MASTER OF MANAGEMENT IN HOSPITALITY

MMH Handbook
2016-2017

School of Hotel Administration
Welcome to the MMH Program!
The Cornell Master of Management in Hospitality (MMH) program in the School of Hotel Administration (SHA) is the world’s premier hospitality-focused graduate business management degree. The intensive, MBA-caliber program 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.

This MMH Handbook contains resources, schedules, course information, 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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**MMH ORIENTATION SCHEDULE 2016**

**Sunday, May 22 (casual attire)**

4:00–4:15 p.m.  
**Check In**  
Park Atrium

4:15–5:30 p.m.  
**Welcome and Flash Networking**  
Park Atrium

5:30–6:30 p.m.  
**Campus Tour – Optional** (Signup required; Families Welcome)

**Monday, May 23 (business casual attire)**

8:30–9:15 a.m.  
**Registration and Continental Breakfast**  
Park Atrium

9:15–10:15 a.m.  
**Welcome**  
Linda Canina, Professor and Richard J. and Monene P. Bradley Director of Graduate Studies

**MMH Overview: Your Roadmap to Success:**

- Staff Introductions
- Professional Development Overview
- General Information

David Taylor, Director of Graduate Programs

10:15–10:45 a.m.  
**Welcome: The Hotel Graduate Student Organization (HGSO)**  
Sammakai Richards, MMH ’16, President, HGSO  
HGSO Officers and Committee Chairs

10:45–11:15 a.m.  
**Essential Resources: Nestlé Library and Gannett Health Services**  
Ken Bolton, Librarian, Nestlé Library  
Gannett Health Services Representative

11:15–12:00 p.m.  
**International Students and Scholars Office (ISSO)**  
International Student Orientation  
Adriana Rovers, Assistant Director for Programming Services  
(Mandatory only for non-U.S. citizens)

12:00–1:30 p.m.  
**Lunch in Statler Terrace**

1:30–3:30 p.m.  
**StrengthsQuest Workshops: Personal Skills for Success**  
Sheri Mahaney, Manager, Career Education & Advising  
Cornell University Career Services

3:30–4:30 p.m.  
**School of Hotel Administration Tour**  
STL 180
Tuesday, May 24 (business casual attire)

8:00–9:00 a.m. **Title IX, Diversity and Inclusion**
Victor Younger, Director of Diversity and Inclusion
Jody Kunk-Czaplicki, Interim Judicial Administrator & Deputy Title IX Coordinator

9:00–9:15 a.m. **MMH Concentration Overview: Student Spotlight**
David Taylor, Director of Graduate Programs

9:15–9:45 a.m. **Concentration Introduction: Self-Directed**
Linda Canina, Professor and Richard J. Monene P. Bradley
Director of Graduate Studies

9:45–10:15 a.m. **Graduate Real Estate Minor Introduction**
Michael Tomlan, Robert C. Baker Professor of Real Estate
and Director of Graduate Studies, Baker Program in Real Estate

10:15–10:30 a.m. **Refreshment Break**

10:30–11:00 a.m. **Concentration Introduction: Marketing**
Michael Giebelhausen, Assistant Professor, Services Marketing

11:00–11:30 a.m. **Concentration Introduction: Operations & Revenue Management**
Chris Anderson, Associate Professor, Services Operations Management

11:30 a.m.–noon **Concentration Introduction: Entrepreneurship**
Adam Klausner, Senior Lecturer, Law

12 noon–1:30 p.m. **Lunch on Your Own**

1:30–2:45 p.m. **SHA: Centers, Institutes, Resources**
- 1:30 p.m. **Statler Hotel**: Richard Adie, General Manager
- 1:45 p.m. **Cornell Hotel Society**: Julie Pizzuti, Director, Alumni Affairs
- 2:00 p.m. **Center for Hospitality Research (CHR)**: Chris Anderson, Associate Professor, Services Operations Management, and Academic Director, CHR
- 2:15 p.m. **Pillsbury Institute for Hospitality Entrepreneurship**: Kristin Ciferri, Program Manager
- 2:30 p.m. **Cornell Institute for Healthy Futures**: Rohit Verma, Executive Director/Singapore Tourism Board Distinguished Professor in Asian Hospitality Management

