



**Election of Undergraduate Concentration**

**NAME** \_\_\_\_\_ **STUDENT ID#** \_\_\_\_\_  
 (PRINT)                      Last                      First                      Middle

I understand that in order to have this elected concentration appear on my transcript, I must attain a minimum cumulative grade point average of 3.0 in the concentration.

I understand that if any courses within the concentration are taken outside the Hotel School, I still must take a total of 12 credits of upper-level electives in the Hotel School.

I elect the following to be my optional concentration (which I must declare by the last day of the add period in my penultimate semester):

*(please put an X in front of one)*

**Organizational Management, Communication and Law**

- \_\_\_\_\_ Managerial Leadership
- \_\_\_\_\_ Human Resources
- \_\_\_\_\_ Law

**Marketing, Tourism, Strategy and Information Systems**

- \_\_\_\_\_ Services Marketing Management
- \_\_\_\_\_ IS Management

**Hospitality Facilities and Operations**

- \_\_\_\_\_ Independent Restaurant Operations
- \_\_\_\_\_ Corporate Food and Beverage Operations:  
     Restaurant, Resort and Hotel Chains
- \_\_\_\_\_ Food and Beverage Support Services
- \_\_\_\_\_ Beverage Management
- \_\_\_\_\_ Specialty Operations: Clubs, Casinos,  
     Catering and Spas
- \_\_\_\_\_ Revenue Management
- \_\_\_\_\_ Design
- \_\_\_\_\_ Development

**Finance Accounting and Real Estate (FARE) Concentration**

- \_\_\_\_\_ General Financial Management
- \_\_\_\_\_ Hospitality Controllership
- \_\_\_\_\_ Corporate Finance/Financial Consulting
- \_\_\_\_\_ Security Analyst/Investment Banking
- \_\_\_\_\_ Real Estate Finance

**Concentration Courses to be completed:**

\_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
*Signature of Student*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Print Name of Concentration Advisor*

\_\_\_\_\_  
*Signature of Concentration Advisor*



## Undergraduate Concentrations

### Organizational Management, Communication, and Law

Michael Sturman, Area Director

This concentration offers a wide array of courses in organizational behavior, human resource management, business communication, and law. Required courses emphasize critical reasoning, analytical thinking, and human resource management skills. Elective courses provide opportunities to explore cutting edge topics in management.

#### Managerial Leadership

Advisor: T. Hinkin

**Set A: (Minimum of 2 credits, but at most 6 credits to count toward concentration)**

- [H ADM 2217 Statler Leadership Development Program](#) (1 cr)
- [H ADM 4410 Hospitality Management Seminar](#) (1 cr)
- [H ADM 4415 Managerial Leadership in the 21st Century](#) (1 cr)
- [H ADM 4491 Hotel Ezra Cornell](#) (2-4 cr)

*(Although students may take more credits associated with HEC, only up to 4 may count toward the Managerial Leadership concentration.)*

**Set B: (Minimum of 6 credits, but no more than 10 credits to count toward concentration)**

- [H ADM 3314 High-Performance Leadership](#)
- [H ADM 3364 Corporate Communication](#) (3 cr)
- [H ADM 4411 Negotiations in the Hospitality Industry](#) (3 cr)
- [H ADM 4444 Introduction to Hospitality Entrepreneurship](#)
- [H ADM 4443 Innovation and Dynamic Management](#)
- [H ADM 4462 Intercultural Communication in the Hospitality Industry](#) (3 cr)
- [H ADM 4485 Employment Discrimination Law and Union-Management Relations](#) (3 cr)

*(No more than one of the above courses may count toward satisfying the credit requirements for more than one concentration in the OMCL area.)*

#### Human Resources

Advisors: M. Sturman, B. Tracey, S. Way

**Optional Selections (Minimum of 12 credits)**

- [H ADM 3313 Training and Development](#) (3 cr)
- [H ADM 4411 Negotiations in the Hospitality Industry](#) (3 cr)
- [H ADM 4462 Intercultural Communication in the Hospitality Industry](#) (3 cr)

- [H ADM 4485 Employment Discrimination Law and Union-Management Relations](#) (3 cr)
- [H ADM 5512 Managing Compensation](#) (3 cr)
- [H ADM 5513 Strategic Human Resource Management in the Hospitality Industry](#) (3 cr)
- [H ADM 6604 Workforce Staffing and Scheduling](#)

## Law

*Advisor: D. Sherwyn*

### Required Courses

*(Take four required courses. All four may come from Set A, or three may come from Set A and one from Set B.)*

