

# HOTEL ADMINISTRATION (HADM)

## HADM 1102 - Entrepreneurship and Concept Development in the Food and Beverage Industry (3 Credits)

As a participant of this course, you will be engaged in a thoughtfully designed blend of active learning sessions, group work, and lectures that focuses on assessing your market, testing your idea, and planning the successful execution of new food and beverage industry concepts. Through presentations, research, guest speakers, and more, you will be introduced to the segments and scope of the industry, to the major players, and to the market forces and critical issues at play in this competitive field. You will discover the importance of identifying your customer and learn how to conduct market research and apply marketing principles to food and beverage concepts. With this information, you will be able to shape your idea, define your value proposition, and develop an effective business case for your concept. In addition, you'll become acquainted with topics including food safety, standardization, and recipe development; explore menu design and planning; investigate facilities and production issues; identify basic concerns regarding supply chain and inventory management in a food and beverage setting; and familiarize yourself with purchasing and quality assurance concerns.

**Enrollment Information:** Open to: high school students. Not open to: matriculated Nolan School of Hotel Administration students.

**Last Four Terms Offered:** Summer 2025, Summer 2024, Summer 2023, Summer 2022

### Learning Outcomes:

- Deepen your understanding of the food and beverage industry, from market segmentation to menu planning, food safety, supply chain, and service issues.
- Learn what it means, and takes, to be an entrepreneur in the food and beverage industry.
- Identify the considerations required to develop a viable, and sustainable, food and beverage concept.
- Strengthen your business, marketing, and management knowledge.

Schedule of Classes (<https://classes.cornell.edu/>)

## HADM 1150 - Organizational Behavior and Leadership Skills (3 Credits)

This course provides students with the theoretical lenses and interpersonal skills required to become effective leaders of themselves and others at all organizational levels. With a particular emphasis on the hospitality industry, students develop an understanding and appreciation of the complexities of leading and managing individuals, teams and organizations, and acquire practical tools for accomplishing personal leadership and organizational goals within a service-based framework. Topics include understanding individual differences, leveraging conflict management, applying team-based problem-solving, understanding power and influence dynamics, principles of motivation, coaching and leadership, understanding of group process, and ethics. The course emphasizes practical application of all concepts to students' personal and professional lives and goals, with particular emphasis on work-life in hospitality and broadly, service contexts. Students learn through the use of case studies, self-assessments, experiential exercises, readings, discussions, papers, and group activities.

**Forbidden Overlaps:** AEM 3245, AEM 6245, HADM 1150, ILROB 1220, ILROB 5200

**Enrollment Information:** Enrollment limited to: Nolan students.

**Course Fee:** Course Fee, \$40. For Top Hat subscription.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

### Learning Outcomes:

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 2.3: Students will demonstrate productive team behaviors.
- PLO 3.1: Students will identify the ethical dimensions of a business decision.
- PLO 4.1: Students will describe their personal strengths and development needs related to hospitality management.
- PLO 4.2: Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

## HADM 1198 - Hotelie LaunchPad I: Maximizing and Leveraging the Cornell Experience (0.5 Credits)

**Last Four Terms Offered:** Fall 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1199 - Hotelie LaunchPad II: Maximizing and Leveraging the Cornell Experience (0.5 Credits)**

Hospitality is about engaging people through warm and genuine experiences with the goal of building loyal relationships. No longer just about lodging and foodservice, hospitality is now being recognized as a key aspect of many other kinds of business and service ventures. This course is designed to help you get a clearer idea of who you are, where your passions might lie within the very broad scope of hospitality, and how you can craft a successful Cornell Nolan Hotel School experience that helps launch you in the direction (or directions!) you want to go. Also, this course will prepare you for the inevitable challenges you will confront as a student at a world-class institution - managing your time, mastering content, dealing with pressure, and making connections.

**Enrollment Information:** Enrollment limited to: newly admitted Nolan School students.

**Exploratory Studies:** (CU-CEL)

**Last Four Terms Offered:** Spring 2025, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Identify opportunities to use hospitality in innovative ways to make a difference in any kind of organization.
- Build skills in making connections with others who can help you grow personally and professionally.
- Understand the ethical challenges of academic pressure and develop healthy approaches to resolving academic conflicts.
- Put together a plan for the types of courses and internships that interest you.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1210 - Financial Accounting (3 Credits)**

An introduction to financial accounting that studies transaction analysis, the balance sheet, income statement, statement of cash flows, and the statement of stockholder's equity. Accounting for investments, receivables, inventories, tangible and intangible assets, liabilities, long term bonds and capital stock transactions are studied. Basic financial ratios are introduced and interpreted. Ethical issues related to financial reporting are also discussed. Students who complete this course will have the pre-requisite knowledge to take HADM 2210 Managerial Accounting and HADM 2220 Finance.

**Forbidden Overlaps:** AEM 2210, AEM 2225, HADM 1210, HADM 2230, NCC 5500

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 4.1: Students will describe their personal strengths and development needs related to hospitality management.
- PLO 4.2: Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1350 - Introduction to Hotel Operations (3 Credits)**

This course will cover two broad topics: I) an overview of the hotel industry, and II) the operations of the Rooms Division of a hotel. It will also serve as a 'survey course' by introducing a wide range of topics that students will study in more depth in future courses. I) an overview of the hotel industry Set the context of the Hotel Industry: history, global economy. Study the major types of 'players' in the industry, especially owners, operators, and brand companies, and independents as well as the various types of business arrangements between parties. Examine several ways to classify both hotels and hotel customers, and then review hotel brands, and loyalty programs. Take a deeper dive into the revenue performance of a hotel, and look at some key metrics, as well as competitors and relative positioning. Prepare for and take a certification training program called 'Certificate in Hotel Industry Analytics' II) the operations of the Rooms Division of a hotel Examine the roles of a General Manager and several Division Directors, and discuss the nature of a Hotel Executive Committee. Look at hotel roles in terms of 'Front of the House' vs. 'Back of the House', and analyze how individual performance is evaluated. Take a much deeper dive into the Rooms Division - we will cover several areas, but much of our focus will be the front desk and housekeeping (note that these two areas are also the focus of the Hotel Practicum, details of which are below). Study overbooking (why and how), as well as some examples of the intersection of operations and analytics. Examine several revenue and cost line items on a Profit & Loss (P&L) statement, as well as the drivers of those line items, and look at various scenarios of hotel performance to see how those are reflected on a P&L. At the end of the course we will look at some current issues facing the industry, with an eye to the future; we'll learn about the role of technology, the importance of distribution channels, and the impact of ESG.

**Enrollment Information:** Enrollment limited to: NSHA and ITD students.

**Course Fee:** Course Fee, \$95. CHIA exam fee.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Introduce students to the hotel industry, the different players, types of hotels, and types of customers.
- Review performance metrics, including topline revenue metrics and bottom-line profit metrics.
- Examine the operations of a hotel, with a detailed focus on the Rooms Division, especially the areas of Front Desk and Housekeeping.
- Discuss current issues facing the hospitality industry.
- Practice applying key concepts to real-world hotel operations, via the Hotel Practicum, where students will 'shadow' employees of the Statler Hotel.
- Prepare students for an enlightening and memorable undergraduate experience at Cornell, and then a successful and impactful career in the hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1361 - Principles of Food and Beverage Operations Management (4 Credits)**

In this course students are introduced to the principles of food and beverage operations management. Attention is focused on market segments and industry structure with an emphasis on product and systems differentiation. Course goals include a conceptual understanding of, and the practical application of (e.g., lab activities), the components of foodservice systems: menu and product development and management, production, service, controls, financial analysis, food safety, ethics, and quality assurance.

**Enrollment Information:** Open to: Nolan School students.

**Course Fee:** Course Fee, \$15. For ServSafe Food Handler Certification.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Understand the major industry market segments and their basic operating characteristics.
- Utilize the language and concepts of restaurant operations to identify different organizational structures and the forces shaping them domestically and internationally.
- Identify and apply foodservice management concepts in an experience-based, production setting to cover topics including food safety, quality assurance, and cost controls.
- Calculate and interpret financial performance metrics and statements and explain how they impact decision making.
- Explore the importance of human relations and interactions in food and beverage operations, including the philosophy of service and hospitality.
- Identify and analyze ethical challenges in the industry as well as the impact of management decisions on all stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1410 - Microeconomics for the Service Industry (3 Credits)**

Introduces students to microeconomic principles and theories in the context of applications and solutions associated with the service industry with a focus on hospitality and travel. Topics include principles of production, supply and demand, firm behavior, costs, pricing, and topics specifically associated with the travel and hospitality industry. Course work includes readings, lectures, discussions, problem sets, and guest speakers.

**Forbidden Overlaps:** ECON 1110, HADM 1410

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1650 - Business Writing for Hospitality Professionals (3 Credits)**

Introduces the role and importance of effective communication in managerial work, especially in the hospitality industry. Students develop abilities in analytical thinking and clear expression. With an emphasis on business writing, this course builds foundational skills for creating professional-level communications. Students plan, develop, and produce increasingly complex written communications and deliver oral presentations.

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.2: Students will plan and deliver a professional-quality oral presentation.
- PLO 3.1: Students will identify the ethical dimensions of a business decision.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1740 - Business Computing (3 Credits)**

This course covers how to use the Microsoft Office productivity suite to analyze and solve business problems, answer business questions and promote effective personal and professional brand management. The overall objective of the course is to illustrate how to use software to promote competitive advantage in three ways: (1) Students will use Word to learn how to efficiently create professional documents that are both appealing and standardized in order to build brand recognition. (2) Students will learn how to use Power Point to visually convey complex information to stakeholders in a manner that promotes shared understanding. (3) Students will use Excel to organize data, transform data into information, and model a complex business problem.

**Enrollment Information:** Enrollment limited to: NSHA students.

**Course Fee:** Course Fee, \$30. Course fee.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.4: Students will demonstrate effective use of information technology.
- PLO 4.2: Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1810 - Introduction to Management (3 Credits)**

This course provides an introduction to the basic concepts and topics associated with managing and leading organizations, groups, and individuals. The traditional functions of management (planning, organizing, leading, and controlling) are discussed, with special attention paid to current workplace issues and developments, such as corporate social responsibility, ethics, and diversity.

**Forbidden Overlaps:** AEM 1200, AEM 2200, HADM 1810, ILRID 1700, NCC 5540

**Enrollment Information:** Enrollment limited to: non-NSHA students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2021, Fall 2017  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 1910 - Distinguished Lectures in Hospitality Management (1 Credit)**

The Dean's Distinguished Lecture Series is a long-standing School tradition that provides a unique opportunity for successful industry leaders to share their experiences with Cornell students. In its 92-year history, the Dean's Distinguished Lecture Series has hosted the most influential and accomplished leaders from every segment of the hospitality industry. Speakers share their views about successful management styles, possible career paths, critical industry-related issues, and qualities conducive to successful business leadership. Students have an unparalleled opportunity to learn and question how hospitality leaders view the current and future status of the industry.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2010 - Hospitality Quantitative Analysis (3 Credits)**

**Forbidden Overlaps:** AEM 2100, BTRY 3010, BTRY 6010, CRP 1200, ENGRD 2700, HADM 2010, HADM 2011, ILRST 2100, ILRST 6100, MATH 1710, PSYCH 2500, PUBPOL 2100, PUBPOL 2101, SOC 3010, STSCI 2100, STSCI 2150, STSCI 2200. In addition, no credit for MATH 1710 if taken after ECON 3130, ECON 3140, MATH 4720, or any other upper-level course focusing on the statistical sciences.

**Last Four Terms Offered:** Spring 2023, Fall 2022, Spring 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2011 - Hospitality Quantitative Analysis (3 Credits)**

This introductory statistics course is taught from the perspective of solving problems and making decisions within the hospitality industry. Students learn introductory probability, as well as how to gather data, evaluate the quality of data, graphically represent data, and apply some fundamental statistical methodologies. Statistical methods covered include: estimation and hypothesis testing relating to one- and two-sample problems of means, simple linear regression, and multiple regression. Excel is used as the statistical computing software and the class uses a very hands-on approach.

**Prerequisites:** HADM 1740 or HADM 2740.

**Forbidden Overlaps:** AEM 2100, BTRY 3010, BTRY 6010, CRP 1200, ENGRD 2700, HADM 2010, HADM 2011, ILRST 2100, ILRST 6100, MATH 1710, PSYCH 2500, PUBPOL 2100, PUBPOL 2101, SOC 3010, STSCI 2100, STSCI 2150, STSCI 2200. In addition, no credit for MATH 1710 if taken after ECON 3130, ECON 3140, MATH 4720, or any other upper-level course focusing on the statistical sciences.

**Enrollment Information:** Enrollment limited to: NSHA students.

**Distribution Requirements:** (MQL-AG, OPHLS-AG)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- Students will demonstrate effective use of information technology.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2021 - Critical Thinking and Mathematical Modeling in Operations (3 Credits)**

Operations management is the study of how things work. In this class, we will discuss how operations management can be used to help a hospitality company compete. After completing this course, you will: (1) understand core concepts, models and managerial issues in service operations management, (2) critically assess the performance of service delivery processes, (3) learn how to manage supply and demand, (4) learn how to manage quality, (5) develop proficiency in a range of quantitative and qualitative techniques necessary for hospitality service organizations, (6) learn how to manage a project, and (7) apply the concepts and techniques learned in class to the analysis of real-world service delivery processes.

**Prerequisites:** HADM 2011 or STSCI 2100 or ILRST 2100 or MATH 1710 or AEM 2100.

**Forbidden Overlaps:** HADM 2021, HADM 3010

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.2: Students will plan and deliver a professional-quality oral presentation.
- PLO 2.3: Students will demonstrate productive team behaviors.
- PLO 2.4: Students will demonstrate effective use of information technology.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2210 - Managerial Accounting (3 Credits)**

This course focuses on the use of accounting information for management decision making and control in hospitality settings. Topics include costing objects, budgeting, financial decision making, cost behavior, and management control systems. There will be one common final exam at the end of the semester.

**Prerequisites:** HADM 1210 or HADM 2230 or AEM 2210.

**Forbidden Overlaps:** AEM 3230, HADM 2210

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 3.1: Students will identify the ethical dimensions of a business decision.
- PLO 3.2: Students will evaluate the ethical consequences of their business decisions on various stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2220 - Finance (3 Credits)**

This course provides an introduction to core ideas in finance as well as a foundation for further study. Upon completion of this course students should be able to (1) perform basic valuation of cash flows from projects, bonds, and stocks; (2) demonstrate basic understanding of capital budgeting decisions through the use of concepts including the time value of money and discounted cash flow analysis; (3) assess the relation between risk and return and integrate that knowledge in determining corporate cost of capital; and (4) demonstrate an understanding of the role of debt and equity in corporate capital structure.

**Prerequisites:** HADM 1210 or HADM 2230.

**Forbidden Overlaps:** AEM 2240, AEM 2241, AEM 5241, HADM 2220, HADM 2250, NCC 5560

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 2221 - Principles of Hospitality Real Estate (3 Credits)**

This course emphasizes practical valuation and decision-making skills. You will receive an introduction to the business of hospitality and commercial real estate, including content on the major roles, activities and players, terminology, and how the relevant financial tools, institutional concepts, and economic models are used for sound investment decision-making.

**Prerequisites:** HADM 2220 or HADM 2250 or AEM 2240 or AEM 2241.

**Forbidden Overlaps:** HADM 2221, HADM 3210, HADM 4200, HADM 6200, REAL 6200

**Enrollment Information:** Enrollment limited to: Nolan School students.

**Course Fee:** Course Fee, \$60. For database access and training.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Examine hospitality (and other commercial) real estate markets to assess suitable investment opportunities given local demand, supply, and real estate price dynamics.
- Develop cash flow projections based on your market analysis and the operating characteristics of the investment property (based on the Uniform System of Accounts for the Lodging Industry).
- Analyze financing options under standard fixed- and adjustable-rate mortgages in order to assess the impact of financing choices on (hospitality) real estate investments.
- Use industry-standard tools to make investment decisions based on your market and property-level analysis and assess investment risks, including considerations around financing and taxation.
- Assess the profitability of renovation, refinancing, or disposition options available to the investor during the holding period of the property.
- Understand the basics of indirect investment in (hospitality) real estate through listed real estate investment trusts (equity) and real estate debt securities (CMBS).
- Identify the relevant practical legal concepts that govern the ownership of (hospitality) real estate.
- Evaluate the impact of management contracts and franchise agreements on real estate owners in the lodging industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2230 - Financial Accounting Principles (3 Credits)**

This introduction to financial accounting covers the preparation of financial statements, from transactional analysis through journal entries to financial statement presentation. We will do in-depth analysis of receivables and payables, revenue and expenses, and major balance sheet items, such as inventory, investments, long term bonds, capital stock, and tangible and intangible assets. We will study preparation of the statement of cash flows using both the direct and indirect methods. Along the way we will introduce some of the concepts of financial statement analysis. We will also discuss ethics in accounting and business. Students will work in teams for some of the time. After successful completion of this course you will be prepared to take an intermediate accounting course.

**Forbidden Overlaps:** AEM 2210, AEM 2225, HADM 1210, HADM 2230, NCC 5500

**Enrollment Information:** Enrollment limited to: non-NSHA students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2250 - Finance (3 Credits)**

This course provides an introduction to core ideas in finance as well as a foundation for further study. Upon completion of this course students should be able to (1) perform basic valuation of cash flows from projects, bonds, and stocks; (2) demonstrate basic understanding of capital budgeting decisions through the use of concepts including the time value of money and discounted cash flow analysis; (3) assess the relation between risk and return and integrate that knowledge in determining corporate cost of capital; and (4) demonstrate an understanding of the role of debt and equity in corporate capital structure.

**Prerequisites:** HADM 2230 and ECON 1110 or equivalent. Recommended prerequisite: STSCI 2100 or equivalent.

**Forbidden Overlaps:** AEM 2240, AEM 2241, AEM 5241, HADM 2220, HADM 2250, NCC 5560

**Enrollment Information:** Enrollment limited to: non-NSHA undergraduates.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2351 - Restaurant Management (3 Credits)**

This course covers concepts, issues, and business principles relevant to the restaurant industry, including market analysis, menu and service systems, and financial and operational management and applies them in a real-life restaurant setting. Students conceptualize and manage the operations of an in-person restaurant open to the Cornell community and evaluate the process and outcomes. Successful completion of the course requires students to complete TiPS and ServSafe certifications shortly after the start of the semester.

**Prerequisites:** HADM 1361.

**Forbidden Overlaps:** HADM 2351, HADM 3350

**Enrollment Information:** Enrollment limited to: Nolan School students.

**Course Fee:** Course Fee, \$40. For TiPS Alcohol Service Certification.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2360 - Food Service Management, Theory and Practice (4 Credits)**

**Last Four Terms Offered:** Spring 2023, Fall 2022, Spring 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2410 - Marketing Principles (3 Credits)**

Provides a broad introduction to the fundamentals of marketing. Explores the components of an organization's strategic marketing program, including targeting and positioning, and how to price, promote, and distribute goods and services. Marketing applications from various companies are presented and analyzed via multiple case discussions and field projects.

**Forbidden Overlaps:** AEM 2400, AEM 2420, HADM 2410, HADM 2430, NCC 4530

**Enrollment Information:** Enrollment limited to: non-NSHA students. Not open to: first-year or graduate students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Learn about concepts and terminology of modern marketing management and data analytics.
- Identify real-world issues faced by marketing managers and how to address them with qualitative and quantitative tools.
- Attain the techniques of marketing research and other tools used in the practice of marketing.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2430 - Marketing Management for Services (3 Credits)**

Students develop an understanding of marketing management for hospitality and related service organizations: the process through which organizations analyze, plan, implement, and control programs to develop and maintain beneficial exchanges with target buyers. Students learn about marketing management through a mix of readings, lectures, class discussions, individual and group exercises, industry guest speakers, and exams.

**Prerequisites:** Prerequisite or corequisite: HADM 1410.

**Forbidden Overlaps:** AEM 2400, AEM 2420, HADM 2410, HADM 2430, NCC 4530

**Enrollment Information:** Enrollment limited to: NSHA students. Not open to: first-year students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze hospitality marketing challenges.
- PLO 1.2: Students will critically evaluate hospitality marketing challenges and will formulate solutions based on principles from multiple management disciplines.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2550 - Hospitality Development and Planning (3 Credits)**

**Forbidden Overlaps:** HADM 2550, HADM 2560

**Last Four Terms Offered:** Spring 2023, Fall 2022, Spring 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2560 - Fundamentals of Hospitality Development and Management (3 Credits)**

This course provides an overview of the operation of hospitality facilities, including operating costs for various types of facilities, types and characteristics of major building systems, sustainable aspects of building equipment and management, and the responsibilities of the engineering maintenance department. The renovation needs and key managerial aspects of hospitality facility renovation projects are examined. Students are introduced to the issues and opportunities inherent in the development and planning of hospitality facilities, specifically hotels and restaurants. Course components include the project development sequence, conceptual and space planning, architectural design criteria, construction management, and the interpretation of architectural design and consultant drawings. There is an emphasis on setting appropriate facilities requirements, understanding industry practice, and implementing properties decisions within a balanced design, operations, and financial framework.

