Welcome to the MMH Program!
The School of Hotel Administration’s Master of Management in Hospitality (MMH) program in the Cornell SC Johnson College of Business offers an incomparable management education grounded in the world’s largest industry. The MMH program, the only one of its kind in the Ivy League, gives you a comprehensive business education with a hospitality focus in just three semesters. Through core courses, specializations, networking, career fairs, an externship, leadership development, the graduate student organization, on-site master class for real industry experience, and much more, the MMH program provides you with unparalleled preparation for advancement in hospitality, real estate, business, and beyond.

As a Hotelie, you are part of a greater Cornell community, including the SC Johnson College of Business at Cornell University, a reimagined model for business education that reflects the future of business itself: flexible, collaborative, and cross-disciplinary. This SC Johnson College of Business encompasses the School of Hotel Administration, Johnson Graduate School of Management, and the Dyson School of Applied Economics and Management. Learn more at https://business.cornell.edu/.

This MMH Handbook contains resources, schedules, tips and processes, and other information to help guide you through the program successfully.

Hospitality is everywhere. We wish you a challenging and rewarding year!
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The MMH Orientation's mission is to deliver an orientation where all students feel 1) welcomed, 2) informed and, 3) better prepared to be successful academically and professionally.

**Goals**
After successfully completing orientation, students will have: 1) started to build stronger, more cohesive relationships with their incoming classmates (MMH2018) and the outgoing class (MMH2017), 2) gained relevant and appropriate amounts of information related to academic and non-academic programs as well as people who support their educational and professional development success and, 3) gained knowledge and skills that connect to their academic and professional development throughout the year.

**Rationale**
Orientation is an MMH program requirement that provides students with the foundations for building relationships, acquiring relevant knowledge, and developing useful skills to be better prepared and positioned for success during and after the MMH program. To fulfill the Orientation mission, students are thoughtfully guided through the four-day orientation by a variety of Hotel School and Cornell professionals.

**ORIENTATION SCHEDULE MAY 21-25**

**Sunday, May 21 (casual attire)**
12:45–5:00 p.m. Welcome and Networking at Treleaven Winery (travel by bus) Beck Circle

**Monday, May 22 (business casual attire)**
8:15–9:00 a.m. Registration with Coffee and Refreshments Park Atrium
9:00–9:45 a.m. Welcome, Staff Introductions, and Program Overview STL 198
  - David Taylor, Director of Graduate Programs
  - Linda Canina, Professor and Richard J. and Monene P. Bradley Director of Graduate Studies
9:45–11:00 a.m. MMH ’18 Self-Introductions STL 198
11:00–11:45 p.m. International Student Orientation (Mandatory for non-US citizens) International Students and Scholars Office (ISSO) STL 198
  - Adriana Rovers, Assistant Director for Programming Services
12:00–1:30 p.m. Lunch in the Terrace Restaurant, Statler Hotel
1:30–3:30 p.m. StrengthsQuest Workshop: Personal Skills for Professional Success STL 291
  - Sheri Mahaney, Career Education and Advising Manager, Cornell Career Services
3:30–4:30 p.m. Statler Hotel Tour Hotel Amphitheatre
  - Richard Adie, General Manager, Statler Hotel

**Tuesday, May 23 (casual attire)**
8:30–9:00 a.m. Coffee and Refreshments 291 Foyer
Professional Development Workshop: Resumes and Biographies  
- David Taylor, Director of Graduate Programs  
- Amy Newman, Senior Lecturer, Management Communications

Hotel School Tour

Lunch On Your Own

Business Computing: Word  
- Mark McCarthy, Senior Lecturer, Information Systems

**Wednesday, May 24 (business casual attire)**

Welcome and State of the Industry  
- Kate Walsh, Interim Dean, School of Hotel Administration and E. M. Statler Professor

Professional Development Presentation and Workshop  
- Unparalleled Networking and Leadership Opportunities  
- David Taylor, Director of Graduate Programs  
- Tony Simons, Professor, Management and Organizational Behavior

Cornell Hotel Society  
- Julie Pizzuti, Director of Alumni Affairs

Lunch On Your Own

Business Computing: PowerPoint and Excel  
- Mark McCarthy, Senior Lecturer, Information Systems

BBQ Dinner & Networking: Faculty/Current MMH Students  
* (smart casual or casual attire)

**Thursday, May 25 (casual attire)**

Business Computing: Integrating Lessons Learned and Blackboard  
- Mark McCarthy, Senior Lecturer, Information Systems

Lunch On Your Own

Title IX Presentation  
- Sarah Affel, Title IX Coordinator

Hotel Graduate Student Organization (HGSO): Passing the Baton  
- HGSO Officers and Committee Chairs

MMH '17 Elevator Pitches  
- Interactive Examples with Current MMH Students

Ice Cream Break at the Cornell Dairy Bar  
* (Optional, comfortable shoes needed for walking approximately 12 minutes, escorted by MMH '17 students)

**Friday, May 26—Monday, May 29:  Break, No Classes**

**Tuesday, May 30:  Classes Begin**
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OFFICE OF STUDENT SERVICES STAFF

While there are many staff and resources at the Hotel School for MMH students, the below staff in the Office of Student Services (OSS) in 180 Statler Hall will be your most frequent contacts throughout the program:

David Taylor, Director of Graduate Programs
dwt5@cornell.edu
180 Statler Hall
607-255-1083
Dave oversees the professional development program, career management, and academic and general advising of students in the MMH program.

Ellen Marsh, Graduate Program Coordinator
ebm7@cornell.edu
607-255-6421
Ellen is your first point of contact for administrative or academic issues relating to the MMH program and sends the weekly MMH News e-mail.

Kathy Mix, Administrative Assistant
lm27@cornell.edu
607-255-6346
Kathy welcomes you as you enter 180 Statler and is knowledgeable about many processes and programs. When in doubt, ask Kathy!

- Kristin LiBritz, Director of Career Management
  kml267@cornell.edu
  607-254-2902
  Kristin is the school’s director of career management and oversees job postings, employer information sessions, the career fairs, and more.

- Neoma Mullins, Interim Director for Student Services, nm27@cornell.edu
  607-255-7428
  Neoma is responsible for the Office of Students Services, including academic advising, career management, graduate programs, registrars, and diversity and inclusion.

- Registrar Team:
  o Dina Kristof, Registrar, dre2@cornell.edu
  o Michelle Zirbel, Assistant Registrar, miz2@cornell.edu
GETTING STARTED

These resources provide a strong start to the program and will support you throughout the year:

**Communication**

**Appointments**
Please use the online scheduler to make an appointment to meet with Dave Taylor, director of graduate programs, or anyone else in OSS at [https://sha.cornell.edu/app/cso-scheduler/](https://sha.cornell.edu/app/cso-scheduler/).

**Blackboard**
Blackboard is a web-based course management system that many faculty use to manage materials, assignments, communications, and other aspects of instruction for their courses. Blackboard accounts are automatically created for you. You will also have an MMH Professional Development (PD)/Career Management site (called “MMH Class of 2018”) to manage your PD assignments and career-related information.

**E-mail**
A MMH 2018 e-mail distribution list is used by the Hotel School faculty and staff to communicate with you. Our office sends you a weekly e-mail with updates, deadlines, reminders, professional development information, and more. **It is your responsibility to read all communications and take action if required.**

**Hotel School Student Launchpad**
Please bookmark [https://hotellie.sha.cornell.edu/](https://hotellie.sha.cornell.edu/) for helpful links to resources you will use the most.