2:45–3:45 p.m. **First Professional Development Assignment Overview Q&A With Staff and MMH ’16 Students**
David Taylor, Director of Graduate Programs
Ellen Marsh, Graduate Programs Coordinator
HGSO Board Members and Committee Chairs
3:45 p.m.  *Ice Cream Break at the Cornell Dairy Bar*  
(Optional, comfortable shoes needed for walking approximately 12 minutes, escorted by MMH ’16 students)

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

8:30 a.m.–noon  *Business Computing Seminar*  
Mark McCarthy, Lecturer, Information Systems  
Bin Lab B

Noon–1:00 p.m.  *Lunch on Your Own*

1:00–5:00 p.m.  *Business Computer Seminar*  
Bin Lab B

6:00–8:00 p.m.  *BBQ & Networking: Faculty/Current MMH Students*  
(attire: casual or smart casual)  
Big Red Barn

**Thursday, May 26 (casual attire)**

8:30–11:30 a.m.  *Business Computing Seminar (meet in STL 398)*  
Mark McCarthy, Lecturer, Information Systems  
Bin Lab B

11:30 a.m.–12:30 p.m.  *Pizza*  
Park Atrium

12:30 p.m.  *Vans Leave for Hoffman Challenge Course*  
(Be ready to board no later than 12:20 p.m.)  
Beck Center Circle

1:00–5:00 p.m.  *Team Building: Held at the Hoffman Challenge Course at*  
*The CU Team and Leadership Center (casual attire, sneakers recommended; bring jacket or layers)*

5:00 p.m.  *Vans Return to Campus*

**Friday, May 27—Monday, May 30: Break, no classes**

**Tuesday, May 31: Classes Begin**
## MMH CLASS OF 2017

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*=[Students who will be joining MMH in the fall from CEIBS (see page 22)]
While there are many staff and resources at SHA 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 create the weekly MMH News e-mail.

Phil Greenberg, Associate Director of Real Estate Career Management
pjg@cornell.edu
607-255-6319
Phil brings his wealth of real estate experience to those students who choose the Graduate Real Estate Minor focus.

Beth Howland, Executive Director for Student Services
bah18@cornell.edu
607-255-7428
Beth is responsible for the Office of Students Services, including career management, graduate programs, registrars, and diversity and inclusion.

Kathy Mix, Administrative Assistant
lm27@cornell.edu
607-255-6346
Kathy is your first point of contact as you enter 180 Statler. When in doubt, ask Kathy!

Other staff you will interact with frequently include:
- Kristin LiBritz, Director of Career Management, kml267@cornell.edu
- Dina Kristof, Registrar, dre2@cornell.edu
- Michelle Zirbel, Assistant Registrar, mlz2@cornell.edu
GETTING STARTED

Below are things you need to know to get you well on your way to using resources available to you:

Communication
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 2017”) to manage your PD assignments and career-related information.

E-mail:
A MMH 2017 e-mail distribution list is used by SHA faculty and staff to communicate with you. We send you a weekly e-mail with updates, deadlines, reminders, professional development information, and more, and other faculty and staff use it to communicate important information. **It is your responsibility to read all communications and take action if required.**

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 mange your bursar bill, your schedule, and more.

SHA Student Launchpad
Please bookmark [https://hotelie.sha.cornell.edu/](https://hotelie.sha.cornell.edu/) as it provides helpful links to resources you will use the most frequently.

MMH Spaces
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.

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 2017 will be discarded.

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 within two weeks. Please do not lose your combination number nor 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.
Computers and Printing
PC or Mac?
SHA recommends PC’s over Mac’s. See more information including recommended operating system, laptops, and more https://www.hotelschool.cornell.edu/students/orientation/computer.html. You can also find more information at the university’s website on how to connect to W-Fi when you arrive on campus and and fees associated with that http://www.it.cornell.edu/services/guides/computer/.