**Prerequisites:** Prerequisite or corequisite: HADM 1350.

**Forbidden Overlaps:** HADM 2550, HADM 2560

**Enrollment Information:** Enrollment limited to: NSHA students. Not open to: first-year students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- Students will create professional-quality written business documents.
- Students will identify the ethical dimensions of a business decision.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2720 - Information Retrieval and Research Methods (1.5 Credits)**

This course introduces the tools necessary to locate, evaluate, and analyze information available online. Students will recognize that authority online is constructed and contextual, as well as the ethical, legal, and economic implications of information. In addition to gaining information management skills, students will enhance their ability to think critically and write professionally.

**Last Four Terms Offered:** Spring 2024, Spring 2023, Spring 2022, Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2740 - Business Computing (3 Credits)**

This course covers how to use the Microsoft Office productivity suite to analyze and solve business problems, answer business questions and promote effective personal and professional brand management. The overall objective of the course is to illustrate how to use software to promote competitive advantage in three ways: (1) Students will use Word to learn how to efficiently create professional documents that are both appealing and standardized in order to build brand recognition. (2) Students will learn how to use Power Point to visually convey complex information to stakeholders in a manner that promotes shared understanding. (3) Students will use Excel to organize data, transform data into information, and model a complex business problem.

**Enrollment Information:** Enrollment limited to: non-NSHA and non-Arts & Sciences students.

**Course Fee:** Course Fee, \$30. Course fee.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 2810 - Human Resources Management (3 Credits)**

Facilitates an understanding of the policies, procedures, and systems required to attract, select, develop, and retain quality employees. Students learn about the major environmental factors that affect the HR function, including legislation, economics, and demographics. The course emphasizes HR issues and challenges that are particularly relevant to the hospitality industry. Instruction is based on lecture, discussion, and experiential activities, as well as case analysis and project work.

**Prerequisites:** HADM 1150.

**Forbidden Overlaps:** HADM 2810, ILRHR 2600

**Enrollment Information:** Enrollment limited to: NSHA students. Not open to: first-year or graduate students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3010 - Service Operations Management (3 Credits)**

Operations management is the study of how things work. In this class, we will discuss how operations management can be used to help a hospitality company compete. After completing this course, you will: (1) understand core concepts, models and managerial issues in service operations management, (2) critically assess the performance of service delivery processes, (3) learn how to manage supply and demand, (4) learn how to manage quality, (5) develop proficiency in a range of quantitative and qualitative techniques necessary for hospitality service organizations, (6) learn how to manage a project, and (7) apply the concepts and techniques learned in class to the analysis of real-world service delivery processes.

**Prerequisites:** HADM 2010.

**Forbidden Overlaps:** HADM 2021, HADM 3010

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2023, Spring 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.2: Students will plan and deliver a professional-quality oral presentation.
- PLO 2.3: Students will demonstrate productive team behaviors.
- PLO 2.4: Students will demonstrate effective use of information technology.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3030 - Club Management (2 Credits)**

**Last Four Terms Offered:** Fall 2022, Fall 2021, Fall 2020, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3040 - Club Management (1 Credit)**

**Last Four Terms Offered:** Fall 2022, Fall 2021, Fall 2020, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3055 - Hospitality, Health and Design Industry Immersion Seminar (1 Credit)**

Crosslisted with DEA 3055

This course provides students the opportunity to learn directly from invited industry speakers with expertise in a spectrum of industries that link health, wellness, senior living with hospitality and design. The speakers share their views on business, managerial, career, and other critical industry-related issues.

**Enrollment Information:** Enrollment limited to: sophomores, juniors and seniors, or by permission of instructor.

**Distribution Requirements:** (D-HE, LAD-HE, SBA-HE)

**Exploratory Studies:** (CU-CEL)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- Expose students to leaders of the fast-emerging industry segments that link hospitality with health, wellness, senior living, and design.
- Learn about leading organizations within the above emerging industries.
- Illustrate the variety of career opportunities in the emerging industry and related fields.
- Provide students with first-hand understanding of industry issues, trends, opportunities, and challenges.

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 3120 - Experiential Networking (1 Credit)**

In this interactive course, students will learn the different types and ways to network, how to create their own personal branding statement, best practices on how to reach out to someone you have not met before, ways to master the basics of video communications, and how to share and utilize their networks. This course expands student life and networking skills to add value and grow their knowledge, interpersonal/people skills, and experience to succeed in business and life.

**Enrollment Information:** Enrollment limited to: Johnson College of Business students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Students will begin to understand what networking is, identify and explain different networking styles and techniques, and identify their own style.
- Students will start to discuss and analyze best practices, be aware of their natural style and ways they can enhance their style or leverage their natural strength and adopt characteristics of different styles.
- Students will start to identify their core strengths and understand why these matters, home in on what they love and want to do, differentiate themselves by tying their strengths to results, and use persuasive communication techniques to start creating a powerful and compelling personal positioning statement.
- Students will be able to build specific action items, have more confidence and insights into how to reach out and network on various platforms, gauge the right timing for follow-up, and understand ways to execute their plan.
- Students should be able to use best practices while using technology (video, audio, internet connection), including ensuring they have a proper background, are prepared for discussion, and present themselves properly to build relationships regardless of the medium.
- Students will be able to understand who their current network connections are, how to utilize those connections to build and strengthen relationships as well as expand their networks and share them with others.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3121 - Experiential Networking II (0.5 Credits)**

This course is a continuation of HADM 3120. In this interactive course, students will learn the different types and ways to network, how to create their own personal branding statement, best practices on how to reach out to someone you have not met before, ways to master the basics of video communications, and how to share and utilize their networks. This course expands student life and networking skills to add value and grow their knowledge, interpersonal/people skills, and experience to succeed in business and life.

**Prerequisites:** HADM 3120.

**Enrollment Information:** Enrollment limited to: Johnson College of Business students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- Students will begin to understand what networking is, identify and explain different networking styles and techniques, and identify their own style.
- Students will start to discuss and analyze best practices, be aware of their natural style and ways they can enhance their style or leverage their natural strength and adopt characteristics of different styles.
- Students will start to identify their core strengths and understand why these matters, home in on what they love and want to do, differentiate themselves by tying their strengths to results, and use persuasive communication techniques to start creating a powerful and compelling personal positioning statement.
- Students will be able to build specific action items, have more confidence and insights into how to reach out and network on various platforms, gauge the right timing for follow-up, and understand ways to execute their plan.
- Students should be able to use best practices while using technology (video, audio, internet connection), including ensuring they have a proper background, are prepared for discussion, and present themselves properly to build relationships regardless of the medium.
- Students will be able to understand who their current network connections are, how to utilize those connections to build and strengthen relationships as well as expand their networks and share them with others.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3135 - Conversations with Entrepreneurs (3 Credits)**

This course will guide students to answer the fundamental question: Why Entrepreneurialism? Is it the right path for me?. Many people say they want to start a business but don't expect and desire the authority and responsibility that comes with it. The objective of this course is to both broaden students' thinking about what constitutes the field of entrepreneurial endeavor - and to sharpen their focus on the unique attributes they bring to the table in considering launching entrepreneurial ventures of their own in the future.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3170 - Hotel Leadership Development Program (1.5 Credits)**

This course is designed to deepen your understanding of hotel operations while you are engaging in real-world supervisory responsibilities within the Statler Hotel. As part of the Hospitality Leadership Development Program (HLDP), this course provides context for the hands-on experience in navigating the complexities of a dynamic hotel environment, including overseeing peers and long-tenured staff. Through interactive discussions, case-based learning, and practical application, you will refine the skills needed to coordinate teams, solve operational challenges, and ensure seamless guest experiences.

**Prerequisites:** one semester (200 hours) of employment at the Statler Hotel.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3210 - Principles of Hospitality Real Estate (3 Credits)**

This course emphasizes practical valuation and decision-making skills. You will receive an introduction to the business of hospitality and commercial real estate, including content on the major roles, activities and players, terminology, and how the relevant financial tools, institutional concepts, and economic models are used for sound investment decision-making.

**Prerequisites:** HADM 1210, HADM 2220, or equivalents.

**Forbidden Overlaps:** HADM 2221, HADM 3210, HADM 4200, HADM 6200, REAL 6200

**Enrollment Information:** Enrollment limited to: Nolan School students.

**Course Fee:** Course Fee, \$60. For database access and training.

**Last Four Terms Offered:** Spring 2024, Fall 2023, Spring 2023, Fall 2022

**Learning Outcomes:**

- Examine hospitality (and other commercial) real estate markets to assess suitable investment opportunities given local demand, supply, and real estate price dynamics.
- Develop cash flow projections based on your market analysis and the operating characteristics of the investment property (based on the Uniform System of Accounts for the Lodging Industry).
- Analyze financing options under standard fixed- and adjustable-rate mortgages in order to assess the impact of financing choices on (hospitality) real estate investments.
- Use industry-standard tools to make investment decisions based on your market and property-level analysis and assess investment risks, including considerations around financing and taxation.
- Assess the profitability of renovation, refinancing, or disposition options available to the investor during the holding period of the property.
- Understand the basics of indirect investment in (hospitality) real estate through listed real estate investment trusts (equity) and real estate debt securities (CMBS).
- Identify the relevant practical legal concepts that govern the ownership of (hospitality) real estate.
- Evaluate the impact of management contracts and franchise agreements on real estate owners in the lodging industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3230 - Introduction to Investments (3 Credits)**

This course discusses a wide range of investments-related topics. We study basic frameworks that provide investors guidance on how to value securities and make investment decisions; topics include basic concepts of return, risk, and prices, asset allocations, the capital asset pricing model, and performance evaluation. Our approach emphasizes both conceptual foundations and practical implementation. The course includes an extensive module on strategic asset allocation that includes a discussion of alternative investments. We cover various topics in active portfolio management, and in particular study equity screening and multi-factor models. The course highlights trends in the investment management industry and introduces terminology and tools familiar to investment professionals.

**Prerequisites:** HADM 2220, HADM 2250 or equivalent.

**Last Four Terms Offered:** Fall 2024, Fall 2022, Spring 2021, Spring 2020

**Learning Outcomes:**

- Course will deepen the students' understanding of the core principles behind investment and Portfolio Management.
- Students will be able to create portfolios across asset classes, and learn how assets are priced through general equilibrium price theory.
- Students will gain an understanding of basic active portfolio management techniques.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3235 - Corporate Finance (3 Credits)**

This course covers capital budgeting, firm valuation, capital structure and payout policies by focusing on real-life problems faced by the hospitality industry. We will (1) evaluate projects; (2) analyze financial statements and develop pro-formas; (3) understand how investment and financing decisions impact firm value; (4) develop complex spreadsheet models.

**Prerequisites:** HADM 2250, HADM 2220, AEM 2240, or AEM 2241.

**Enrollment Information:** Enrollment limited to: undergraduate juniors and seniors.

**Last Four Terms Offered:** Spring 2024, Spring 2023, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3275 - Introduction to Machine Learning in Business (3 Credits)**

This course aims to provide business majors with essential machine learning concepts and practical skills. Through a blend of theory and hands-on experiences, you'll learn how to utilize data-driven insights in the business world. The focus is on analyzing data effectively, improving prediction performance, and extracting valuable information for managerial decision-making. We'll apply machine learning to diverse business contexts, including predicting customer behavior, forecasting prices, and natural language processing. Each application involves specific machine learning tasks like classification, numeric prediction, and clustering. We'll tackle these tasks using various models, such as logistic regressions, support vector machines, decision-trees, ensemble learning (e.g., random forests and boosting), and neural networks. Throughout the course, we'll emphasize hands-on implementation using Python-based machine learning packages like scikit-learn, and make the advanced machine learning tools (e.g., XGBoost) accessible to business students.

**Prerequisites:** HADM 2011 or other introductory statistics course or instructor permission.

**Enrollment Information:** Priority given to: Nolan Students.

**Last Four Terms Offered:** Spring 2025

**Learning Outcomes:**

- Identify opportunities and challenges associated with machine learning in various business contexts.
- Implement different machine learning models and evaluate the model performance.
- Interpret and visualize analytical conclusions and insights.
- Design machine learning based solution to business context problems.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3310 - Environmental, Social and Governance Strategy in the Food and Beverage Industry (3 Credits)**

Through carefully selected readings, insightful case studies, and engaging discussions with industry experts, this course delves into the strategic challenges faced by food and beverage firms within the Environmental, Social, and Governance (ESG) framework. Through critical analysis of real-world cases, students gain a deeper understanding of leadership and development strategies relevant to the food and beverage industry and its role in shaping a sustainable global food system, with a strong focus on integrating ESG principles.

**Enrollment Information:** Enrollment limited to: Johnson College of Business seniors and to all Johnson College of Business graduate students

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3340 - Franchising in the Hospitality Industry (3 Credits)**

This course provides an introduction to franchising in the hospitality industry, including the advantages and disadvantages of franchising, the complexities of operating a franchise business, and key franchising policies. This course will help students develop the knowledge necessary to succeed as a franchisee, franchisor, or franchise executive.

**Prerequisites:** HADM 1350.

**Enrollment Information:** Enrollment limited to: NSHA students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2022, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3350 - Restaurant Management (3 Credits)**

This course covers concepts, issues, and business principles relevant to the restaurant industry, including market analysis, menu and service systems, and financial and operational management and applies them in a real-life restaurant setting. Students conceptualize and manage the operations of an in-person restaurant open to the Cornell community and evaluate the process and outcomes. Successful completion of the course requires students to complete TiPS and ServSafe certifications shortly after the start of the semester.

**Prerequisites:** HADM 1361 or HADM 2360.

**Forbidden Overlaps:** HADM 2351, HADM 3350

**Enrollment Information:** Enrollment limited to: Nolan students.

**Course Fee:** Equipment Fee, \$78. Fee includes \$40 TiPS and \$38 ServSafe Manager certifications.

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2023, Spring 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3365 - Foodservice Management Essentials (3 Credits)**

This course is an introduction to the principles of foodservice operations management, beginning with an overview of the foodservice industry at large. We first focus on major industry segments, business practices, and trends. More consideration is subsequently given to the components of the foodservice system: creating useful financial statements, elements/use of a business plan, marketing, menu design/planning, facilities/production, human resource issues, purchasing/controls, and quality assurance. This fundamental understanding of operations and basic managerial responsibilities will set the stage for further exploration of these issues in subsequent Nolan courses.

**Enrollment Information:** Enrollment limited to: non-Nolan students.

**Last Four Terms Offered:** Summer 2025, Spring 2025, Summer 2024, Spring 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3430 - Marketing Research (3 Credits)**

This course helps students become better consumers of marketing research. Topics include issues involved in designing, conducting, and interpreting focus groups, depth interviews, surveys, and experiments. Special emphasis is placed on what each method should and should not be used for and why.

**Prerequisites:** HADM 2430 and HADM 2010 or equivalent.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3435 - Marketing Analytics Immersion (4.5 Credits)**

Crosslisted with AEM 3400

**Forbidden Overlaps:** AEM 3400, HADM 3435, HADM 3470

**Last Four Terms Offered:** Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3470 - Consumer Behavior (3 Credits)**

Helps students become better at understanding, predicting, and influencing consumer behavior. Topics include motivation, perception, learning, decision making, attitudes, persuasion, compliance, geodemographics, and psychographics. The practical implications of psychological principles are emphasized. Specific applications involve such areas as guest frequency programs, menu design, promotional strategy, personal selling, sales and marketing planning, and marketing research. Class time is used for discussions and application exercises as well as for the presentation of relevant information.

**Prerequisites:** HADM 2430, HADM 2410, AEM 2400, AEM 2420, or equivalent.

**Forbidden Overlaps:** AEM 3400, HADM 3435, HADM 3470

**Enrollment Information:** Enrollment limited to: undergraduate juniors and seniors.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3510 - Hospitality Facilities Design (3 Credits)**

This intensive studio course provides the graphic skills necessary for design and experience in applying these skills in hospitality planning and design. Using digital drafting skills with SketchUp software learned in class, students prepare design projects including design of guest rooms, guest room floors and public space and back-of-house functions. In addition to studio critiques, the course includes in-class discussions of site analysis, target markets, architectural choices and the use of inspirational precedents. This intensive studio course provides the graphic skills necessary for design and experience in applying these skills in hospitality planning and design. Using hand drafting skills learned in class, students prepare design projects including design of guest rooms, guest room floors and public space and back-of-house functions. In addition to studio critiques, the course includes in-class discussions of site analysis, target markets, architectural choices and the use of inspirational precedents.

**Prerequisites:** HADM 2550 or HADM 2560.

**Enrollment Information:** Enrollment limited to: juniors and seniors.

**Course Fee:** Course Fee, \$55. One year subscription to SketchUp for Students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2022, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3610 - Communication for Entrepreneurs (3 Credits)**

Communication skills are essential for entrepreneurs. Entrepreneurs face unique communication challenges when communicating with initial investors, business partners, founding employees, first customers, and the media. Students will apply course concepts to their own ideas while developing communication competencies in a variety of entrepreneurial communication contexts.

**Distribution Requirements:** (SSC-HA)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2022, Spring 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3640 - Corporate Communication (3 Credits)**

How you communicate as a leader will determine your ability to convey ideas, manage teams, win support, and get promoted within an organization. This course analyzes how companies handle crisis communication, work with the media, manage change, and inspire employees. With an emphasis on current events, we'll study both traditional communication methods and communication technologies. Expect written assignments and highly interactive presentations to build your communication skills.

**Prerequisites:** HADM 1650 or waiver; non-SHA undergraduates: completion of their college's writing requirement.

**Enrollment Information:** Priority given to: SHA students.

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2017, Spring 2017  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3650 - Persuasive Business Communication for Hospitality Leaders (3 Credits)**

Develops the knowledge and skills that hospitality managers need to face an array of persuasive communication challenges. This course builds on the principles of effective managerial communication (HADM 1650) and organizational behavior and interpersonal skills (HADM 1150). The course introduces the theory and principles of persuasion and focuses on their application in a range of management and leadership contexts.

**Prerequisites:** HADM 1150 and HADM 1650.

**Forbidden Overlaps:** HADM 3650, HADM 3670, HADM 6670, HADM 7610, REAL 6640

**Enrollment Information:** Enrollment limited to: NSHA juniors or seniors.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.2: Students will plan and deliver a professional-quality oral presentation.
- PLO 4.1: Students will describe their personal strengths and development needs related to hospitality management.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3670 - Persuasive and Ethical Communication (3 Credits)**

This course will help you to develop the knowledge and skill as a future organizational leader to address persuasive and real ethical communication challenges. It focuses on the art of applying persuasion theory and principles to a range of diverse leadership and communication contexts.

**Prerequisites:** First-Year Writing seminar for undergraduate students.

**Forbidden Overlaps:** HADM 3650, HADM 3670, HADM 6670, HADM 7610, REAL 6640

**Enrollment Information:** Enrollment limited to: non-Nolan SHA students.

Not open to: first-year students.

**Distribution Requirements:** (SSC-HA)

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a solution.
- Students will critically evaluate a problem and will formulate a solution based on principles from at least two management disciplines.
- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate productive team behaviors.
- Students will identify the ethical dimensions of a business decision.
- Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3710 - Python Programming (3 Credits)**

Introduction to programming in Python with an emphasis on Hospitality applications. No previous programming experience is required. Topics covered include programming basics, file input and output, Excel integration, database integration, and data analysis.

**Prerequisites:** HADM 1740 or HADM 2740.

**Forbidden Overlaps:** AEM 2840, AEM 2841, AEM 5840, CS 1133, HADM 3710

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Fall 2021

**Learning Outcomes:**

- Basic proficiency in programming.
- Basic proficiency in Python programming.
- The ability to create Python programs that can read from and write to files.
- The ability to create Python programs that integrate closely with Excel.
- The ability to create Python programs that integrate closely with databases.
- The ability to create Python programs for analyzing data.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3740 - Fundamentals of Database Management and Data Analysis (3 Credits)**

Prepares students to create and manage information in a knowledge-based organization. Students learn to design and use database tools to perform analyses and to make decisions in today's information-rich business environment. The course provides both theoretical and practical perspectives of database design and administration, with a focus on application. To manage this balance, students first gain a foundation of database concepts from lecture and course readings, and subsequently apply these fundamentals through various projects and assignments. Topics include information and information management in organizations; fundamentals of relational database design and implementation; writing and running SQL queries; working in database design teams and as individual research analysts; database design and management using Microsoft Access; database normalization; data-driven decision making; conversion of data into information and knowledge that can be leveraged to achieve business objectives; the role of data and information management in contemporary society; and data management opportunities in the hospitality industry.