**Student Center**
Student Center gives you access to all of your academic, financial, and personal information [http://www.studentcenter.cornell.edu](http://www.studentcenter.cornell.edu). You can manage your bursar bill, your schedule, and more.

**MMH Spaces**

**Lockers**
You are assigned a locker and a lock for the school year, located in the MMH Lounge. After Orientation, you will be emailed your locker number and the combination to your lock. Please do not lose your combination number or remove this lock. You are responsible for removing everything from your locker when finals end in May as any material left in your locker will be discarded in preparation for the new class.

**Lounge**
MMH students have a dedicated lounge on the first floor of Statler Hall in room G0032, open every day from 7:00 a.m. to 11:00 p.m. or anytime the doors to Statler Hall are unlocked. This is your study/relaxing area in between or after classes. The seating is flexible, and you may rearrange the lounge as needed to facilitate group or individual work. There is a refrigerator and microwave along with a Kureg coffee maker (simply supply your own coffee pods, cups), etc. Please be stewards of your space and keep it clean. **Also be sure to keep the door closed at all times and keep your valuables in your locker, even if you are leaving the lounge for just a few minutes.**

**Mailboxes**
Every student has their own mailbox located in the MMH Lounge. It is your responsibility to check your mailbox often as faculty will return graded assignments and other information to you this way. Anything left after graduation in May of 2018 will be discarded.
Computers and Printing
Hotel School Computer Classrooms (The Bin)
The Binenkorb Computer Center maintains and supports more than 120 state-of-the-art PC workstations for student use in four labs located in 365 Statler Hall. See more information and hours at https://sha.cornell.edu/about/facilities/reserve-a-facility/computer-classrooms.html.

Net-Print, CIT’s Laser Printing Service
Net-Print is a laser printing service offered by Cornell Information Technologies. It’s a fast, easy, and inexpensive way to print using either your own computer connected to one of the network services on-campus or from a computer lab. The Hotel School provides a complimentary $20 on your Net-Print account to get you started, and you can add your own funds to the account as needed. More information is on the Net-Print website at: http://www.cit.cornell.edu/services/netprint/index.cfm (you also have access to a printer in your MMH lounge).

PC or Mac?
The Hotel School recommends PC’s over Mac’s. See more information including recommended operating system, laptops, and more https://www.hotelsschool.cornell.edu/students/orientation/computer.html. You can also find more information at the university’s website on how to connect to WiFi when you arrive on campus and and fees associated with that http://www.it.cornell.edu/services/guides/computer/

Campus Resources
Please visit cornell.edu for details on the wealth of information/resources available to you at Cornell; here are just a few:

Cornell Health
Cornell Health offers important and vital services for students, including a pharmacy, medical care, physical therapy, counseling and support, and much more. Visit https://health.cornell.edu/ for more information.

Fitness
Cornell Fitness Centers provide safe, convenient, effective, and enjoyable exercise programs with five centers located around campus, more than 95 group exercise classes each week, and an extensive variety of cardio and weight equipment. MMH students can get a full year membership; the cost is $145 for May 15, 2017-May 31, 2018. Please visit Helen Newman Hall to sign up. For questions, e-mail fitness@cornell.edu.

International Students and Scholars Office (ISSO)
The ISSO is a university-wide resource for international students, providing advice on U.S. federal immigration, tax and labor regulations; counseling on personal, academic, and cultural matters; and promoting cross-cultural awareness at Cornell. Please visit their website http://isson.cornell.edu/ or their office at B-50 Caldwell Hall. Visit also Global Cornell at https://global.cornell.edu for up-to-date information on executive orders and resources.

TCAT Bus Pass
All new students to Cornell University receive a free one-year bus pass for the Cornell campus and travel in Tompkins County (subject to change). Please contact TCAT with any questions or concerns. http://www.sce.cornell.edu/ws/campus/bus.php
MAKING A POSITIVE IMPRESSION

Attire
While in the MMH program, you are representing not only yourself and the Hotel School, but also the SC Johnson College of Business, Cornell University and other MMH students past and present. Because a picture is worth a thousand words, please see below for a general representation of appropriate attire, with additional descriptions on the next page.
**Business Formal Means a Suit.** It can be a three piece suit, standard slacks and a jacket, skirt suit, or dress suit. Colors tend to be darker (black, navy, or charcoal). Fits well (i.e. not be too tight or too baggy), should have full length pants or a knee length skirt, and be worn with a button-up shirt and tie, or formal blouse, and dress shoes.

**Business.** This is more standard “office attire”. Wear slacks or a tailored knee length skirt. On the top: a long-sleeved button up shirt and tie or dress blouse; blazer is optional. You could wear a sweater over your shirt if weather requires extra layers. If you’re wearing a tailored dress, you might wear it with a blazer. Also includes lighter colored and linen suits, and dress shoes.

**Business Casual.** For many technology companies and teams, this is about as formal as it gets. On the bottom you should be wearing slacks, khakis, or knee-length skirt. On the top, short or long sleeved button up shirt (sans tie), polo, blouse, or sweater set. You may also wear a more tailored dress. Sweaters and cardigans work well for colder weather, as do more casual blazers. Worn with closed-toed shoes, preferably in leather or suede-like material.

**Smart Casual.** This one is a bit tricky, and toes the line with business casual (hence it is recommended you stay with business casual if you are unsure you’re in that ‘smart casual’ realm). In this dress code, you pair a more casual item (jeans) with a more formal item (blazer). Basically the gist is: you look really polished. You may wear more casual materials, but they are all tailored and fit well.

**Casual.** Jeans, a shirt and athletic shoes is pretty standard. In the work environment, some things will still be off limits (i.e. showing too much skin), but otherwise you’re free to wear what you want.

**Business Cards**

Business cards show that you are invested in your education, prepared to make an immediate impact, and are part of an elite group of graduate students. You are responsible for the cost of printing your business cards, of which the cost is fairly reasonable. The Cornell SC Johnson College of Business has specific guidelines for business cards for both students and faculty/staff. Cornell Digital Print Services has the template so please contact them to place your order at [http://printservices.cornell.edu/bclhe.html](http://printservices.cornell.edu/bclhe.html). To begin:

- Set up account (use your netid and create password, then your name in Account Setup)
- Choose Start a New Order
- Follow prompts and select Student Orders – Credit Card Payment – Taxable (continue)
- Select Business Cards for Hotel School business cards, fill in information, using Title 1: Master of Management in Hospitality, and title 2: Class of 2018.
- Use your Ithaca address, Cornell email, and local/mobile phone (you may want to add your international number as well).
**Professional Photographs**
On June 23, after the MMH Concentration Advisors Event, you will have the opportunity to have a professional photograph taken. This photograph will be yours to use when needed throughout the year, such as for use on LinkedIn, on your resume if the situation warrants, in your biographical sketch provided to industry leaders, etc. More information on having your photograph taken will be provided before the event.

**Handshake**
Use Handshake, Cornell’s online recruiting system, to gain access to hospitality-specific companies who are recruiting Hotel School students. This system provides information on job opportunities, events, career fairs, information sessions, and much more. When accessing Handshake, you will be required to setup a profile, which should be as thorough and accurate as possible. Handshake is one of many ways you will be conducting your job search throughout the year. You will learn more during Professional Development sessions and here [https://sha.cornell.edu/current-students/career-management/undergraduate/findjobs/oncampus/](https://sha.cornell.edu/current-students/career-management/undergraduate/findjobs/oncampus/).

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### MMH PROFESSIONAL DEVELOPMENT (PD)
#### GOALS-BASED LEARNING 2017-2018

The mission of the Professional Development (PD) program is for all MMH students to: 1) develop lifelong career management and professional development strategies and, 2) demonstrate individual initiative and teamwork in performing a professional and successful job search.