#### Set A: (Minimum of 9 credits)

- [H ADM 3385 Business Law I](#) (3 cr)
- [H ADM 4485 Employment Discrimination Law and Union Management Relations](#) (3 cr)
- [H ADM 4487 Real Estate Law](#) (3 cr)
- [H ADM 4489 The Law of the Internet and e-Commerce](#) (3 cr)

#### Set B: (Up to 3 credits)

- [H ADM 3340 Franchising in the Hospitality Industry](#) (2 cr)
- [H ADM 4411 Negotiations in the Hospitality Industry](#) (3 cr)
- [H ADM 4420 Principles of Real Estate](#) (3 cr)
- [H ADM 4423 Hospitality Real Estate Finance](#) (3 cr)
- [H ADM 4426 Advanced Corporate Finance](#) (3 cr)
- [H ADM 6627 Multinational Finance and International Risk Management](#) (3 cr)

## Hospitality Facilities and Operations

**Alex Susskind, Area Director**

The hospitality facilities and operations concentration consists of courses that define the primary sources of revenue generation in the industry: restaurants, lodging facilities, clubs, catering and special events, casinos, spas, beverage operations, etc. The concentration choices enable a student to pursue an area of concentrated study in any one of eight tracks, organized in four broad areas: those that revolve around food service and beverage operations (tracks 1–4), specialty operations such as clubs, casinos, spas, etc. (track 5), revenue management (track 6), and facility asset management, planning, and design (tracks 7 and 8).

### Independent Restaurant Operations

*Advisors: J. LeBel, G. Pezzotti, A. Susskind*

This track of the concentration focuses on the skills and competencies necessary for the management, operation, and ownership of an entrepreneurial or independent restaurant enterprise. Along with ownership, career opportunities include general restaurant management, fine dining, private clubs, and small hotel operations.

## Required Courses

- [H ADM 4401 Restaurant Entrepreneurship](#) (3 cr)
- [H ADM 4435 Selection, Procurement, and Supply Management](#) (2 cr)

**Additional courses that will benefit the student who chooses this career path (select any combination that yields a minimum 12-credit concentration.)**

- [H ADM 3303 Club Management](#) (2 cr)
- [H ADM 4403 Specialty Food and Beverage Operations: Guest Chefs](#) (3 cr)
- [H ADM 4431 Wine and Food Pairing Principles and Promotion](#) (2 cr)
- [H ADM 4436 Beverage Management](#) (3 cr)
- [H ADM 4451 Restaurant Development](#) (3 cr)
- [H ADM 4453 Foodservice Facilities Design](#) (3 cr)
- [H ADM 6606 Restaurant Revenue Management](#) (3 cr)

*Students may select any combination that yields a minimum 12-credit concentration.*

## Corporate Food and Beverage Operations: Restaurant, Resort, and Hotel Chains

*Advisors: S. Mutkoski, G. Pezzotti, A. Susskind, M. Tabacchi*

This track of concentration focuses on the corporate, multiunit foodservice industry. Career paths include food and beverage management in hotel and resort companies, multiunit or regional management in corporate foodservice organizations, and the management of chain restaurant corporations.

## Required Courses

- [H ADM 4435 Selection, Procurement, and Supply Management](#) (2 cr)
- [H ADM 4436 Beverage Management](#) (3 cr)

**Plus any combination of the following courses totaling a minimum of 7 credits.**

- [H ADM 4403 Specialty Food and Beverage Operations: Guest Chefs](#) (3 cr)
- [H ADM 4404 Catering and Special Events Management](#) (3 cr)
- [H ADM 4432 Contemporary Healthy Foods](#) (3 cr)
- [H ADM 4435 Selection, Procurement, and Supply Management](#) (2 cr)
- [H ADM 4451 Restaurant Development](#) (3 cr)
- [H ADM 4453 Foodservice Facilities Design](#) (3 cr)
- [H ADM 6602 Spa and Spa Hotel and Resort Development and Management](#) (3 cr)
- [H ADM 6606 Restaurant Revenue Management](#) (3 cr)
- [H ADM 6631 Case Studies in Restaurant Management](#) (2 cr)

## Food and Beverage Support Services

*Advisors: S. Mutkoski, R. Spies*

This track of the concentration will focus on companies that manufacture, process, or distribute food and beverage products to the restaurant, hotel, and allied industries. Career opportunities include wholesale and retail sales and distribution, supply and logistics, foodservice consulting, and government regulatory bodies.

