Management of Human Resources Fall or spring. 3 credits. Prerequisite for hotel students: Hotel Administration 111. Required.

Lecs, M W 11:15 or 12:20; 1-hour lab to be arranged. S. W. Davis.

Problems of personnel management, including an introduction to the personnel function; recruitment, selection, and placement of personnel; the role of supervision with emphasis on induction, training, communications, performance appraisal, and leadership style; wage and salary administration; motivation; and union-management relations. Emphasis is on class discussion and analysis of case problems from business and industry.

311 Union-Management Relations in Private Industry: A Survey Fall. 3 credits. Limited to juniors, seniors, graduate students, and those who have received written permission of the instructor. Hotel elective.

T 1:25–3:15, W 1:25. F. A. Herman.

Major areas of study include the development of the trade-union movement in the United States, with emphasis on the history and structure of unions active in all phases of the hospitality industry; federal and state laws governing the bargaining relationship, including the role of the National Labor Relations Board; the collective-bargaining process, including negotiations and contract administration; and the critical role of conciliation procedures (such as mediation and arbitration) in keeping industrial peace.

313 Training Human Resources in the Hospitality Industry Fall. 3 credits. Limited to 40 students. Prerequisites: Hotel Administration 211 or 314, or equivalent. Hotel elective.

T 12:20–2 and R 12:20. S. W. Davis.

A basic course in the fundamentals of training manpower. Starting with the psychology of learning, the course will move quickly into the applications of training techniques in solving hotel and restaurant manpower-utilization problems. Each student will be required to develop a training program for a job or task. Emphasis will be on improving performance through the management of training.

[314 Psychology in Business and Industry] Fall or spring. 3 credits. Limited to 50 School of Hotel Administration students. Prerequisites: Hotel Administration 111 and 211, or equivalent. Hotel elective. Students who plan to take Hotel Administration 315 should plan to take 314 first. Not offered 1982–83.

T 12:20–2:15, R 12:20. S. W. Davis.

The principles of psychology applied to industrial and business systems; personnel selection; placement and training; problems at work, including evaluation, motivation, efficiency, and fatigue; and the social psychology of the work organization.]

411 Hotel Manpower Management Simulation Spring. 3 credits. Limited to 15 School of Hotel Administration seniors and graduate students. Hotel elective.

R 2–4:25. S. W. Davis.

The course, based on the simulation of a profit-making facility and of a nonprofit facility, provides advanced training in the use of simulation as a training device. Groups of four or five students develop a simulation exercise.

414 Organizational Behavior and Small-Group Processes Fall or spring. 3 credits. Open to a limited number of hotel seniors and graduate students by written permission of the instructor. Hotel elective.

M 2–4:25. F. Berger.

Current research will be examined to provide a conceptual framework for understanding group processes within organizations. In addition, students will participate in experiential laboratories aimed at enhancing their effectiveness as members or leaders of groups. Topics that will be studied include stages of group development, leadership, decision making, motivation, power, and organizational change.

[416 Special Studies in the Management of Human Resources] Fall. 3 credits. Limited to seniors and graduate students, except for those who have received written permission of the instructor. Prerequisite: Hotel Administration 211. Hotel elective. Not offered 1982–83.

M 7:30–9:30 p.m., T 1:25–2:15. S. W. Davis, F. Berger.

A case-study approach to the problems and challenges of managing people in business organizations. Actual cases are presented for discussion by individuals who were involved in the cases.]

419 T.A. Training in Human-Resources Management Fall or spring. 1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. S. W. Davis.

The student planning to be a teaching assistant in human-resources management is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

[711 Dispute Resolution in Service Industries] Spring. 3 credits. Limited to graduate students and seniors who have received written permission of instructor. Hotel elective. Not offered 1982–83.

W 2:30–5:30. F. A. Herman.

The nature of conflicts that arise during negotiation of new labor contracts (interest disputes), and those that arise over the meaning and interpretation of labor contracts already in force (grievance disputes). Methods for resolving conflicts in nonunionized properties are also explored. Picketing, recognition, certification and decertification, unfair labor practices, successor rights and obligations, preelection behavior, and the practical applications of grievance handling through the final step of the procedure (usually arbitration) are discussed and illustrated.]

Accounting and Financial Management Courses

120 Basic Principles of Accounting and Financial Management Fall or spring. 2 credits. Limited to students outside the School of Hotel Administration. May be taken with Hotel Administration 322 to include the investment aspects of financial management. M 2:30–4:25. F. M. Waters.

A survey of accounting principles, financial statements, cash forecasting, cash budgeting, and an introduction to financial analysis. Intended for students who desire a general knowledge of the language of business and finance.

121 Financial Accounting Fall. 3 credits. Required. Limited to School of Hotel Administration students.

Lecs, M W 10:10; 1-hour lab to be arranged.

D. H. Ferguson.

An introduction to the basic principles of accounting, involving transactions analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner equity.

122 Hospitality Accounting Systems Fall or spring. 3 credits. Prerequisite: Hotel Administration 121 or equivalent. Required.

Fall, T R 9:05; spring, T R 10:10; 2-hour lab to be arranged. D. C. Dunn.

The accounting systems recommended by the American Hotel and Motel Association, the National Restaurant Association, and the Club Managers' Association of America for hotels, motels, restaurants, and clubs. Topics include hotel and motel front-office accounting; accounting for the restaurant and other sales areas; special journals and ledger accounts peculiar to hospitality-accounting systems; the flow of accounting transactions through the accounting system; and the preparation and interpretation of financial statements.