#### Goals
After successfully completing the PD program, students will be able to: 1) execute a proven “high tech-high touch” approach to performing a productive job search while building sustainable career management skills and, 2) synthesize a wide variety of information and experiences that expand their leadership, initiative, teamwork, and communication skills.

#### Rationale
PD is a critical component of the MMH program. PD provides MMH students with the skills and tools needed to secure post-graduate employment and subsequent jobs as their career progresses. To fulfill the PD mission, we coach MMH students through three critical components necessary for success: 1) self-assessment, 2) productive use of tools and resources, and, 3) action-planning around individualized goals.

#### Important Note
The PD program supports your career management strategy and job search success. As a critical educational component, you are required to attend several programs (listed on the PD Syllabus you received at Orientation and also posted on Blackboard). Yet, because students have different skills, experiences, and competencies in these areas, several activities are simply recommended (not required). If you feel, for example, that you are comfortable and confident with your interviewing skills, you may request that your STAR interview for Management Communications (HADM7610) fulfill the PD interview requirement. Also, if you know your post-graduate plans and wish to “opt out” of the director “Check-In” meetings, please email dwt5@cornell.edu stating your desire and post-graduate plan.

All PD materials are posted on Blackboard.
The Hotel Graduate Student Organization or HGSO is an independent university student organization that directly impacts the quality of MMH class’s experience at the Hotel School. All MMH students are automatically considered members of HGSO.

Vision and Mission

Vision: Create an MMH class that is both highly marketable and has excellent networks.
Mission: Leverage the class’s resourcefulness to create professional and social opportunities that would bring the class closer, achieve each person’s career ambitions, and make a positive contribution to the Cornell community: the Hotel School, the university, the alumni network, and the world.

For new HGSO officers, with the prestige of holding an elected office also comes the responsibility of leading the class across a wide range of activities and delivering a well-rounded MMH experience. This section briefly outlines the purpose, structure, and appointment process of the organization. For a complete picture of HGSO, please see the Constitution of the HGSO on Blackboard.

Please note the following dates for officer elections for the MMH Class of 2018 in accordance with the timeline in the Constitution. More information will be sent to you after classes begin:

- Wednesday, June 7: Self-nominations accepted for the positions of President, Vice President, Treasurer, and Secretary
- Wednesday, June 14: Nominations close
- Tuesday, June 20: Candidates for President to deliver brief presentation to entire MMH class (optional) after the end of the last class that day
- Wednesday, June 21: Election voting begins
- Friday, June 23: Election voting ends
- Monday, June 26: Results of elections communicated to entire MMH class (note: if there is a tie for any office, voting will reopen for 24 hours to break the tie)

Structure

HGSO Executive Committee: President, Vice President, Treasurer, Secretary
Constitutionally Required Committees: Professional Development, Philanthropy, Social
Additional Recommended Committees: Sports, Alumni Relations, Social Media, Hotel Ezra Cornell, Graduate and Professional Student Assembly, Hotel Show/CHS, CC
Volunteer Advisor: Director of Graduate Programs
ENHANCING THE ACADEMIC EXPERIENCE

Special Programs

Professional Development Program (throughout the year)
Professional Development (PD) is a critical component of the MMH program and supports your career management strategy and success. You will be given a syllabus during Orientation and more detailed information is on Blackboard.

Concentration Advisory Board Event (June 23, 2017)
This event brings alumni of the MMH program to campus to share their experiences with new MMH students who are exploring which concentration or minor might best suit their career goals. These industry executives talk about the path that led them to the MMH program and their careers since they have graduated. Students have the opportunity to further ask questions and learn more about possible careers during roundtable discussions and a networking lunch.

The Leadership Development Program (HADM7970, July 14-16)
The Leadership Development Program (LDP) is an one-credit course that is a required part of the MMH core curriculum. During seminars, workshops, and assessment experiences, more than a dozen senior executives from the hospitality industry evaluate students, both as individuals and as part of a team. They assess how well each student is able to lead, take direction, work with others, listen and evaluate other’s ideas, and present their own. At the end of the program, the executives will meet with students, both individually and in teams, to evaluate performance. The LDP is designed to clearly outline the goals, both personal and professional, that students will work to accomplish during the MMH Program.

Discussion Forums in Hospitality Management, DDLS (HADM 6100)
A long-standing tradition, the Dean's Distinguished Lecture Series (DDLS) is an integral part of the core curriculum in which both graduate students and undergraduates take part. The class is a one-credit course that provides students with the unique opportunity to meet in a small group setting with several guest lecturers and hear these industry leaders share their experiences and views on the skill sets, temperaments, and leadership styles needed to be a valuable executive. This provides an unparalleled opportunity to learn how hospitality executives view the current and future status of the industry.

MMH Master Class (HADM 7950)
The MMH program offers an optional one-credit, three-day immersion seminar in February. The Master Class is held at the site of an industry leader’s operation, such as a hotel or resort. Students solve problems based on real-life scenarios and present their solutions to industry leaders and the Hotel School faculty member who accompany them.

At SHA, you get the best of both worlds, belonging to a tight-knit cohort of MMH faculty and classmates while enjoying the richness of Cornell's resources, opportunities, and diverse community.
MMH Externships

MMH students are required to take part in an externship during the winter break at Cornell (between the fall and spring semesters). The goal of an externship is to provide students with an opportunity to explore various career paths within their chosen concentration. Externships last a minimum of two weeks and take students inside a hospitality-related organization to experience firsthand how decisions are made and strategies are implemented. The director of graduate programs can assist students in determining externships relevant to particular career interests as can the concentration faculty advisor. More information will be covered during the Professional Development portion of the program.

Hotel Ezra Cornell (HEC)

HEC is a weekend of conferences and seminars with industry executives hosted entirely by the Hotel School students. Students take over and run full-service hotel operations at the Statler Hotel, including dining, banquets, receptions, and other entertainment, along with seminars and educational activities for alumni and other prominent executives in the hospitality industry. MMH students play a major role in HEC by hosting a function that showcases their talents and lending a hand. HEC will be held March 16-19, 2018.

FX: The Hotel Experience (November 12-14, 2017, New York City)

While not a program of the Hotel School, this is an annual event in New York City that most MMH students participate in. A sub-committee of the HGSO organizes tours of restaurants and hotels, schedules a group dinner, and attends some of the events as well as the annual MMH reception to meet former MMH students and hear about their experiences. Visit https://tradeshowz.com/ihmrs for more information.

Career Fairs and Events

The Hotel School hosts two career fairs in the fall of each year: a general hospitality Career Day (October 17) and a Real Estate Career Day (September 26). We also host company presentations and showcases throughout the year, providing you with many opportunities to meet potential future employers. Through these events, you'll have the opportunity to discover a wide variety of hospitality and real estate companies, learn about job openings, and get your resume in front of professional recruiters.

MMH Career Conversations

Networking, learning with and from others, is critical to success and a distinctive element of the MMH program. Periodically, when industry leaders visit the Hotel School, there are opportunities to have students meet with these individuals to hear their “off the record” thoughts on hospitality, leadership, and their journey. Grow your knowledge, improve your networking skills, and gain confidence as you and your classmates engage with these industry leaders.
Enhancing the Academic Experience
Centers and Institutes

Center for Hospitality Research (CHR)
CHR expands both the quality and volume of research supporting the hospitality industry and its related service industries. CHR is a clearinghouse for top research, bringing together researchers, students, and executives to jointly explore critical issues that face the modern hospitality industry, and produces high-quality publications.