SHA Computer Classrooms
The Binenkorb Computer Center maintains and supports more than 120 state-of-the-art PC workstations for SHA 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. SHA puts 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).

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

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

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, 2015-May 31, 2016. Please visit Helen Newman Hall to sign up. For questions, e-mail fitness@cornell.edu.

Gannett Health Services
Gannett offers a essential services for students, including a pharmacy, medical care, physical therapy, counseling and support, and much more. Visit http://www.gannett.cornell.edu/services/ for more information.

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://isso.cornell.edu/ or their office at B-50 Caldwell Hall.
Attire
While in the MMH program, you are representing not only yourself and SHA, but also Cornell University and other MMH students past and present. Because a picture is worth a thousand words, please see the 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 m 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 (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 and prepared and make an immediate impact that you are part of an elite group of graduate students. Business cards provide relevant contact information for the industry leaders and employers you will be encountering while at SHA. You are responsible for the cost of printing your business cards which are approximately $35 per 250 cards. You have two options of where to order:

1. Cornell Print Services:  Follow instructions here http://digitalprintservices.cornell.edu/bcstudent.html for ordering online. The order will take approximately one week.
2. Campus Copy:  Stop in to Campus Copy at G-51 Statler Hall (next to Mac’s Café), or email campuscopy@cornell.edu. They will have you fill out a form. Ask for a sample business card.
Information needed for the order:

- **Name:** Exactly as it will appear on the card – they are not able to use Asian characters – sorry!
- **Title:** Master of Management in Hospitality Class of ‘17
- **Local Address:** Your Ithaca address
- **Local Phone/Mobile Phone:** You may want to add your international telephone number here as well
- **E-Mail Address:** Please use your Cornell net ID

Sample business card:

![Business Card Example]

**Professional Photographs**

On June 13, 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 SHA 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 a training at the beginning of the fall semester and here [https://sha.cornell.edu/current-students/career-management/undergraduate/findjobs/oncampus/](https://sha.cornell.edu/current-students/career-management/undergraduate/findjobs/oncampus/).
The Hotel Graduate Student Organization or HGSO is an independent university student organization that directly impacts the quality of MMH class’s experience at SHA. All MMH students are automatically considered members of HGSO.

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 HGSO, please see the Constitution of the HGSO on Blackboard.

Please note the following dates for officer elections for the MMH Class of 2017 in accordance with the timeline in the Constitution. More information will be sent to you after classes begin:

- **Wednesday, June 8:** Self-nominations accepted for the positions of President, Vice President, Treasurer, and Secretary
- **Wednesday, June 15:** Nominations close
- **Tuesday, June 21:** Candidates for President to deliver brief presentation to entire MMH class (optional) after the end of the last class that day
- **Wednesday, June 22:** Election voting begins
- **Friday, June 24:** Election voting ends
- **Monday, June 27:** 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)

**Vision and Mission of HGSO**

**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: SHA, the university, the alumni network, and the world.

**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**
Professional Development (PD) is a program requirement designed to support your career management strategy. PD provides you with the tools needed to find that first job after graduation from the MMH program and facilitates finding subsequent jobs as your career progresses. You will be given more information and a syllabus on Blackboard after Orientation.

**Concentration Advisory Board Event (June 13, 2016)**
This event brings back alumni of the MMH program to share their experiences with new 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)**
LDP is a 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 and both graduate students and undergraduates take part. The class is one-credit course that provides students with the unique opportunity to meet in a small group setting with several guest lecturers to 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 during winter break between the fall and spring semesters. The Master Class is usually held at the site of an industry leader’s operation. Students solve problems based on real-life scenarios and present their solutions to industry leaders and the SHA faculty members who accompany them. This typically takes place at the end of the fall semester so that students are able to schedule their externships before the spring semester begins. Past classes have taken place at the Turnberry Miami, Breakers West Palm Beach, IGH Miami, and Carnival Cruise.

