

SCHOOL OF HOTEL ADMINISTRATION

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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 Cornell 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.

DEGREE PROGRAMS

	Degree
Hotel and Restaurant Administration	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

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 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 (8 credits) or the equivalent, and attain a minimum grade of at least C- 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 seventy-five (75) credits at Cornell University, of which a minimum of sixty (60) must be in courses offered by the Hotel School, and nine (9) must be in distributive electives taken outside the Hotel School. Thus, a maximum of forty-

five (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
	<hr/> 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 (9) credits may transfer. The remaining nine (9) must be taken at Cornell but may be distributed in any combination of humanities, social sciences, or natural sciences provided at least three (3) 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 (18) 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 g.p.a. 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 U.S. 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 Course 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, 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 4 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
	<hr/> 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 Mini-Courses	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, II, and III	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 school students. Elective. R. Chase. 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. D. Dittman. A series of lectures given by non-resident 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 students may not enroll.

H ADM 105 Introduction to Lodging

Fall and spring. 3 credits. Limited to hotel school 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 Rooms Division Strategic Management

Fall. 2 credits. Second seven weeks of the semester. Limited to juniors, seniors and graduate students. Elective. R. Chase. Designed for students to study and explore the strategies used by hotel companies competing within multiple market areas. The course will build upon 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 with 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.

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, 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. Limited to 45 juniors and seniors per lecture. 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 3 in the fall and January 29 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. D. Dittman.

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 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: 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 non-contract relationships with the travel industry are reviewed.

Second Seven Weeks: 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 and Small Business Management

Fall and spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 321 or equivalent. Elective. Faculty.

Focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require student teams to serve as consultants to real businesses that have asked for help from the Small Business Administration. **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 30 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 Introduction to Casino Operations

Fall. 2 credits. Limited to 45 juniors, seniors and graduate students. Estimated cost of field trip, \$150. 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 U.S.

[H ADM 409 Airline Management

Spring. 3 credits. Prerequisites: H Adm 115 and 211. Elective. Offered every other year—1999, 2001, etc. Not offered spring 2000. 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 15 seniors and graduate students. Prerequisites: 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. 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 COURSES**H ADM 115 Organizational Behavior and Interpersonal Skills**

Fall and spring. 3 credits. Required. F. Berger, T. Simons.

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 100 non-hotel school 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 school students per lecture, no freshmen or graduate students. Prerequisite: H Adm 105 and 115 (co-registration in 115 allowed). Required. B. Chung, 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 a) understand the interrelationship of HRM activities, as well as the relationship between HRM and other functional areas within hospitality organizations; and b) understand how to effectively attract, retain, and motivate hospitality employees.

H ADM 313 Training in the Hospitality Industry

Fall. 3 credits. Limited to 24 students. Prerequisite: H Adm 211. Elective. M. Lankau.

Training is one of the primary tools used for coping with a continuously changing environment. It also is one of the fundamental responsibilities of all hospitality managers. Students will learn the major theoretical and practical issues associated with program design, development, implementation, and evaluation. Semester-long project with one or more hospitality organizations.

H ADM 411 Negotiations in the Hospitality Industry

Spring. 3 credits. Limited to 30 juniors, seniors, and graduate students, with preference given to hotel school seniors and second-year graduate students. Prerequisites: H Adm 115, 702, or equivalents. 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 1990s

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. Faculty.

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

Spring. 3 credits. Limited to juniors and seniors. Elective. C. Enz. Investigates the ways in which businesses and managers can build profitable organizations through a process of rethinking, re-evaluating, and discarding existing practices. Knowing

self through reflection, knowing how organizations function, and knowing how to change them to enable others and build a community are the focus of this course. Students will examine the process of innovation and the psychology of followers. The class will serve as a model of a learning organization as students develop their skill set as change agents and organizational leaders.

H ADM 611 Negotiations in the Hospitality Industry

Spring. 2 credits. Second seven weeks of the semester. 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 school seniors and graduate students. Elective. Faculty.

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.

Focuses on the development of human resources management skills and exploration of the dilemmas and responsibilities of leadership. Uses managerial perspective with emphasis on the effects that managerial activities have on recruitment, selection, and retention systems. Individual decision-making and integration abilities will be assessed. Case studies, exercises, and simulations.

FINANCIAL MANAGEMENT COURSES**H ADM 120 Survey of Financial Management**

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

A survey of basic principles of financial management, investment management, and financial analysis. Designed for the student who desires a general understanding of financial decision making.