125 Finance Fall or spring. 3 credits. Prerequisite: Hotel Administration 121 or equivalent. Required.

M W 11:15; 1-hour T lab to be arranged.

R. M. Chase.

An objective study of financial management in profit-oriented enterprises. Important concepts include cash flow, the time value of money, and capital budgeting. Emphasis is on the analysis of accounting information, problem solving, and decision making.

220 Financial Accounting Principles Fall or spring. 3 credits. In the fall, limited to students outside the School of Hotel Administration; in the spring, hotel students may substitute this course for Hotel Administration 121.

Lecs, T R 11:15–1:10. D. C. Dunn.

The basic principles of accounting, including transactions analysis and flow of accounting data to the financial statements. Emphasis is on accounting for revenues, expenses, assets, liabilities, and owner's equity.

221 Managerial Accounting Fall or spring. 3 credits. Prerequisites: Hotel Administration 121 and 125, or equivalent. Required.

Lecs, T R 10:10; 2-hour lab to be arranged. Two evening exams to be arranged. D. H. Ferguson.

The use of accounting information for managerial planning, control, and evaluation. Particular emphasis is on differential accounting and its role in extracting relevant decision variables. Other topics are accounting systems, behavior of costs, budget preparation, standard costs, the analysis of variance from standard costs, and performance reports.

222 Managerial Accounting in the Hospitality Industry Fall or spring. 3 credits. Limited to 160 students. Prerequisite: Hotel Administration 122 or 221 or equivalent. Required.

Lecs, T R 10:10; 1-hour lab to be arranged.

A. N. Geller.

Methods of operational analysis for hospitality properties are evaluated and used in ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital-budgeting decisions. Stress is on presenting analysis results in management letters.

223 Front-Office Machine Accounting Fall or spring. 1 credit. Prerequisite: Hotel Administration 121 or equivalent. Hotel elective.

Two-hour practice lab to be arranged. D. C. Dunn.

Students learn the operation of the NCR front-office posting machine by completing a series of practical exercises ranging from simple posting of charges and credits to error correction and the night audit.

[321 Hotel Management Contracts] Fall, weeks 2-8. 1 credit. Limited to 60 juniors, seniors, and second-year graduate students. Hotel elective. Not offered 1982-83.

M 12:20-2:15. J. J. Eyster and guest lecturers. A critical analysis of the negotiation and administration of hotel management contracts. Topics include advantages, disadvantages, and risks of contracts to both owners and operators; owner and operator concerns during negotiations and their resolution; owner and operator concerns during administration of the contract; and the future role of contract use. Guest lecturers include owners and operators.]

322 Investment Management Fall or spring. 2 credits. Limited to juniors, seniors, and graduate students. Hotel elective.

T 2:30-4:25. A. Arbel. The course covers institutional and analytical aspects of security analysis and investment management, securities markets, sources of investment information, bonds and stocks valuation models, risk-return analysis, behavior of security prices, portfolio analysis, and portfolio management. The course also covers capital asset pricing theory, and the practical aspects of security analysis and investment management. Computer-assisted analysis is discussed and applied in a realistic manner using interactive computer programs. Background in economics, accounting, and finance recommended.

323 Financial Analysis and Planning Fall. 3 credits. Prerequisite: Hotel Administration 222. Hotel elective.

M W 9:05-11. Faculty. After defining and describing the environment in which a business organization must design its strategy, an examination will be made of financial-analysis and planning techniques necessary to operate in that environment. Focus is on discussion and case studies involving the following areas of financial management: the tax environment, profit planning and forecasting, budgeting, capital-budgeting techniques, and cost-of-capital determination.

324 Financial Charts and Graphs Spring, weeks 2-8. 1 credit. Limited to 20 students. Prerequisite: Hotel Administration 251 and 221. Hotel elective.

W 2:30-4:25. R. H. Penner. An introduction to and concentrated study of financial charting—the visual presentation of quantitative data. Includes a review of the several types of charts and graphs and their use to show relative or proportionate amount, trend, et cetera. Students analyze and evaluate charts from annual reports and the media, and design charts to communicate data effectively.

328 Cost Accounting Spring. 3 credits. Prerequisite: Hotel Administration 221 or equivalent. Hotel elective.

T 10:10, R 10:10-12:05. D. H. Ferguson. Emphasis is on the use of cost-accounting information for managerial planning, control, analysis, and evaluation. The coverage will include the principles of cost accounting, cost-accounting systems, budgeting, and analysis and control, as well as the special topics of joint products and by-products, transfer pricing, responsibility accounting, and performance measurement. The course explores advanced managerial accounting concepts and their application to the hospitality industry. Case studies will be used.

421 Internal Control in Hotels Spring. 2 credits. Limited to seniors and other students who have received permission of instructor. Prerequisite: Hotel Administration 122 or equivalent. Hotel elective.

M 8-9:55. A. N. Geller. Discussion of problems encountered in distributing the accounting and clerical work in hotels to ensure a good system of internal control. Study of many actual cases of the failure of internal control and the analysis

of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control are examined.

422 Personal and Corporate Taxation Fall. 2 credits. Limited to 50 juniors, seniors, and graduate students. Hotel elective.