**Prerequisites:** HADM 1740 or HADM 2740.

**Forbidden Overlaps:** AEM 2820, HADM 3740, HADM 6740

**Enrollment Information:** Enrollment limited to: undergraduate students.

Priority given to: NSHA juniors and seniors.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3870 - Business and Hospitality Law (3 Credits)**

Provides students with an integrated presentation of employment discrimination, tort, and contract concepts as they apply to the legal aspects of hospitality management. Students examine relevant federal and state cases and statutes. The overall objective is to enable students to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions in the workplace.

**Forbidden Overlaps:** AEM 3200, HADM 3870

**Enrollment Information:** Enrollment limited to: NSHA sophomore, junior, or senior students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- PLO 1.1: Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- PLO 1.2: Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.
- PLO 3.1: Students will identify the ethical dimensions of a business decision.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 3880 - Law for Hotel Owners and Operators (3 Credits)**

Students interested in hotel operations, asset management, or real estate should take this course because it will examine three critical areas of the law as it relates to hotel owners and operators, including hotel management agreement disputes, franchise law, and managing legal risk to third parties.

**Last Four Terms Offered:** Spring 2024, Spring 2023, Spring 2022, Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 3960 - Seminar in Leadership, Diversity, and Inclusion (3 Credits)**

Diversity and inclusion is on everyone's mind. We all know that together, we have to do a better job providing tools and resources to leaders to improve their ability create, sustain, and institutionalize diversity and inclusion (D&I) behavior in their organizations. To truly realize the benefits from D&I activities, initiatives and programs, leaders must be prepared to address the challenges we face in the broadly diverse hospitality industry. For our students, this course is designed to build both a theoretical and practical understanding of how to manage the ever-evolving needs for D&I programs in the global hospitality industry.

**Distribution Requirements:** (SCD-HA)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4010 - Data Driven Analytics (3 Credits)**

The practice of business is changing. Due to increasing desktop computing power and companies amassing large amounts of data, business decisions are becoming more and more data based. This holds in many sectors such as in internet marketing and online retailing where the only interaction with the customer is in digital form. This course aims at conveying some core principles of data driven decision making. This course is very hands-on and emphasis will be placed on solving real business cases, using real data via advanced spreadsheet enabled models, dashboarding and business intelligence with Power BI and detailed modeling using the statistical programming language R. The course covers a wide variant of models/topic including traditional descriptive analytics (through PowerBI), predictive analytics and machine learning (through R) and prescriptive analytics including optimization and simulation (in Excel and R).

**Prerequisites:** HADM 2010, HADM 2011 or HADM 3010, or permission of instructor.

**Last Four Terms Offered:** Fall 2020, Summer 2020, Fall 2018, Spring 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4015 - Operations Analysis and New Business Models (3 Credits)**

New operating models (new ways of doing things) are disrupting the hospitality sector and beyond (think: AirBnB, delivery-only restaurants, focused hospitals, food-delivery startups, etc.). This course builds and uses operations management tools to understand these new models. In a course project, students use this understanding to identify new business opportunities.

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2021, Spring 2020

**Learning Outcomes:**

- Strengthened and expanded skills required to analyze existing operating models.
- Expertise, materials and tools to independently come up with the new operating models and systematically evaluate them.
- Life-long skills to study and invent new operating business models.
- Disruptive Opportunities: the participants are well set to develop multiple successful businesses, either as corporate or independent entrepreneurs.
- Leverage sustainability challenges into opportunities.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4032 - Special Topics in Services Management: What to Do About Other People (1.5 Credits)**

This course invites you to go beyond the academic understanding of the hospitality industry into the personal realm. It will challenge you by studying one of the hardest parts of life: dealing with others. This course examines the origins of hospitality, hospitality as a competitive business advantage, and hospitality as a function of character over circumstance. The goal is to explore the power and range of hospitality as a basis for leadership. To do so, we will practice the art of turning toward others. We will test two hypotheses: That making money and caring for humans are not at odds with one another; and that you are not as different as you may hope, or alone as you may fear.

**Last Four Terms Offered:** Spring 2025

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4050 - Revenue Management (3 Credits)**

Revenue Management (RM), sometimes referred to as Dynamic Pricing, are methods for profitably managing hotel capacity. The intent of this course is to teach you how to effectively implement RM techniques. Emphasis will be placed on the integration among techniques, information technology, and to expose you to RM the travel market. While the course focuses on implementation of hotel RM, other application areas in travel and retail will be discussed. In addition, you will be expected to express technical revenue management terms in clear, managerial language.

**Prerequisites:** HADM 2021.

**Enrollment Information:** Enrollment limited to: seniors.

**Last Four Terms Offered:** Fall 2023, Fall 2022, Fall 2021, Fall 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4070 - Hospitality Operations and Consulting (3 Credits)**

This course focuses on advanced, operations-related, analytical tools that can be applied in hospitality operations. These tools are best suited to either people working as internal consultants (i.e., analysts) or external consultants (for consulting firms). There are two main focuses: (1) benchmarking and best practice analysis; and (2) service processes. This course also examines the practices of firms offering hospitality operations consulting.

**Prerequisites:** HADM 2010 or HADM 2011 or equivalent.

**Last Four Terms Offered:** Fall 2024, Fall 2022, Fall 2020, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4080 - Introduction to Casino Operations (3 Credits)**

Introduction to Casino Operations focuses primarily on the operation and ownership of US commercial casinos, and the hotels attached to them and Native American gambling. We will look at the historical development of gaming in America to understand how the industry has evolved to its present form. By the end of the course, students will understand the organizational structure of a casino hotel, how it operates and how it makes money. Students will also gain an understanding of the different companies involved in owning casino hotels and the current issues facing these companies. We will look at casino marketing strategies and player rating systems. We will examine the social and economic impact of gaming and the various regulatory environments within which casinos operate. We will learn how common casino games are played as well as understand the mathematics of the various games. Students will build on their food and beverage and hotel knowledge to better understand the specific challenges facing casino hotel operators.

**Enrollment Information:** Enrollment limited to: undergraduate students.

**Course Fee:** Course Fee, \$150. Fee amount approximate.

**Last Four Terms Offered:** Spring 2025, Fall 2023, Fall 2018, Fall 2017

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4100 - Hospitality Management Seminar (1 Credit)**

HADM 4100 complements HADM 1910 by providing students with an extraordinary opportunity to interact with leaders in the hospitality industry in a limited-enrollment seminar. Students and guest speakers participate in roundtable discussions to gain a better understanding of industry trends, challenges, and opportunities.

**Corequisites:** HADM 1910.

**Enrollment Information:** Enrollment limited to: NSHA seniors.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4110 - Negotiations in the Hospitality Industry (3 Credits)**

Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through the use of role-play exercises, discussions, and writing exercises, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' different personalities and negotiation tactics.

**Prerequisites:** HADM 1150 or equivalent.

**Enrollment Information:** Enrollment limited to: undergraduate students.

**Course Fee:** Course Fee, \$53. Required registration fee for use of cases distributed online.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2022, Fall 2021

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- Students will critically evaluate a hospitality management problem and will formulate a solution based on principles from at least two management disciplines.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4115 - Managing Professional Relationships (3 Credits)**

Through lecture, experiential exercises, videos, and readings, students will prepare to be effective hospitality leaders by a) learning how to effectively build and maintain high quality relationships, b) developing an awareness of and strategies for managing relational challenges, and c) deriving a framework for building relational capability in an organization.

**Enrollment Information:** Open to: all undergraduate students.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2020, Spring 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4130 - Entrepreneurial Management (3 Credits)**

Turn big ideas into thriving ventures in Entrepreneurial Management. This course equips aspiring entrepreneurs and future leaders with the frameworks and skills to build and scale successful organizations that make a positive impact. Learn how to identify real opportunities using GenAI, craft powerful visions, design scalable structures, and foster a winning culture. Gain practical tools to secure resources, manage risk, and drive growth. From navigating uncertainty to leading with purpose, this course prepares you to build ventures that create lasting value for both business and society. Ideal for any student starting or planning to start a business.

**Enrollment Information:** Enrollment limited to: sophomores, juniors and seniors.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2023, Spring 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4140 - Innovation and Corporate Renewal (3 Credits)**

Innovation is a top priority for CEOs worldwide and organizations are actively seeking leaders who can drive it from within. Innovation & Corporate Renewal prepares you to be that leader. Discover how global companies launch new ventures, develop breakthrough products, and transform themselves to stay competitive. Through real-world cases, actionable frameworks, and the application of GenAI, you'll learn to lead bold initiatives, tackle complex challenges, and spark change. Whether you pursue corporate leadership, consulting, or entrepreneurship, this course will give you the skills and mindset to stand out and make an impact in today's innovation-driven world.

**Enrollment Information:** Enrollment limited to: sophomores, juniors and seniors.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4144 - Developing an Entrepreneurial Mindset (1.5 Credits)**

Success in both your career and personal life depends on how you think, adapt, and solve problems. Developing an Entrepreneurial Mindset teaches you to think creatively, act decisively, and make smart decisions even with limited information. Through real-world examples and proven strategies, you'll build resilience, adaptability, initiative, communication, and problem-solving skills — traits top recruiters seek and tools you can apply daily. Most importantly, you'll learn how to apply entrepreneurial thinking to achieve both professional and personal goals, helping you turn ideas into action and create meaningful impact in every part of your life.

**Enrollment Information:** Open to: sophomore, junior, and senior students.

**Exploratory Studies:** (EUAREA)

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Spring 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4145 - Business Model Innovation and Design (3 Credits)**

The movement towards a service-based economy has coincided with a fundamental shift in technology and manufacturing ventures to a business model and plan in which the value proposition and customer experience has become central. As a result, the service component of products, based on the value they provide to consumers, has become dominant. Additionally, business modeling for service-based businesses is inherently different from for product or technology ventures. Students interested in starting service-based companies as well as those interested in developing service-based business models for technology and new product startups will find this course relevant and useful. This is an experientially based course. Students will be engaged in the process of business model and business plan development throughout the semester.

**Enrollment Information:** Enrollment limited to: juniors or seniors.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Spring 2022, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4150 - Practical Leadership: Foundations for a Career (1 Credit)**

**Last Four Terms Offered:** Spring 2020, Spring 2019, Spring 2018, Spring 2017

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4190 - Key Drivers for Making Innovation Happen (1 Credit)**

Innovation and entrepreneurship are not just about creating new things. True innovation and entrepreneurship are about creating new value.

The goal of this course is to set students up for success in adding new value to organizations, whether the organizations are established ones or new ones. There are plenty of books and articles about innovation and entrepreneurship that contain a variety of frameworks and concepts. This course goes a step beyond that and highlights select key drivers for making innovation happen. It's a one-weekend course specifically focused on having and using (1) a perspectives mindset and (2) a process to identify and choose unconventional solutions. Additional shorter discussions will touch on being able to go from concept to creation (to value) and enrolling others in your innovation. This interactive course includes the following elements: ? A mix of reading, cases, examples, exercises ? Actual tools that will be used in class and in real life ? Opportunities to engage in real-world situations ? Hands-on experience that you can apply to any situation to innovate and grow

**Enrollment Information:** Primarily for: juniors and seniors.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4195 - The NYC Venture Capital Trek (1 Credit)**

This course is designed to introduce undergraduate students to the tech VC ecosystem in NYC from the perspective of actual venture capital investors. We will cover, at a high level, various aspects of how venture capitalists perform their multifaceted industry functions (for example, startup founder evaluation and relationships, due diligence, internal deal approval and selling process, and post investment portfolio company support). Students will also hear startup pitches and roll play as VCs, but these pitches will also include actual VCs to provide real time input and startup evaluation.

**Course Fee:** Course Fee, \$120. For transportation and provided meals.

**Last Four Terms Offered:** Spring 2025

**Learning Outcomes:**

- Understand the role of a tech venture capitalist.
- Appreciate how VCs evaluate and build relationships with founders.
- Identify what makes investment opportunities attractive to VC firms.
- Identify red flags in venture capital due diligence.
- Identify how VCs add value to portfolio companies in the post investment/incubation process.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4200 - Principles of Real Estate (3 Credits)**

This introduction to real estate finance and investment emphasizes developing valuation and decision-making skills. It introduces students to the business of real estate, including major roles, activities and players, terminology, and how the relevant financial tools, institutional concepts, and economic models are used in for sound investment decision-making in real estate.

**Prerequisites:** HADM 2230 or equivalent, and HADM 2250 or equivalent.

**Corequisites:** Corequisite: Nolan School students must enroll in HADM 2221 or HADM 3210.

**Forbidden Overlaps:** HADM 2221, HADM 3210, HADM 4200, HADM 6200, REAL 6200

**Enrollment Information:** Enrollment limited to: non-Nolan undergraduate students.

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4205 - Real Estate Financial Modeling (3 Credits)**

This course covers the basic financial models and frameworks used throughout the real estate industry today. In this introductory course, students will focus exclusively on a rigorous cash flow construction and scenario analysis to include the impact of deterministic inputs in ex-ante decision making. The course covers extensively the modeling of simple lease structures (for different property types), conventional and exotic debt instruments and simple equity waterfalls.

**Prerequisites:** HADM 2221 or HADM 3210 or HADM 4200 or HADM 6200 or REAL 6200.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2023, Spring 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4230 - Hospitality Real Estate Finance (3 Credits)**

Focuses on real estate financing for hospitality-oriented projects. Lectures address the following topics: methods of measuring rates of return; feasibility and appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, and participating, convertible, and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; and trends in international hotel franchising. Presentations by hospitality industry real estate practitioners tie course material to current industry practices.

**Prerequisites:** HADM 2221 or HADM 3210 or HADM 4200

**Course Fee:** Course Fee, \$130. For database access and training. Fee amount approximate.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4232 - Behavioral Finance (3 Credits)**

The traditional framework for thinking about financial markets assumes that all market participants are fully rational. The past four decades have seen the emergence of an important new paradigm, behavioral finance, which argues that many financial phenomena are the result of less than fully rational thinking. This course provides an in-depth discussion of the field. We revisit basic topics in finance from a behavioral finance perspective: topics related to markets (e.g. stock market fluctuations, popular investment strategies, bubbles); topics related to investor behavior (e.g. poor investment decisions by households); and topics related to corporate finance and managerial behavior (e.g. security issuance, mergers and acquisitions). We discuss the lessons of behavioral finance for how investors and managers should behave. A running theme in the course is that knowledge of behavioral finance is essential for anyone who seeks a full understanding of modern financial markets; the emergence of this field is one of the biggest conceptual developments in financial economics over the past 40 years. The course will give students a new framework for thinking about financial markets, investor behavior, and managerial behavior; a framework that is psychologically more realistic, not least in allowing for less than fully rational thinking on the part of some market participants. Over the course of the term, we will study dozens of academic papers.

**Prerequisites:** HADM 2250, HADM 2220, AEM 2240, or AEM 2241.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4235 - Cornell Real Estate Case Competition Course (1.5 Credits)**

Each year, Cornell organizes in November the Cornell International Real Estate Case Competition (CIRECC). The top 20 undergraduate academic real estate programs in the world enter teams of six real estate students to compete in this exciting and enriching academic event. Students in this class learn how to effectively pitch a commercial real estate transaction to a panel of senior real estate professionals. A team of six is then sent to the actual competition to represent Cornell. During the competition, teams will be judged not only on their investment recommendations, their approach to the problem, and their presentation skills, but also on their ability to answer and respond to direct and probing questions posed by the judges. Students should be advised that the workload will be extensive and will involve working on numerous practice cases as a team and developing individual presentation skills.

**Last Four Terms Offered:** Fall 2024, Spring 2019, Fall 2018, Spring 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4250 - Securitization and Structured Financial Products (3 Credits)**

Deals with the structure and analysis of securitized financial products with an emphasis on residential and commercial mortgage-backed securities (MBS). The course is intended for those who wish to acquire a working knowledge of the analysis of such securities (e.g., collateralized mortgage obligations, commercial MBS, auto loans, and credit card-backed securities) and an understanding of the securitization process. The course's subject matter necessitates a highly analytic and quantitative approach, and students are required to have a strong background in finance and economics.

**Prerequisites:** HADM 2221, HADM 3210 or HADM 4200 or permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2020, Spring 2020, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4255 - Real Estate Development (3 Credits)**

This course provides an in-depth analysis of the concepts and paradigms that are most often encountered in real estate development. The course is designed to provide an overview of the real estate development process with an emphasis on analysis, risk management, and decision-making relative to changing economic, environmental, institutional, regulatory, and social contexts. Topics discussed include, but are not limited to, market analysis, site acquisition, due diligence, zoning entitlements, approvals, site planning, building design, construction, financing, leasing, ongoing management, and disposition.

**Prerequisites:** HADM 4200/HADM 6200 or HADM 4230/HADM 6210 or equivalent.

**Enrollment Information:** Enrollment limited to: juniors and seniors.

**Last Four Terms Offered:** Spring 2024, Spring 2022, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4260 - Advanced Corporate Finance (3 Credits)**

The focus of this course is the application of corporate finance theory to real-life corporations. This will be accomplished through discussions of the theoretical and empirical work as well as hands-on analysis of real-life cases regarding corporate finance issues that face managers. The primary topics covered are: payout policy, capital structure and related financing choices, the role of venture capital financing, the decision to go-public, the impact of agency problems between firm management and security holders and between different classes of security holders on corporate governance and different ways of solving such agency problems, as well as mergers/takeovers and other restructuring decisions. One of the aims of the course is to develop students' ability to make judgments in a realistic setting. In addition, students are expected to develop their capacity to articulate judgments both orally and in writing.

**Prerequisites:** HADM 1210, HADM 2220, and HADM 2010 or equivalent.

**Enrollment Information:** Enrollment limited to: juniors or seniors.

**Last Four Terms Offered:** Fall 2024, Fall 2018, Spring 2018, Spring 2017

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4265 - Mastering Strategy Execution: Control Systems to Win (3 Credits)**

This course gives you the tools to execute a winning strategy. Once strategy is defined, managers must allocate scarce resources among units and hold people accountable for those resources. Managers must use performance measurement and control systems to direct and motivate desired behaviors and monitor progress against the previously defined strategy.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- How to design an effective organization to win in the current competitive environment.
- How to identify the organization's primary customer.
- How the process of resource allocation among organizational units.
- How to design core values to provide guidance for decision making throughout the organization.
- How to develop and implement systems to measure and monitor organizational performance.

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 4270 - Fixed Income Analysis (3 Credits)**

This course provides an in-depth analysis of the concepts that are most often encountered in the market for fixed income securities. The goals of the course are threefold: (1) to develop the set of tools required to evaluate virtually any fixed income instrument; (2) to illustrate the mechanics and intuition of hedging and other trading and portfolio strategies; and (3) to explore the key features of both traditional and derivative fixed income instruments. The course focuses on topics that are most likely to have practical relevance for students, while helping students develop a theoretical and mathematical approach to valuation and risk management that will be useful in a wide range of financial applications.

**Prerequisites:** HADM 2220, or equivalent (such as HADM 2250 for non-NSHA students).

**Last Four Terms Offered:** Spring 2025, Fall 2022, Fall 2021, Fall 2017  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4271 - Investment in Real Estate Securities and Funds (3 Credits)**

This course focuses on equity investment in commercial real estate through indirect vehicles. The course builds on standard investment and corporate finance concepts. The high-level learning objectives are to familiarize students with indirect real estate investment and to introduce the analytical tools required to value the firms in that sector.

**Prerequisites:** Prerequisite or corequisite: HADM 4280 or HADM 6280 or equivalent coursework and securities investment experience.

**Last Four Terms Offered:** Spring 2025, Spring 2020, Spring 2019, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4280 - Real Estate Finance and Investments (3 Credits)**

This course promotes sound real estate investment and finance decision making through the use of advanced theory and techniques in financial economics. Real estate investment decisions are made from applications of an extended version of the after-tax discounted cash flow model and other valuation models, including option pricing and regression models. Financing decisions are made using the techniques of modern financial analysis. A wide array of equity and debt financing options are considered including partnership agreements and commercial mortgages. Securitization of equity and debt claims to real estate also are covered. All types of income-producing residential and nonresidential real estate are analyzed, including hospitality properties.

**Prerequisites:** HADM 2221 or HADM 3210 or HADM 4200.

**Enrollment Information:** Enrollment limited to: undergraduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4285 - Derivatives: Forwards, Futures, Swaps, and Options (3 Credits)**

The market for financial instruments called derivatives has experienced dramatic growth over the years. Market participants use derivatives (commonly various types of forwards, futures, swaps, and options) to transfer and manage risks regarding practically anything (e.g., from common ones, including financial assets such as stocks and indices, or commodities such as oil, corn, and wheat, to more niche ones such as weather), as well as express views on market outcomes about them and trade to make profit. My goal is to help students develop strong intuition and build the skills necessary to understand, value, and use derivatives. In order to provide a useful treatment of the topics suitable for a rapidly changing environment, I will stress fundamental concepts and emphasize important applications throughout the course.