"A TRULY UNFORGETTABLE LEARNING EXPERIENCE"

MMH ’13 at the Breakers in Florida
Master Class
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 SHA 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.

The International Hotel, Motel, and Restaurant Show (November 13-15, 2016, New York City)
While not a program of SHA, 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
SHA hosts two career fairs each year: a general hospitality Career Day (October 18) and a Real Estate Career Day (September 27). We also host company presentations and showcases throughout the year, meaning you will have 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 SHA, 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. SHA established the center 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. This photo is of MMH students at the Hospitality Business Plan 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 SHA 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.
### 2016-2017 MMH ACADEMIC CALENDAR

#### May

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>W</td>
<td>4</td>
<td>All Online eCornell courses are completed</td>
</tr>
<tr>
<td>Su</td>
<td>22</td>
<td>Optional first day of Orientation: Networking and Campus Tour</td>
</tr>
<tr>
<td>M-T</td>
<td>23-24</td>
<td><strong>Required Attendance:</strong> Orientation Program</td>
</tr>
<tr>
<td>W-Th</td>
<td>25-26</td>
<td><strong>Required Attendance:</strong> Business Computing (ends noon on Th)</td>
</tr>
<tr>
<td>Th</td>
<td>26</td>
<td><strong>Required Attendance:</strong> Teambuilding (afternoon)</td>
</tr>
<tr>
<td>F-M</td>
<td>27-30</td>
<td>Break</td>
</tr>
<tr>
<td>Su</td>
<td>29</td>
<td>Cornell Class of 2016 Commencement</td>
</tr>
<tr>
<td>T</td>
<td>31</td>
<td><strong>Semester 1A (Summer) Begins</strong></td>
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#### June

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<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>F</td>
<td>3</td>
<td><strong>Required Attendance (PD Workshop):</strong> The MMH Experience: 20 Unparalleled Networking /Leadership Opportunities; Resumes and Cover Letters</td>
</tr>
<tr>
<td>F</td>
<td>3</td>
<td><strong>PD Deliverable #1 Due:</strong> Networking Practice Summary</td>
</tr>
<tr>
<td>F</td>
<td>10</td>
<td><strong>Required Attendance (PD Workshop):</strong> Career Management, Handshake, Externship Resources, Interviewing</td>
</tr>
<tr>
<td>M</td>
<td>13</td>
<td><strong>Required Attendance:</strong> Concentration Advisory Board Session (this week only classes are T, W, Th)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Individual Professional Photographs in Afternoon</td>
</tr>
<tr>
<td>W</td>
<td>15</td>
<td>15-Minute Resume Critiques, 9:00 a.m.-1:00 p.m.</td>
</tr>
<tr>
<td>F</td>
<td>17</td>
<td>15-Minute Resume Critiques, 9:00 a.m.-1:00 p.m.</td>
</tr>
<tr>
<td>W</td>
<td>29</td>
<td><strong>Required Attendance (PD Workshop):</strong> Fall Course Selection and Preview (select concentration/minor by July 29)</td>
</tr>
<tr>
<td>Th</td>
<td>30</td>
<td><strong>Semester 1A Ends/Last Day of Classes</strong></td>
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#### July

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<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>M</td>
<td>4</td>
<td>Fourth of July Holiday</td>
</tr>
<tr>
<td>T</td>
<td>5</td>
<td><strong>Final Exam:</strong> Semester 1(a) HADM7230 Corporate Finance</td>
</tr>
<tr>
<td>W</td>
<td>6</td>
<td><strong>Final Exam:</strong> Semester 1(a) HADM7240 Managerial Accounting</td>
</tr>
<tr>
<td>W-F</td>
<td>6-15</td>
<td>Fall course Pre-enrollment begins</td>
</tr>
<tr>
<td>Th-Su</td>
<td>7-10</td>
<td>July Break</td>
</tr>
<tr>
<td>M</td>
<td>11</td>
<td><strong>Semester 1B (Summer) Begins</strong> (this week only, classes M, T, W)</td>
</tr>
<tr>
<td>W</td>
<td>13</td>
<td><strong>PD Deliverable #2 Due:</strong> Revised Resume</td>
</tr>
<tr>
<td>Th-Sa</td>
<td>14-16</td>
<td><strong>Required Attendance 1 credit class:</strong> Leadership Development Program</td>
</tr>
<tr>
<td>F</td>
<td>29</td>
<td><strong>PD Deliverable #3 Due:</strong> Final Concentration Choice</td>
</tr>
</tbody>
</table>