W 2:30-4:25; 1-hour rec to be arranged. A. J. Sciarabba. An 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; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

429 T.A. Training in Accounting and Financial Management Fall or spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty. The student who plans to be a teaching assistant in accounting and financial management is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

722 Graduate Managerial Accounting in the Hospitality Industry Spring. 3 credits. Required M.P.S. course.

T R 11:15-1:10. D. H. Ferguson. Hotel and restaurant accounting systems that provide decision-making information to management are reviewed. Methods of operational analysis for hospitality properties are evaluated and utilized to include ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital-budgeting decisions. Stress is on communicating analysis results using management letters.

723 Graduate Corporate Finance Fall. 4 credits. Prerequisite: Hotel Administration 722.

Recommended: knowledge of algebraic techniques and elementary statistics (students who have not recently had a statistics course are urged to purchase and study programmed review books in mathematics and elementary statistics). A list of recommended books (available at the Campus Store) will be distributed at registration. Required M.P.S. course.

Lecs, T R 2:30-4:25; 2-hour sec to be arranged. A. Arbel. An introduction to the principles and practices of business finance, including the development of theory and its application in case studies. Specific topics include types of securities and their uses, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing and bank relations, short- and intermediate-term financial management, mergers and consolidations, and the legal aspects of financial management.

724 Interpretation and Analysis of Financial Statements Spring. 3 credits. Limited to 20 second-year graduate students. Prerequisite: all required hotel accounting courses. Hotel elective.

Sem, R 2-5. A. N. Geller. The various financial accounting issues encountered in reporting the results of operations of corporate enterprises are discussed. A macro view of the firm will be taken, with emphasis on both outsiders' views of the operation and decision making through interpretation of the published statements. Current, generally accepted accounting principles and future extensions are explored and discussed. 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.

Food and Beverage Management Courses

131 Introduction to Food and Beverage Operation and Management Fall or spring. 2 credits. Required.

W 11:15-1:10. T. J. Kelly and faculty. An introductory course designed to familiarize students with the language and systems of commercial food and beverage operations. The language of food production, equipment, utilities, preparation, cooking, beverages, and service will compose the major portion of the course.

132 Food-Production Techniques Fall or spring. 1 credit. Prerequisite: Hotel Administration 131. Required.

3-hour sec to be arranged. T. A. O'Connor. A laboratory-based course designed to familiarize students with techniques of food preparation. Practical application of information gained in Hotel Administration 131. Each student must supply cook's knife.

231 Meat Science and Management Fall or spring. 3 credits. Required. Estimated cost of field trip, \$75.

Lec, M 2:30-4:25; 2-hour lab to be arranged. G. X. Norkus, B. A. Schmidt. Deals with the major phases of meat, poultry, and fish service from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure, and composition; sanitation; selection and purchasing; cutting, freezing, portion control, and specifications; cooking, carving, and miscellaneous topics. A three-day field trip to visit purveyors in New York is required.

233 Food-Production Systems: Cafeterias Fall or spring. 3 credits. Prerequisites: Hotel Administration 131, 132, 172, 173, 231 (possible corequisite). Required.

Lec, M 1:25; 6-hour afternoon lab. A. L. Colucci. A cafeteria food-production course in which the student participates as a team member in hot-food, cold-food, dessert, and bakery production. Lectures cover principles of cafeteria menu planning, truth-in-menu, recipe standardization, support areas, sanitation, calculating raw food costs, menu-pricing systems, convenience foods, and types of production systems. Students are required to purchase their own french, boning, and paring knives, measuring spoons, and food thermometer. Students work six to seven weeks in each of two different cafeterias.

234 Food and Beverage Control Spring. 2 credits. Prerequisite: Hotel Administration 122 or written permission of instructor. Hotel elective.

M 10:10-12:05. Faculty. Food and beverage operation from the position of the food and beverage controller and analyst are studied. Control systems and analytical techniques are discussed and applied to operational situations.

331 Food-Production Systems: Restaurants Fall or spring. 3 credits. Prerequisites: Hotel Administration 231 and 233. Required Estimated cost of clothing and utensils, \$95.

Lec, M 1:25; 8-hour lab M, T, W, or R. T. J. Kelly, R. White. This course is designed to provide the student with the skills necessary to perform the management functions of a restaurant.

337 Survey of Beverages Fall or spring. 2 credits. Limited to seniors and second-year students in the School of Hotel Administration. Hotel elective.

W 2:30-4:25; 4 night sessions to be arranged. V. A. Christian. An introduction to wines, beers, spirits, and other beverages as they relate to the hospitality industry. Samples from a variety of countries, regions, and vineyards are evaluated.

338 Purchasing Spring. 2 credits. Limited to 65 juniors, seniors, and graduate students in the School of Hotel Administration. Hotel elective.

W 2:30–4:25. G. X. Norkus.

An in-depth look into the functions of a purchasing department within a hotel or restaurant facility. The managerial aspects of purchasing, such as setting up a purchasing department, the function of the purchasing agent, purchasing specifications, purchasing forms, and controls are considered. Includes many of the products purchased by a food facility, such as china, flatware, glasses, fabric, meat, frozen foods, canned goods, produce, and dairy products. The products are displayed by leading purveyors and discussed in detail.

430 Introduction to Wine and Spirits Fall or spring. 2 credits. Limited to seniors and graduate students outside the School of Hotel Administration. S-U grades only.

W 2:30–4:25. V. A. Christian.

The course begins with the history of wine and spirits. The main focus is on flavor characteristics, fermentation processes, and brand specifications. Lectures are also given on purchasing, storage, wine-tasting techniques, and drink formulas. 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 secretary in Statler 212 of their absence are automatically dropped from the course.