**Prerequisites:** at least one of the following courses: HADM 2220, HADM 2250, HADM 7230, AEM 2240, AEM 2241, AEM 5241, NCC 5060, or NCC 5560.

**Last Four Terms Offered:** Spring 2025

**Learning Outcomes:**

- Learn how derivatives are used to transfer and manage risks of their "underlying" asset (which includes but is not limited to financial assets, commodities, and interest rates), as well as express views on market outcomes about them. For example, oil futures can be used to create protection against movements in oil price and thus minimize the buyer's exposure to it, or in contrast they can also be used to bet in favor or against oil price.
- Learn how the type of the underlying asset affects how a derivative operates and is priced. For example, the pricing characteristics of a future differ if the underlying asset is a financial asset, a commodity, or interest rate.
- Learn the no-arbitrage principle and how it is used to price forwards, futures, and swaps.
- Learn how the fact that forwards are traded over the counter and futures are traded over exchanges impact these derivatives.
- Learn the pricing of options, as well as why and how their pricing differs from the pricing of the other derivatives mentioned above (forwards, futures, and swaps).

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4300 - Introduction to Wines (2 Credits)**

Students will be introduced to the major wine-producing regions of the world. The course focuses on understanding the terms on a wine label, discussing aromas and flavors and connecting flavors to the growing and production factors that influence them. Food and wine pairing, wine etiquette and responsible consumption are also topics. This forms the basis for what a consumer needs to know to confidently navigate a wine list and to make sound purchase decisions in retail wine shops or online.

**Course Fee:** Course Fee, \$45. For wine tasting kit.

**Distribution Requirements:** (ALC-HA)

**Exploratory Studies:** (EUAREA)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 4310 - Wine and Food Pairing Principles and Promotion (3 Credits)**

Focuses on the pairing and creative marketing of wine and food. Students develop an understanding of regional and varietal wine styles, how food flavors can change a wine's flavor, and the promotion of wine and food. Topics include wine and food pairing principles, cuisines and their flavor components, food trends in restaurants and in the home, special event planning, and wine-list development. Students design and present wine and food tastings to industry guests.

**Prerequisites:** HADM 4300.

**Enrollment Information:** Enrollment limited to: NSHA seniors and graduate students.

**Distribution Requirements:** (ALC-HA)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4315 - Nonprofit Social Enterprise and Food Justice (3 Credits)**

This course will provide an overview of nonprofit social enterprise and food justice through service-learning, with a focus on food systems, social ventures and economic policies. Key objectives include identifying management best practices for leading nonprofit food service organizations, including strategy, managing employees/volunteers, fundraising, grant proposal writing, board governance, and marketing and social media. Through lectures, class discussions, case study analysis, research, community service practicums, and a service learning final project working with a partner organization, students will explore the economic, social, and political issues of combating poverty and hunger in the United States. The focus of the course will be on nonprofit food service organizations designed to combat hunger in our communities such as food banks, soup kitchens and shelters, community outreach organizations, school feeding programs, and social change through advocacy. Contingent university travel guidelines in the fall, a field trip may be required.

**Enrollment Information:** Recommended prerequisite: HADM 1361, or equivalent food service management course, or permission of instructor.

**Course Fee:** Course Fee, \$75. Field trip fee.

**Distribution Requirements:** (D-AG), (GLC-HA, SCD-HA)

**Exploratory Studies:** (CU-CEL, CU-SBY)

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Fall 2022

**Learning Outcomes:**

- Identify some of the causes and consequences of hunger and food security in the United States, including methods of measuring availability and accessibility of food in communities.
- Identify critical means of providing healthy, nutritious, and affordable meals for underserved populations, such as children and the elderly.
- Compare emergency food programs, federal food, and nutrition assistance and the community food security movement, and assess strengths and limitations of each.
- Gain comparative and holistic knowledge of today's food systems (production, distribution, consumption, and waste) with an emphasis on food system problems and possible solutions.
- Define and explain social entrepreneurship and social innovation.
- Outline key financial issues facing food service nonprofit organizations, including identifying various sources of fundraising for nonprofit food service organizations and identify key components of a compelling grant proposal.
- Outline methods for assessing nonprofit performance in the food service industry.
- Articulate connections between hunger, health, and food service systems that are designed to combat these social issues.
- Describe key legal issues facing food service nonprofit organizations (such as food safety and sanitation guidelines).
- Explore and establish networking connections with nonprofit food service organizations through a service learning project.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4320 - Contemporary Healthy Foods (3 Credits)**

This course builds awareness among foodservice professionals regarding nutrition, sustainability, food policy, food ethics, and food insecurity. Sophisticated consumers embrace environmental health, are concerned about where their food comes from and how it impacts the environment along with food service and farmworkers. In-depth discussions will focus on topics including: food waste, sustainable farming and harvesting, consumer health needs, purchasing and sourcing, preparation, advertising, marketing, merchandising, and food insecurity, food policy, and food politics and ethics.

**Prerequisites:** HADM 3350 or equivalent.

**Enrollment Information:** Priority given to: seniors and graduate students; others may enroll, space permitting.

**Distribution Requirements:** (SSC-HA)

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2022, Spring 2021, Spring 2020, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4335 - Contemporary Issues in Food (3 Credits)**

This course intends to build awareness among the public regarding nutrition, food ethics, policy, insecurity, and sustainability. Sophisticated consumers and business operators are increasing the embrace of environmental health, customer health, and food sourcing. Students will explore the everchanging landscape of the food and beverage industry as seen through this societal lens. Discussion and lab topics include sustainable farming and consumer health needs, the power of food marketing, merchandising, and the selling of healthy menus in restaurants.

**Prerequisites:** HADM 1361, HADM 2351, or permission of instructor.

**Distribution Requirements:** (SSC-HA)

**Last Four Terms Offered:** Spring 2025, Spring 2024

**Learning Outcomes:**

- Explain how governmental policies have influenced our food supply.
- Examine the effects that food marketing, the press and university researchers have on food choices and food policy.
- Guide students through the selection of high quality produce and meats.
- Objectively and subjectively evaluate the quality and value proposition of various similar foods.
- Analyze the effect that mass farming practices have on the flavor and safety of animal protein, fruits, and vegetables.
- Explore the effects of large scale food production and farming on workers' health and well being.
- Analyze the sustainability of the environment and the health of our nation regarding farming practices.
- Understand the challenges and opportunities of producing high quality healthy restaurant menu items from the farmers market or other sustainable sources.
- Participate in tastings of various foods (e.g. farm raised v. wild caught salmon, plant based meat alternatives v. traditional meats, etc.).

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4340 - Catering and Special Events Management (3 Credits)**

The catering and special events industries are among the fastest-growing segments within the hospitality industry. This course focuses on off-premise and on-premise catering for social and business functions and the management of large-scale independent events, such as sporting events, artistic performances, and product launches. Topics include organizational structure, legal aspects of catering and special events management, product and service development, marketing and sales, catered function and special event planning and execution, staff recruitment and training, post-event analysis, and financial success of catering.

**Prerequisites:** HADM 2360.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4350 - Selection, Procurement, and Supply Chain Management (3 Credits)**

This course deals with contemporary management issues related to procurement activities within the hospitality industry. Focus is on both the food distribution industry and the hospitality industry so that students understand the role the distributor plays in the movement of food and supplies from the producer to the hospitality operator and how the creation of distribution partnerships serves to improve efficiency and reduce costs. Topics include distribution channels and intermediaries in the supply chain, food distributor financial statement analysis, evaluation and selection of suppliers, development of buying strategies, influence of economic and environmental factors on supply, purchase timing and inventory management, the emerging role of the Internet, and e-procurement service providers.

**Prerequisites:** HADM 3010.

**Forbidden Overlaps:** HADM 4350, HADM 4385, HADM 6350, HADM 6385

**Enrollment Information:** Enrollment limited to: NSHA juniors, seniors or permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4360 - Beverage Management (3 Credits)**

Designed for students who intend to pursue a career in food and beverage management. Course work deals specifically with the management of beverage operations. Topics for discussion include tracking beverage trends; risk-liability management; staff training and responsible customer service; wine and spirits list development; beverage pricing; food and wine pairings; the beverage industry structure and beverage alcohol regulations; purchasing, storage, and service; major beverage categories; cost controls and loss prevention; and creative beverage merchandising.

**Prerequisites:** HADM 4300.

**Enrollment Information:** Permission of instructor required. Contact the instructor for enrollment details. HADM or fee elective for NSHA students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4375 - Introduction to Fermented Grains, Hard Ciders, and Sake (3 Credits)**

The course will introduce students to fermented grain beverages and ciders from around the world. The class will explore basic production methods of the products. Demonstration of the proper way to examine the different products will be done through lecture and tastings.

**Enrollment Information:** Enrollment limited to: undergraduate students.

**Distribution Requirements:** (ALC-HA)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4380 - Culture and Cuisine (3 Credits)**

This course will provide an overview of the factors that contribute to the development and evolution of food culture and behavior around the world. The class will use an inter-disciplinary approach using in-class discussion and kitchen production informed by readings and research across anthropology, geography, history, sociology, and psychology to examine how factors combine to create a food culture, its cuisine, and how both impact the human experience.

**Distribution Requirements:** (ALC-HA, GLC-HA)

**Exploratory Studies:** (EUAREA, LAAREA)

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4410 - Strategic Management (3 Credits)**

Strategic management integrates all of student's previous courses, including marketing, finance, accounting, operations, etc., and introduces them to new strategic management concepts. The course examines the total enterprise, the industry, and the competitive environment in which it operates. The goal is to develop a mastery of the analytical tools to perform analyses of the industry and competitors. The course focuses on how firms formulate, implement, and evaluate strategies. Using a case-based approach, the course emphasizes critical thinking and decision making to maintain competitive advantage in a hypercompetitive and maturing industry.

**Prerequisites:** one of the following courses: HADM 2021, HADM 2211, HADM 2430, HADM 2560, HADM 2810, HADM 3650, and HADM 2351 or HADM 3350.

**Enrollment Information:** Enrollment limited to: Nolan School seniors and juniors by permission.

**Course Fee:** Course Fee, \$45. For required materials: maximum, which include cases and articles directly from HBR.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a hospitality management solution.
- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate productive team behaviors.
- Students will identify the ethical dimensions of a business decision.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.
- Students will describe their personal strengths and development needs related to hospitality management.
- Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4425 - Introduction to the Global Leisure Cruise Industry (1.5 Credits)**

This course introduces students to the global leisure cruise industry—the economics, markets, and organizations that comprise the fastest-growing sector of the hospitality industry. Topics feature a conceptual grounding in cruise service management, including finance, strategic planning, demand and revenue management, marketing, distribution, hotel operations, marine operations, and human resource management, coupled with real-world application provided by executives from a leading company in the industry: Royal Caribbean Group. Students conduct integrative analyses that examine opportunities and challenges across the cruise industry.

**Enrollment Information:** Enrollment open to: Nolan sophomores, juniors, and seniors; others by permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2023, Spring 2022, Spring 2021

**Learning Outcomes:**

- Understand the fast-changing economics of the global leisure cruise industry.
- Recognize the interdisciplinary business complexities of the cruise product as it evolves from a niche leisure product to a global travel and hospitality experience.
- Demonstrate problem-solving skills and approaches for addressing organizational, technological, and multi-cultural challenges in the leisure cruise industry.
- Appreciate the ethical issues facing the leisure cruise industry along environmental, cultural, and legal dimensions.
- Apply knowledge of hospitality management attained through the Nolan School's foundation courses to a unique hospitality business setting.
- Develop analytical skills and one's view of the broader hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4430 - Wine Marketing (3 Credits)**

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4432 - Advanced Topics in Strategic Management (3 Credits)**

This course will introduce students to the fundamental strategies for innovation, entrepreneurship, and change. Through workshop activities, readings, lectures, and case discussions, we will take the perspective of entrepreneurial individuals, who generate and evaluate innovative ideas, formulate entrepreneurial strategies to capture value from those ideas, and effect positive changes in life and work.

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4435 - Luxury Marketing (3 Credits)**

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4440 - Lodging Strategy and Innovation (1.5 Credits)**

The course focuses on the practical application of strategy and innovation in the global lodging industry utilizing case studies, guest lectures and analysis of current industry events, leveraging the Professor's 37-year career at Marriott.

**Last Four Terms Offered:** Spring 2022, Fall 2021

**Learning Outcomes:**

- Thoroughly understand and apply innovative strategies in all aspects of brands and property operations (Customer Services, Sustainability, Brand's Disruptions, etc.).
- Identify and strategically analyze different business models for branded vs non-branded companies, niche brands, owner operators, capital providers, etc.
- Approach and understand strategic decision making from the series of industry leading guest speakers. Students will benefit from the extensive lessons delivered, trends, and real-life scenarios from weekly news articles, case studies and guest speakers, specifically applied to China Market as the main example in this course.
- Ability to identify, analyze, and critique stage-of-the-brand and its strategies in operation. Propose and recommend practical, trendy and applicable strategies for such brands.
- Opportunity to connect and network with successful industry leaders and showcase strategic analytical skills through the final project presentation and report.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4470 - Managing Hospitality Distribution (3 Credits)**

In this course, we frame the issue of channel distribution, and look at recent trends. Costs and benefits of each distribution channel are evaluated, and channels are studied in the context of the segments and types of customers they deliver to hotels. We use a 'channel x segment' framework to study the impact of distribution approaches, and we consider source markets as well. We examine 'preference' and the associated payments to achieve that. Metrics and analysis approaches play a significant role in distribution, and that is reflected throughout this course. Issues such as the Billboard Effect and Onward Distribution are examined. We will study 'bias-direct' strategies that hotels have implemented, and take a 'Game Theory' approach to analyzing such decisions. Group and individual projects give the opportunity to apply what we learn to real-world scenarios.

**Prerequisites:** HADM 2430, HADM 2410, AEM 2400, or AEM 2420.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4480 - Brand Management (3 Credits)**

Brands have become the central organizing principle of most hospitality organizations, guiding many decision and actions. This elective course addresses important brand management decisions faced by hospitality firms. Combining the latest in thought leadership on this topic with practical exercises and research presentations, you will learn how to manage a brand for increased customer engagement, market advantage and profitability. We will cover key elements of brand management via presentations on key concepts as well as reading and presenting brand management research to give you the skills to incorporate both industry practices and insight from empirical articles into your brand management toolkit.

**Forbidden Overlaps:** AEM 3121, HADM 4480

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2021, Fall 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4490 - Integrated Marketing Communication and Digital Media (3 Credits)**

This course delves into the dynamic field of marketing promotion with a focus on the hospitality and service industries. Building on theories and research from brand management, communications, consumer learning and information processing, and persuasion and attitude change, students will examine traditional promotions tools such as broadcast advertising, public relations, and direct marketing, as well as digital media tools such as search and website marketing, content marketing, social media, influencer marketing, experiential marketing, digital-direct, and programmatic advertising. The main course project is the development of an integrated marketing communications plan for a service organization. Students will also demonstrate their emerging knowledge through presentations on industry practices and essay exams focusing on the theories that guide marketing-communications strategy.

**Prerequisites:** HADM 2410, HADM 2430, AEM 2400, or AEM 2420.

**Enrollment Information:** Open to: juniors and seniors.

**Exploratory Studies:** (EUAREA)

**Last Four Terms Offered:** Spring 2023, Spring 2022, Fall 2020, Spring 2019

**Learning Outcomes:**

- Possess knowledge of the core marketing-promotion approaches and their interaction with the brand and buyer depending on marketing objectives.
- Understand the key elements of persuasion that are used to influence consumers and how consumers learn from and make sense of marketing persuasion.
- Critically analyze IMC strategy and execution.
- Create IMC programs with results that are measurable.
- Select the appropriate media and messages for given communication objectives.
- Evaluate the effectiveness of emerging media tools in achieving marketing objectives.
- Work with teammates to craft an IMC campaign for a client and pitch your ideas through a reading-deck report and team presentation.
- Identify ethical issues in marketing communications and how to make principled, responsible decisions for effective marketing within the global business environment.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4500 - Sustainable Development (4 Credits)**

An advanced, experiential learning course in which students are primarily tasked to work directly with hospitality companies to solve real sustainability-related issues in the marketplace. Projects are related to the greening of current operations (operational), the refurbishment of existing assets and properties (brownfield), and the establishment of new businesses (Greenfield). The goal is to help students develop and refine critical analysis and decision-making skills related to hospitality management and sustainability through hands-on learning experiences. Short weekend practicum trip required.

**Enrollment Information:** Enrollment limited to: juniors and seniors.

**Distribution Requirements:** (GLC-HA)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4510 - Restaurant Development (3 Credits)**

Students are exposed to the process, challenges, and rewards of developing a restaurant concept from the idea to the construction of the first unit. The course includes readings, discussions with industry leaders, and cases. It culminates with students formulating a detailed restaurant concept and development plan.

**Prerequisites:** Prerequisite or corequisite: HADM 2351.

**Enrollment Information:** Enrollment limited to: NSHA seniors or graduate students; juniors and non-NSHA students by permission of instructor. Non-NSHA students must have significant foodservice operations experience.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2020  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4515 - Hospitality Visioning and Concept Design (3 Credits)**

This course is an interdisciplinary course where one can apply what they have learned in hospitality development & design, marketing, real estate and operations, to envision a hotel concept, or brand story, and fully develop it with a team to understand how this concept informs site selection, program, design, and operational procedures.

**Prerequisites:** HADM 2550 or HADM 2560.

**Enrollment Information:** Primarily for: NSHA students. Non-NSHA students must obtain written permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Spring 2022

**Learning Outcomes:**

- Foster an in-depth understanding of the hotel real estate development process with an emphasis on the Concept Phase and how decisions in the front-end impact future phases in the process.
- Understand how branding, design and operations inform each other to deliver a seamless experience for the guest.
- Understand the sequential nature of the development of a hospitality brand and learn how to apply a brand vision as a filter for all decisions throughout the development process.
- Understand the role of each professional in the development of a new hotel concept including developer, architect/designer, marketing/branding professional, and operator.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4530 - Foodservice Facilities Design (3 Credits)**

This course introduces the basic concepts of foodservice facilities design and planning with an emphasis on restaurant kitchens. This course emphasizes general practices among foodservice facilities designers, including program development, product and workflow, equipment selection, architectural and engineering considerations, and project management. A brief introduction to computer-aided design software will be provided. Students will learn to conceptualize, plan, and create a design for a medium-size restaurant kitchen and front-of-house service areas.

**Prerequisites:** HADM 2351 or HADM 3350, and HADM 3510.

**Enrollment Information:** Enrollment limited to: NSHA seniors; juniors by permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4550 - Introduction to Sustainable Tourism (3 Credits)**

This course will examine the fundamental principles that are the building blocks of sustainability's Triple Bottom Line. We'll explore environmental preservation, concepts in sustainable food, and community engagement, in detail and consider how they may apply to relevant stakeholders. The benefits and challenges of implementing a triple bottom line approach of various organizations will be evaluated.

**Distribution Requirements:** (GLC-HA)

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2024, Fall 2018, Fall 2017, Fall 2016  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4570 - Project Management for Hospitality Real Estate Development (3 Credits)**

This course presents a framework for managing the real estate development process offering project management skills applicable for all development projects including project planning, budgeting, scheduling and impact management as well as leadership, communications, team formulation, procurement and management ethics. The course also presents a range of case studies addressing the contingencies any project must inevitably endure. In-class exercises, case studies, class discussions are required course activities.

**Prerequisites:** HADM 2550 or HADM 2560.

**Enrollment Information:** Enrollment limited to: seniors; juniors by permission of instructor.

**Last Four Terms Offered:** Spring 2024, Fall 2022, Fall 2021, Fall 2020  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4620 - Intercultural Communication in Global Business (3 Credits)**

Designed to help managers develop proficiency when communicating among and between people who do not share similar cultural assumptions. Students can expect to learn communication variables that differ among cultural groups, including the use of eye contact, body language, personal space, hierarchy, and time. Additional topics include persuasion and negotiation across cultures and the ethics of communication in international business. Students learn through a blend of theory and practice. Activities include lectures, guided discussions, group projects, student and guest speaker presentations, and analysis of specific cross-cultural managerial challenges, with an emphasis on the service industry.

**Distribution Requirements:** (GLC-HA, SSC-HA)

**Exploratory Studies:** (EUAREA, LAAREA)

**Last Four Terms Offered:** Spring 2024, Fall 2018, Fall 2017, Spring 2017  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4650 - Impactful Unscripted Communication Practicum (3 Credits)**

The course teaches advanced business public speaking skills for business and hospitality contexts. It includes a series of workshops, individual and small group coaching, and ongoing instructor and peer critiques. The course materials and projects build on the speaking skills introduced in HADM 1650 and help students further master audience awareness, flexibility, and adaptability to various media and emerging contexts such as video interviews and virtual meetings.