Center for Real Estate and Finance (CREF)
CREF is in the vanguard of education with one of the largest and most esteemed faculty in the world, the deepest and widest breadth of industry experience, and the most valued and diversified intellectual contributions. The center was established in recognition of the increasing importance of real estate, finance, and asset management in the hospitality industry. Evolving from its hospitality real estate foundation, the center now provides research and scholarship for the commercial real estate industry as well as a strong focus in the general area of finance.

Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship
The Pillsbury Institute engages leading industry experts and faculty to educate students and provide them with experiential opportunities to learn all aspects of entrepreneurship. Offering a range of courses, programs, and activities focused on advancing students’ entrepreneurship knowledge and mastery. The institute has been connecting the academic and the practical through a variety of entrepreneurial programs. Operating around three core facets—education, engagement, and experience—their goal is to support students on their entrepreneurial journeys. MMH students typically are very active in this competition.

The Cornell Institute for Hospitality Labor and Employment Relations (CIHLER)
CIHLER is the definitive authority for information concerning labor and employment relations in the hospitality industry. CIHLER combines academic and industry resources for research, education, and dialogue dedicated to the modernization of hospitality industry labor and management relations and human resources management. The institute sponsors research, classroom enrichment, and industry roundtables and offers a forum for the most recent analysis of labor and employment law by experts and practitioners.

Cornell Institute for Healthy Futures (CIHF)
Because the healthcare industry is facing unprecedented challenges related to cost and quality of care, exciting new opportunities exist for innovation in designing human-centered healthcare and wellness products, services, and solutions. CIHF, established by the Hotel School and the College of Human Ecology, embraces these opportunities. Billed as the first such academic center in the country, CIHF has a mission to provide a multi-disciplinary platform for integrating hospitality, policy, and design thinking to enhance service excellence in healthcare, wellness, senior living, and related industries.
## 2017-2018 MMH CALENDAR

### May
- **8** Monday: All Online eCornell courses are completed successfully
- **21** Sunday: Optional first day of Orientation: Networking
- **22-25** Monday-Thursday: MMH Orientation: Required Attendance
- **26-29** Friday-Monday: Break
- **28** Sunday: Cornell Class of 2017 Commencement
- **29** Monday: Memorial Day/Holiday/No Classes
- **30** Tuesday: Semester 1A (Summer) Begins

### June
- **23** Friday: Concentration Advisor Event with Industry Participants
- **28** Wednesday: Semester 1A Ends/Last Day of Classes

### July
- **3** Monday: Final Exam: Semester 1A HADM7230 Corporate Finance
- **4** Tuesday: Fourth of July/Holiday/No Exam
- **5** Wednesday: Final Exam: Semester 1A HADM7240 Managerial Accounting
- **6-9** Thursday-Sunday: July Break -- No Classes
- **10** Monday: Semester 1B (Summer) Begins
- **10-18** Monday-Tuesday: Fall Course Pre-Enrollment
- **14-16** Friday-Tuesday: Leadership Development Program: Required 1 credit core class

### August
- **10** Thursday: Last day of Summer Semester 1B classes
- **14** Monday: Final Exam: Semester 1B HADM7030 Operations Management
- **15** Tuesday: Final Exam: Semester 1B HADM7430 Marketing Management
- **15** Tuesday: Fall Semester Add Begins
- **16-21** Wednesday-Monday: Break
- **22** Tuesday: Instruction Begins for Fall Semester
- **25** Friday: MMH Teambuilding/Ropes Course Activity (after DDLS)
- **29** Monday: 7-Week 1 Add Ends

### September
- **4** Monday: Labor Day/Holiday/No Classes
- **5** Tuesday: Last Day to Add Classes
- **19** Tuesday: 7-Week 1 Drop Ends
- **26** Tuesday: Hotel School's Real Estate Career Day

### October
- **7-10** Saturday-Tuesday: Fall Break Begins (or Friday, Oct. 6 if no classes)
- **11** Wednesday: Instruction Resumes
- **16** Monday: Last Day to Add 7-Week 2 Classes
- **17** Tuesday: Hotel School's Career Day
- **17** Tuesday: Last Day to Drop Classes
- **25-27** Wednesday-Friday: Spring 2018 Pre-Enrollment
<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Day</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>November</td>
<td>6</td>
<td>Monday</td>
<td>7-Week Class 2 Drop Ends</td>
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<td></td>
<td>12-14</td>
<td>Monday</td>
<td>HX: The Hotel Experience in NYC: MMH Reception</td>
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<td></td>
<td>22-26</td>
<td>Monday</td>
<td>Thanksgiving Recess (Begins 1:10 p.m. on Wednesday)</td>
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<tr>
<td>November</td>
<td>27</td>
<td>Monday</td>
<td>Instruction Resumes 7:30 a.m.</td>
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<tr>
<td>December</td>
<td>1</td>
<td>Friday</td>
<td>Last Day of Fall Classes</td>
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<td></td>
<td>6-14</td>
<td>Wednesday - Thursday</td>
<td>Final Exams: Fall Semester</td>
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<tr>
<td></td>
<td>15-31</td>
<td>Friday - Sunday</td>
<td>Winter Break: Externship Period Begins</td>
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<tr>
<td>2018</td>
<td></td>
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<tr>
<td>January</td>
<td>1-23</td>
<td>Monday - Tuesday</td>
<td>Winter Break and Externship Period Continues</td>
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<tr>
<td></td>
<td>16</td>
<td>Tuesday</td>
<td>Spring Course Add/Drop Begins</td>
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<td></td>
<td>24</td>
<td>Wednesday</td>
<td>Semester III (Spring) Begins</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>Wednesday</td>
<td>7-Week 1 Add Ends</td>
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<tr>
<td>February</td>
<td>7</td>
<td>Wednesday</td>
<td>Last Day to Add Classes</td>
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<td></td>
<td>17-20</td>
<td>Saturday - Tuesday</td>
<td>February Break/Master Class</td>
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<td></td>
<td>21</td>
<td>Wednesday</td>
<td>Instruction Resumes</td>
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<tr>
<td></td>
<td>21</td>
<td>Wednesday</td>
<td>7 Week 1 Drop Ends</td>
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<tr>
<td>March</td>
<td>2</td>
<td>Friday</td>
<td>Hotel School's Spring Career Day</td>
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<tr>
<td></td>
<td>21</td>
<td>Wednesday</td>
<td>Last Day to Drop Classes</td>
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<td></td>
<td>26</td>
<td>Monday</td>
<td>7 Week 2 Add Ends</td>
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<td></td>
<td>31-April 8</td>
<td>Saturday - Sunday</td>
<td>Spring Break</td>
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<tr>
<td>April</td>
<td>9</td>
<td>Monday</td>
<td>Instruction Resume</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Monday</td>
<td>7 Week 2 Drop Ends</td>
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<tr>
<td>May</td>
<td>9</td>
<td>Wednesday</td>
<td>Last Day of Spring Classes</td>
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<tr>
<td></td>
<td>14-22</td>
<td>Monday - Tuesday</td>
<td>Final Exams for Spring 2018 Semester</td>
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<tr>
<td></td>
<td>27</td>
<td>Sunday</td>
<td>Commencement</td>
</tr>
</tbody>
</table>
**12-MONTH MMH CURRICULUM**

Matriculated Students are required to complete a set of on-line pre-courses. These pre-courses get you prepared and introduced to classmates even before you arrive on campus.