434 Production and Merchandising of Desserts

Fall or spring. 3 credits. Prerequisites: Hotel Administration 232, 331, or 732. Hotel elective.

Lec, F 12:20; lab, F 1:30–5:30. D. W. D'Aprix.

How to make and profitably merchandise such desserts as pies, sweet-dough pastries, danish and puff pastries, paté choux, cookies, cakes, ice desserts, and other specialty desserts.

437 Seminar in Cultural Cuisines Fall. 3 credits.

Prerequisites: Hotel Administration 331 or 732 and permission of the instructors. Hotel elective.

Sem, R 9:05–11; lab, M 5:30–10. D. W. D'Aprix, T. A. O'Connor.

A seminar in cuisines of the world. Through research and hands-on practice, the students will explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to create diverse menus in a logical and profitable manner.

439 T.A. Training in Food and Beverage Management

Fall or spring. 1–3 credits. Prerequisite: written permission of the instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in food and beverage management is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

731 Graduate Food and Beverage Management

Fall or spring. 3 credits. Required M.P.S. course.

Estimated cost of field trip, \$100.

Lecs, T 10:10–12:05, R 10:10; four 7:30–9:30 p.m. sessions to be arranged. V. A. Christian.

The managerial and operational principles and techniques of planning, operating, and evaluating a food and beverage operation. Special emphasis is placed on menu planning, wine-list design, professional standards, and the managerial approach to purchasing, receiving, storage, issuing, preparation, and service. A field trip is required.

732 Graduate Operational Food-Production Systems

Fall or spring. Limited to 30 students.

Prerequisite: Hotel Administration 731 or equivalent. Required M.P.S. course. Estimated expense for clothing and utensils, \$95.

Lec, R 5:30–8:30 p.m.; 8-hour F lab. Faculty.

Students are responsible for production and service of dinner for the Statler Inn main dining room and Cafe Rhea. The course is designed to teach and apply the fundamentals of food-production systems, from menu planning through service, and to give the student confidence in managing a commercial kitchen or dining room. The lecture-demonstration provides further exposure to managerial as well as technical skills.

735 Graduate Meat Science and Management

Fall. 3 credits. Limited to graduate students. M.P.S. elective.

M 5:30–8:30 p.m. G. X. Norkus.

Purchasing, receiving, storage, utilization, and cost analysis of meat, fish, poultry, and meat extenders and analogs are discussed from the standpoint of commercial food service in a seminar-laboratory combination. Independent research on current problems in meat science and management is required.

Law Courses

[247 Law and the Woman Employee] Spring.

3 credits. Hotel elective. Not offered 1982–83.

M W F 12:20. J. E. H. Sherry.

Designed to enable management to deal with the legal problems of female employees as these problems affect the hospitality industry, and to provide information regarding the emerging legal rights of women generally.]

341 Law of Business I Fall. 3 credits. Limited to juniors and seniors. Required.

M W F 12:20. J. E. H. Sherry.

A basic introduction to law and legal relationships in business. A variety of subjects are covered, all intended to aid managers in decision making.

342 Law of Business II Spring. 3 credits.

Prerequisite: Hotel Administration 341. Hotel elective.

M W F 10:10. J. E. H. Sherry.

A continuation of 341 for those students who desire more extensive legal training to further their business careers. Emphasis is on the laws pertaining to the Uniform Commercial Code (sales and negotiable instruments); bailments; trusts and estates; transfers by will; unfair competition and trade regulation; bankruptcy; and insurance.

343 Law of Securities Regulation Fall. 1 credit.

Open to juniors, seniors, and graduate students. Best taken after an introductory course in business law. Hotel elective.

M 2:30–4:30 (every other M). P. Panarites.

For students interested in the financing of new or expanding hotel and restaurant businesses through the sale of stocks and bonds, and the obligations of publicly owned hospitality companies and their officers and directors. The course covers fundamental aspects of the federal securities laws as applicable to the hospitality industry. Problems will be drawn from hotel, restaurant, and related businesses.

344 Law of Innkeeping Fall or spring. 3 credits.

Limited to juniors and seniors. Prerequisite or corequisite: Hotel Administration 341 or equivalent. Required.

M W F 9:05. J. E. H. Sherry.

A basic grounding in the fundamentals of hotel and restaurant management as they affect legal rights and responsibilities. Emphasis is on recognition of issues and organization of solutions in a logical, well-conceived manner.

449 T.A. Training in Law Fall or spring. 1–3

credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in law is exposed to recommended techniques of

instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

744 Law of Innkeeping for Graduate Students

Fall or spring. 3 credits. Required M.P.S. course.

M W F 8. J. E. H. Sherry.

A review of fundamentals followed by an in-depth consideration of the legal aspects of the hospitality industry.

Properties Management Courses

251 Property-Management Graphics Fall or

spring. 3 credits. Required.

Lecs, M W 9:05; 2-hour lab to be arranged.

R. H. Penner.

An introduction to both properties management and hospitality facilities. Components of the course include projection and architectural drawing, site analysis and planning, and hotel functional design. Laboratory emphasis is on basic graphic skills, including the layout of lodging and dining spaces, and the interpretation of construction drawings.

351 Hotel Mechanical and Electrical Problems I

Fall. 3 credits. Prerequisite: Hotel Administration 251. Required.

Lecs, 8:30–9:45; 2-hour lab to be arranged.

