



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

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

Information Science Concentration (University-wide)

- _____ Human Centered Systems
- _____ Social Systems
- _____ Information Systems

Finance Accounting and Real Estate (FARE) Concentration

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

Information Systems (IS)

- _____ IS Management

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 area 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 310: Statler Leadership Program

H ADM 410: Hospitality Management Seminar

H ADM 415: Managerial Leadership in the 21st Century

H ADM 491: Hotel Ezra Cornell

(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 314: High-Performance Leadership

H ADM 364: Corporate Communication

H ADM 411: Negotiations in the Hospitality Industry

H ADM 413: Introduction to Hospitality Entrepreneurship

H ADM 443: Innovation and Dynamic Management

H ADM 462: Intercultural Communication in the Hospitality Industry

H ADM 485: Employment Discrimination Law and Union-Management Relations

(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

Optional Selections (Minimum of 12 credits)

H ADM 313: Training

H ADM 411: Negotiations in the Hospitality Industry

H ADM 413: Introduction to Hospitality Entrepreneurship

H ADM 462: Intercultural Communication in the Hospitality Industry

H ADM 485: Employment Discrimination Law and Union-Management Relations

H ADM 604: Workforce Staffing and Scheduling

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

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 385 Business Law I

H ADM 485 Employment Discrimination Law and Union Management Relations

H ADM 487 Real Estate Law

H ADM 489 The Law of the Internet and E-Commerce

Set B: (Up to 3 credits)

H ADM 340 Franchising in the Hospitality Industry

H ADM 386 Insurance and Risk Management

H ADM 411 Negotiations in the Hospitality Industry

H ADM 420 Principles of Real Estate

H ADM 426 Corporate Finance

H ADM 423 Hospitality Real Estate Finance

H ADM 627 Multinational Finance and International Risk Management

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

Hospitality Facilities and Operations

Gary Thompson, Area Director

Hospitality Facilities and Operations 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 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 401 Restaurant Entrepreneurship

H ADM 435 (Lectures 1 & 2) Selection, Procurement, and Supply Management

Additional courses of benefit to this career path

H ADM 303 Club Management

H ADM 334 Wine and Food Pairing Principles and Promotion

H ADM 403 Specialty Food & Beverage Operations: Guest Chefs

H ADM 436 Beverage Management
H ADM 451 Restaurant Development
H ADM 453 Foodservice Facilities Design
H ADM 606 Restaurant Revenue Management

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, T. O'Connor, G. Pezzotti, A. Susskind, M. Tabacchi

This course of study 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 435 (Lecture 1) Selection, Procurement, and Supply Management
H ADM 436 Beverage Management

Additional courses of benefit to this career path

H ADM 402 Contract Foodservice Management
H ADM 403 Specialty Food & Beverage Operations: Guest Chefs
H ADM 404 Catering and Special Events Management
H ADM 432 Contemporary Healthy Foods
H ADM 435 (Lecture 2) Selection, Procurement, and Supply Management
H ADM 451 Restaurant Development
H ADM 453 Foodservice Facilities Design
H ADM 602 Spa and Spa Hotel and Resort Development and Management
H ADM 606 Restaurant Revenue Management
H ADM 634 Food & Beverage Marketing Strategy

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

Food and Beverage Support Services

Advisors: S. Mutkoski, R. Spies

A concentration in this area 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 435 (Lectures 1 & 2) Selection, Procurement, and Supply Management

Additional courses of benefit to this career path

H ADM 334 Wine and Food Pairing Principles and Promotion
H ADM 436 Beverage Management
H ADM 453 Foodservice Facilities Design
H ADM 609 Airline Service Management

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

Beverage Management

Advisors: S. Mutkoski, G. Pezzotti

This course of study 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 334 Wine and Food Pairing Principles and Promotion

H ADM 430 Introduction to Wines

H ADM 436 Beverage Management

Additional courses of benefit in this career path

H ADM 435 (Lecture 1) Selection, Procurement, and Supply Management

H ADM 437 Anheuser Busch Seminar in Quality Brewing and Fine Beer

H ADM 606 Restaurant Revenue Management

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

Specialty Operations: Clubs, Casinos, Catering, and Spas

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

Students may take any 12-credit combination of the following courses

H ADM 303 Club Management

H ADM 403 Specialty Food and Beverage Operations: Guest Chefs

H ADM 404 Catering and Special Events Management

H ADM 407 Seminar in Hotel Operations

H ADM 408 Introduction to Casino Operations

H ADM 602 Spa and Spa Hotel and Resort Development and Management

Revenue Management

Advisor: B. Carroll

This course of study 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 474 Strategic Information Systems