### Required Courses

- [H ADM 4435 Selection, Procurement, and Supply Management](#) (2 cr)

**Additional courses that will benefit the student who chooses this career path (select any combination that will yield a minimum 12 - credit concentration.)**

- [H ADM 4436 Beverage Management](#) (3 cr)
- [H ADM 4431 Wine and Food Pairing Principles and Promotion](#) (2 cr)
- [H ADM 4453 Foodservice Facilities Design](#) (3 cr)
- [H ADM 6609 Airline Service Management](#) (3 cr)

## Beverage Management

*Advisors: S. Mutkoski, G. Pezzotti*

This track of the concentration focuses on the beverage side of the food and beverage industry. Career paths include beverage managers in restaurants, hotels, and resorts and staff positions with major wineries, wholesale distributors, or importers of various beverage products.

### Required Courses

- [H ADM 4430 Introduction to Wines](#) (2 cr)
- [H ADM 4431 Wine and Food Pairing Principles and Promotion](#) (2 cr)
- [H ADM 4436 Beverage Management](#) (3 cr)

**Additional courses that will benefit the student who chooses this career path (select any combination that will yield a minimum 12 credit concentration.)**

- [H ADM 4435 Selection, Procurement, and Supply Management](#) (2 cr)
- [H ADM 4437 Anheuser Busch Seminar in Quality Brewing and Fine Beer](#) (2 cr)
- [H ADM 6606 Restaurant Revenue Management](#) (3 cr)

## Specialty Operations: Clubs, Casinos, Catering, and Spas

*Advisors: R. McCarthy, R. Spies, M. Tabacchi*

### Required courses

**Any 12-credit combination of the following courses**

- [H ADM 3303 Club Management](#) (2 cr)
- [H ADM 4403 Specialty Food and Beverage Operations: Guest Chefs](#) (3 cr)
- [H ADM 4404 Catering and Special Events Management](#) (3 cr)
- [H ADM 4408 Introduction to Casino Operations](#) (2 cr)
- [H ADM 6602 Spa and Spa Hotel and Resort Development and Management](#) (3 cr)
- [H ADM 6631 Case Studies in Restaurant Management](#) (2 cr)

## Revenue Management

*Advisor: B. Carroll, C. Anderson*

This track of the concentration focuses on helping hospitality firms more profitably manage their capacity. Careers include revenue manager, front office manager, reservations manager, and consultant.

### Required Courses

- [H ADM 4474 Strategic Information Systems](#) (3 cr)
- [H ADM 6605 Yield Management](#) (3 cr)
- [H ADM 6606 Restaurant Revenue Management](#) (3 cr)

*Plus one of the following courses*

- [ENGRI 1101 Engineering Applications of Operations Research](#) (3 cr)
- [H ADM 4447 Managing Hospitality Distribution Strategies](#) (3 cr)
- [NBA 6000 The Strategic Role of Information Technology](#) (3 cr)

**See the advisor for a complete list of related courses beyond the courses listed above.**

## Design

*Advisors: R. Penner, S. Robson*

This track of the concentration deals with the planning and design of a variety of hospitality facilities. Careers include hotel interiors and foodservice design, corporate technical assistance, and renovation management.

### Required Courses

- [H ADM 3351 Hospitality Facilities Design](#) (4 cr)

**Plus one or both of the following**

- [H ADM 4453 Foodservice Facilities Design](#) (3 cr)
- [H ADM 3352 Hotel Planning and Interior Design](#)

**Plus courses from the following, for an overall total of 12 credits**

- [ARCH 1501 Drawing I: Freehand Drawing](#) (2 cr)
- [ARCH 2602 Building Technology, Materials, and Methods](#) (3 cr)
- [DEA 3030 Interior Materials and Sustainable Elements](#) (3 cr)
- [DEA 3500 Human Factors: The Ambient Environment](#) (3 cr)
- [H ADM 4457 Hotel Development](#) (3 cr)

## Development

*Advisor: R. Penner, S. Robson*

This track of the concentration focuses on the creation new hotels and restaurants. Topics include project feasibility, financing, planning, design, and construction. Careers include real estate development, both as an entrepreneur and in a corporate environment.

### Required Courses

- [H ADM 3351 Hospitality Facilities Design](#) (4 cr)
- [H ADM 4423 Hospitality Real Estate Finance](#) ( 3 cr)
- [H ADM 4457 Hotel Development](#) (3 cr)

### Recommended Courses

- [CEE 5950 Construction Planning and Operations](#) (3 cr)
- [H ADM 4451 Restaurant Development](#) (3 cr)
- [H ADM 4459 International Hospitality Development](#) (3 cr)
- [H ADM 4462 Intercultural Communication in the Hospitality Industry](#) (3 cr)
- [H ADM 4487 Real Estate Law](#) (3 cr)
- [H ADM 6628 Real Estate Finance and Investments](#) (3 cr)

See the advisor for related courses beyond the courses listed above.