F. T. Smothers.

Investigation of management problems associated with the mechanical systems of the physical plant. Utility management and energy conservation are emphasized. Water, electricity, and lighting systems as well as sound and acoustics are covered. Basic engineering theory of each system is taught. Capital, operating, and repair and maintenance costs are stressed.

352 Hotel Mechanical and Electrical Problems II

Spring. 3 credits. Prerequisite: Hotel Administration 351. Required.

Lecs, M W F 11:15; 2-hour lab to be arranged.

R. A. Compton and faculty.

Investigation of management problems associated with the mechanical systems of the physical plant, with emphasis on major systems of heating, refrigeration, and air conditioning. The problems of capital expenditures, operating costs, and repairs and maintenance are stressed.

353 Introductory Food-Facilities Engineering

Fall. 3 credits. Limited to 12 students. Prerequisites: Hotel Administration 251 or equivalent, and written permission of instructor before course registration. Hotel elective.

Lecs, M W 1:25; 2-hour lab to be arranged.

M. H. Redlin.

The basic concepts of food-facilities design and planning. Studies are carried out to determine space allocation for kitchens, refrigeration, storage, waste disposal, and service area. Development of basic production work flow in the preparation and service areas is emphasized. The basic requirements for the selection of equipment, utilizing industry standards for production capability, quality of construction, and ease of maintenance, are covered. Laboratories involve planning, design, and specification writing for a small- to medium-size restaurant kitchen.

354 Food-Facilities Equipment Design and Layout

Spring. 3 credits. Prerequisite: Hotel Administration 353 or equivalent.

Lecs, M W 1:25; 2-hour lab to be arranged.

R. A. Compton and M. H. Redlin.

A course designed to employ the basic concepts of food-facilities design in advanced applications. Emphasizes preparing a program, developing and criticizing equipment layouts, mechanical and electrical spotting, and equipment-detail drawings.

451 Physical-Plant Planning and Construction

Fall or spring. 3 credits. Prerequisite: Hotel Administration 352. Required.

Lecs, M W F 12:20; 2-hour lab to be arranged.
R. A. Compton.

The construction, renovation, and maintenance of hotels and food-service operations are discussed and analyzed. Procedures, methods, and materials used in new construction projects are covered, as are repair, rehabilitation, and renovation of existing structures. Building codes, trade practices, materials, cost estimation, and management responsibilities are emphasized.

453 Seminar In Energy-Audit/Retrofit

Techniques Fall or spring. 3 credits. Limited to 16 students. Prerequisite: Hotel Administration 352 or 752. Hotel elective.

T R 2:30-3:45. F. T. Smothers.

A seminar intended to acquaint students with the procedures needed to (1) plan and conduct detailed energy audits of hotels, (2) establish and operate effective energy-management programs, and (3) identify and evaluate effective systems of energy-retrofit measures for hotels. Actual case studies will be developed by the students.

[454 Seminar In Hotel Planning

Fall. 3 credits. Limited to 12 students. Prerequisites: Hotel Administration 352, 752, or written permission of instructor prior to registration. Hotel elective. A field trip may be required; estimated cost, \$200. Not offered 1982-83.

T R 11:15-1:10. R. H. Penner.

The hotel planning process, emphasizing program development, site selection, conceptual design, and building systems. Discussion of space allocation, hotel equipment and furnishings, establishing budgets, and responsibilities of the development team. One or two team projects are developed.]

455 Seminar In Restaurant Planning

Spring. 3 credits. Limited to 12 students. Prerequisites: Hotel Administration 351 and permission of instructor. Hotel elective. Estimated cost of optional field trip, \$150.

M W F 9:05. R. A. Compton.

The procedures followed in the planning of a restaurant facility. Primary emphasis is on design, engineering, and construction. Discussions of space allocation, trade practices, building and health codes, equipment and furnishings, cost estimations, and management responsibilities when working with professional planners. Case studies are used, and a project is developed.

459 T.A. Training In Properties Management

Fall or spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in properties management is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

751 Graduate Study In Project Development and Construction

Fall. 3 credits. Required M.P.S. course.

Lec, T R 8:40-9:55; 2-hour lab to be arranged.

M. H. Redlin, R. H. Penner.

The major elements of project development and the construction process are presented and developed from an engineering-management viewpoint. Topics include feasibility studies, functional planning and design, financing techniques, the bidding process, construction contracts, project scheduling, and actual building construction. Techniques for effective graphic communication are developed and integrated into the design process.

752 Graduate Study In Electrical and Mechanical Systems

Spring. 3 credits. Required M.P.S. course.

Lecs, T R 8:30-9:45; 2-hour lab to be arranged.

F. T. Smothers.

The major electromechanical systems of large buildings and lodging properties are considered from a capital-cost versus operating-cost viewpoint. Includes consideration of water, heating, refrigeration, air-conditioning, electrical, and lighting systems. Concepts of energy conservation and efficient utilities management, from the original selection of equipment through operating procedures, are emphasized. Students analyze case studies, criticize papers and reports, and suggest new systems and modifications.

Communication Courses

161 Typewriting

Fall or spring. 2 credits. Hotel elective.

M W F 10:10, 11:15, or 12:20, or T R F 9:05.

B. B. David.

A course in elementary typewriting, designed for students who want to learn touch-typing.

165 Introduction to Business Writing

Fall or spring. 3 credits. Each section limited to 20 students. Required.

M W 9:05, 10:10, 11:15, 1:25, 2:30, 3:35, or F 9:05.