**Prerequisites:** HADM 1650.

**Distribution Requirements:** (SSC-HA)

**Last Four Terms Offered:** Spring 2024, Spring 2019, Spring 2018, Spring 2017

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 4750 - Machine Learning for Business and Hospitality Applications (1.5 Credits)**

The world is becoming increasingly data driven. In this context, the ability to leverage machine learning techniques to extract value from data is vital across many businesses, including the hospitality industry. This course is designed to meet the emerging need of this sector. This course aims to convey core principles of machine learning and hands-on applications of on solving real business problems. This course emphasizes on how to draw managerial insights and support business decisions from data. The methods that would be covered include linear regression, logistic regression, classification trees, clustering, and neural networks. This course also explains concepts including bias-variance trade-off, model interpretability, cross-validation, prescriptive analytics, and ethical concerns of machine learning.

**Prerequisites:** HADM 2010 or HADM 2011 or HADM 2021 or HADM 3010.

**Enrollment Information:** Priority given to: SHA students.

**Last Four Terms Offered:** Spring 2024

**Learning Outcomes:**

- Understanding of the basics concept and pipeline of machine learning.
- Apply and interpret the outcome of popular machine learning algorithms.
- Using data to support decisions.
- Be aware of ethical concerns of machine learning, including fairness, privacy, security issues and social responsibility.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4760 - Visual Basic for Applications: End-User Programming (3 Credits)**

This is an introductory programming course for end-users (e.g., business managers and consultants). Students develop fluency in the popular Visual Basic for Applications (VBA) language. Using VBA, students learn how to customize and extend the Microsoft Office Suite, with an emphasis on Excel. They also develop custom information systems using Microsoft Office applications as programmable building blocks. Secondary objectives of the course are to cover fundamental design and programming principles. The course is entirely lab-based.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4770 - Advanced Business Modeling (2 Credits)**

This course is taught in a 'flipped' environment. It focuses on organizational systems, planning, and the decision process and how information is used for decision support in organizations. Students are provided with practical skills in developing spreadsheet computer models using Microsoft Excel. Topics include business planning and forecasting, numerical methods, advanced formulas and functions, user-interface design, data protection and validation, importing external data, and output presentation.

**Prerequisites:** HADM 1740, HADM 2740, AEM 2010, FSAD 2880, or ILRID 2660.

**Forbidden Overlaps:** AEM 2010, AEM 2011, HADM 6770, ILRID 4699, ILRID 6990

**Enrollment Information:** Enrollment preference given to: NSHA students. Not open to: first-year students.

**Distribution Requirements:** (OCE-IL)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4800 - Law for Entrepreneurs (3 Credits)**

An analysis of key legal issues that a startup or growing business must address, including: (i) choosing type of business entity, (ii) proper establishment and utilization of corporate boards of directors, (iii) sources of capital and understanding capitalization structures (common stock, preferred stock, warrants, etc.) (iv) use of stock options as employee incentives, (v) protecting confidential information and inventions, (vi) fundamental employment practices, (vii) negotiating relationships with landlords, distributors, resellers and customers; and (viii) secured transactions and basic debtor-creditor law. Three to four young, successful entrepreneurs will give lectures about specific legal issues they have confronted in their business start-ups. In addition, use of video conferencing technology will allow another 3-4 entrepreneurs into the classroom for similar Q & A exchanges.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4810 - Labor Relations in the Hospitality Industry (3 Credits)**

Crosslisted with ILRGL 4810

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4815 - Digital Platforms (3 Credits)**

Platforms have become central to many of society's most important functions. You use them to find information (Google, Bing, etc.), communicate with friends (iOS, WhatsApp), find a date (Tinder, Bumble), book a flight (Google Flights), make hotel (Kayak) or restaurant reservations (OpenTable). There is a good chance you are reading this course description on a digital platform (OS X, Linux, or Windows). This seminar provides a multidisciplinary lens by which to study these organizations as the intersection of markets, technology, and institutions. The sessions will discuss how platforms have transformed labor, democracy, economics, law, and other aspects of social life. In doing so, this seminar will allow students to engage in discussions about surveillance, capitalism, inequality, power, and cooperation.

**Enrollment Information:** Enrollment limited to: undergraduate students.

**Distribution Requirements:** (SSC-HA)

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students will be able to understand digital platforms from multiple academic disciplinary perspectives.
- Students will be able to explain how digital platforms are reshaping the concept of labor and work.
- Students will be able to understand how platform organizations wield power, especially in relation to consumers and the state.
- Students will be able to possess a foundational understanding of how to create, compete with, or co-exist with platform organizations.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4835 - Leading and Managing Teams (3 Credits)**

Students will learn conceptual frameworks for understanding group dynamics and their effects on team performance. In addition, students will develop practical skills for building and managing effective groups and teams. These include the following capabilities: to choose and implement the team structures that are best for accomplishing specific goals, to diagnose team performance problems, and to design appropriate interventions. Topics include motivation, conflict resolution, creativity, decision-making, communication, diversity, emotional intelligence, and leadership styles. An overriding theme for this course is that effective leaders must use both analytic and interpersonal skills to effectively manage groups. Students will have the opportunity to develop these skills through case studies, self-assessments, experiential exercises, readings, discussions, papers, and group activities.

**Prerequisites:** HADM 1150 or HADM 2810 or PSYCH 1101.

**Enrollment Information:** Enrollment limited to: sophomores, juniors, and seniors.

**Last Four Terms Offered:** Fall 2020, Fall 2019, Fall 2018, Fall 2017  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4870 - Real Estate Law (3 Credits)**

This course provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students will learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

**Prerequisites:** Recommended prerequisite: HADM 3870.

**Enrollment Information:** Enrollment limited to: juniors, seniors.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4890 - The Law of the Internet and E-Commerce (3 Credits)**

The computer industry and the Internet have fundamentally changed the world in swift, dramatic fashion. The emergence of global digital networks and digital technologies offer to nearly anyone the ability to access, store, mine, manipulate, and transmit vast amounts of information. At the same time, this revolution in the use of information raises new and often complex legal disputes in areas such as copyright, trademark, privacy, speech, contract formation, jurisdiction, information security, etc. Moreover, the rapidly growing maze of laws directed at the Internet is another thorny obstacle for persons and companies doing business on the web. The purpose of this course is to acquaint students with the legal topics and principles applicable to the Internet, and to help students identify and understand the rapid developments of the law of the Internet by exploring specific problems.

**Enrollment Information:** Enrollment limited to: junior and seniors.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4910 - Hotel Ezra Cornell (H.E.C.) (3 Credits)**

For 100 years, Hotel Ezra Cornell has been an essential part of the Cornell Nolan School of Hotel Administration, allowing students the opportunity to put theory into practice while taking on the leadership responsibility for this student-run hospitality showcase. Through participation on the Board of Directors, students practice the complexities of leading and managing individuals, teams and the organization as well as growing their leadership skills through experiential learning. Critical course outcomes include applying fundamental business principles to plan, organize, staff, direct, and financially control the weekend-long HEC conference; leading a diverse team of students and volunteers through understanding individual differences, leveraging conflict management and applying team-based problem-solving techniques; preparing and presenting professional-quality written and oral communications; and critically assessing personal strengths and development needs through the experiential learning process. Board members receive credit for their participation in HEC: Students earn 3 credits toward HADM electives. Any additional credits will be applied to free electives. Students interested in running for board positions in the spring must be in good academic standing with a minimum GPA of 2.5. Eligibility requirements for specific board positions can be obtained from the HEC Office (G75 Statler Hall) and will be distributed to the student body after the previous years' conference. Students interested in a board position are encouraged to discuss their intentions with the HEC course instructor.

**Enrollment Information:** Enrollment limited to: NSHA juniors and seniors who have been selected to be on the HEC Board of Directors.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will apply fundamental business principles to analyze situations within a diverse hospitality management context.
- Students will create professional-quality written business documents from a management perspective.
- Students will plan and deliver a professional-quality oral presentation within the context of a diverse hospitality organization.
- Students will demonstrate effective behaviors within a diverse team.
- Students will describe their personal strengths and development needs, and identify opportunities to further enhance relevant knowledge and skills.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4965 - Business Plan Competition (1 Credit)**

The Cornell Hospitality Business Plan Competition is an annual entrepreneurship event that begins at the start of the academic year when students form teams and develop business idea pitches, that are judged based upon the clarity, substantiation, and marketability of their business idea. Up to ten (10) teams will be selected to compete as semi-finalists based on the quality of the pitch and will move forward to the next round, which involves the creation of a complete business plan. Those teams selected will be offered permission codes for enrollment.

**Prerequisites:** registered for the Cornell Hospitality Business Plan Competition and semi-finalist standing.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4970 - Distinction in Research Course I (3 Credits)**

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4971 - Distinction in Research Course II (3 Credits)**

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4980 - Special Studies Project II (1-3 Credits)**

Students have the option of conducting a special studies project in any academic area of the School of Hotel Administration. Projects are conducted under the direction of a SHA faculty member, and regular, frequent consultations are mandatory.

**Enrollment Information:** Enrollment limited to: students conducting two undergraduate independent studies in one semester.

**Exploratory Studies:** (CU-UG)

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 4990 - Special Studies Project I (1-3 Credits)**

Students have the option of conducting a special studies project in any academic area of the School of Hotel Administration. Projects are conducted under the direction of a SHA faculty member, and regular, frequent consultations are mandatory.

**Exploratory Studies:** (CU-UG)

**Last Four Terms Offered:** Summer 2025, Spring 2025, Fall 2024, Summer 2024  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5120 - Experiential Networking I (0.5 Credits)**

In this interactive course, students will learn the different types and ways to network, how to create their own personal branding statement, best practices on how to reach out to someone you have not met before, ways to master the basics of video communications, and how to share and utilize their networks. This course expands student life and networking skills to add value and grow their knowledge, interpersonal/people skills, and experience to succeed in business and life.

**Enrollment Information:** Enrollment limited to: Johnson College of Business students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Students will begin to understand what networking is, identify and explain different networking styles and techniques, and identify their own style.
- Students will start to discuss and analyze best practices, be aware of their natural style and ways they can enhance their style or leverage their natural strength and adopt characteristics of different styles.
- Students will start to identify their core strengths and understand why these matters, home in on what they love and want to do, differentiate themselves by tying their strengths to results, and use persuasive communication techniques to start creating a powerful and compelling personal positioning statement.
- Students will be able to build specific action items, have more confidence and insights into how to reach out and network on various platforms, gauge the right timing for follow-up, and understand ways to execute their plan.
- Students should be able to use best practices while using technology (video, audio, internet connection), including ensuring they have a proper background, are prepared for discussion, and present themselves properly to build relationships regardless of the medium.
- Students will be able to understand who their current network connections are, how to utilize those connections to build and strengthen relationships as well as expand their networks and share them with others.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5121 - Experiential Networking II (0.5 Credits)**

This course is a continuation of HADM 5120. In this interactive course, students will learn the different types and ways to network, how to create their own personal branding statement, best practices on how to reach out to someone you have not met before, ways to master the basics of video communications, and how to share and utilize their networks. This course expands student life and networking skills to add value and grow their knowledge, interpersonal/people skills, and experience to succeed in business and life.

**Prerequisites:** HADM 5120.

**Enrollment Information:** Enrollment limited to: Johnson College of Business students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- Students will begin to understand what networking is, identify and explain different networking styles and techniques, and identify their own style.
- Students will start to discuss and analyze best practices, be aware of their natural style and ways they can enhance their style or leverage their natural strength and adopt characteristics of different styles.
- Students will start to identify their core strengths and understand why these matters, home in on what they love and want to do, differentiate themselves by tying their strengths to results, and use persuasive communication techniques to start creating a powerful and compelling personal positioning statement.
- Students will be able to build specific action items, have more confidence and insights into how to reach out and network on various platforms, gauge the right timing for follow-up, and understand ways to execute their plan.
- Students should be able to use best practices while using technology (video, audio, internet connection), including ensuring they have a proper background, are prepared for discussion, and present themselves properly to build relationships regardless of the medium.
- Students will be able to understand who their current network connections are, how to utilize those connections to build and strengthen relationships as well as expand their networks and share them with others.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5275 - Introduction to Machine Learning in Business (3 Credits)**

This course aims to provide business majors with essential machine learning concepts and practical skills. Through a blend of theory and hands-on experiences, you'll learn how to utilize data-driven insights in the business world. The focus is on analyzing data effectively, improving prediction performance, and extracting valuable information for managerial decision-making. We'll apply machine learning to diverse business contexts, including predicting customer behavior, forecasting prices, and natural language processing. Each application involves specific machine learning tasks like classification, numeric prediction, and clustering. We'll tackle these tasks using various models, such as logistic regressions, support vector machines, decision-trees, ensemble learning (e.g., random forests and boosting), and neural networks. Throughout the course, we'll emphasize hands-on implementation using Python-based machine learning packages like scikit-learn, and make the advanced machine learning tools (e.g., XGBoost) accessible to business students.

**Enrollment Information:** Priority given to: Nolan Students.

**Last Four Terms Offered:** Spring 2025

**Learning Outcomes:**

- Identify opportunities and challenges associated with machine learning in various business contexts.
- Implement different machine learning models and evaluate the model performance.
- Interpret and visualize analytical conclusions and insights.
- Design machine learning based solution to business context problems.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5360 - Beverage Management (3 Credits)**

Designed for students who intend to pursue a career in food and beverage management. Course work deals specifically with the management of beverage operations. Topics for discussion include tracking beverage trends; risk-liability management; staff training and responsible customer service; wine and spirits list development; beverage pricing; food and wine pairings; the beverage industry structure and beverage alcohol regulations; purchasing, storage, and service; major beverage categories; cost controls and loss prevention; and creative beverage merchandising.

**Prerequisites:** HADM 4300.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5365 - Foodservice Management Essentials (3 Credits)**

This course is an introduction to the principles of foodservice operations management, beginning with an overview of the foodservice industry at large. We first focus on major industry segments, business practices, and trends. More consideration is subsequently given to the components of the foodservice system: creating useful financial statements, elements/use of a business plan, marketing, menu design/planning, facilities/production, human resource issues, purchasing/controls, and quality assurance. This fundamental understanding of operations and basic managerial responsibilities will set the stage for further exploration of these issues in subsequent Nolan courses.

**Enrollment Information:** Enrollment limited to: non-Nolan students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5510 - Restaurant Development (3 Credits)**

Students are exposed to the process, challenges, and rewards of developing a restaurant concept from the idea to the construction of the first unit. The course includes readings, discussions with industry leaders, and cases. It culminates with students formulating a detailed restaurant concept and development plan.

**Enrollment Information:** Enrollment limited to: NSHA seniors or graduate students; juniors and non-NSHA students by permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5760 - Visual Basic for Applications: End-User Programming (3 Credits)**

This is an introductory programming course for end-users (e.g., business managers and consultants). Students develop fluency in the popular Visual Basic for Applications (VBA) language. Using VBA, students learn how to customize and extend the Microsoft Office Suite, with an emphasis on Excel. They also develop custom information systems using Microsoft Office applications as programmable building blocks. Secondary objectives of the course are to cover fundamental design and programming principles. The course is entirely lab-based.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 5890 - The Law of the Internet and E-Commerce (3 Credits)**

The computer industry and the Internet have fundamentally changed the world in swift, dramatic fashion. The emergence of global digital networks and digital technologies offer to nearly anyone the ability to access, store, mine, manipulate, and transmit vast amounts of information. At the same time, this revolution in the use of information raises new and often complex legal disputes in areas such as copyright, trademark, privacy, speech, contract formation, jurisdiction, information security, etc. Moreover, the rapidly growing maze of laws directed at the Internet is another thorny obstacle for persons and companies doing business on the web. The purpose of this course is to acquaint students with the legal topics and principles applicable to the Internet, and to help students identify and understand the rapid developments of the law of the Internet by exploring specific problems.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6010 - Data Driven Analytics (3 Credits)**

The practice of business is changing. Due to increasing desktop computing power and companies amassing large amounts of data, business decisions are becoming more and more data based. This holds in many sectors such as in internet marketing and online retailing where the only interaction with the customer is in digital form. This course aims at conveying some core principles of data driven decision making. This course is very hands-on and emphasis will be placed on solving real business cases, using real data via advanced spreadsheet enabled models, dashboarding and business intelligence with Power BI and detailed modeling using the statistical programming language R. The course covers a wide variant of models/topic including traditional descriptive analytics (through PowerBI), predictive analytics and machine learning (through R) and prescriptive analytics including optimization and simulation (in Excel and R).

**Prerequisites:** HADM 2010, HADM 2011, HADM 3010, or permission of instructor.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Summer 2023, Fall 2020, Summer 2020, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6011 - Data-Driven Analytics (1.5 Credits)**

The practice of business is changing. Due to increasing desktop computing power and companies amassing large amounts of data, business decisions are becoming more and more data based. This holds in many sectors such as in internet marketing and online retailing where the only interaction with the customer is in digital form. This course aims at conveying some core principles of data driven decision making. This course is very hands-on and emphasis will be placed on solving real business cases, using real data via advanced spreadsheet enabled models and visualizations.

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Spring 2025, Spring 2024

**Learning Outcomes:**

- Students will learn the core principles of data driven decision making.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6015 - Operations Analysis and New Business Models (3 Credits)**

New operating models (new ways of doing things) are disrupting the hospitality sector and beyond (think: AirBnB, delivery-only restaurants, focused hospitals, food-delivery startups, etc.). This course builds and uses operations management tools to understand these new models. In a course project, students use this understanding to identify new business opportunities.

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2021, Spring 2020

**Learning Outcomes:**

- Strengthened and expanded skills required to analyze existing operating models.
- Expertise, materials and tools to independently come up with the new operating models and systematically evaluate them.
- Life-long skills to study and invent new operating business models.
- Disruptive Opportunities: the participants are well set to develop multiple successful businesses, either as corporate or independent entrepreneurs.
- Leverage sustainability challenges into opportunities.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6032 - Special Topics in Services Management: What to Do About Other People (1.5 Credits)**

This course invites you to go beyond the academic understanding of the hospitality industry into the personal realm. It will challenge you by studying one of the hardest parts of life: dealing with others. This course examines the origins of hospitality, hospitality as a competitive business advantage, and hospitality as a function of character over circumstance. The goal is to explore the power and range of hospitality as a basis for leadership. To do so, we will practice the art of turning toward others. We will test two hypotheses: That making money and caring for humans are not at odds with one another; and that you are not as different as you may hope, or alone as you may fear.

**Last Four Terms Offered:** Spring 2025

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 6033 - Introduction to Senior Living and Related Programs (2 Credits)**

Crosslisted with PUBPOL 5500

With the aging population, longer life expectancies and the population bulge of the baby boomers, serving both the hospitality and housing/care needs of seniors will be a tremendous growth area. The facilities and programs to serve these populations have certain specialized aspects related to healthcare, but they also share a number of the operating characteristics of many hospitality and real estate operations and design. This course will provide students with a basic introduction to some of the concepts, approaches and related terminology regarding the planning, development, and operations of the growing sector of senior living and assisted living plus to a lesser degree, the area of continuous care retirement communities (CCRCs). We also expect to touch on some related programs such as home health, and PACE programs, hospice etc. We will discuss some associated entrepreneurial opportunities and potential relationships to develop affiliations and new ventures with hospitals as acute care providers look to more closely coordinate care across post-acute providers to manage readmissions and look towards various government and insurance initiatives to manage care, and in some cases risk across the continuum of care.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Identify and categorize a number of facility issues and special attributes on the design and operations of senior housing, assisted living and CCRCs.
- Write a brief description of some unique aspects of branding, marketing and sales approaches to senior housing and assisted living properties.
- Explain some current or potential future trends and innovations and to be able to identify at least one potential entrepreneurial opportunity in the field.
- Describe different financing options available to developers of senior living facilities and distinguish some of the advantages and disadvantages between them.
- Identify opportunities to apply hospitality approaches to healthcare settings whether it be senior living or related areas.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6050 - Revenue Management (3 Credits)**

Revenue Management (RM), sometimes referred to as Dynamic Pricing, are methods for profitably managing hotel capacity. The intent of this course is to teach you how to effectively implement RM techniques. Emphasis will be placed on the integration among techniques, information technology, and to expose you to RM the travel market. While the course focuses on implementation of hotel RM, other application areas in travel and retail will be discussed. In addition, you will be expected to express technical revenue management terms in clear, managerial language.

**Prerequisites:** Prerequisite or corequisite: HADM 7030.

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Fall 2023, Fall 2022, Fall 2021, Fall 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6051 - Revenue Management (1.5 Credits)**

Revenue Management (RM), sometimes referred to as Dynamic Pricing, are methods for profitably managing hotel capacity. The intent of this course is to teach you how to effectively implement RM techniques. Emphasis will be placed on the integration among techniques, information technology, and to expose you to RM the travel market. While the course focuses on implementation of hotel RM, other application areas in travel and retail will be discussed. In addition, you will be expected to express technical revenue management terms in clear, managerial language.