#### August

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>W</td>
<td>3</td>
<td><strong>Required Attendance (PD Workshop):</strong> Ethics &amp; Case Study Discussion</td>
</tr>
<tr>
<td>F</td>
<td>5</td>
<td><strong>PD Deliverable #4 Due:</strong> SMART Goals</td>
</tr>
<tr>
<td>M</td>
<td>8</td>
<td>Fall Course Add Begins</td>
</tr>
<tr>
<td>Th</td>
<td>11</td>
<td><strong>Semester 1B Ends/Last Day of Classes</strong></td>
</tr>
<tr>
<td>M</td>
<td>15</td>
<td><strong>Final Exam:</strong> Semester 1(b) HADM7030 Operations Management</td>
</tr>
<tr>
<td>T</td>
<td>16</td>
<td><strong>Final Exam:</strong> Semester 1(b) HADM7430 Marketing Management</td>
</tr>
<tr>
<td>W-M</td>
<td>17-22</td>
<td>Break</td>
</tr>
<tr>
<td>T</td>
<td>23</td>
<td><strong>Semester II Fall Begins</strong></td>
</tr>
<tr>
<td>F</td>
<td>26</td>
<td><strong>PD Deliverable #5 Due:</strong> LinkedIn Profile</td>
</tr>
<tr>
<td>September</td>
<td>F 2</td>
<td><strong>Recommended Attendance (PD Workshop):</strong> Using Handshake</td>
</tr>
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<tr>
<td></td>
<td>M 5</td>
<td>Labor Day Holiday: No Classes</td>
</tr>
<tr>
<td></td>
<td>T 6</td>
<td>Last Day to Add Classes</td>
</tr>
<tr>
<td></td>
<td>F 16</td>
<td><strong>PD Deliverable #6 Due:</strong> Informational Interview</td>
</tr>
<tr>
<td></td>
<td>T 27</td>
<td>Real Estate Career Day</td>
</tr>
<tr>
<td>October</td>
<td>Sa-T 8-11</td>
<td>Fall Break Begins (or Friday, Oct. 7 if no classes)</td>
</tr>
<tr>
<td></td>
<td>W 12</td>
<td>Instruction Resumes 7:30 a.m.</td>
</tr>
<tr>
<td></td>
<td>F 14</td>
<td><strong>PD Deliverable #7 Due:</strong> Behavioral/STAR Interview</td>
</tr>
<tr>
<td></td>
<td>T 18</td>
<td>Career Day</td>
</tr>
<tr>
<td></td>
<td>T 18</td>
<td>Last Day to Drop Classes</td>
</tr>
<tr>
<td></td>
<td>W 26</td>
<td><strong>Required Attendance:</strong> How to Negotiate Effectively with Employers</td>
</tr>
<tr>
<td></td>
<td>W-F 26-28</td>
<td>Pre-Enrollment for Spring 2017</td>
</tr>
<tr>
<td>November</td>
<td>Su-T 13-15</td>
<td>International Hotel, Motel &amp; Restaurant Show NYC (Recommended)</td>
</tr>
<tr>
<td></td>
<td>W-S 23-27</td>
<td>Thanksgiving Recess (Begins 1:10 p.m. on Wednesday)</td>
</tr>
<tr>
<td></td>
<td>M 28</td>
<td>Instruction Resumes 7:30 a.m.</td>
</tr>
<tr>
<td>December</td>
<td>F 2</td>
<td><strong>PD Deliverable #8 Due:</strong> Externship Information</td>
</tr>
<tr>
<td></td>
<td>F 2</td>
<td><strong>Last Day of Fall Classes</strong></td>
</tr>
<tr>
<td></td>
<td>Sa-T 3-6</td>
<td>Study Period</td>
</tr>
<tr>
<td></td>
<td>W-Th 7-15</td>
<td>Final Exams: Fall Semester</td>
</tr>
<tr>
<td></td>
<td>F-Sa 16-31</td>
<td>Winter Break: Master Class TBD, Externship Period Begins</td>
</tr>
</tbody>
</table>