10:10, 11:15. D. A. Jameson, D. G. Flash,

J. F. Lumley, C. Solomon.

This course focuses on strengthening skills in outlining, organizing, understanding, and using research sources, and developing skills in writing clearly and precisely. To apply these skills, students write both internal and external reports.

261 Report Typing

Fall or spring. 2 credits. Limited to 32 students. Prerequisite: Hotel Administration 161 or equivalent. Hotel elective.

T R 10:10. B. B. David.

A course in electric touch-typing designed for students who can type but want to improve their speed and accuracy. Special emphasis is placed on the typewritten report as a form of communication. Business letters are typed in various styles and their effectiveness is studied.

262 Typewriting and Business Procedures

Fall or spring. 3 credits. Limited to 24 students. Prerequisite: Hotel Administration 161 or equivalent. Hotel elective.

M W F 12:20. B. B. David.

Students who already know touch-typing develop sufficient speed and accuracy on electric typewriters to meet business standards for an executive assistant. The course involves practice in the typing and composing of business letters and special forms of business communication, including tabulated reports. Instruction in filing, duplicating processes, and machine transcription is provided.

263 Shorthand Theory

Fall or spring. 3 credits. Limited to 20 students. Prerequisite: a typing course. Hotel elective.

M W R 1:25. B. B. David.

The basic theory of Gregg shorthand is covered. Shorthand is a personal tool used by business and professional men and women when taking notes, composing letters, and drafting speeches and reports. Dictation and transcription speed is developed to meet the needs of a stenographic position.

285 Effective Oral Communication

Fall or spring. 3 credits. Limited to 25 students a section. Required. Lec, M 9:05-11 and W 9:05, or T 9:05-11 and R 9:05. Individual conferences arranged throughout the term. F. A. Herman.

This seminar is designed to help students (1) express themselves clearly and effectively and (2) acquire skills to better understand the ideas of others. Principles of the communication process are explored, tested, and reinforced during the term through classroom interaction, case studies, debates, and individual and group videotaped presentations.

268 Written Communication

Fall or spring. 1 credit. Limited to 18 students. S-U grades only. Hotel elective.

W 7:30-9:20 p.m. (every other W). J. S. Livingston. A review of the principles of English composition, including organization, paragraph construction, sentence structure, and word choice. Students write papers and discuss them in individual conferences.

361 Strategies for Business Writing

Fall or spring. 1 credit. Limited to 24 students. Prerequisite: written permission of the instructor. Hotel elective.

F 2:30. D. A. Jameson, D. G. Flash, J. F. Lumley,

C. Solomon.

Intended primarily as an alternative to Hotel Administration 165 for those transfer students who qualify, based on their performance in college writing courses and on qualifying examinations. The course will familiarize students with those aspects of writing special to the business world. It will emphasize organizational patterns, paragraph development, logic, style, and research methods used to prepare business memos and research reports.

364 Advanced Business Writing

Fall or spring. 2 credits. Limited to 14 upperclass and graduate students. Hotel elective.

F 10:10-12:05. D. A. Jameson.

This course focuses on the written communications that demand special persuasiveness and control of tone. Some examples of the kinds of communications that are analyzed, evaluated, and written are negative messages, such as refusals, rejections, and responses to complaints; persuasive administrative messages to both subordinates and superiors in an organization; and sales letters and other promotion materials. How to plan and execute a job-hunting campaign, both before college graduation and later in one's career, is discussed. Students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

469 T.A. Training In Communication

Fall or spring. 1-3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty.

The student who plans to be a teaching assistant in communication is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

Science and Technology Courses

171 Food Chemistry I

Fall. 3 credits. Required.

Lecs, M W F 8; 1-hour lab on R to be arranged.

M. H. Tabacchi.

Principles and concepts of inorganic and organic chemistry, with emphasis on chemical reactions associated with fats, carbohydrates, and proteins. Heat transfer and energy as they relate to food chemistry are discussed.

172 Food Chemistry II

Spring. 4 credits. Prerequisite: Hotel Administration 171 or equivalent. Required.

Lecs, M W F 8; 3-hour lab to be arranged.

M. H. Tabacchi.

The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food-production techniques. The roles of additives in food, colloidal phenomena, food processing, and reconstitution techniques are studied.

173 Sanitation In the Food-Service Operation

Fall or spring. 3 credits. Required.

Lec, T 1:25; 2-hour lab to be arranged.

B. Richmond.

The causes and prevention of food spoilage and food-borne disease. Sanitary principles applied to the

hospitality industry, including laws, rules, and regulations. Practice in general methods of microbiological testing, and isolating and characterizing organisms of importance in the food-service industry.

174 Information Systems Fall or spring. 3 credits. Required.

M 1:25 and W 1:25–3:20. H. A. Records. An introduction to information systems and computing machines. Students learn basic programming skills for application to selected business problems. The concept of file processing is introduced to provide the student with an understanding of computing as it applies to the hospitality industry. Programs are executed on the University's computing system.

274 Hotel Computing Applications Fall or spring. 3 credits. Prerequisite: Hotel Administration 174 or equivalent. Hotel elective.

Lecs, T 2:30–4:25, R 1:25; 2-hour lab to be arranged. R. Alvarez. The course exposes students to concepts of data-base management and management information systems as they relate to computing technology in the hospitality industry. Specific areas covered are hotel systems, wide-based reservations systems, communications, and food and beverage systems. Laboratories will provide actual experience with computer-based systems.