H ADM 121 Financial Accounting

Fall and spring. 3 credits. Limited to hotel school 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 school students. Elective.
L. Nohel.

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 school students. Elective. L. Canina. 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.
G. Potter.

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.

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. Students analyze hospitality operations and projects and present their findings in management report form.

H ADM 322 Principles of Investment Management

Fall. Limited to non-hotel school students. Hotel school students or those with a background in economics, quantitative analysis, and computers are advised to enroll in H Adm 424. Elective. A. Arbel.

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.

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; workout strategies for distressed properties; trends in international hotel franchising; and ethical issues of real estate development. 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 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 30 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. Faculty.

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 investment and development.

H ADM 423 Financial Management Policy

Fall. 3 credits. Limited to 30 students; non-hotel students by permission of instructor. Prerequisite: H Adm 326 or 721. Elective. T. Nohel.

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.
A. Arbel.

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 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 Financial Economics 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 Analysis and Interpretation of Financial Statements

Spring. 3 credits. Limited to 30 seniors and graduate students. Elective. G. Potter.

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 the 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 COURSES

H ADM 136 Introduction to Food Service Operations

Fall and spring. 4 credits. Limited to hotel school 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 are emphasized.

H ADM 230 Introduction to Culinary Arts

Fall and spring. 2 credits. Limited to non-hotel school 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 7; spring drop deadline is January 28. Elective. D. D'Aprix, S. Gould.

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. White, faculty.

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 330 Seminar in Chain-Restaurant Operations

Fall. 3 credits. Prerequisite: H Adm 136 and 236, or permission of instructor. Elective. Faculty.

Chain-affiliated restaurants account for an ever-increasing market share of all food service dollars. The growth of multi-unit chain operations brings out unique challenges, opportunities, and strategic orientations for restaurant management. This course will identify these present issues, the historical factors that have led to them, and the pending economic and organizational questions facing the chain restaurant segment. Case study analyses, company research, and a term project.

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, G. Norkus.

Provides an overview of the food service distribution industry: past, present, and future. Specific disciplines of food service distribution include marketing and sales, operations, routing, credit management practices, and financial management of the distribution center. Focus also on the newly emerging role of the "distributor consultant." Concept of developing business partnerships between food service operators and food service distributors is stressed.

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

Spring. 3 credits. Field trip \$200. Limited to 20 students. Prerequisites: H Adm 165 and 335, or permission of the instructor. Elective. 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

Fall. 2 credits. Limited to 20 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, \$75. Once enrolled, students may not drop the course without permission of instructor. Required. D. D'Aprix, B. Halloran, 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 related to the general management of restaurants and industry trends, including defining a service philosophy, improving profit margins, securing adequate supplies, identifying target markets, and planning for organization growth. The laboratory is based on a hands-on managerial component, from which students become familiar with the various requirements for success of each of the line positions in a restaurant.

H ADM 338 Seminar in Culture and Cuisines

Fall. 3 credits. Limited to 20 students. Prerequisites: H Adm 165 and 236, 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: A Cultural and Historical Perspective

Fall and spring. 2 credits. Limited to 200 students. 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 26, 1999 and January 24, 2000). 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 10 in the fall and February 4, 2000 in the spring.)

H ADM 431 Seminar in Independent Restaurant Operations Management

Fall and spring. 3 credits. Five field trips, \$300. Limited to 20 students. Prerequisite: 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. Elective. J. Ridley, 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 Food Service Management

Spring. 3 credits. Field trips, \$25–50. Limited to 25 students. Prerequisites: H Adm 136 and 236. Elective. T. O'Connor.

Designed to explore and analyze food service management in business, industry, and health-care facilities, e.g., office/industrial complexes, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of food service organization structures, controls, systems design, equipment, and government/legal regulations. Readings, small investigative projects, presentations, discussions, and local site visits.

[H ADM 434 Desserts Merchandising

Spring. 3 credits. Limited to 25 students. Prerequisite: H Adm 236, 230, or permission of the instructor. Elective. Not offered spring 2000. 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 bakeshop utensils, and advertise and sell their products.)

H ADM 435 Selection, Procurement, and Supply Management

Fall and spring. 3 credits. 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 20 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 students. Prerequisite: H Adm 335 or 731. Elective. B. Lang, B. Halloran, H. Winslow.

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, \$150. Limited to 20 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 538 Health and Fitness in the Resort Hotel and Spa Industry

Fall. 3 credits. Limited to juniors, 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, integration of nutritious menu items and their marketing and merchandising. Guest speakers.