**Financial Management**: including mastering time-value of money and making capital investments  
**Financial Statements**: including understanding financial statements and using ratio analysis to evaluate financial performance  
**Statistical Decision Making**: including describing data and understanding relationships

<table>
<thead>
<tr>
<th>ORIENTATION</th>
<th>MAY</th>
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<tr>
<td><strong>Semester I(a)</strong></td>
<td></td>
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<tr>
<td>HADM 7230—Corporate Finance</td>
<td>3 credits</td>
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<tr>
<td>HADM 7240—Managerial Accounting</td>
<td>3 credits</td>
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<tr>
<td><strong>Semester I(b)</strong></td>
<td>July</td>
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<tr>
<td>HADM 7030—Operations Management</td>
<td>3 credits</td>
</tr>
<tr>
<td>HADM 7430—Marketing Management for Services</td>
<td>3 credits</td>
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<tr>
<td>HADM 7970—Leadership Development Program (LDP)</td>
<td>1 credit</td>
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<td><strong>Semester II</strong></td>
<td>August</td>
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<tr>
<td>Concentration/Minor Electives</td>
<td>5 credits</td>
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<tr>
<td>Free Electives</td>
<td>2 credits</td>
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<tr>
<td>HADM 6100—MMH Distinguished Lectures Series</td>
<td>1 credit</td>
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<tr>
<td>HADM 7110—Organizational Behavior</td>
<td>3 credits</td>
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<tr>
<td>HADM 7510—Properties Development and Planning</td>
<td>3 credits</td>
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<tr>
<td>HADM 7610—Management Communication</td>
<td>3 credits</td>
</tr>
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<td>Professional Development</td>
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<td><strong>Intersession</strong></td>
<td>December</td>
</tr>
<tr>
<td>Externship</td>
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<tr>
<td>HADM 7950- Master Class</td>
<td>optional/1cr.</td>
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<tr>
<td><strong>Semester III</strong></td>
<td>January</td>
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<tr>
<td>Concentration/Minor Electives</td>
<td>8-10 credits</td>
</tr>
<tr>
<td>Free Electives</td>
<td>2-5 credits</td>
</tr>
<tr>
<td>HADM 7820—Human Resources Management</td>
<td>3 credits</td>
</tr>
<tr>
<td>HADM 7144—Competitive Strategies for the Hospitality Industry</td>
<td>3 credits</td>
</tr>
</tbody>
</table>

**COMMENCEMENT**  
**MAY**

*(29 required core course credits; 12-15 concentration/minor elective credits; 4 free elective credits and completion of any required professional development activities)*.

Please note: GPAs, concentration/minor electives, and free electives may vary according to the concentration or minor you choose. Please see pages 21-25 or speak with your concentration advisor for more information.
ACADEMIC REQUIREMENTS

MMH Program Requirements
You must complete a minimum of 48 credit hours, including 29 hours of required core courses, 12-15 credits of required concentration courses for a letter grade (not satisfactory/unsatisfactory), and 4-7 credits of additional electives. In addition to the required 48 credits, all students must successfully complete any required Professional Development program activities each semester (outlined in the syllabus) and a winter break externship. Further requirements are outlined under each concentration/minor on pages 21-25.

Academic Deficiency
The minimum GPA for continuation in the MMH program is 2.5; additionally some concentrations have their own GPAs. If a student has a semester GPA below the minimum at the end of any semester (at the end of the two summer sessions, the end of the fall semester, or the end of the spring semester), the student will be automatically dismissed from the MMH program. This dismissal is subject to appeal to the Graduate Committee as delegated by the graduate faculty.

Degree Audits
It is your responsibility to ensure that you are taking the right number of credits and the right courses for your declared concentration or minor in order to graduate in May of 2018. Please see the Hotel School’s website for information on courses offered for each concentration or minor as requirements may change. Also be in close communication with your concentration advisor. Our office also does periodic degree audits and will contact you if we see any issues.

Academic Integrity
Academic integrity is a critical issue for all students and professors in the academic community. Students are expected to follow the Code of Academic Integrity and understand that the faculty and administration of the Hotel School take academic-integrity violations very seriously. The code presents broad principles that should help students conduct themselves honorably.

“Absolute integrity is expected of every Cornell student in all academic undertakings. Integrity entails a firm adherence to a set of values, and the values most essential to an academic community are grounded on the concept of honesty with respect to the intellectual efforts of oneself and others. Academic integrity is expected not only in formal course work situations but in all university relationships and interactions connected to the educational process, including the use of university resources. While both students and faculty of Cornell assume the responsibility of maintaining and furthering these values, this information is concerned specifically with the conduct of students.

A Cornell student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, Cornell students have a right to expect academic integrity from each of their peers.”

A student who has been found guilty of violating the code may receive a penalty that ranges from the loss of points on a specific assignment to expulsion from the university. Moreover, no student who has been found guilty of a breach of the Code of Academic Integrity will be eligible for academic distinction or other graduation honors and awards.

For more information, please see School of Hotel Administration’s website http://www.hoteleschool.cornell.edu/students/handbook/integrity.html and the Graduate School’s website https://www.gradschool.cornell.edu/policies/academic-integrity
CEIBS
The Hotel School has formalized a collaboration with the China Europe International Business School (CEIBS) in Shanghai to offer a dual Master of Management in Hospitality (MMH) and Master of Business Administration (MBA) degree program. Through this innovative dual-degree program, students can complete the AACSB-accredited MMH and MBA degrees over the course of two years, the MMH at Cornell and the MBA at CEIBS. Students will begin the program at either CEIBS or Cornell, spending their second years at the alternate campus.

Students interested in the MMH-MBA program must apply and be admitted to both the MMH program and the CEIBS MBA program. Completion of the MMH-MBA program will require successful completion of both the MMH and CEIBS MBA. Students who complete the MMH program will receive an MMH degree from Cornell University. Students who complete the CEIBS MBA will receive an MBA degree from CEIBS.

What does it mean to be a Hotelie?

“You reach out and people answer. People care. It’s almost like a pay-it-forward thing.”

“Talking to people and listening to their journeys and their paths, you find out how diverse the industry is.”

“One of the things that I’m beginning to see now, getting out of the program, is that these are lifelong friendships.”

Joel Lim
President, HGSO, MMH ‘15
Students seeking more breadth in their MMH studies may opt for the **Self-Directed Concentration**. This allows students the opportunity to tailor a program of study to best leverage their education and experience. Students will work in conjunction with the director of graduate studies and faculty to choose the courses that will best prepare them for a successful managerial career in the hospitality industry.

**REQUIREMENTS:**

**Credits:**
- 29 MMH core course credits
- 15 credits of courses approved in discussion with Professor Canina
- 4 credits of free electives (can include Master Class, or HADM 4300 Introduction to Wines, for example)

GPA: 2.5 each of the 3 semesters

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**Linda Canina** is director of graduate studies (DGS), representing the MMH, PhD, and Masters of Science programs in the Hotel School. She is an associate professor in finance, accounting, and real estate department. There, she teaches undergraduate and graduate courses in corporate finance. Her research interests include asset valuation, corporate finance, and strategic management. She has expertise in the areas of econometrics, valuation, IPO's, payout policy, mergers and acquisitions, options, and the hospitality industry.

Professor Canina’s current research focuses on strategic decisions and performance, the relationship between purchased resources, human capital and their contributions to performance, the relationship between various liquidity measures and profitability, and measuring the adverse selection component of the bid/ask spread. Her recent publications include: “Agglomeration Effects and Strategic Orientations: Evidence from the U.S. Lodging Industry” in the Academy of Management Journal. Canina’s other work has appeared in the Journal of Finance, Review of Financial Studies, Financial Management Journal, the Journal of Hospitality and Tourism Research, and the Cornell Hospitality Quarterly. She holds a Ph.D. degree from New York University.