**Enrollment Information:** Enrollment limited to: EMMH Students.

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will learn how to effectively implement RM techniques.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6055 - Hospitality, Health and Design Industry Immersion Seminar (1 Credit)**

Crosslisted with DEA 6055

This course provides students the opportunity to learn directly from invited industry speakers with expertise in a spectrum of industries that link health, wellness, senior living with hospitality and design. The speakers share their views on business, managerial, career, and other critical industry-related issues.

**Enrollment Information:** Enrollment limited to: graduate students.

**Distribution Requirements:** (D-HE, LAD-HE, SBA-HE)

**Exploratory Studies:** (CU-CEL)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- Expose students to leaders of the fast-emerging industry segments that link hospitality with health, wellness, senior living, and design.
- Learn about leading organizations within the above emerging industries.
- Illustrate the variety of career opportunities in the emerging industry and related fields.
- Provide students with first-hand understanding of industry issues, trends, opportunities, and challenges.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6065 - Industry Immersion I (1.5 Credits)**

This set of two, two-day immersion seminars is co-taught by industry leaders and Cornell faculty in New York City. Participants will participate in this during their New York residency in year one and two. Students will solve problems based on real-life scenarios and present their solutions to industry leaders and the Hotel School faculty members who accompany them. Students will have readings and case materials assigned from business periodicals, the hospitality industry press, and selected textbooks to read to prepare for the site visits and the coursework. Students will be directly exposed to industry-specific operational and strategic elements through site visits, presentations from company executives and directed case study. Leadership Immersion I and Leadership Immersion II will cover different topics, use different companies and different industry leaders each year.

**Enrollment Information:** Enrollment limited to: M2 Cornell-Peking dual degree students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023

**Learning Outcomes:**

- Leadership, that is, how does the company structure their leadership team, what are the core beliefs and guiding principles.
- Operations management and logistics, that is, how is work structured, what analytics are key to managing the businesses.
- Strategic planning, that is, what are the key elements that drive decision making and the execution of operational processes in the organization.
- Financial management, that is, what are the key metrics used to gauge financial performance and how are they measured, managed, and disseminated.
- Customer service management, that is, what are the key guiding principles behind the service delivery in the organizations for guests, employees, and managers and what is the service culture in place to drive service-focused behavior; (6) Product development and enhancement, that is, what are the key innovation factors that are in play that drive organizational growth and stabilization.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6066 - Industry Immersion II (1.5 Credits)**

This set of two, two-day immersion seminars is co-taught by industry leaders and Cornell faculty in New York City. Participants will participate in this during their New York residency in year one and two. Students will solve problems based on real-life scenarios and present their solutions to industry leaders and the Hotel School faculty members who accompany them. Students will have readings and case materials assigned from business periodicals, the hospitality industry press, and selected textbooks to read to prepare for the site visits and the coursework. Students will be directly exposed to industry-specific operational and strategic elements through site visits, presentations from company executives and directed case study. Leadership Immersion I and Leadership Immersion II will cover different topics, use different companies and different industry leaders each year.

**Enrollment Information:** Enrollment limited to: M2 Cornell-Peking dual degree students.

**Last Four Terms Offered:** Fall 2024, Spring 2024

**Learning Outcomes:**

- Leadership, that is, how does the company structure their leadership team, what are the core beliefs and guiding principles.
- Operations management and logistics, that is, how is work structured, what analytics are key to managing the businesses.
- Strategic planning, that is, what are the key elements that drive decision making and the execution of operational processes in the organization.
- Financial management, that is, what are the key metrics used to gauge financial performance and how are they measured, managed, and disseminated.
- Customer service management, that is, what are the key guiding principles behind the service delivery in the organizations for guests, employees, and managers and what is the service culture in place to drive service-focused behavior; (6) Product development and enhancement, that is, what are the key innovation factors that are in play that drive organizational growth and stabilization.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6070 - Hospitality Operations and Consulting (3 Credits)**

This course focuses on advanced, operations-related, analytical tools that can be applied in hospitality operations. These tools are best suited to either people working as internal consultants (i.e., analysts) or external consultants (for consulting firms). There are two main focuses: (1) benchmarking and best practice analysis; and (2) service processes. This course also examines the practices of firms offering hospitality operations consulting.

**Prerequisites:** Recommended prerequisite: HADM 7030.

**Last Four Terms Offered:** Fall 2024, Fall 2022, Fall 2020, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6080 - Introduction to Casino Operations (3 Credits)**

Introduction to Casino Operations focuses primarily on the operation and ownership of US commercial casinos, and the hotels attached to them and Native American gambling. We will look at the historical development of gaming in America to understand how the industry has evolved to its present form. By the end of the course, students will understand the organizational structure of a casino hotel, how it operates and how it makes money. Students will also gain an understanding of the different companies involved in owning casino hotels and the current issues facing these companies. We will look at casino marketing strategies and player rating systems. We will examine the social and economic impact of gaming and the various regulatory environments within which casinos operate. We will learn how common casino games are played as well as understand the mathematics of the various games. Students will build on their food and beverage and hotel knowledge to better understand the specific challenges facing casino hotel operators.

**Enrollment Information:** Enrollment limited to: graduate students.

**Course Fee:** Course Fee, \$150. Fee amount approximate.

**Last Four Terms Offered:** Spring 2025, Fall 2023, Fall 2012, Fall 2011  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6100 - MMH Distinguished Lectures (DDLs) (1.5 Credits)**

HADM 6100 is a required master's-level course that provides a unique opportunity for successful industry leaders to share their experiences with M.M.H. students in a small group setting. Speakers will share their views about the successful skill sets, temperaments, and leadership styles needed to be an effective and valuable executive. They will also focus on critical industry-related issues. The speakers are chosen for their knowledge, experience, and proven success in the hospitality industry. Students in HADM 6100 have an unparalleled opportunity to learn how hospitality executives view the current and future status of the industry.

**Enrollment Information:** Enrollment limited to: M.M.H. students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6101 - The Economics of Urban Real Estate Markets and the Built Environment (3 Credits)**

Crosslisted with REAL 6101

This course is designed to provide students with an understanding of the economics of urban real estate markets and the built environment. This will include links between market drivers of property use and value, durability of buildings and infrastructure, finance, and social policy. The course begins with analysis of the 2007 housing market crash and the financial crisis it precipitated. Spatial patterns of development and real estate values are then considered, including patterns extending out from city centers, moving up high in tall commercial buildings, and differences across metropolitan areas. The course concludes with assessment of how new strategies to facilitate urban transportation along with work-from-home have potential to threaten central city office markets and affect patterns of development in cities.

**Last Four Terms Offered:** Fall 2024

**Learning Outcomes:**

- Apply the tools of supply and demand to explain spatial patterns of land use and value.
- Explain drivers of volatility in real estate markets and assess the potential for mispricing.
- Explain why cities typically have expensive housing and commercial space.
- Assess how different strategies to facilitate urban travel along with work-from-home may affect office markets and patterns of development in cities.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6110 - Negotiations in the Hospitality Industry (3 Credits)**

Negotiation is a critical factor in business success. This course provides hands-on experience in negotiation in the hospitality context. Through the use of role-play exercises, discussions, and writing exercises, students develop into tough negotiators with whom people will want to continue doing business. Students become more comfortable with negotiations and develop their own personal negotiating style. Students also learn how to adjust their negotiating style to respond appropriately to others' different personalities and negotiation tactics.

**Enrollment Information:** Enrollment limited to: graduate students.

**Course Fee:** Course Fee, \$53. Required registration fee for use of cases distributed online.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6111 - Negotiations (1.5 Credits)**

This course is designed to enhance your ability to negotiate effectively in a wide variety of settings. The course is relevant to the broad spectrum of negotiation problems that are faced by hospitality managers and professionals. Thus, the content applies for students interested in general management, department management, corporate management, marketing, finance, real estate, consulting, and mergers and acquisitions. Each week students will be expected to negotiate a case via zoom with one of their classmates, and class sessions will focus on debriefing negotiated deals and drawing lessons from them. Topics include: Hagglng Terminology and Tactics, Integrative Bargaining & Problem-solving, Balancing Integrative Bargaining with Distributive Bargaining, Additional Modes of Integration, Planning & Documentation and Negotiation Ethics.

**Enrollment Information:** Enrollment limited to: EMMH and M2 students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students will learn to develop their own personal negotiating style and skills.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6112 - Leadership and Corporate Accountability (1.5 Credits)**

This course focuses on leader development. Through the lens of positive organizational scholarship and by engaging with case studies, group activities, self-reflection, and peer discussion, students will a) deepen self-awareness about their leadership style and strengths, b) learn how to unlock critical intrapersonal and interpersonal resources, and c) develop positive leadership skills and practices. Regarding accountability, students will leverage the Giving Voice to Values framework to learn about how to align their professional lives with their principles and practice effectively standing up for their values.

**Enrollment Information:** Enrollment limited to: PMMH students.

**Last Four Terms Offered:** Fall 2024

**Learning Outcomes:**

- Students will learn to develop their own personal negotiating style and skills.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6115 - Managing Professional Relationships (3 Credits)**

Through lecture, experiential exercises, videos, and readings, students will prepare to be effective hospitality leaders by a) learning how to effectively build and maintain high quality relationships, b) developing an awareness of and strategies for managing relational challenges, and c) deriving a framework for building relational capability in an organization.

**Prerequisites:** HADM 1150 or equivalent.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2020, Spring 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6130 - Entrepreneurial Management (3 Credits)**

Turn big ideas into thriving ventures in Entrepreneurial Management. This course equips aspiring entrepreneurs and future leaders with the frameworks and skills to build and scale successful organizations that make a positive impact. Learn how to identify real opportunities using GenAI, craft powerful visions, design scalable structures, and foster a winning culture. Gain practical tools to secure resources, manage risk, and drive growth. From navigating uncertainty to leading with purpose, this course prepares you to build ventures that create lasting value for both business and society. Ideal for any student starting or planning to start a business.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2023, Spring 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6135 - Conversations with Entrepreneurs (3 Credits)**

This course will guide students to answer the fundamental question: Why Entrepreneurialism? Is it the right path for me?. Many people say they want to start a business but don't expect and desire the authority and responsibility that comes with it. The objective of this course is to both broaden students' thinking about what constitutes the field of entrepreneurial endeavor - and to sharpen their focus on the unique attributes they bring to the table in considering launching entrepreneurial ventures of their own in the future.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6140 - Innovation and Corporate Renewal (3 Credits)**

Innovation is a top priority for CEOs worldwide and organizations are actively seeking leaders who can drive it from within. Innovation & Corporate Renewal prepares you to be that leader. Discover how global companies launch new ventures, develop breakthrough products, and transform themselves to stay competitive. Through real-world cases, actionable frameworks, and the application of GenAI, you'll learn to lead bold initiatives, tackle complex challenges, and spark change. Whether you pursue corporate leadership, consulting, or entrepreneurship, this course will give you the skills and mindset to stand out and make an impact in today's innovation-driven world.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Fall 2022  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6144 - Developing an Entrepreneurial Mindset (1.5 Credits)**

Success in both your career and personal life depends on how you think, adapt, and solve problems. Developing an Entrepreneurial Mindset teaches you to think creatively, act decisively, and make smart decisions even with limited information. Through real-world examples and proven strategies, you'll build resilience, adaptability, initiative, communication, and problem-solving skills — traits top recruiters seek and tools you can apply daily. Most importantly, you'll learn how to apply entrepreneurial thinking to achieve both professional and personal goals, helping you turn ideas into action and create meaningful impact in every part of your life.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Spring 2019  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6145 - Business Model Innovation and Design (3 Credits)**

The movement towards a service-based economy has coincided with a fundamental shift in technology and manufacturing ventures to a business model and plan in which the value proposition and customer experience has become central. As a result, the service component of products, based on the value they provide to consumers, has become dominant. Additionally, business modeling for service-based businesses is inherently different from for product or technology ventures. Students interested in starting service-based companies as well as those interested in developing service-based business models for technology and new product startups will find this course relevant and useful. This is an experientially based course. Students will be engaged in the process of business model and business plan development throughout the semester.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2022, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6190 - Key Drivers for Making Innovation Happen (1 Credit)**

Innovation and entrepreneurship are not just about creating new things. True innovation and entrepreneurship are about creating new value. The goal of this course is to set students up for success in adding new value to organizations, whether the organizations are established ones or new ones. There are plenty of books and articles about innovation and entrepreneurship that contain a variety of frameworks and concepts. This course goes a step beyond that and highlights select key drivers for making innovation happen. It's a one-weekend course specifically focused on having and using (1) a perspectives mindset and (2) a process to identify and choose unconventional solutions. Additional shorter discussions will touch on being able to go from concept to creation (to value) and enrolling others in your innovation. This interactive course includes the following elements: ? A mix of reading, cases, examples, exercises ? Actual tools that will be used in class and in real life ? Opportunities to engage in real-world situations ? Hands-on experience that you can apply to any situation to innovate and grow

**Enrollment Information:** Primarily for: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6200 - Principles of Real Estate (3 Credits)**

Crosslisted with REAL 6200

This introduction to real estate finance and investment emphasizes developing valuation and decision-making skills. It introduces students to the business of real estate, both residential and commercial real estate, including roles, activities and players, terminology, and how the tools, concepts, and models in real estate are used in decision making. The objectives of this course are twofold: (1) to help students develop an understanding of real estate fundamentals; and (2) to introduce students to the quantitative aspects of real estate-investment decision making, valuation under uncertainty, and mortgage financing.

**Prerequisites:** an undergraduate or graduate level course in finance.

**Forbidden Overlaps:** HADM 2221, HADM 3210, HADM 4200, HADM 6200, REAL 6200

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6205 - Real Estate Financial Modeling (3 Credits)**

This course covers the basic financial models and frameworks used throughout the real estate industry today. In this introductory course, students will focus exclusively on a rigorous cash flow construction and scenario analysis to include the impact of deterministic inputs in ex-ante decision making. The course covers extensively the modeling of simple lease structures (for different property types), conventional and exotic debt instruments and simple equity waterfalls.

**Prerequisites:** HADM 2221, HADM 3210, HADM 4200, HADM 6200, or REAL 6200.

**Last Four Terms Offered:** Spring 2025, Fall 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6206 - Real Estate Financial Modeling (1.5 Credits)**

This course covers the basic financial models and frameworks used throughout the real estate industry today. In this introductory course, students will focus exclusively on a rigorous cash flow construction and scenario analysis to include the impact of deterministic inputs in ex-ante decision making. The course covers extensively the modeling of simple lease structures (for different property types), conventional and exotic debt instruments and simple equity waterfalls.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Spring 2025, Spring 2024

**Learning Outcomes:**

- Students will learn the basic financial models and frameworks used in the real estate industry today.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6210 - Hospitality Real Estate Finance (3 Credits)**

Focuses on real estate financing for hospitality-oriented projects. The following topics are addressed: methods of measuring rates of return; feasibility and appraisal processes; equity and debt financing vehicles to include joint ventures, limited partnerships, construction mortgages, participating, convertible and seller-financed mortgages; forms of operating agreements to include management contracts, leases, and franchises; and trends in international hotel franchising. Presentation of hospitality industry real estate practitioners will tie course material to current industry practices.

**Prerequisites:** HADM 6200 or REAL 6200.

**Enrollment Information:** Enrollment limited to: graduate students. Priority given to: NSHA MMH students in the Real Estate concentration.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6225 - Hospitality Strategic Financial Management (3 Credits)**

The course will establish the links between corporate strategy, competitive position, and the firm's financial decisions using current and recent financial events occurring in the hospitality industry. These links will be examined through financial decisions such as, capital budgeting, capital structure, M&A, and dividend/share repurchase decisions. The course will employ traditional tools such as NPV, EVA, and real options to assess the links described above. The pedagogy of the course will engage high level executives from across the various segments of the hospitality industry to provide the class with a real world context of the complexities faced when deciding upon and executing these financial strategies.

**Prerequisites:** HADM 6235 or equivalent, or permission of instructor.

**Last Four Terms Offered:** Fall 2022, Fall 2021, Fall 2018, Spring 2018

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 6231 - Urban Theory and Real Estate Market Analysis (1.5 Credits)**

This course educates about urban theory from an economic point of view and develops tools for the analysis of real estate markets. Areas examined include economic aspects of urbanization processes and policies, determinants of urban growth and decline, urban land and real estate markets, urban transportation, and urban public services. This course applies the latest economic thinking and research to the tasks of analyzing real estate market fundamentals, forecasting supply and demand, and choosing locations.

**Prerequisites:** HADM 2221 or HADM 3210 or HADM 4200 or HADM 6200. **Corequisite:** REAL 6200, for Baker students only.

**Enrollment Information:** Enrollment limited to: graduate students. Priority given to: Baker and MMH students.

**Last Four Terms Offered:** Spring 2024, Fall 2023, Spring 2023, Fall 2022  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6232 - Behavioral Finance (3 Credits)**

The traditional framework for thinking about financial markets assumes that all market participants are fully rational. The past four decades have seen the emergence of an important new paradigm, behavioral finance, which argues that many financial phenomena are the result of less than fully rational thinking. This course provides an in-depth discussion of the field. We revisit basic topics in finance from a behavioral finance perspective: topics related to markets (e.g. stock market fluctuations, popular investment strategies, bubbles); topics related to investor behavior (e.g. poor investment decisions by households); and topics related to corporate finance and managerial behavior (e.g. security issuance, mergers and acquisitions). We discuss the lessons of behavioral finance for how investors and managers should behave. A running theme in the course is that knowledge of behavioral finance is essential for anyone who seeks a full understanding of modern financial markets; the emergence of this field is one of the biggest conceptual developments in financial economics over the past 40 years. The course will give students a new framework for thinking about financial markets, investor behavior, and managerial behavior; a framework that is psychologically more realistic, not least in allowing for less than fully rational thinking on the part of some market participants. Over the course of the term, we will study dozens of academic papers.

**Prerequisites:** HADM 2250, HADM 2220, AEM 2240, AEM 2241, AEM 5241, NCC 5560, or HADM 7230.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6235 - Corporate Finance (3 Credits)**

This course covers capital budgeting, firm valuation, capital structure and payout policies by focusing on real-life problems faced by the hospitality industry. We will (1) evaluate projects; (2) analyze financial statements and develop pro-formas; (3) understand how investment and financing decisions impact firm value; (4) develop complex spreadsheet models.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2024, Spring 2023, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6240 - Analysis of Financial Statements (3 Credits)**

This course is designed to provide a deeper understanding of the financial statements and related disclosures to interpret and assess a company's performance. The course will focus on analyzing companies in the hospitality industry to gain a deeper understanding of the industry from a financial perspective, and to develop the ability to interpret financial data to make informed credit and investment decisions. This will include a review of the recognition and measurement concepts, the choices managers make among alternative accounting methods, and the use of estimates in preparing the financial statements. Cases will be the primary focus of class discussion and the work in this course.

**Prerequisites:** HADM 1210 or equivalent.

**Forbidden Overlaps:** AEM 3520, HADM 4240, HADM 6240, LAW 6060, NBA 5060

**Enrollment Information:** Enrollment limited to: graduate and professional students, or permission of instructor. Preference given to: Nolan students.

**Last Four Terms Offered:** Spring 2022, Spring 2021, Fall 2016, Fall 2015  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6250 - Securitization and Structured Financial Products (3 Credits)**

Deals with the structure and analysis of securitized financial products with an emphasis on residential and commercial mortgage-backed securities (MBS). The course is intended for those who wish to acquire a working knowledge of the analysis of such securities (e.g., collateralized mortgage obligations, commercial MBS, auto loans, and credit card-backed securities) and an understanding of the securitization process. The course's subject matter necessitates a highly analytic and quantitative approach, and students are required to have a strong background in finance and economics. Students who have questions about preparation or background should see the instructor.

**Prerequisites:** HADM 3210, or HADM 4200, or HADM 6200 or permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2020, Spring 2020, Fall 2019  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6255 - Real Estate Development (3 Credits)**

This course provides an in-depth analysis of the concepts and paradigms that are most often encountered in real estate development. The course is designed to provide an overview of the real estate development process with an emphasis on analysis, risk management, and decision-making relative to changing economic, environmental, institutional, regulatory, and social contexts. Topics discussed include, but are not limited to, market analysis, site acquisition, due diligence, zoning entitlements, approvals, site planning, building design, construction, financing, leasing, ongoing management, and disposition.