H ADM 539 Airline Food Service Management

Spring. 3 credits. 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

Fall. 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

Fall. 3 credits. Limited to 20 seniors and graduate students. Elective. T. O'Connor, 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.

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 school students per lecture, not open to freshmen. Required. J. Siguaw.

Provides an overview of the discipline of marketing as it applies to the hospitality industry. Topics include understanding how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, the external operating environment, and how the special nature of service affects the development of marketing strategies in the hospitality industry.

H ADM 343 Marketing Research

Fall and spring. 3 credits. Limited to 32 students. Prerequisites: H Adm 243 or equivalent and an introductory course in statistics/quantitative methods, or permission of instructor. 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. 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

Fall. 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 346 Marketing Planning for Hotels

Spring. 3 credits. Prerequisite: H Adm 243, 741, or equivalent. Elective. L. Renaghan.

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. Upon completion of the course, the student should be able to design, develop, and implement a comprehensive, action-oriented marketing plan for a lodging property.

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.

Introduces students to various causal processes underlying consumer behavior and their implications for hospitality marketing. Consumers responses to marketing communications and offerings depend on the consumers' perceptions, motivations, personalities, attitudes, group memberships, families, and cultures. Knowing how these factors influence consumers' reactions to marketing efforts will allow students to better anticipate and control those reactions.

H ADM 442 Strategic Marketing

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

This course 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, 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. Econometric model development for demand predictions is examined and analyzed. 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 undergraduate 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 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. Limited to seniors. 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 1999. 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. Not offered fall 1999. Faculty.

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 three-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 1999.

For description, see 346. This course includes the H Adm 346 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. J. Austin.

Basic concepts and principles underlying marketing decision making and the skills needed to analyze and understand complex marketing situations in order to plan and implement marketing programs.

PROPERTY ASSET MANAGEMENT COURSES

H ADM 255 Hotel Development and Planning

Spring. 3 credits. Limited to sophomores, juniors, and seniors. Required. R. Penner. 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. 3 credits. Elective. J. deRoos. Designed for students interested in the management of residential and commercial real estate. Overview of real estate economics, the relevant law, and different aspects of property management including lease and management contracts, accounting and finance, staffing, and building operations. Case studies and a term project focus on the dynamics of operating real estate assets.

H ADM 351 Hospitality Facilities Design

Fall. 4 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective. R. Penner.

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, \$200; drawing supplies, \$75. Limited to 12 students. Prerequisite: H Adm 351. Elective. R. Penner.

A project course concerned with hotel planning, interior design, and renovation. Students establish the operator's criteria for the renovation of hotel guestrooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation. Drawing ability is essential.

H ADM 353 Food Service Facilities Design

Spring. 3 credits. Limited to 18 students. Prerequisites: H Adm 351 and 335 (co-registration is allowed) or food service experience is recommended. Elective. M. Redlin.

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. Prerequisite: H Adm 255. Required. M. Redlin, D. Stipanuk.

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 30 hotel school juniors, seniors and graduate students. Elective. D. Stipanuk.

Risk management within the hospitality environment as applied to issues of control and risk financing. Issues in fire protection, customer and workplace safety, OSHA requirements, and customer and corporate security are analyzed. Basic elements of insurance and crisis management are discussed.

H ADM 357 Insurance and Risk Management

Fall and spring. 3 credits. Limited to 75 students per lecture. Prerequisite: an introductory accounting or business course. Elective. A. Klausner.

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. J. Corgel.

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 454 Advanced Computer Aided Design

Spring. 3 credits. Limited to 18 students. Required. 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, 3D 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 455 Special Topics in Properties Management-Sustainable Development and Ecotourism

Fall. 3 credits. Optional field trip, \$425 plus travel costs. Limited to juniors, seniors and graduate students. Elective. D. Stipanuk.

A multi-disciplinary investigation of issues surrounding ecotourism and sustainable development. Topics include the concept of sustainable development as applied to the tourism industry, environmental issues affecting the sustainability of tourism

developments, as well as linkages between ecotourism and sustainable development, planning, development, and management of ecotourism projects. We will also explore methods used to reduce the environmental impacts of traditional tourism projects. Optional field trip over winter break.

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 World Wide 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. Prerequisite: H Adm 323, 450, or permission of instructor. Elective. J. Corgel.

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 Development

Spring. 3 credits. Limited to 25 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 U.S.