### 2017

<table>
<thead>
<tr>
<th>January</th>
<th>T 10</th>
<th>Spring Course Add/Drop Begins</th>
</tr>
</thead>
<tbody>
<tr>
<td>F-T</td>
<td>1-24</td>
<td>Winter Break: Externship Period Continues</td>
</tr>
<tr>
<td>W 25</td>
<td></td>
<td><strong>Semester III (Spring) Begins</strong></td>
</tr>
<tr>
<td>F 27</td>
<td></td>
<td><strong>Required Attendance (PD Workshop):</strong> Revisiting the Job Search</td>
</tr>
<tr>
<td>F 27</td>
<td></td>
<td><strong>PD Deliverable #9 Due:</strong> Winter Externship Paper</td>
</tr>
<tr>
<td>February</td>
<td>Sa-T 18-21</td>
<td>February Break (or starts Fri., Feb. 17 if no classes)</td>
</tr>
<tr>
<td>W 22</td>
<td></td>
<td>Classes Resume 7:30 a.m.</td>
</tr>
<tr>
<td>March</td>
<td>W 22</td>
<td>Last Day to Drop Classes</td>
</tr>
<tr>
<td></td>
<td>F 24</td>
<td><strong>PD Deliverable #10 Due:</strong> Networking Summary</td>
</tr>
<tr>
<td>April</td>
<td>Sa-S 1-9</td>
<td>Spring Break (or starts Fri., March 31 if no classes)</td>
</tr>
<tr>
<td></td>
<td>M 10</td>
<td>Classes Resume 7:30 a.m.</td>
</tr>
<tr>
<td></td>
<td>F 22</td>
<td><strong>Final PD Deliverable #11 Due:</strong> PD Fund Use Summary</td>
</tr>
<tr>
<td>May</td>
<td>W 10</td>
<td><strong>Last Day of Spring Classes</strong></td>
</tr>
<tr>
<td></td>
<td>Th-S 11-14</td>
<td>Study Period</td>
</tr>
<tr>
<td></td>
<td>M-T 15-23</td>
<td>Final Exams: Spring Semester III</td>
</tr>
<tr>
<td></td>
<td>S 28</td>
<td>Commencement</td>
</tr>
</tbody>
</table>
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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<tbody>
<tr>
<td>Semester I(a)</td>
<td>May</td>
</tr>
<tr>
<td>HADM 7230—Corporate Finance</td>
<td>3 credits</td>
</tr>
<tr>
<td>HADM 7240—Managerial Accounting</td>
<td>3 credits</td>
</tr>
<tr>
<td>Semester I(b)</td>
<td>July</td>
</tr>
<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>
</tr>
<tr>
<td>HADM 7970—Leadership Development Program (LDP)</td>
<td>1 credit</td>
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<table>
<thead>
<tr>
<th>Semester II</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentration/Minor Electives</td>
<td>5 credits</td>
</tr>
<tr>
<td>Free Electives</td>
<td>2 credits</td>
</tr>
<tr>
<td>HADM 6100—MMH Distinguished Lectures Series</td>
<td>1 credit</td>
</tr>
<tr>
<td>HADM 7110—Organizational Behavior</td>
<td>3 credits</td>
</tr>
<tr>
<td>HADM 7510—Properties Development and Planning</td>
<td>3 credits</td>
</tr>
<tr>
<td>HADM 7610—Management Communication</td>
<td>3 credits</td>
</tr>
<tr>
<td>Professional Development</td>
<td>n/c</td>
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<tr>
<th>Intersession</th>
<th>December</th>
</tr>
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<tbody>
<tr>
<td>Externship</td>
<td>n/c</td>
</tr>
<tr>
<td>HADM 7950- Master Class</td>
<td>optional / 1cr.</td>
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<thead>
<tr>
<th>Semester III</th>
<th>January</th>
</tr>
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<tbody>
<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>
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<th>Commencement</th>
<th>May</th>
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*(29 required core course credits; 12-15 concentration/minor elective credits; 4 free elective credits and completion of professional development activities).