**Prerequisites:** HADM 4200 or HADM 6200 or REAL 6200.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2024, Spring 2022, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6265 - Mastering Strategy Execution: Control Systems to Win (3 Credits)**

This course gives you the tools to execute a winning strategy. Once strategy is defined, managers must allocate scarce resources among units and hold people accountable for those resources. Managers must use performance measurement and control systems to direct and motivate desired behaviors and monitor progress against the previously defined strategy.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- How to design an effective organization to win in the current competitive environment.
- How to identify the organization's primary customer.
- How the process of resource allocation among organizational units.
- How to design core values to provide guidance for decision making throughout the organization.
- How to develop and implement systems to measure and monitor organizational performance.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6270 - Fixed Income Analysis (3 Credits)**

This course provides an in-depth analysis of the concepts that are most often encountered in the market for fixed income securities. The goals of the course are threefold: (1) to develop the set of tools required to evaluate virtually any fixed income instrument; (2) to illustrate the mechanics and intuition of hedging and other trading and portfolio strategies; and (3) to explore the key features of both traditional and derivative fixed income instruments. The course focuses on topics that are most likely to have practical relevance for students, while helping students develop a theoretical and mathematical approach to valuation and risk management that will be useful in a wide range of financial applications.

**Last Four Terms Offered:** Spring 2025, Fall 2022, Fall 2021, Fall 2017

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6271 - Investment in Real Estate Securities and Funds (3 Credits)**

This course focuses on equity investment in commercial real estate through indirect vehicles. The course builds on standard investment and corporate finance concepts. The high-level learning objectives are to familiarize students with indirect real estate investment and to introduce the analytical tools required to value the firms in that sector.

**Prerequisites:** Prerequisite or corequisite: HADM 4280 or HADM 6280 or equivalent course work and securities investment experience.

**Last Four Terms Offered:** Spring 2025, Spring 2020, Spring 2019, Fall 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6280 - Real Estate Finance and Investments (3 Credits)**

This course promotes sound real estate investment and finance decision making through the use of advanced theory and techniques in financial economics. Real estate investment decisions are made from applications of an extended version of the after-tax discounted cash flow model and other valuation models, including option pricing and regression models. Financing decisions are made using the techniques of modern financial analysis. A wide array of equity and debt financing options are considered including partnership agreements and commercial mortgages. Securitization of equity and debt claims to real estate also are covered. All types of income-producing residential and nonresidential real estate are analyzed, including hospitality properties.

**Prerequisites:** HADM 4200 or HADM 6200 or REAL 6200.

**Enrollment Information:** Enrollment limited to: Baker Program in Real Estate and NSHA graduate students; others permission of instructor required.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6285 - Derivatives: Forwards, Futures, Swaps, and Options (3 Credits)**

The market for financial instruments called derivatives has experienced dramatic growth over the years. Market participants use derivatives (commonly various types of forwards, futures, swaps, and options) to transfer and manage risks regarding practically anything (e.g., from common ones, including financial assets such as stocks and indices, or commodities such as oil, corn, and wheat, to more niche ones such as weather), as well as express views on market outcomes about them and trade to make profit. My goal is to help students develop strong intuition and build the skills necessary to understand, value, and use derivatives. In order to provide a useful treatment of the topics suitable for a rapidly changing environment, I will stress fundamental concepts and emphasize important applications throughout the course.

**Prerequisites:** at least one of the following courses: HADM 2220, HADM 2250, HADM 7230, AEM 2240, AEM 2241, AEM 5241, NCC 5060, or NCC 5560.

**Last Four Terms Offered:** Spring 2025

**Learning Outcomes:**

- Learn how derivatives are used to transfer and manage risks of their "underlying" asset (which includes but is not limited to financial assets, commodities, and interest rates), as well as express views on market outcomes about them. For example, oil futures can be used to create protection against movements in oil price and thus minimize the buyer's exposure to it, or in contrast they can also be used to bet in favor or against oil price.
- Learn how the type of the underlying asset affects how a derivative operates and is priced. For example, the pricing characteristics of a future differ if the underlying asset is a financial asset, a commodity, or interest rate.
- Learn the no-arbitrage principle and how it is used to price forwards, futures, and swaps.
- Learn how the fact that forwards are traded over the counter and futures are traded over exchanges impact these derivatives.
- Learn the pricing of options, as well as why and how their pricing differs from the pricing of the other derivatives mentioned above (forwards, futures, and swaps).

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6294 - Real Estate Case Competitions (1 Credit)**

**Last Four Terms Offered:** Spring 2021, Spring 2020, Spring 2019, Spring 2018

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6310 - Environmental, Social and Governance Strategy in the Food and Beverage Industry (3 Credits)**

Through carefully selected readings, insightful case studies, and engaging discussions with industry experts, this course delves into the strategic challenges faced by food and beverage firms within the Environmental, Social, and Governance (ESG) framework. Through critical analysis of real-world cases, students gain a deeper understanding of leadership and development strategies relevant to the food and beverage industry and its role in shaping a sustainable global food system, with a strong focus on integrating ESG principles.

**Enrollment Information:** Enrollment limited to: Johnson College of Business Graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6311 - Restaurant Distribution Strategies (1.5 Credits)**

Similar to lodging in the late 1990's and early 2000's, restaurants today are experiencing rapid changes in how customers interact with them - either for placing orders, delivery or simply checking hours and menus. The distributional changes impacting restaurants were accelerated by the pandemic - and as a result, changes which happened over years in lodging have happened in months for restaurants. This course provides an overview of how restaurants can both adjust and ensure profitability in an ever-evolving restaurant distribution landscape.

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Spring 2024

**Learning Outcomes:**

- Students will learn how restaurants can adjust to ensure profitability in the evolving distribution landscape.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6335 - Contemporary Issues in Food (3 Credits)**

This course intends to build awareness among the public regarding nutrition, food ethics, policy, insecurity, and sustainability. Sophisticated consumers and business operators are increasing the embrace of environmental health, customer health, and food sourcing. Students will explore the everchanging landscape of the food and beverage industry as seen through this societal lens. Discussion and lab topics include sustainable farming and consumer health needs, the power of food marketing, merchandising, and the selling of healthy menus in restaurants.

**Prerequisites:** HADM 1361, HADM 2351, or permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2024

**Learning Outcomes:**

- Explain how governmental policies have influenced our food supply.
- Examine the effects that food marketing, the press and university researchers have on food choices and food policy.
- Guide students through the selection of high quality produce and meats.
- Objectively and subjectively evaluate the quality and value proposition of various similar foods.
- Analyze the effect that mass farming practices have on the flavor and safety of animal protein, fruits, and vegetables.
- Explore the effects of large scale food production and farming on workers' health and well being.
- Analyze the sustainability of the environment and the health of our nation regarding farming practices.
- Understand the challenges and opportunities of producing high quality healthy restaurant menu items from the farmers market or other sustainable sources.
- Participate in tastings of various foods (e.g. farm raised v. wild caught salmon, plant based meat alternatives v. traditional meats, etc.).

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6350 - Selection, Procurement and Supply Chain Management (3 Credits)**

This course deals with contemporary management issues related to procurement activities within the hospitality industry. Focus is on both the food distribution industry and the hospitality industry so that students understand the role the distributor plays in the movement of food and supplies from the producer to the hospitality operator and how the creation of distribution partnerships serves to improve efficiency and reduce costs. Topics include distribution channels and intermediaries in the supply chain, food distributor financial statement analysis, evaluation and selection of suppliers, development of buying strategies, influence of economic and environmental factors on supply, purchase timing and inventory management, the emerging role of the Internet, and e-procurement service providers.

**Forbidden Overlaps:** HADM 4350, HADM 4385, HADM 6350, HADM 6385

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2021, Spring 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6375 - Introduction to Fermented Grains, Hard Ciders, and Sake (3 Credits)**

The course will introduce students to fermented grain beverages and ciders from around the world. The class will explore basic production methods of the products. Demonstration of the proper way to examine the different products will be done through lecture and tastings.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6380 - Culture and Cuisine (3 Credits)**

This course will provide an overview of the factors that contribute to the development and evolution of food culture and behavior around the world. The class will use an inter-disciplinary approach using in-class discussion and kitchen production informed by readings and research across anthropology, geography, history, sociology, and psychology to examine how factors combine to create a food culture, its cuisine, and how both impact the human experience.

**Last Four Terms Offered:** Fall 2024, Spring 2024, Fall 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6390 - Operational Analysis for Foodservice Management (3 Credits)**

This course requires that students analyze and interpret financial statements such as income statements, balance sheets, and statements of cash flow and use their analyses to solve problems presented in case studies. Additional analyses involve the examination and interpretation of guest satisfaction data, employee performance data, pricing strategies, and margin analysis.

**Enrollment Information:** Enrollment limited to: M2 Cornell-Peking dual degree students.

**Last Four Terms Offered:** Spring 2024, Spring 2023, Spring 2016

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6425 - The Global Leisure Cruise Industry and Economics of Marine Tourism (1.5 Credits)**

This course introduces students to the global leisure cruise industry—the economics, markets, and organizations that comprise the fastest-growing sector of the hospitality industry. Topics feature a conceptual grounding in cruise service management, including finance, strategic planning, demand and revenue management, marketing, distribution, hotel operations, marine operations, and human resource management, coupled with real-world application provided by executives from a leading company in the industry: Royal Caribbean Group. Students conduct integrative analyses that examine opportunities and challenges across the cruise industry.

**Enrollment Information:** Enrollment open to: MMH students. Other graduate students by permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2023, Spring 2022

**Learning Outcomes:**

- Understand the fast-changing economics of the global leisure cruise industry.
- Recognize the interdisciplinary business complexities of the cruise product as it evolves from a niche leisure product to a global travel and hospitality experience.
- Demonstrate problem-solving skills and approaches for addressing organizational, technological, and multi-cultural challenges in the leisure cruise industry.
- Appreciate the ethical issues facing the leisure cruise industry along environmental, cultural, and legal dimensions.
- Apply knowledge of hospitality management attained through the Nolan School's foundation courses to a unique hospitality business setting.
- Develop analytical skills and one's view of the broader hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6430 - Wine Marketing (3 Credits)**

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6432 - Advanced Topics in Strategic Management (3 Credits)**

This course will introduce students to the fundamental strategies for innovation, entrepreneurship, and change. Through workshop activities, readings, lectures, and case discussions, we will take the perspective of entrepreneurial individuals, who generate and evaluate innovative ideas, formulate entrepreneurial strategies to capture value from those ideas, and effect positive changes in life and work.

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6435 - Luxury Marketing (3 Credits)**

**Last Four Terms Offered:** Spring 2023, Spring 2022, Spring 2021, Fall 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6440 - Lodging Industry Strategy and Innovation (1.5 Credits)**

The course focuses on the practical application of strategy and innovation in the global lodging industry utilizing case studies, guest lectures and analysis of current industry events, leveraging the Professor's 37-year career at Marriott.

**Last Four Terms Offered:** Spring 2022, Fall 2021

**Learning Outcomes:**

- Thoroughly understand and apply innovative strategies in all aspects of brands and property operations (Customer Services, Sustainability, Brand's Disruptions, etc.).
- Identify and strategically analyze different business models for branded vs non-branded companies, niche brands, owner operators, capital providers, etc.
- Approach and understand strategic decision making from the series of industry leading guest speakers. Students will benefit from the extensive lessons delivered, trends, and real-life scenarios from weekly news articles, case studies and guest speakers, specifically applied to China Market as the main example in this course.
- Ability to identify, analyze, and critique stage-of-the-brand and its strategies in operation. Propose and recommend practical, trendy and applicable strategies for such brands.
- Opportunity to connect and network with successful industry leaders and showcase strategic analytical skills through the final project presentation and report.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6470 - Consumer Behavior (3 Credits)**

Helps students become better at understanding, predicting, and influencing consumer behavior. Topics include motivation, perception, learning, decision making, attitudes, persuasion, compliance, geodemographics, and psychographics. The practical implications of psychological principles are emphasized. Specific applications involve such areas as guest frequency programs, menu design, promotional strategy, personal selling, sales and marketing planning, and marketing research. Class time is used for discussions and application exercises as well as for the presentation of relevant information.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6480 - Brand Management (3 Credits)**

Brands have become the central organizing principle of most hospitality organizations, guiding many decision and actions. This elective course addresses important brand management decisions faced by hospitality firms. Combining the latest in thought leadership on this topic with practical exercises and research presentations, you will learn how to manage a brand for increased customer engagement, market advantage and profitability. We will cover key elements of brand management via presentations on key concepts as well as reading and presenting brand management research to give you the skills to incorporate both industry practices and insight from empirical articles into your brand management toolkit.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2021, Fall 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6481 - Brand Management (1.5 Credits)**

Brands have become the central organizing principle of most hospitality organizations, guiding every decision and every action. This course addresses important brand management decisions faced by hospitality firms. Combining the latest in thought leadership on this topic with practical exercises, case studies, and guest speakers you will learn how to manage a brand for increased customer engagement, market advantage and profitability. We will cover key elements of brand management via presentations on key concepts, reading and discussing seminal brand management research, insights from guest speakers, and discussing hospitality brand case studies. Learning is assessed via in-class contributions, analysis of cases, and a final research paper.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Spring 2025, Spring 2024

**Learning Outcomes:**

- Students will learn how to manage a brand for increased customer engagement, market advantage and profitability.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6490 - Integrated Marketing Communication and Digital Media (3 Credits)**

This course delves into the dynamic field of marketing promotion with a focus on the hospitality and service industries. Building on theories and research from brand management, communications, consumer learning and information processing, and persuasion and attitude change, students will examine traditional promotions tools such as broadcast advertising, public relations, and direct marketing, as well as digital media tools such as search and website marketing, content marketing, social media, influencer marketing, experiential marketing, digital-direct, and programmatic advertising. The main course project is the development of an integrated marketing communications plan for a service organization. Students will also demonstrate their emerging knowledge through presentations on industry practices and essay exams focusing on the theories that guide marketing-communications strategy.

**Prerequisites:** NCC 5030 or HADM 7430.

**Last Four Terms Offered:** Spring 2023, Spring 2022, Fall 2020, Spring 2019

**Learning Outcomes:**

- Possess knowledge of the core marketing-promotion approaches and their interaction with the brand and buyer depending on marketing objectives.
- Understand the key elements of persuasion that are used to influence consumers and how consumers learn from and make sense of marketing persuasion.
- Critically analyze IMC strategy and execution.
- Create IMC programs with results that are measurable.
- Select the appropriate media and messages for given communication objectives.
- Evaluate the effectiveness of emerging media tools in achieving marketing objectives.
- Work with teammates to craft an IMC campaign for a client and pitch your ideas through a reading-deck report and team presentation.
- Identify ethical issues in marketing communications and how to make principled, responsible decisions for effective marketing within the global business environment.

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 6491 - Integrated Marketing Communications for the Hospitality Industry (1.5 Credits)**

This course delves into the dynamic field of marketing promotion in the hospitality industry. Building on theories and research from brand management, communications, consumer learning and information processing, and persuasion and attitude change, students will examine traditional promotions tools such as broadcast advertising, public relations, and direct marketing, as well as new digital media tools such as search and website marketing, content marketing, social media, influencer marketing, experiential marketing, digital-direct, and programmatic advertising. Students will demonstrate their emerging knowledge through quizzes and learning activities focused on the theories that guide marketing-communications strategy and practice, as well as the development of an integrated marketing communications plan for a hypothetical hotel company.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Possess knowledge of the core marketing-promotion approaches and their interaction with the brand and buyer depending on marketing objectives.
- Understand the key elements of persuasion that are used to influence consumers and how consumers learn from and make sense of marketing persuasion.
- Critically analyze IMC strategy and execution.
- Create IMC programs with results that are measurable.
- Select the appropriate media and messages for given communication objectives.
- Evaluate the effectiveness of emerging media in achieving marketing objectives.
- Identify ethical issues in marketing communications and how to make principled, responsible decisions for effective marketing within the global business environment.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6500 - Sustainable Development (4 Credits)**

An advanced, experiential learning course in which students are primarily tasked to work directly with hospitality companies to solve real sustainability-related issues in the marketplace. Projects are related to the greening of current operations (operational), the refurbishment of existing assets and properties (brownfield), and the establishment of new businesses (Greenfield). The goal is to help students develop and refine critical analysis and decision-making skills related to hospitality management and sustainability through hands-on learning experiences. Short weekend practicum trip required.

**Enrollment Information:** Enrollment limited to: graduate students.

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6510 - Hospitality Facilities Design (3 Credits)**

This intensive studio course provides the graphic skills necessary for design and experience in applying these skills in hospitality planning and design. Using hand drafting skills learned in class, students prepare design projects including design of guest rooms, guest room floors and public space and back-of-house functions. In addition to studio critiques, the course includes in-class discussions of site analysis, target markets, architectural choices and the use of inspirational precedents.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Fall 2022, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6515 - Hospitality Visioning and Concept Design (3 Credits)**

This course is an interdisciplinary course where one can apply what they have learned in hospitality development & design, marketing, real estate and operations, to envision a hotel concept, or brand story, and fully develop it with a team to understand how this concept informs site selection, program, design, and operational procedures.

**Prerequisites:** HADM 7510.

**Enrollment Information:** Primarily for: NSHA students. Non-NSHA students must obtain written permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Foster an in-depth understanding of the hotel real estate development process with an emphasis on the Concept Phase and how decisions in the front-end impact future phases in the process.
- Understand how branding, design and operations inform each other to deliver a seamless experience for the guest.
- Understand the sequential nature of the development of a hospitality brand and learn how to apply a brand vision as a filter for all decisions throughout the development process.
- Understand the role of each professional in the development of a new hotel concept including developer, architect/designer, marketing/branding professional, and operator.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6520 - Hospitality Asset Management (3 Credits)**

Hotel asset managers act on behalf of investors to meet the specific objectives of real estate ownership. Specifically in this course, the focus is on hotel and resort real estate assets. This course provides an overview of the strategies and tactics of real estate asset management and provides insights into the current market and operational challenges. Students will walk through the components of the asset management strategic plan to understand how different analyses influence the sell/hold, brand and operational decisions. Other topics include hotel management agreements, the capital investment decision, and the asset manager's interaction with portfolio managers.

**Prerequisites:** HADM 3210, HADM 2221, HADM 4200, HADM 6200, or REAL 6200.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6521 - Hospitality Asset Management I: Strategic and Tactical Processes (1.5 Credits)**

Real estate asset managers act on behalf of the owners of real estate investments to meet the owners' specific objectives. We analyze the asset manager's role in building value at both the portfolio and property levels. Lectures, assignments, cases, and guest speakers introduce the latest techniques in asset management and provide insights into current market and operational challenges. Topics include real estate portfolio management, the asset management strategic process, hotel management contracts, and owner vs. manager dynamics.

**Enrollment Information:** Enrollment limited to: EMMH Students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students will learn how to analyze asset manager's roles in building value at both the portfolio and property levels.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6522 - Hospitality Asset Management II: Financial Management and Capital Investment Strategies (1.5 Credits)**

Real estate asset managers are charged with maximizing the value of each asset they manage on behalf of the real estate owner. In this course, lectures, assignments, cases, and guest speakers introduce the latest tools, trends, and strategies in managing and monitoring the asset during the hold period. The goals of these strategies are to enhance value for ownership through utilizing financial management tools and employing strategic allocation of capital within the asset. Topics include sell vs. hold decisions, benchmarking property performance, variance analyses, physical asset preservation, and the capital investment decision.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students will learn the latest trends, and strategies in managing and monitoring assets.
- Students will learn how to enhance value for ownership through utilizing financial management tools.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6530 - Foodservice Facilities Design (3 Credits)**

This course introduces the basic concepts of foodservice facilities design and planning with an emphasis on restaurant kitchens. This course emphasizes general practices among foodservice facilities designers, including program development, product and workflow, equipment selection, architectural and engineering considerations, and project management. A brief introduction to computer-aided design software will be provided. Students will learn to conceptualize, plan, and create a design for a medium-size restaurant kitchen and front-of-house service areas.

**Prerequisites:** Prerequisite or corequisite: graduate students should have commercial food production experience.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6550 - Introduction to Sustainable Tourism (3 Credits)**

This course will examine the fundamental principles that are the building blocks of sustainability's Triple Bottom Line. We'll explore environmental preservation, concepts in sustainable food, and community engagement, in detail and consider how they may apply to relevant stakeholders. The benefits and challenges of implementing a triple bottom line approach of various organizations will be evaluated.