H ADM 605 Yield Management

H ADM 606 Restaurant Revenue Management

Plus one of the following courses:

H ADM 445 Services Marketing

H ADM 447 Managing Hospitality Distribution Strategies

ENGRI 115 Engineering Applications of Operations Research

NBA 600 The Strategic Role of Information Technology

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

Design

Advisors: R. Penner, S. Robson

This 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 351 Hospitality Facilities Design
H ADM 352 Hotel Planning and Interior Design **OR**
H ADM 453 Foodservice Facilities Design **OR** both

Recommended Courses

H ADM 457 Hotel Development
ARCH 151 Drawing I: Freehand Drawing
ARCH 262 Building Technology, Materials, and Methods
DEA 150 Introduction to Human-Environment Relations
DEA 303 Introduction to Furnishings, Finishes, and Materials
DEA 350 Human Factors: The Ambient Environment

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

Development

Advisor: D. Stipanuk

This 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 351 Hospitality Facilities Design
H ADM 423 Hospitality Real Estate Finance
H ADM 457 Hotel Development

Recommended Courses

H ADM 451 Restaurant Development
H ADM 459 International Hospitality Development
H ADM 462 Hospitality Asset Management
H ADM 487 Real Estate Law
H ADM 628 Real Estate Finance and Investments
CEE 595 Construction Planning & Operations

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

Marketing, Tourism, Strategy, and Information Systems

Michael Lynn, Area Director

Services Marketing Management

This concentration 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 343 Marketing Research for Decision Makers

H ADM 347 Consumer Behavior

Distributive Electives (students must take any two of these courses)

H ADM 345 Hospitality Sales

H ADM 374 Fundamentals of Database Management and Data Analysis

H ADM 442 Strategic Marketing

H ADM 447 Managing Hospitality Distribution Strategies

H ADM 540 Brand Management

H ADM 645 Advanced Topics in Services Marketing

Information Systems (IS)

In our service-oriented, knowledge economy, managing data and information is crucial to supporting business objectives. Technology-based IS enable the production of knowledge to support operations, management, and decision making. The field of information systems addresses these issues through the study of technology life cycles and analyzes their impact on organizations and society as a whole.

IS Management

Advisors: P. Clark, G. Piccoli

This track 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 374 Fundamentals of Database Management and Data Analysis

H ADM 574 Strategic Information Systems

H ADM 476 Visual Basic for Application: End-User Programming **OR**

H ADM 575 Internet Technologies for Entrepreneurs

Information Science Concentration (university-wide)

Advisors: P. Clark, E. Wagner

Information Science is an interdisciplinary field covering all aspects of digital information. The program has three main areas: human-centered systems, social systems, and information systems. Human-centered systems studies the relationship between humans and information, drawing from human-computer interaction and cognitive science. Social systems examines information in its

economic, legal, political, cultural, and social contexts. Information systems studies the computer science problems of representing, storing, manipulating, and using digital information.

This concentration/minor has been designed to ensure that students have grounding in all three of these areas, as well as in statistics. The requirements for the undergraduate concentration/minor are listed below. All courses must be chosen from the following list. In addition, a letter grade of C or better is required; S/U courses are not allowed.

All students interested in pursuing the IS concentration must contact the IS program by e-mailing infosci-minor@cs.cornell.edu with their name, college, major, and anticipated graduation date.

To fulfill the concentration in IS, students must take

1. Statistics: H ADM 201 Hospitality Quantitative Analysis
2. 1 course in Human-Centered Systems (see list below)
3. 1 course in Information Systems (see list below)
4. 1 course in Social Systems (see list below)
5. H ADM 374 Fundamentals of Database Management and Data Analysis
6. H ADM 474 Strategic Information Systems
7. **Either** H ADM 476 Visual Basic for Applications: End-User Programming **OR**
H ADM 375 Internet Technologies for the Entrepreneur

Courses that Satisfy the Requirements for the IS Concentration. *(For the most up-to-date list of available courses see: www.infosci.cornell.edu/ugrad/concentrations.html)*

Human-Centered Systems

- COGST 101 Introduction to Cognitive Science
- PSYCH 205 Perception
- PSYCH 214 Cognitive Psychology
- COMM 245 Psychology of Social Computing
- PSYCH 280 Introduction to Social Psychology
- PSYCH 342 Human Perception: Applications to Computer Graphics, Art, and Visual Display
- COMM 345 Human-Computer Interaction Design
- PSYCH 347 Psychology of Visual Communications
- PSYCH 380 Social Cognition
- PSYCH 413 Information Processing: Conscious and Nonconscious
- PSYCH 416 Modeling Perception and Cognition
- COMM 440 Advanced Human-Computer Interaction Design
- COMM 450 Language and Technology