371 Principles of Nutrition Spring. 3 credits. Prerequisites: Hotel Administration 171 and 172 or equivalent chemistry courses. Elective.

M W F 10:10. M. H. Tabacchi. Designed especially for students interested in the food industry. The nutrient composition of fresh and processed foods, nutrient handbooks, recommended daily allowances, nutrition labeling, additives, special diets, fad diets, and weight control are considered. The uses of nutrients and nutrient interactions are emphasized.

374 Advanced Programming and Systems Design Spring. 3 credits. Elective. Prerequisite: Hotel Administration 174 or 774 or equivalent.

T R 12:20, plus rec to be arranged. R. Alvarez. Programming in Business Basic, an interactive, easily learned computer language commonly used on small business computers; installing a computerized business system and processing information; and designing a business computer system using data-base management programs on an IBM 5110 computer. The course is intended for students who expect to be working with computer systems and desire experience in hospitality electronic data processing.

479 T.A. Training In Science and Technology Fall or spring. 1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty. The student who plans to be a teaching assistant in science or technology is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

771 Graduate Food Chemistry Fall. 4 credits. Required M.P.S. course.

Lecs, M W F 10:10; 3-hour lab to be arranged. M. H. Tabacchi. The chemistry of fats, carbohydrates, and proteins is emphasized in relation to food products and food-production techniques. Additives in foodstuffs, colloidal phenomena, food processing, and reconstitution techniques are studied. Heat transfer and energy as they relate to food chemistry are discussed.

774 Computers and Hotel Computing Applications Fall or spring. 3 credits. Limited to 30 students. Required M.P.S. course.

Lecs, M 2:30–4:25, W 12:20; 2-hour lab to be arranged. R. Alvarez.

The first segment of the course is devoted to learning computer concepts and programming in Basic. During the second part of the course, the introduction of the computing machine to the hospitality industry is examined from several viewpoints: managerial impact, cost justification, user reaction, and guest satisfaction. The various successes and failures of hotel computing systems are analyzed in detail. Students in the course work with various small hotel and restaurant systems.

Economics, Marketing, and Tourism Courses

281 Macroeconomics Fall. 3 credits. Required.

M W 10:10; 1-hour sec to be arranged. C. W. Hart. Modern economic problems are examined in historical perspective, as national issues, and in the economic context of business decisions.

282 Microeconomics Spring. 3 credits. Required.

M W F 12:20; rec to be arranged on R or F. C. W. Hart. An analytical look at the basis of production and consumption behavior, market structures, the pricing system, resource allocations, market failures, and public policies directed toward these failures.

284 Tourism Fall. 3 credits. Hotel elective.

T 1:25, R 2:30–4:25. M. A. Noden. The primary characteristics of foreign and domestic tourism. Areas of concern include geographic considerations, development of infrastructure and superstructure in host countries, travel delivery systems, and the social and cultural aspects of tourism. Transportation, the travel-service industries, and the socioeconomic effects of tourism on developing countries are emphasized. Consideration is also given to travel research and marketing.

[285 Hotel Sales Fall or spring. 2 credits. Hotel elective. Not offered 1982–83.

R 2:30–4:25. Faculty. A practical approach to the selling of hotel space, with particular emphasis on selling to and effectively serving groups.]

[381 Advertising and Public Relations Fall. 2 credits. Limited to juniors, seniors, and graduate students. Hotel elective. Not offered 1982–83.

F 11:15–1:10. Faculty. This is the first of two courses covering the essential phases of hotel-motel marketing. Topics include advertising, publicity, public relations, and sales communication.]

382 Cases In Hospitality Marketing Spring. 2 credits. Prerequisite: Hotel Administration 384 or 781. Hotel elective.

M 1:25–3:15. W. H. Kaven. A case-study course focusing on market planning; marketing-strategy formulation; price, promotion, place, and product program design.

383 Seminar in Selected Topics In Hospitality Marketing Fall or spring. 2 credits. Prerequisite: an introductory course in management or written permission of the instructor. Hotel elective.

W 2:30–4:25. W. H. Kaven. The marketing strategy and its development through opportunity analysis, research, and target-market selection. A continuing seminar that changes focus each semester over a four-semester cycle. Devoted to topics of current interest each semester. Course topic announced in advance each semester.

384 Principles of Marketing Fall or spring. 3 credits. Required.

T R 8:30–9:45. L. M. Renaghan. The economic principles of marketing with emphasis on the marketing of services.

481 Advertising Strategies Fall. 2 credits. Limited to 50 students. Prerequisite: introductory courses in psychology and marketing or permission of instructor. Hotel elective.

M 1:25–4:25 (every other M, begins first week of semester). P. C. Yesawich. Case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions are studied.

[483 Psychology of Advertising Fall. 3 credits. Limited to 30 seniors and graduate students. Prerequisites: Hotel Administration 111 and 384 or equivalent, or permission of instructor. Hotel elective. Not offered 1982–83.

M 2:30–5 and 7–9:30 p.m. (every other M). P. C. Yesawich. The principles of psychology employed in advertising. Topics include learning, perception, motivation, advertising research, consumer behavior, and advertising strategy.]

489 T.A. Training In Economics, Marketing, and Tourism Fall and spring. 1–3 credits. Prerequisite: written permission of instructor. Hotel elective.

Hours to be arranged. Faculty. The student who plans to be a teaching assistant in economics, marketing, or tourism is exposed to recommended techniques of instruction and such other methodology, readings, et cetera, as the professor in charge of the course may require.