As DGS, Professor Canina is the primary liaison between the Hotel School and the Graduate School. She helps establish academic priorities and the allocation of resources for graduate students, enhancing the quality of graduate education and general student welfare. The DGS signs documents required by the Graduate School.
ENTREPRENEURSHIP CONCENTRATION

Increasingly, there has been a global call for more entrepreneurial and innovative approaches to solving the world's economic and social challenges. The Entrepreneurship Concentration is structured to prepare MMH students for careers that require such entrepreneurial thinking and action. These careers are broadly defined, including new business creation; working within a start-up or large innovative firm; participating in the entrepreneurial ecosystem as an investor, professional services advisor, or consultant; leading an existing family business; and undertaking efforts to address social and environmental issues.

REQUIREMENTS: Please check the online course schedule as not all courses are offered every semester [https://classes.cornell.edu/browse/roster/FA17](https://classes.cornell.edu/browse/roster/FA17)

Credits:
- 29 MMH core course credits
- 12 credit hours from the lists below
- 7 credits of free electives (i.e. HADM 7950 Master Class, approved non-concentration courses, etc.)

GPA: 3.0 GPA each of the 3 semesters

Required Courses (6 credits):
- HADM 6130: Entrepreneurial Management (3 credits)
- HADM 6145: Strategic Business Plan Development (3 credits)

Electives (minimum of 6 credits from the below):
- HADM 3160: Communication for Entrepreneurs
- HADM 4301/6301: Restaurant Entrepreneurship (3 credits)
- HADM 4965/6965: Business Plan Competition (1 credit)
- HADM 6125: Foundations of Social Entrepreneurship (3 credits)
- HADM 6133: Global Conversations with Entrepreneurs (3 credits)
- HADM 6135: Conversations with Entrepreneurs (seven week course, 2 credits)
- HADM 6140: Corporate Entrepreneurship (3 credits)
- HADM 6144: Opportunity Recognition and Ideation (seven week course, 2 credits)
- HADM 6180: Technology for Bootstrapped Entrepreneurship (3 credits)
- HADM 6211: Entrepreneurial Finance (3 credits)
- HADM 6800: Law for Entrepreneurs (3 credits)
MARKETING MANAGEMENT CONCENTRATION

The Marketing Concentration prepares students for careers in hospitality marketing. Within the hospitality industry, marketing activity is carried out by hospitality suppliers, intermediaries, and service providers. This includes, but is not limited to, firms like individual properties, chains, cruise lines, management and ownership companies, travel and restaurant intermediaries, (wholesalers, travel agencies, and online travel agencies) consulting firms, marketing agencies, and market information providers.

The way marketing is being conducted and managed is undergoing a fundamental change. Increasing global use of the internet, search engines, social media and mobile devices is changing how consumers shop, search, and buy hospitality services. Managing marketing in this environment is evolving rapidly. Chains are playing a larger global role in both restaurant and lodging marketing management. Hence, there is an industry need for an understanding of the basic concepts of marketing and managing it in a dynamically changing marketplace. Students become prepared for this environment and a rewarding career in the hospitality industry.

REQUIREMENTS: Please check the online course schedule as not all courses are offered every semester [https://classes.cornell.edu/browse/roster/FA17](https://classes.cornell.edu/browse/roster/FA17)

Credits:
- 29 MMH core course credits
- 15 credit hours from the lists below
- 4 credits of free electives (i.e. HADM 7950 Master Class, approved non-concentration courses, etc.)

GPA: 2.5 GPA each of the 3 semesters

Marketing Enrichment (minimum of 9 credits required):
- HADM 3430: Marketing Research (3 credits)
- HADM 6450: Services Experience Management and Marketing (3 credits)
- HADM 6470: Consumer Behavior (3 credits)
- HADM 6480: Brand Management (3 credits)
- HADM 6490: Integrated Marketing Communications and New Media for Hospitality (3 credits)

Complementary Skills (6 credits from here or from Marketing Enrichment above):
- HADM 4415: Sustainable Business and Economics with Hospitality Applications (3 credits)
- HADM 6050: Yield Management (3 credits)
- HADM 6060: Restaurant Revenue Management (3 credits)
- HADM 6110: Negotiations in the Hospitality Industry (3 credits)
- HADM 6130: Entrepreneurial Management (3 credits)
- HADM 6144: Introductory Hospitality Entrepreneurship (2 credits)
- HADM 6145: Strategic Business Plan Development (3 credits)
- HADM 6430: Wine Marketing (2 credits)
- HADM 6770: Advanced Business Modeling (2 credits)
OPERATIONS AND REVENUE MANAGEMENT CONCENTRATION

Christopher Anderson, Associate Professor, Services Operations Management, and Director of the Center for Hospitality Research
335A Statler Hall
cia9@cornell.edu
607-255-8687

The Operations and Revenue Management concentration is quite broad and offers you a large degree of flexibility in selecting courses to fit the concentration requirements. The concentration has been designed with two specializations in mind: Operations (hotel, foodservice, casinos, and spa) and Revenue Management and Pricing.

REQUIREMENTS: Please check the online course schedule as not all courses are offered every semester [https://classes.cornell.edu/browse/roster/FA17](https://classes.cornell.edu/browse/roster/FA17)

Credits:
- 29 MMH core course credits
- 15 credit hours, which includes 9 credits from either of the two specializations. A combination of credits from the two specializations can be taken with permission from Professor Anderson.
- 4 credits of free electives (i.e. HADM 7950 Master Class, approved non-concentration courses, etc.)

GPA: 2.5 GPA each of the 3 semesters

15 total from the below:
- HADM 3350: Restaurant Management (3 credits)
- HADM 3740: Fundamentals of Database Management and Data Analysis (3 credits)
- HADM 4301: Restaurant Entrepreneurship (3 credits)
- HADM 4340: Catering and Special Events Management (3 credits)
- HADM 4460: Hospitality Pricing and Analysis (3 credits)
- HADM 4470: Managing Hospitality Distribution (3 credits)
- HADM 4510: Restaurant Development (3 credits)
- HADM 4530: Foodservice Facilities Design (4 credits)
- HADM 4760: Visual Basic for Applications: End-User Programming (3 credits)
- HADM 6000: Advanced Revenue Management (3 credits)
- HADM 6010: Data Driven Analytics (3 credits)
- HADM 6020: Spa and Spa Hotel and Resort Development and Management (3 credits)
- HADM 6030: Quality Systems and Processes (3 credits)
- HADM 6050: Yield Management (3 credits)
- HADM 6060: Restaurant Revenue Management (3 credits)
- HADM 6090: Airline Service and Management (3 credits)
- HADM 6110: Negotiations in the Hospitality Industry (3 credits)
- HADM 6310: Case Studies in Restaurant Management (3 credits)
- HADM 6770: Advanced Business Modeling (seven-week course, 2 credits)
- HADM 6990: Graduate Independent Research (1 to 4 credits)
- NBA 6390: Data Driven Marketing (1 credit)
GRADUATE MINOR IN REAL ESTATE

Michael Tomlan
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MMH students may receive a Graduate Minor in Real Estate in addition to their MMH degree. This option gives graduate students the opportunity to take advantage of the wide array of real estate courses offered by the Cornell Baker Program in Real Estate. MMH students must complete the Graduate Real Estate Minor Declaration Form and return the form to the Minor in Real Estate Office, 465 Stalter Hall
https://baker.realestate.cornell.edu/programs/graduate-minor.html

Real estate, and specifically hotel real estate, is a rapidly expanding industry. Current property transaction and mortgage loan volumes are at very high levels. Both the U.S. and international capital markets are undergoing fundamental changes, as is the nature of real estate ownership. Cornell University and the Hotel School are at the forefront of knowledge in this field and will help prepare students for a rewarding career.