H ADM 651 Principles of Real Estate

Fall. 3 credits. Limited to graduate students. Elective. J. Corgel.

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. Prerequisite: H Adm 323, 450 or 651. Elective. J. Corgel.

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 non-residential real estate are analyzed; however, special emphasis is placed on the analysis of hospitality properties.

H ADM 751 Properties Development and Planning

Spring. 3 credits. Professional master's requirement. Faculty.

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. Required. S. Jones, faculty.

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 Francals 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. Faculty.

Focuses on the written communication that requires special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. A major topic is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

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, faculty.

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. 3 credits. Elective. Faculty. Influence of culture, perception, and gender on communication in multicultural organiza-

tions, including international and domestic businesses with diverse work forces. Focus is on human interaction at work. Special emphasis on 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 school 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.

Focuses on the complex interactions that occur when people communicate in organizations. Structured around the communication tasks managers must accomplish to be effective on the job. Business cases. Emphasis on design of effective communication strategies. Applications and experiential exercises help students perfect their ability to write, make oral presentations, and interact effectively with others in managerial contexts.

H ADM 761 Communication Mini-Courses

Fall. Variable credits. Limited to MMH students. Elective. D. Jameson, faculty.

Note: These are two separate seven-week courses. Students may enroll in Lecture 1 or Lecture 2 or both. Lecture 1—Business Writing (first 7.5 weeks); Lecture 2—Presentational Speaking (second 7.5 weeks).

These mini-courses assist students enrolled in the Master of Management in Hospitality Program in developing their communication skills, improving their communication assignments in other core courses, and meeting the program's required writing and speaking.

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 lecture. Required. R. Alvarez, P. Clark, M. McCarthy, R. Moore, M. Talbert.

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. B. David.

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 both Mac/OS and Windows. Software used is Word, Excel, Powerpoint, Filemaker. Students will use the Internet.

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 for the "number crunching" analysis.

H ADM 474 Corporate Information Systems Management

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

Explores ten 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 in the Hospitality Industry

Spring. 3 credits. Limited to 30 students in each section. Prerequisites: all other required core courses, except for students concentrating in information technology. Required. R. Moore.

A three-tiered course, with each tier lasting five weeks. Tier I covers information technology management issues. Prior to taking Tier II, students will be required to pass a proficiency test of microcomputer skills taught in H ADM 174. Students will update their skills and learn more advanced features, with emphasis on database and model building skills. In Tier III, students select one of a series of modules, such as hotel systems, food service systems, management of information technology systems, or electronic commerce.

H ADM 674 Service Operations Management

Fall and spring. 3 credits. Limited to 25 graduate students. Prerequisite: H Adm 175, 371, 771 or equivalent. Elective. 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 30 students. Prerequisites: H Adm 175, 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 seven weeks. Letter grade only. Limited to 30 graduate students, or by permission of the instructor. Prerequisite: H Adm 771 and 741. 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.

H ADM 772 Information Technology for Hospitality Managers

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

Familiarizes students with issues surrounding the use 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. Elective. P. Wagner.

Designed to enable students to acquire a basic understanding of law and legal relationships in a business context. Variety of topics aid in making decisions as an executive with managerial responsibilities.

H ADM 387 Business and Hospitality Law

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

An integrated, chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials 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 for Managers

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

Provides students with an understanding of anti-discrimination statutes and a framework for establishing the proper policies and procedures for complying with the law, avoiding liability, and maintaining positive employment relations.

H ADM 487 Real Estate Law

Fall and spring. 3 credits. Recommended: completion of H ADM 387 preferred. Elective. A. Klausner.

Familiarizes students with the nature and ownership of real estate. Describes interests in real estate and how title is transferred. Acquaints students with legal aspects of marketing residential and commercial real estate, including shopping center and commercial leases, real estate syndication, and subdividing real estate for development.

H ADM 681 The Interplay of Law and Ethics in Service Industry Management

Spring. 3 credits. Limited to 50 hotel graduate students; seniors and other graduate students by permission of instructor. Prerequisite: completion of all required professional master's first-year courses, or permission of instructor. Elective. Faculty.

Involves students in ethical aspects of traditional law problems confronting service industry managers and executives within the areas of commerce, consumerism, administrative law and practice, regulation of anti-competitive marketing activities, and federal securities regulation. The impact of the corporation on traditional notions of personal social responsibility will be stressed.