## Marketing, Tourism, Strategy, and Information Systems

Michael Lynn, Area Director

### Services Marketing Management

*Advisors: B. Carroll, C. Dev, R. Kwortnik, M. Lynn*

This track focuses on how to get and keep profitable customers. It is appropriate for anyone planning a career in consulting, distribution, sales, marketing and/or marketing research.

## Required Courses

- [H ADM 2243 Marketing Management for Services](#)
- [H ADM 3343 Marketing Research for Decision Makers](#)
- [H ADM 3347 Consumer Behavior](#)

## Recommended Electives (students must take any two of these courses)

- [H ADM 3340 Franchising in the Hospitality Industry](#) (2 cr)\*
- [H ADM 3374 Fundamentals of Database Management and Data Analysis](#)
- [H ADM 4440 Understanding and Managing Hospitality Sales](#) (1 cr)\*
- [H ADM 4442 Strategic Marketing](#)
- [H ADM 4446 Hospitality Pricing and Analysis](#) (2 cr)\*
- [H ADM 4447 Managing Hospitality Distribution Strategies](#) (2 cr)\*
- [H ADM 4449 Integrated Marketing Communications](#)
- [H ADM 5540 Brand Management](#)
- [H ADM 5541 International Marketing](#)
- [H ADM 6645 Advanced Topics in Services Marketing](#)

Note: \*Any two of the 2 or 1 credit courses counts as one distributive elective in the concentration.

## Information Systems Management

*Advisors: P. Clark*

This track of the concentration is designed for students who are interested in technology and information systems, their development, management, and use. This track suits a broad range of career aspirations: management and IS consulting, project management, business and system analysis, and corporate and business-unit technology management.

## Required Courses

- [H ADM 3374 Fundamentals of Database Management and Data Analysis](#) (3 cr)
- [H ADM 4476 Visual Basic for Application: End-User Programming](#) (3 cr)

**Plus other courses recommended by the concentration advisor, for an overall total of 12 credits.**

## **Finance, Accounting, and Real Estate (FARE) Concentrations**

**Gordon Potter, Area Director**

The Finance and Accounting concentration focuses on analysis, financing, investing and control.

The Hotel School offers students four ways to specialize within the Finance and Accounting concentration. Students should choose the track that most closely matches their career objectives.

## **General Financial Management**

*Advisors: Any FARE faculty member*

This track of the concentration is designed for students who wish to have flexibility in their career path and/or want to prepare for a more generalized financially oriented career in either operations or consulting.

### **Required Courses**

- [H ADM 4423 Hospitality Real Estate Finance](#)
- [H ADM 4426 Advanced Corporate Finance](#)
- [H ADM 4429 Investment Analysis and Portfolio Management](#)

*Plus any other FARE area courses totaling 3 credits*

## **Hospitality Controllership**

*Advisors: D. Dittman, G. Potter*

This track of the concentration is designed for students seeking a career as a financial controller or as a managerial accountant in hospitality operations.

### **Required Courses**

**Any four of the following courses totaling 12 credits**

- [H ADM 4421 Internal Control in Hospitality Operations](#)
- [H ADM 4422 Taxation and Management Decisions](#)
- [H ADM 4426 Advanced Corporate Finance](#)
- [H ADM 4429 Investment Analysis and Portfolio Management](#)
- [H ADM 6624 Reporting and Analysis of Financial Statements](#)

## **Corporate Finance/Financial Consulting**

*Advisors: L. Canina, Q. Ma, G. Potter*

This track of the concentration is designed for students seeking a career as a financial consultant in a hospitality consulting firm and as a corporate finance analyst in a hospitality company.

### **Required Courses**

**Any four of the following courses totaling 12 credits**

- [H ADM 4423 Hospitality Real Estate Finance](#)
- [H ADM 4426 Advanced Corporate Finance](#)
- [H ADM 4427 Multinational Finance and International Risk Management](#)
- [H ADM 4429 Investment Analysis and Portfolio Management](#)
- [H ADM 6622 Hospitality Asset Management](#)
- [H ADM 6624 Reporting and Analysis of Financial Statements](#)
- [H ADM 6625 Securitization and Structured Financial Products](#)

## **Security Analyst/Investment Banking**

*Advisors: L. Canina, C. Chang, Q. Ma*

This track of the concentration is designed for students seeking a career a financial controller or as a managerial accountant in hospitality operations

### **Required Course**

**Any four of the following courses totaling 12 credits**

- [H ADM 4421 Internal Control in Hospitality Operations](#)
- [H ADM 4422 Taxation and Management Decisions](#)
- [H ADM 4426 Advanced Corporate Finance](#)
- [H ADM 4429 Investment Analysis and Portfolio Management](#)
- [H ADM 6624 Reporting and Analysis of Financial Statements](#)