781 Marketing Management Spring. 3 credits. Required M.P.S. course.

T 11:15–1:10, W 11:15. Faculty. Hospitality marketing-management decision making. Emphasis is on managerial analysis of the marketing environment, market opportunity analysis, and marketing-strategy design, implementation, and control.

Independent Research Courses

600–680 Undergraduate Independent Research Fall or spring. Variable credit. Prerequisite: written permission. Hotel elective. *Only the first three credits of directed study may count as hotel electives during the student's undergraduate academic career.* Additional directed study, if taken, is applied toward free electives, except for the management-intern program of 12 credits. *Permission in writing is required before course enrollment.*

Faculty. Students pursue independent research projects under the direction of a faculty member.

600 Administrative and General Management

601 Management Intern Program I—Operations 6 credits.

602 Management Intern Program II—Academic 6 credits.

610 Human-Resources Management

620 Accounting and Financial Management

630 Food and Beverage Management

640 Law

650 Properties Management

660 Communication

670 Science and Technology

680 Economics, Marketing, and Tourism

700-900 Graduate Independent Research Fall or spring. Variable credit. Limited to graduate students. Prerequisite: permission of instructor. Obtain permission form from the school's graduate office. Faculty.

The student plans a project and selects a faculty member willing to supervise the study.

700 Administrative and General Management

710 Human-Resources Management

720 Accounting and Financial Management

730 Food and Beverage Management

740 Law

750 Properties Management

760 Communication

770 Science and Technology

780 Economics, Marketing, and Tourism

800 Monograph I

801 Monograph II

802 Master of Science Thesis Research

803 Graduate Teaching Internship

900 Doctoral Thesis Research

Flash, Dora G., A.B., Lecturer
Hanson, Bjorn, M.B.A., Visiting Assoc. Prof.
Heist, Anne, M.S., Lecturer
Kreuziger, Peter, B.S., Visiting Lecturer
Lumley, Jane, M.A., Lecturer
McNeill, Keith, B.S., Lecturer
Noden, Malcolm A., Lecturer
Norkus, Gregory X., B.S., Lecturer
Nowliss, Michael R., B.S., A.O.S., Lecturer
O'Connor, Therese A., B.S., Lecturer
Panarites, Peter, J.D., Visiting Assoc. Prof.
Prigge, William, B.S., Visiting Assoc. Prof.
Records, Harold A., M.B.A., Visiting Lecturer
Richmond, Bonnie S., M.S., Lecturer
Schmidt, Brian, B.A., Lecturer
Sciarabba, Andrew, B.B.A., Visiting Lecturer
Sher, David, M.B.A., Visiting Assoc. Prof.
Solomon, Cathy, M.A.T., Lecturer
Weisz, Steven, B.S., Visiting Lecturer
White, Robert, A.O.S., Teaching Associate
Whitehead, Donald E., B.S., Lecturer
Yesawich, Peter C., Ph.D., Visiting Assoc. Prof.

Faculty Roster

Arbel, Avner, Ph.D., New York U. Prof.
Beck, Robert A., Ph.D., Cornell U. Professor of Hotel Administration/Ecole Supérieure des Sciences Economiques et Commerciales
Berger, Florence, Ph.D., Cornell U. Asst. Prof.
Chase, Robert M., M.B.A., Cornell U. Prof.
Christian, Vance A., M.S., Cornell U. Villa Banfi Prof.
Clark, John J., Jr., Ph.D., Cornell U. E. M. Statler Prof.
Colucci, Antoinette L., M.S., Purdue U. Asst. Prof.
Davis, Stanley W., Ph.D., Cornell U. Prof.
Dermody, Donal A., M.S., Cornell U. Prof.
Dunn, David C., Ph.D., Cornell U. Assoc. Prof.
Eyster, James J., Ph.D., Cornell U. Assoc. Prof.
Ferguson, Dennis H., Ph.D., Cornell U. Asst. Prof.
Gaurnier, Paul L., M.S., Cornell U. Prof.
Geller, A. Neal, Ph.D., Syracuse U. Assoc. Prof.
Hart, Christopher W., M.B.A., Harvard U. Asst. Prof.
Herman, Francine, M.S., Cornell U. Assoc. Prof.
Jameson, Daphne A., Ph.D., U. of Illinois. Asst. Prof.
Kaven, William H., Ph.D., Cornell U. Prof.
Kelly, Thomas J., M.S., Cornell U. Asst. Prof.
Knight, John B., M.B.A., U. of Toledo. Assoc. Prof.
Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.
Mutkoski, Stephen A., Ph.D., Cornell U. Assoc. Prof.
Penner, Richard H., M.S. Arch., Cornell U. Assoc. Prof.
Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof.
Redlin, Michael H., Ph.D., Cornell U. Assoc. Prof.
Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.
Sherry, John E. H., L.L.M., New York U. Assoc. Prof.
Smothers, Fount T., M.S., Ohio U. Prof.
Tabacchi, Mary H., Ph.D., Purdue U. Asst. Prof.
Waters, F. Michael, M.B.A., Harvard U. Asst. Prof.

Adjunct, Visiting, and Other Teaching Staff

Alvarez, Roy, M.P.S., M.Ed., Lecturer
Bamford, Carl, A.O.S., Teaching Associate
Compton, Richard A., M.S., Senior Lecturer
D'Aprix, David, B.S., Lecturer
David, Betty B., Lecturer
Degan, Melissa, A.O.S., Teaching Associate