REQUIREMENTS:
Credits:
- 29 required core courses from the MMH degree
- 2 required courses (one of which was satisfied from the required core above HADM7510 Properties Development and Planning, and the other is HADM6200 Principles of Real Estate)
- 3 elective courses (see below link)

GPA: 3.0 GPA each of the three semesters

Please see https://baker.realestate.cornell.edu/programs/graduate-minor.html for specific requirements of the program. Please check the online schedule as not all courses are offered every semester
https://classes.cornell.edu/browse/roster/FA17

Associate Real Estate Council (AREC)

AREC represents Cornell university students, staff, and faculty interested in the real estate industry. AREC's goal is to develop and promote Cornell’s contact with the real estate industry by hosting guest lecturers, promoting student research and organizing trip to industry seminars, conferences, and current development projects. For more information please see http://www.cornell.arec.com/ or to join see https://johnson.campusgroups.com/arec/club_signup
General policies are outlined below; additional policies can be found at https://sha.cornell.edu/current-students/handbook/mmh.html:

Course listings for both Hotel and the University can be found at:
- Hotel-specific classes https://sha.cornell.edu/admissions-programs/undergraduate/academics/courses/
- University roster (select the appropriate semester in the upper right corner https://classes.cornell.edu/browse/roster/FA167
- Academics and enrollment: https://registrar.cornell.edu/Student/enroll.html

*NOTE: Not all classes are offered every semester.

1. **Core Course Pre-Enrollment.** Our registrar team will pre-enroll you in all required core courses. The exception is HADM7610 Management Communication which has two sections. You can choose the section that best fits your fall schedule and enroll yourself. You are responsible to enroll in all non-core classes.

2. **Core Course Waiver.** You are required to take all MMH core courses. If you have taken a similar course in your previous studies, contact the course instructor and the Director of Graduate Studies to ask about their waiver policy. You must replace the course with an equivalent number of credits during the same term. A signed Petition Form is required.

3. **Independent Study.** You may take an Independent Study course with approval from your concentration/minor advisor and with the professor who will work with you on the course. They will discuss with you the expectations and the number of credits allowed. Enrollment is required by the add deadline, and you need to complete an Independent Study form, obtained from the OSS in 180 Statler Hall.

4. **Taking a Class for Satisfactory/Unsatisfactory.** All required core and concentration track courses must be taken for a letter grade. Taking elective courses on a satisfactory-unsatisfactory (S/U) basis is limited to 4 credit hours each semester, not including those courses only offered S/U.

5. **Graduate Elective Credit.** Elective credit is not given for 1000- or 2000-level courses. You will not receive credit for 3000- or 4000-level courses if there is an equivalent graduate course. Physical education credits do not count toward your MMH degree. Foreign language courses, at the introductory level, may be taken for elective credit with written permission from your concentration advisor.

6. **Course Auditing.** MMH students may not audit courses.

7. **Course Load.** You may not take more than 20 credits per semester (exception is Master Class HADM7950, a one-credit course). You must petition the Director of Graduate Studies for an exemption.
HOW TO ADD OR DROP CLASSES

Begin by looking up classes for each semester in the “Course and Time Room Roster” site:

- Go to https://classes.cornell.edu/browse/roster/FA17
- Click on either “HADM: Hotel Administration” under “Subjects.”
- Search for the course number and name you are looking for. See example below:

Note: classes up to 4999 are undergraduate courses and classes listed as 5000 and above are graduate level courses.

Use Scheduler to plan different schedule options:
By using Scheduler, you are able to search for classes, build a schedule, and view it in a color-coded seminar calendar grid format. Find classes that fit your schedule, drag and drop the meeting times, see potential conflicts, and import your current schedule from Student Center. If you would like to try it, click the Schedule button at the top of the Class Roster (https://classes.cornell.edu/). Information/direction link: https://classes.cornell.edu/content/FA16/using-scheduler

Next, add or drop courses through your Student Center during the add/drop period (most elective courses can be added or dropped by you through your Student Center):

1. Go to http://www.studentcenter.cornell.edu and type in your Net ID and Password.

2. This will take you to the Student Center Homepage. Click on “Add a Class” and select the appropriate academic term.

3. Search for the class you desire by selecting criteria for one or more of the fields provided. For example, type, “HADM” in the “Course Subject” box and type the course number in the “Course Number” box. If you want to see all Hotel courses, just fill in the “Course Subject” box. If you want to see all Hotel graduate courses, put “HADM” in the “Course Subject” box and select “greater than” and type 5000 in the “Course Number” box.

4. Click on “undergraduate” or “graduate” depending on if the course number is below 4999 or above 5000.

5. Uncheck the “open classes only” box so that you can see all the listings.

6. The symbols (square=closed, circle=open) tell you if the class still has any openings or not.
7. If the class has openings, click the “Select Class” button. If the class you want does not have a “Select Class” button available, it means that you can only take the class by permission of the instructor. For some classes you will see a “permission #” box. This also means the class can only be taken by permission of the instructor. However, rather than completing an add/drop form, you will need to email the course instructor and request a permission number (see permission process in blue box below).

8. Click “Next” and select your grading options (MMH students must always select the letter grade option unless the class is only offered S/U).

9. Click “Next” again to proceed to “Step 2 out of 3”, which will allow you to review and confirm your class schedule.

10. If your schedule looks correct, click the green “Finish Enrolling” button.

11. Under Step 3, “View Results” your classes will either have an “X” in the last box or a “✓”. If there is an “X” in the box, review why you cannot register for this course.

12. Be sure to complete Step 3 to ensure that you are enrolled in the course(s)!

If there is an “X” in the box next to the course you are not enrolled.

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**ADDITIONAL TIPS**

**How to get department or instructor permission to add or drop a class:**
Some courses require a department or instructor permission code to add/drop a class online (online is the preferred and faster way to add/drop with special permission). To do so:
1. Email the instructor (or their administrative assistant) and ask for a permission code.
2. Once you have received a permission code, go to your Student Center and follow the course process on the previous page.

**What to do if a course is full:**
If a course is full, contact the course instructor (or their administrative assistant) and ask to be put on the wait list. You will be contacted if space in the course becomes available.

**When to use a paper add/drop form:**
Occasionally you may need to complete a paper form to add/drop a class (for example, when dropping a class after the deadline) or the instructor might require it. If so, you can get a form from 180 Statler Hall.

**Deadlines:**
Please follow the add/drop deadline on page 27 or in your Student Center. Failure to do so could result in a “W” for late withdrawal on your transcript or impact remaining credits needed to graduate.

Still have questions?
Stop by 180 Statler Hall to ask for help!
LIBRARY RESOURCES FOR MMH STUDENTS

Unless otherwise indicated, the databases listed below are available from the Nestlé Library web site: https://sha.cornell.edu/about/facilities/nestle-library/. For help with your research anytime, contact hotellibrary@cornell.edu

Finding Jobs
CareerBeam
CareerBeam http://alumni.library.cornell.edu/resources is a powerful employment research tool that provides assessment tools, interview prep materials, search strategy resources, and more. First-time users will need to create an account using your Cornell email address.

Hoover’s Online
Use the Build A List feature on the home page to compile a list of companies based on selected criteria, including industry, location, percent employee growth, etc. Hoover’s Online also provides limited data on private companies.