Please note: GPAs, concentration/minor electives, and free electives vary according to the concentration or minor you choose. Please see pages 22-26 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 pass/fail), and 4-7 credits of additional electives. In addition to the required 48 credits, all students must successfully complete the Professional Development program activities each semester and a winter break externship. Further requirements are outlined under each concentration/minor on pages XXXX.

**Academic Deficiency**
The minimum GPA for continuation in the MMH program is 2.5 for the Self-Directed, Marketing Management, and Operations and Revenue Management Concentrations. It is 3.0 for the Graduate Minor in Real Estate and the Entrepreneurship Concentration. 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 2017. Please see the SHA 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 and understand that the faculty and administration of SHA 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.

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.
CEIBS
SHA 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, MMH ’15
SELF-DIRECTED CONCENTRATION

Linda Canina
Professor and Richard J. and Monene P. Bradley Director of Graduate Studies
448 Statler Hall
lc29@cornell.edu
607-255-8051

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 Prof. 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

Linda Canina is director of graduate studies (DGS), representing the MMH, PhD, and Masters of Science programs in SHA. She is an associate professor in SHA’s 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 SHA 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.
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/FA16](https://classes.cornell.edu/browse/roster/FA16))*

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 6135: Conversations with Entrepreneurs (seven week course, 2 credits)
- HADM 6144: Opportunity Recognition and Ideation (seven week course, 2 credits)
- HADM 6140: Corporate Entrepreneurship (3 credits)
- HADM 6125: Foundations of Social Entrepreneurship (3 credits)
- HADM 6133: Global Conversations with Entrepreneurs (3 credits)
- HADM 6180: Technology for Bootstrapped Entrepreneurship (3 credits)
- HADM 6211: Entrepreneurial Finance (3 credits)
- HADM 6800: Law for Entrepreneurs (3 credits)
- HADM 4301/6301: Restaurant Entrepreneurship (3 credits)
- HADM 4965/6965: Business Plan Competition (1 credit)
The Marketing Concentration is 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/FA16)

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 4420: Understanding and Managing Hospitality Sales (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 (3 credits)
- HADM 6145: Strategic Business Plan Development (3 credits)
- HADM 6430: Wine Marketing (3 credits)
- HADM 6770: Advanced Business Modeling (3 credits)
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/FA16](https://classes.cornell.edu/browse/roster/FA16))*

**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 Prof. 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

**Required (minimum of two courses):**
- HADM 6000: Advanced Revenue Management (3 credits)
- HADM 6050: Yield Management (3 credits)
- HADM 6060: Restaurant Revenue Management (3 credits)

**Revenue Management Specialization:**
- HADM 3740: Fundamentals of Database Management and Data Analysis (3 credits)
- HADM 4460: Hospitality Pricing and Analysis (3 credits)
- HADM 4470: Managing Hospitality Distribution (3 credits)
- HADM 4760: Visual Basic for Applications: End-User Programming (3 credits)
- HADM 6770: Advanced Business Modeling (seven-week course, 2 credits)
- HADM 6010: Data Driven Analytics (3 credits)
- HADM 6110: Negotiations in the Hospitality Industry (3 credits)
- HADM 6990: Graduate Independent Research (1 to 4 credits)
- NBA 6390: Data Driven Marketing (1 credit)