OTHER COURSES**H ADM 191 Microeconomics for the Service Industry**

Fall and spring. 3 credits. Limited to 60 hotel school 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 crisis of homelessness. Through lectures, readings, discussions, research, volunteerism, and a field placement practicum, students will explore the economic, social, and political issues of our country's concern with housing and feeding homeless people. Students will study the history of homelessness and the strategies to prevent and alleviate the problem. The components of successful housing programs and food assistance programs will be analyzed.

Students taking the course for four credit hours will, in small groups, work with agencies providing services to homeless persons. They will analyze the agency's mission, identify a specific managerial challenge, and formulate an approach and solution to that challenge. This fieldwork will require approximately eight days during the semester.

Students taking the course for three credit hours will research and write a term paper about some aspect of homelessness and volunteer with a service agency approximately three hours per week during the semester.

H ADM 491 Hotel Ezra Cornell

Fall and spring. Variable credit (maximum, 4). 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. 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 school 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 301, 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. 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. Elective. R. Chase.

H ADM 495 Development and Management of Wellness in Business Organizations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$25-50. 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.

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 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. D. Jameson.

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 listed above 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, and other activities related to students' communication development and assessment.

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 Richard J. and Monene Bradley
Director of Graduate Studies
Bryson, Susan, M.A., U. of Chicago. Lecturer
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.
Chung, Beth G., Ph.D., U. of Maryland. Asst. Prof.
Clark, John J., Jr., Ph.D., Cornell U. Prof.
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
David, Betty B., 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. Dean and E. M. Statler, Professor.

Enz, Cathy A., Ph.D., Ohio State U. Prof. and Lewis G. Schaeenman, Jr. Professor of Innovation and Dynamic Management
Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.
Geller, A. Neal, Ph.D., Syracuse U. Prof. and Associate Dean for Academic Affairs
Gould, Shelly, B.S., Cornell U. Teaching Support Specialist
Hinkin, Timothy, Ph.D., U. of Florida. Assoc. Prof. and Director of Undergraduate Studies
Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
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
Lankau, Melenie, Ph.D., U. of Miami. Asst. Prof.
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
Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.
Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners Professor of Wine Education and Management
Nash, Abby, B.A., Cornell U. Lecturer
Nohel, Tom, Ph.D., U. of Minnesota. Assoc. Prof.
Noden, Malcolm A., Senior Lecturer
Norkus, Gregory X., M.S., Cornell U. Senior Lecturer
O'Connor, Therese A., M.S., Elmira College. Senior Lecturer
Penner, Richard H., M.S., Cornell U. Prof.
Pezzotti, Giuseppe G. B., B.S., Cornell U. Senior Lecturer
Potter, Gordon S., Ph.D., U. of Wisconsin-Madison. Assoc. Prof.
Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof. and J. Thomas Clark Prof. of Entrepreneurship and Personal Enterprise
Redlin, Michael H., Ph.D., Cornell U. Prof.
Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.
Ridley, Jane S., B.A., SUNY at Binghamton. Teaching Support Specialist
Roberts, Elizabeth, Ph.D., Purdue U. Asst. Prof.
Sherwyn, David, J.D., Cornell U. Asst. Prof.
Siguaw, Judy, D.B.A., Louisiana Technical U. Assoc. Prof.
Simons, Tony L., Ph.D., Northwestern U. Asst. Prof.
Snow, Craig, Ph.D., Purdue U. Senior Lecturer
Spies, Rupert, Studienassessor, Senior Lecturer
Steinacher, Richard, Ph.D., Florida State U. Senior Lecturer
Stevens, Betsy, Ph.D., Wayne State U. Asst. Prof.
Stipanuk, David M., M.S., U. of Wisconsin. Assoc. Prof.
Susskind, Alex, Ph.D., Michigan State U. Asst. Prof.
Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.
Thompson, Gary M., Ph.D., Florida State U. Assoc. Prof.
Tracey, J. Bruce, Ph.D., SUNY Albany. Asst. Prof.
White, Robert, A.O.S., Culinary Institute of America. Teaching Support Specialist

Visiting and Other Teaching Staff

Blanchard, Kenneth, Ph.D., Cornell U. Visiting Assoc. Prof.
James, Robert, M.B.A., Pace U. Visiting Lecturer
Merberg, Elliot, B.S., New York U. Visiting Lecturer
Sciarabba, Andrew, B.B.A., St. John Fisher College. Adjunct Assoc. Prof.
Shankar, Gowri, Ph.D., Syracuse U. Visiting Assoc. Prof.
Yesawich, Peter C., Ph.D., Cornell U. Visiting Assoc. Prof.