Insider Guides
Vault
Online career library that includes guides to companies and industries, providing insiders’ advice, interviews, message boards, as well as rankings, ratings, and reviews on thousands of top employers and hundreds of internship programs.

Library Books
Find career-oriented books for the hospitality industry, such as:
- So You Want to be a Chef – call number TX652.5 B715
- Career Opportunities in Real Estate – HD1375 F58
- Selling the Sea: Inside Look at the Cruise Industry – G550 D53
- Start Your Own Bar and Club – TX950.7 S53

Researching Companies
SWOT Analysis (available in Business Source Complete)
Get a frequently updated overview by exploring the strengths, weaknesses, opportunities, and threats related to your desired companies. Business Source Complete is also an excellent source for articles from a variety of publication types.

Hoover’s Online
Company profiles include executive biographies, competitors, product segmentation, and financial filings. Hoover’s Online also provides limited data on private companies utilizing Dun & Bradstreet reports.

ESG Manager
A social responsibility investment portal that analyzes companies’ performance on intangible value factors such as environmental, social, and strategic governance management, and how such factors impact competitiveness, profitability, and share price performance.
**Mergent Online**
Corporate financial database that provides detailed information on thousands of U.S. and international public companies, including financial statements (current and historical), annual reports, histories, subsidiaries, joint ventures, and more.

**Thomson ONE**
Comprehensive analytical tool that provides current and historical stock prices, earnings estimates, deals, etc.

**Researching Industries**
**IBISWorld**
Produces research reports on over 700 U.S. industries and includes industry market research, industry risk ratings, global industry research, and economic and demographic data.

**Hotel Horizons**
Produced by CBRE (formerly PKF Hospitality Research). Provides customized forecasts, dynamic charts, rankings by market and analysis for upper-priced and lower-priced hotel segments across 50 U.S. metropolitan areas with a national overview. Note: only accessible from a campus computer and requires Internet Explorer.

**Techonomic Digital Resource Library**
Premier database for researching chain restaurants. Find sales figures, menus, franchise information, rankings, news, industry publications, and more.

**Mintel Academic**
Market research report that examines market share, segmentation, consumer preferences, major companies, forecasts, and more. First-time users will need to register for an individual account.

**S&P Industry Surveys (available in NetAdvantage)**
Comprehensive industry reports that include in-depth industry trends and operations, industry ratios, statistics, and more. Search tip: from the NetAdvantage home page, click the Industries tab and then select the desired industry from the drop-down list.

**Passport**
Excellent resource for international industries, countries, markets, and products. Market research reports, statistics, and analyst reports cover consumer market sizes, country market data, forecasts, consumer lifestyles, companies and brands, and many product & location specific reports are related to the hospitality industry.

**Article Research**
**Business Source Complete**
Provides full-text for nearly 2,500 journals covering business, management, economics, finance, banking, and accounting. It also includes industry and country reports and SWOT analyses along with full text coverage of the *Harvard Business Review*.

**Hospitality and Tourism Complete**
Scholarly research and industry news relating to all areas of hospitality and tourism. Includes full-text access to *Cornell Hospitality Quarterly*. 
GENERAL LIBRARY ASSISTANCE:

- Research help from the hospitality and real estate subject specialists, Ken Bolton and Kelly LaVoice, is available Monday through Friday between 8:00 a.m. and 4:00 p.m. To make an appointment for a research consultation, please send an email with your topic and potential availability, or stop by the library.

- Course reserve books and course packets can be checked out at the Nestlé Library's front desk.

- Course reserve material can be checked out for two hours at a time.

- To reserve one of the group study rooms, stop by or call (607-255-3673) the Nestlé Library's front desk. For more information, visit the Marriott Student Learning Center page.

- Nestlé librarians have created research guides for researching key segments of the hospitality industry. These hospitality industry guides include direct links to recommended databases, journals, data sources, websites, books, and more.

- To find a list of recommended books and journals for the hospitality and real estate industries, visit our Books and Journals page. Don't forget about Interlibrary Loan for those items that the Cornell library doesn't own.

- Ken and Kelly are also available to assist students with using real estate industry databases, such as CoStar and Real Capital Analytics, Monday–Friday between 8:00 a.m.–4:00 p.m.

- Renew checked-out items or view the status of requested material by visiting the My Account page.

Marriott Student Learning Center

Hospitality is about experiences and relationships—creating an environment of excitement, inspiration, comfort, solitude, or rejuvenation. This is what the Marriott Student Learning Center (MSLC) provides for the future hospitality leaders at SHA.

Need to get away and find a place for studying or contemplation? A quick coffee or cappuccino to fuel up for an exam? A bright and upbeat place to socialize with fellow students? A supportive environment where experienced staff are available to help with your research project? You can find it at the MSLC.

The culture of the center is uniquely "Hotelie." Unlike at other libraries, silence is not golden here. It's an open and welcoming place where communication and collaboration are encouraged and where studying and socializing peacefully—and often dynamically—coexist. With its casual vibe and state-of-the-art technology, many students view the MSLC as their second home—a place where they can stop by to meet friends, print a document, work on a group project, or prep for an exam.

Nestlé Library

The Nestlé Library is a bright and energetic space offering comfortable study areas for both collaborative and independent study. Students can check out equipment, reserve study spaces to work on group projects, or access computer workstations and quick-print stations. Experienced research librarians are available to assist students with research needs, including access to specialized industry databases such as Bloomberg and CoStar. To find a full list of research resources, visit our Research Databases page.

Tsai Family Atrium

With a contemporary, open, and airy feel, the Tsai Family Atrium—the two-story main entrance to Statler Hall from East Avenue—often plays host to student activities and company showcases. The space, which can accommodate up to 100 people, may be reserved for receptions when classes are not in session.
Club Room
This spacious modern conference room can be booked by student clubs for recurring meetings with up to 16 people.

George B. Mallory '54 Student Lounge
The George B. Mallory '54 Student Lounge is a quiet, comfortable space where students can study, socialize, or unwind between classes. Decked out with comfy seating, the ambiance is decidedly relaxed. The lounge offers quick print stations and student mailboxes, as well as amenities like vending machines.

Services
- 5 group study rooms available by reservation
- 20 networked computers (see available software)
- 7 quick-print stations
- 6 Net-Print printers, including a color printer
- Self-serve networked scanner

Available Equipment
- Cell-phone and MacBook chargers
- Calculators
- Headphones
- Mac video adaptors
- Conference phone
- Projectors
- Whiteboard markers

Hours
Academic Year
- Monday - Thursday: 8:00 a.m. - 11:30 p.m.
- Friday: 8:00 a.m. - 6:30 p.m.
- Saturday: 12:00 p.m. - 6:30 p.m.
- Sunday: 12:00 p.m. - 11:30 p.m.
- Holidays: Closed

Summer and Winter Break
- Monday - Thursday: 8:00 a.m. - 4:30 p.m.
- Friday: 8:00 a.m. - 4:00 p.m.
- Saturdays, Sundays, and holidays: closed

Research Services Hours
- Monday - Friday: 8:00 a.m. - 4:30 p.m.
Appointments recommended. Contact us at hotellibrary@cornell.edu.

Lending and Reservation Policies
- To borrow a book or equipment or to reserve a group study room, you must have a valid Cornell ID card. All Cornell University students, faculty, and staff with a valid ID card, can borrow reserve books and lending equipment.
- Only students registered in SHA courses (excluding wines) may reserve one of our group study and/or interview rooms. Rooms may be reserved at our service desk for two hours. Books and equipment are on a two-hour loan period and cannot be renewed.
HAVE A WONDERFUL YEAR!