**Operations Management Specialization:**
- HADM 3350: Restaurant Management (3 credits)
- HADM 4301: Restaurant Entrepreneurship (3 credits)
- HADM 4340: Catering and Special Events Management (3 credits)
- HADM 4510: Restaurant Development (3 credits)
- HADM 4530: Foodservice Facilities Design (4 credits)
- HADM 6020: Spa and Spa Hotel and Resort Development and Management (3 credits)
- HADM 6030: Quality Systems and Processes (3 credits)
- HADM 6090: Airline Service and Management (3 credits)
- HADM 6310: Case Studies in Restaurant Management (3 credits)
GRADUATE MINOR IN REAL ESTATE

Michael Tomlan
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Formerly one of the concentration options, MMH students may now receive a Graduate Minor in Real Estate. 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, while also obtaining the MMH degree. MMH students must complete the Graduate Real Estate Minor Declaration Form https://baker.realestate.cornell.edu/programs/graduate-minor.html and return it to the Minor in Real Estate Office, 465 Statler Hall.

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 SHA 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/FA16

Associate Real Estate Council (AREC)

AREC represents Cornell university students, staff, and faculty interested in the real estate industry. ARECs 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
COURSES AND POLICIES

Add/Drop Dates for Fall 2016/Spring 2017

Fall 2016:
- **Pre-enrollment:** Wednesday, July 6—Friday, July 15
- **Course add begins (make changes to July enrollments):** Tuesday, August 16
- **Last day to add classes:** Tuesday, September 6
- **Last day to drop classes:** Tuesday, October 18

Spring 2017:
- **Pre-enrollment for Spring 2017:** Wednesday, October 26-Friday, October 28
- **Spring 2017 course add:** Tuesday, January 17
- **Last day to add classes:** Wednesday, February 8
- **Last day to drop classes:** Wednesday, March 22

Watch your Student Center for these dates as well as dates for 7-week courses. In addition, there will be a Professional Development session Wednesday, June 23 from 9:30-10:15 a.m., where you can learn more and have your questions answered.

Please follow add/drop deadlines above. Failure to do so may result in a “W” for late withdrawal on our transcript or impact remaining credits needed to graduate.

PETITION FORMS: If a Petition Form is required, obtain one from 180 Statler Hall.

General SHA and University policies are outlined below. More information and additional policies can be found at https://sha.cornell.edu/current-students/handbook/mmh.html in the online SHA Student Handbook:

1. **Course listings for both SHA and the University can be found at:**
   - SHA-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/FA16
   - Academics and enrollment: https://registrar.cornell.edu/Student/enroll.html

*NOTE: Not all classes are offered every semester.*

2. **Course Pre-Enrollment.** Our registrar 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.

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

4. **Independent Study.** You make 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.

5. **Taking a Class for Pass/Fail.** Unless it is only offered as a Pass/Fail (or S/U), all courses must be taken for a letter grade.

6. **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.

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

8. **Course Load.** You may not take more than 20 credits per semester. The exception is if you take Master Class HADM 7950, a one-credit course. You must petition the Director of Graduate Studies Linda Canina for an exemption to this policy.
HOW TO ADD OR DROP CLASSES

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

1. Go to https://classes.cornell.edu/browse/roster/FA16
2. Click on either “HADM: Hotel Administration” under “Subjects.”
3. Search for the course number and name you are looking for. See example below:

```
HADM 7610 - Management Communication
Graded
13340 LEC 001 MW 08:40AM - 09:55AM STL 291 Lennox,D (dpi29)
Enrollment limited to: MMH students. Others by permission of the instructor.

HADM 7610 - Management Communication
Graded
13341 LEC 002 MW 10:10AM - 11:25AM STL 291 Lennox,D (dpi29)
Enrollment limited to: MMH students. Others by permission of the instructor.

HADM 7610 - Management Communication
Graded
17446 LEC 003 MW 02:55PM - 04:10PM STL 565 Lennox,D (dpi29)
```

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

Utilize 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 courses can be added or dropped by you through your SC):

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. Failure to do so could result in a “W” for late withdrawal on your transcript, for example, or ending up with fewer credits needed to graduate.

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

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 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

Reseaching 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.
HAVE A WONDERFUL YEAR!

SHA

School of Hotel Administration