Social Systems

- S&TS 250 Technology in Society
- S&TS 292 Inventing an Information Society
- ECON 301 Microeconomics*
- ECON 313 Intermediate Microeconomic Theory*
- SOC 304 Social Networks and Social Processes
- S&TS 349 Media Technologies

S&TS 355 Computers: From the 17 C. to the Dot.com Boom
ECON 368 Game Theory**
S&TS 387 The Automatic Lifestyle: Consumer Culture and Technology
LAW 410 Limits on and Protection of Creative Expression—Copyright Law and Its Close Neighbors
S&TS 411 Knowledge, Technology, and Property
ECON 419 Economic Decisions under Uncertainty
COMM 428 Communication Law
OR&IE 435 Introduction to Game Theory**
S&TS 438 Minds, Machines, and Intelligence
ECON 476 Decision Theory I

Notes: ***Only one of ECON 301 and ECON 313 can be taken for IS credit.**
 ***Only one of OR&IE 435 and ECON 368 can be taken for IS credit.**

Information Systems

CIS 130 Introductory Design and Programming for the Web
COM S 211 Computers and Programming
CIS 230 Intermediate Design and Programming for the Web
CIS 330 Applied Database Systems
LING 424 Computational Linguistics
CIS 430 Information Retrieval
CIS 431 Web Information Systems
COM S 432 Introduction to Database Systems
COM S 465 Computer Graphics I
COM S 472 Foundations of Artificial Intelligence
LING 474 Introduction to Natural Language Processing
OR&IE 474 Statistical Data Mining I
COM S 478 Machine Learning
OR&IE 480 Information Technology
CIS 501 Software Engineering
ECE 562 Fundamental Information Theory
COM S 578 Empirical Methods in Machine Learning and Data Mining

Finance, Accounting, and Real Estate (FARE) Concentrations

John Corgel, Area Director

The finance, accounting, and real estate area focuses on the analysis, financing, investing, control, and valuation of individual, corporate, and portfolios of hospitality assets. The Hotel School offers students five ways to concentrate in the FARE area. Students choosing a FARE concentration should choose the track that most closely matches their career objectives.

Students concentrating in the FARE area are **strongly urged** to augment their education with courses in probability and statistics, economics, econometrics, and mathematics. Firms hiring for entry-level positions look favorably on candidates with quantitative abilities. Taking courses in these areas will dramatically improve your competitiveness when interviewing for a position and will make you more effective as an industry professional.

General Financial Management

Advisors: Any FARE faculty

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 423 Hospitality Real Estate Finance

H ADM 426 Advanced Corporate Finance

H ADM 429 Investment Analysis and Portfolio Management

Plus, any other FARE area courses totaling 3 credits

Hospitality Controllership

Advisors: D. Dittman, N. Geller, 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.

Any four of the following courses totaling 12 credits

H ADM 421 Internal Control in Hospitality Operations

H ADM 422 Taxation and Management Decisions

H ADM 426 Advanced Corporate Finance

H ADM 429 Investment Analysis and Portfolio Management

H ADM 624 Reporting and Analysis

Corporate Finance/Financial Consulting

Advisors: L. Canina, S. Carvell, 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.

Any four of the following courses totaling 12 credits

H ADM 423 Hospitality Real Estate Finance

H ADM 426 Advanced Corporate Finance

H ADM 427 Multinational Finance and International Risk Management

H ADM 429 Investment Analysis and Portfolio Management

H ADM 622 Hospitality Asset Management

H ADM 624 Reporting and Analysis of Financial Statements

H ADM 625 Securitization and Structured Financial Products

Security Analyst/Investment Banking

Advisors: L. Canina, S. Carvell, C. Chang

This track of the concentration is designed for students wishing to pursue a career on Wall Street as a security or investment banking analyst.

Required Course

H ADM 429 Investment Analysis and Portfolio Management

Plus, any three of the following courses, totaling 9 credits

H ADM 423 Hospitality Real Estate Finance

H ADM 426 Advanced Corporate Finance

H ADM 427 Multinational Finance and International Risk Management

H ADM 624 Reporting and Analysis of Financial Statements

H ADM 625 Securitization and Structured Financial Products

Real Estate Finance

Advisors: J. Corgel, J. deRoos, D. Quan

This concentration is designed for students seeking a career in real estate and real estate finance at an investment bank, with an REIT, or with a real estate fund.

Required Courses

H ADM 420 Principles of Real Estate

H ADM 423 Hospitality Real Estate Finance

Plus, at least two of the following courses, totaling at least 6 credits

H ADM 487 Real Estate Law

H ADM 625 Securitization and Structured Financial Products

H ADM 628 Real Estate Finance and Investments