**Exploratory Studies:** (CU-SBY)

**Last Four Terms Offered:** Spring 2024, Fall 2018, Fall 2017, Fall 2016

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6570 - Project Management for Hospitality Real Estate Development (3 Credits)**

This course presents a framework for managing the real estate development process offering project management skills applicable for all development projects including project planning, budgeting and scheduling as well as leadership, communications, team formulation, procurement and management ethics. The course also presents a range of case studies addressing the contingencies any project must inevitably endure. In-class exercises, case studies, class discussions are required course activities.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2024, Fall 2022, Fall 2021, Fall 2020

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6610 - Communication for Entrepreneurs (3 Credits)**

Communication skills are essential for entrepreneurs. Entrepreneurs face unique communication challenges when communicating with initial investors, business partners, founding employees, first customers, and the media. Students will apply course concepts to their own ideas while developing communication competencies in a variety of entrepreneurial communication contexts.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6611 - Impactful Unscripted Communication (1.5 Credits)**

This course provides students with a foundation on how improving everyday communication can make speaking skills more impactful. Students will explore how to set up their message while considering its purpose, its context, and its audience. Keep in mind that this is not about speechwriting but about crafting an unscripted message. Students will then practice these skills in front of real people to test their ability to deliver their message in applicable environments. Students will explore what it's like to adapt that message to different surroundings and challenges. They will also develop emotional intelligence skills as you navigate how to better gauge your audience's reaction. Professor Wolfe will demonstrate how applying these concepts will make your messages resonate, from a routine low-stakes situation to a formal pitch that affects their career goals. In this course, students will examine and critique the differences between virtual and in-person communication. They will prepare, plan, and practice for virtual communication, familiarizing themselves with their virtual platform and practicing techniques to build trust with an audience. Students will also set up their room, including background and lighting, and practice proper body language and voice intonation.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Spring 2025, Fall 2023

**Learning Outcomes:**

- Students will learn how everyday communication can make your speaking skills more impactful.
- Students will develop emotional intelligence skills as they navigate how to better gauge an audience's reaction.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6620 - Intercultural Communication in Global Business (3 Credits)**

Designed to help managers develop proficiency when communicating among and between people who do not share similar cultural assumptions. Students can expect to learn communication variables that differ among cultural groups, including the use of eye contact, body language, personal space, hierarchy, and time. Additional topics include persuasion and negotiation across cultures and the ethics of communication in international business. Students learn through a blend of theory and practice. Activities include lectures, guided discussions, group projects, student and guest speaker presentations, and analysis of specific cross-cultural managerial challenges, with an emphasis on the service industry.

**Distribution Requirements:** (GLC-HA, SSC-HA)

**Last Four Terms Offered:** Spring 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6650 - Impactful Unscripted Communication Practicum (3 Credits)**

The course teaches advanced business public speaking skills for business and hospitality contexts. It includes a series of workshops, individual and small group coaching, and ongoing instructor and peer critiques. The course materials and projects build on the speaking skills introduced in HADM 7610 and help students further master audience awareness, flexibility, and adaptability to various media and emerging contexts such as video interviews and virtual meetings.

**Prerequisites:** HADM 7610.

**Last Four Terms Offered:** Spring 2024, Spring 2019

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6670 - Persuasive and Ethical Communication (3 Credits)**

This course will help you to develop the knowledge and skill as a future organizational leader to address persuasive and real ethical communication challenges. It focuses on the art of applying persuasion theory and principles to a range of diverse leadership and communication contexts.

**Forbidden Overlaps:** HADM 3650, HADM 3670, HADM 6670, HADM 7610, REAL 6640

**Enrollment Information:** Enrollment limited to: non-Nolan SHA students.

**Learning Outcomes:**

- Students will identify key issues and appropriately apply discipline principles to analyze a solution.
- Students will critically evaluate a problem and will formulate a solution based on principles from at least two management disciplines.
- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate productive team behaviors.
- Students will identify the ethical dimensions of a business decision.
- Students will identify the personal goals and learning opportunities required for continued personal and professional development.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6710 - Python Programming (3 Credits)**

Introduction to programming in Python with an emphasis on Hospitality applications. No previous programming experience is required. Topics covered include programming basics, file input and output, Excel integration, database integration, and data analysis.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023

**Learning Outcomes:**

- Basic proficiency in programming.
- Basic proficiency in Python programming.
- The ability to create Python programs that can read from and write to files.
- The ability to create Python programs that integrate closely with Excel.
- The ability to create Python programs that integrate closely with databases.
- The ability to create Python programs for analyzing data.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6711 - Intermediate Python Programming (3 Credits)**

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6740 - Fundamentals of Database Management and Data Analysis (3 Credits)**

Prepares students to create and manage information in a knowledge-based organization. Students learn to design and use database tools to perform analyses and to make decisions in today's information-rich business environment. The course provides both theoretical and practical perspectives of database design and administration, with a focus on application. To manage this balance, students first gain a foundation of database concepts from lecture and course readings, and subsequently apply these fundamentals through various projects and assignments. Topics include information and information management in organizations; fundamentals of relational database design and implementation; writing and running SQL queries; working in database design teams and as individual research analysts; database design and management using Microsoft Access; database normalization; data-driven decision making; conversion of data into information and knowledge that can be leveraged to achieve business objectives; the role of data and information management in contemporary society; and data management opportunities in the hospitality industry.

**Forbidden Overlaps:** AEM 2820, HADM 3740, HADM 6740

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6750 - Machine Learning for Business and Hospitality Applications (1.5 Credits)**

The world is becoming increasingly data driven. In this context, the ability to leverage machine learning techniques to extract value from data is vital across many businesses, including the hospitality industry. This course is designed to meet the emerging need of this sector. This course aims to convey core principles of machine learning and hands-on applications of on solving real business problems. This course emphasizes on how to draw managerial insights and support business decisions from data. The methods that would be covered include linear regression, logistic regression, classification trees, clustering, and neural networks. This course also explains concepts including bias-variance trade-off, model interpretability, cross-validation, prescriptive analytics, and ethical concerns of machine learning.

**Prerequisites:** some coursework in basic statistics and quantitative classes, including HADM 2010/2011, HADM 3010, or equivalent classes. Basic computing classes, including HADM 1740/HADM 2740 or equivalent classes. Introduction level of Python programming required, for example HADM 3710/6710.

**Enrollment Information:** Priority given to: SHA students.

**Last Four Terms Offered:** Spring 2024

**Learning Outcomes:**

- Understanding of the basics concept and pipeline of machine learning.
- Apply and interpret the outcome of popular machine learning algorithms.
- Using data to support decisions.
- Be aware of ethical concerns of machine learning, including fairness, privacy, security issues and social responsibility.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6770 - Advanced Business Modeling (2 Credits)**

This class is taught in a 'flipped' environment. It focuses on organizational systems, planning, and the decision process and how information is used for decision support in organizations. Students are provided with practical skills in developing spreadsheet computer models using Microsoft Excel. Topics include: business planning and forecasting, numerical methods, advanced formulas and functions, user-interface design, data protection and validation, importing external data, and output presentation.

**Prerequisites:** HADM 1740 or equivalent if approved by the instructor.

**Forbidden Overlaps:** AEM 2010, AEM 2011, HADM 4770, ILRID 4699, ILRID 6990

**Enrollment Information:** Enrollment preference given to: SHA graduate students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6800 - Law for Entrepreneurs (3 Credits)**

An analysis of key legal issues that a startup or growing business must address, including: (i) choosing type of business entity, (ii) proper establishment and utilization of corporate boards of directors, (iii) sources of capital and understanding capitalization structures (common stock, preferred stock, warrants, etc.) (iv) use of stock options as employee incentives, (v) protecting confidential information and inventions, (vi) fundamental employment practices, (vii) negotiating relationships with landlords, distributors, resellers and customers; and (viii) secured transactions and basic debtor-creditor law. Three to four young, successful entrepreneurs will give lectures about specific legal issues they have confronted in their business start-ups. In addition, use of video conferencing technology will allow another 3-4 entrepreneurs into the classroom for similar Q & A exchanges.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6811 - Discrimination and Labor Law (1.5 Credits)**

The hospitality industry is the most labor intensive industry in the world. In the United States, there is a large union presence in the major cities. In union and non-union environments, owners and operators must consider the discrimination laws when making any employment decision. This course provides a broad overview into the theory and practice of labor and employment law for owners and operators. In addition, because numerous employers have begun to implement DE&I programs, this class provides a framework for understanding how to create such programs that do not violate the law. This class begins by setting forth the protected classes established in 1964, 1967, and 1990. We then examine the process for proving discrimination, the development of sexual harassment, disability & religious accommodations, retaliation, and alternative dispute resolution, all of which will affect DE&I programs. We then move on to examine wage and hour law, which in the hospitality industry can be quite complex, as well as union/management relations. Students will be able to spot legal issues, identify the relevant rule of law, and apply facts to law. They will understand union organizing and collective bargaining.

**Enrollment Information:** Enrollment limited to: Executive MMH (EMMH) Students.

**Last Four Terms Offered:** Summer 2025, Spring 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6815 - Digital Platforms (3 Credits)**

Platforms have become central to many of society's most important functions. You use them to find information (Google, Bing, etc.), communicate with friends (iOS, WhatsApp), find a date (Tinder, Bumble), book a flight (Google Flights), make hotel (Kayak) or restaurant reservations (OpenTable). There is a good chance you are reading this course description on a digital platform (OS X, Linux, or Windows). This seminar provides a multidisciplinary lens by which to study these organizations as the intersection of markets, technology, and institutions. The sessions will discuss how platforms have transformed labor, democracy, economics, law, and other aspects of social life. In doing so, this seminar will allow students to engage in discussions about surveillance, capitalism, inequality, power, and cooperation.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students will be able to understand digital platforms from multiple academic disciplinary perspectives.
- Students will be able to explain how digital platforms are reshaping the concept of labor and work.
- Students will be able to understand how platform organizations wield power, especially in relation to consumers and the state.
- Students will be able to possess a foundational understanding of how to create, compete with, or co-exist with platform organizations.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6835 - Leading and Managing Teams (3 Credits)**

Students will learn conceptual frameworks for understanding group dynamics and their effects on team performance. In addition, students will develop practical skills for building and managing effective groups and teams. These include the following capabilities: to choose and implement the team structures that are best for accomplishing specific goals, to diagnose team performance problems, and to design appropriate interventions. Topics include motivation, conflict resolution, creativity, decision-making, communication, diversity, emotional intelligence, and leadership styles. An overriding theme for this course is that effective leaders must use both analytic and interpersonal skills to effectively manage groups. Students will have the opportunity to develop these skills through case studies, self-assessments, experiential exercises, readings, discussions, papers, and group activities.

**Prerequisites:** HADM 1150 or HADM 2810 or PSYCH 1101.

**Enrollment Information:** Enrollment limited to: graduate students.

**Last Four Terms Offered:** Fall 2020, Fall 2019, Fall 2018, Fall 2017

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6870 - Real Estate Law (3 Credits)**

This course provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students will learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

**Enrollment Information:** Enrollment limited to: graduate or professional master's students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6871 - Real Estate Law (1.5 Credits)**

This course provides students with an understanding of the legal issues surrounding the ownership, transfer, and use and development of real estate. Students will learn to recognize and evaluate legal issues in order to inform the decision-making process with respect to real estate, whether as a business executive, an entrepreneur, or in personal life.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Summer 2025, Spring 2024

**Learning Outcomes:**

- Students will learn how to evaluate legal issues with respect to real estate.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6910 - Hospitality Immersion I (1.5 Credits)**

The course will provide students with a broad understanding of managerial finance. The overall objective is to develop skills in using accounting and cash flow information for financial planning, capital budgeting evaluation, long-term financial decision-making, and capital structure decisions. Topics will include valuation of investments, capital budgeting decisions, capital structure, long-term financing, cost of capital, debt capacity, and raising capital in the public markets.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Spring 2024, Spring 2023

**Learning Outcomes:**

- The course will provide students with a broad understanding of managerial finance.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6911 - Hospitality Immersion II (1.5 Credits)**

This second hospitality immersion provides an opportunity for students to connect with industry leaders with a focus upon innovation. The course connects students with leaders that are driving change and innovation within hospitality and prepares them with innovation focussed content that allows students to connect their coursework to challenging issues facing their companies and the industry as a whole.

**Enrollment Information:** Enrollment limited to: EMMH Students.

**Last Four Terms Offered:** Fall 2024, Fall 2023

**Learning Outcomes:**

- Students to connect with industry leaders with a focus upon innovation.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6960 - Hospitality Industry Practicum (1 Credit)**

**Last Four Terms Offered:** Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 6965 - Business Plan Competition (1 Credit)**

The Cornell Hospitality Business Plan Competition is an annual entrepreneurship event that begins at the start of the academic year when students form teams and develop business idea pitches, that are judged based upon the clarity, substantiation, and marketability of their business idea. Up to ten (10) teams will be selected to compete as semi-finalists based on the quality of the pitch and will move forward to the next round, which involves the creation of a complete business plan. Those teams selected will be offered permission codes for enrollment.

**Prerequisites:** registered for the Cornell Hospitality Business Plan Competition and semi-finalist standing.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6980 - Graduate Special Studies Project II (1-3 Credits)**

Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Written permission is required before course enrollment. Permission forms are available in the Office of Student Services, 180 Statler Hall.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 6990 - Graduate Special Studies Project I (1-3 Credits)**

Each student must have in mind a project and obtain agreement from an individual faculty member to oversee and direct the study. Written permission is required before course enrollment. Permission forms are available in the Office of Student Services, 180 Statler Hall.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7030 - Operations Management (3 Credits)**

The purpose of this course is to introduce world-class service operations management concepts and approaches for the hospitality industry. This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve a competitive advantage in customer responsiveness, price, quality, and variety of products and services in the hospitality industry. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices are explored so that students learn to critically evaluate these and other operational improvement programs, as well as develop their own operational improvements. Students learn how to manage and improve the operations of a firm, and how operational issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to the participants working/aspiring to work in hospitality consulting, entrepreneurs, or general managers. Working knowledge of operations is also indispensable to those working/aspiring to work in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

**Enrollment Information:** Enrollment limited to: MMH, EMMH and M2 students or permission of instructor.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

**Learning Outcomes:**

- Students will critically evaluate a hospitality management problem and formulate a solution based on principles from a least two management disciplines.
- Students will analyze a management situation within a global hospitality context and defend a course of action.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate effective behaviors within a diverse team based on their analysis of team needs.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.
- Students will demonstrate in-depth expertise in a self-selected area of the hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7090 - Introduction to Hospitality (1.5 Credits)**

This course explores the hospitality industry through the hotel sector, highlighting key management challenges in the service industry. Through the perspectives of operators, managers, consumers, travelers, owner-investors, and policymakers, students will examine the strategic, operational, financial, and human resource dimensions that drive hospitality management. By integrating real-world insights and industry best practices, the course fosters a deep understanding of service excellence, market dynamics, and innovation within a competitive global landscape. Designed for executives and professionals, this course equips participants with the analytical tools and leadership skills necessary to navigate complexities and drive success in the evolving hospitality sector.

**Enrollment Information:** Enrollment limited to: PMMH students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7120 - Leading and Transforming Hospitality Organizations (1.5 Credits)**

Students will examine how to leverage their team and their people to take advantage of opportunities in the market and adapt their enterprise accordingly. This course combines components of strategy and leadership. Agility requires stability. How do you build a stable workplace for your people while adding flexibility and agility to change? If you have to use resource reallocation dynamically you have to find ways to manage conflicts between resource allocation and pivoting.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Summer 2025, Summer 2024, Summer 2023

**Learning Outcomes:**

- Students will examine how to leverage their team and their people to take advantage of opportunities in the market and adapt their enterprise accordingly.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7144 - Competitive Strategies for the Hospitality Industry (3 Credits)**

Examines competitive strategies, cooperative strategies, and growth strategies within the hospitality industries and beyond. The goal is to develop a mastery of the strategic issues facing hospitality as well as important new qualitative tools to perform analyses. Using a case-based approach, the course focuses not only on hospitality but on other industries as well, allowing for thinking outside the box and development of novel solutions not possible by studying only hospitality. The course integrates knowledge from all previous M.M.H. courses including marketing, finance, organizational behavior, and human resources.

**Enrollment Information:** Enrollment limited to: MMH students or permission of instructor.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7230 - Corporate Finance (3 Credits)**

The course will provide students with a broad understanding of managerial finance. The overall objective is to develop skills in using accounting and cash flow information for financial planning, capital budgeting evaluation, long-term financial decision-making, and capital structure decisions. Topics will include valuation of investments, capital budgeting decisions, capital structure, long-term financing, cost of capital, debt capacity, and raising capital in the public markets.

**Enrollment Information:** Enrollment limited to: MMH and EMMH students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Students will critically evaluate a hospitality management problem and formulate a solution based on principles from a least two management disciplines.
- Students will analyze a management situation within a global hospitality context and defend a course of action.
- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate effective behaviors within a diverse team based on their analysis of team needs.
- Students will recognize and distinguish the ethical dimensions of a business decision.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7240 - Managerial Accounting (3 Credits)**

This course moves on from traditional GAAP to using accounting standards for hospitality. The Uniform System of Accounts for the Lodging Industry (USALI) is the standard for hotel accounting practices. USALI is not taught in many schools as it is specific to hotels/lodging industry. This course allows for significant benchmarking between hotels/lodging units to understand how your hotel is performing against competition. All cases and examples are from the lodging industry. Students in this course will not perform the role of accountants; they will use sample data routinely provided by accountants to hotel owners, operators, and general managers so that they can practice making sound business decisions based on the information in the financial documents.

**Enrollment Information:** Enrollment limited to: MMH and EMMH students or permission of instructor.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

**Learning Outcomes:**

- Students will critically evaluate a hospitality management problem and formulate a solution based on principles from a least two management disciplines.
- Students will analyze a management situation within a global hospitality context and defend a course of action.
- Students will create professional-quality written business documents.
- Students will recognize and distinguish the ethical dimensions of a business decision.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7271 - Leadership and Ethics I (1.5 Credits)**

This two-part course is designed to offer descriptive and prescriptive knowledge about management, leadership, and ethics in organizations. Selected issues, themes, cases, readings, and exercises will be relevant and applicable to working in the hospitality industry. Together, both courses will give students more insight into the following: Psychological biases and cognitive traps that can undermine ethical decision-making and rational choices at work; Individual differences (e.g., traits, tendencies) and greater understanding of your personal strengths (to help you become the best version of yourself as a manager and leader); Practical advice to form and sustain high-quality connections at work (and strategies to encourage other employees to do the same) leading people to thrive and organizations to flourish; Knowledge about how to design and implement human resource practices that will increase employee engagement by way of employee empowerment; Creation and maintenance of an organizational culture that will benefit multiple stakeholders (employees, suppliers, customers, shareholders, surrounding communities).

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Fall 2023, Spring 2023, Fall 2021, Spring 2021  
Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7272 - Leadership and Ethics II (1.5 Credits)**

This two-part course is designed to offer descriptive and prescriptive knowledge about management, leadership, and ethics in organizations. Selected issues, themes, cases, readings, and exercises will be relevant and applicable to working in the hospitality industry. Together, both courses will give students more insight into the following: 1) Psychological biases and cognitive traps that can undermine ethical decision-making and rational choices at work; 2) Individual difference (e.g., traits, tendencies) and greater understanding of your personal strengths (to help you become the best version of yourself as a manager and leader); 3) Practical advice to form and sustain high-quality connections at work (and strategies to encourage other employees to do the same) leading people to thrive and organizations to flourish; 4) Knowledge about how to design and implement human resource practices that will increase employee engagement by way of employee empowerment; 5) Creation and maintenance of an organizational culture that will benefit multiple stakeholders (employees, suppliers, customers, shareholders, surrounding communities).

**Prerequisites:** HADM 7271.

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Fall 2023, Spring 2023, Spring 2022, Spring 2021

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7273 - Leadership and Ethics (3 Credits)**

This course is designed to offer descriptive and prescriptive knowledge about management, leadership, and ethics in organizations. Selected issues, themes, cases, readings, and exercises will be relevant and applicable to working in the hospitality industry. Together, both courses will give students more insight into the following: Psychological biases and cognitive traps that can undermine ethical decision-making and rational choices at work; Individual differences (e.g., traits, tendencies) and greater understanding of your personal strengths (to help you become the best version of yourself as a manager and leader); Practical advice to form and sustain high-quality connections at work (and strategies to encourage other employees to do the same) leading people to thrive and organizations to flourish; Knowledge about how to design and implement human resource practices that will increase employee engagement by way of employee empowerment; Creation and maintenance of an organizational culture that will benefit multiple stakeholders (employees, suppliers, customers, shareholders, surrounding communities).

**Last Four Terms Offered:** Fall 2024

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7410 - Hospitality Strategic Management (1.5 Credits)**

This course provides an opportunity for students to connect content across other courses (marketing, operations, finance, accounting, etc...) through a lens of innovation as students focus on outlining solutions to key challenges either within organizations where they currently work, or develop new concepts for firms to tackle key issues facing consumers today.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Fall 2024, Spring 2024

**Learning Outcomes:**

- Students focus on outlining solutions to key challenges either within organizations where they currently work or develop new concepts for firms to tackle key issues facing consumers today.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7430 - Marketing Management for Services (3 Credits)**

Marketing links the company to its customers. Marketing listens to the voice of the customer to guide product innovation, pricing strategies, and distribution approaches. Marketing communicates the company's value offer and shapes consumer attitudes toward the brand. Marketing facilitates the consumer purchase process, monitors satisfaction, and helps to ensure a stream of customers and profits. Thus, even if you don't pursue a career in marketing, it is important for you to understand how marketing works to integrate the activities of the firm. Services dominate the world economy. Services are different from manufactured goods in terms of how each is produced, purchased, and perceived. As such, services require a distinctive approach to marketing, both in creation and execution. Most business school marketing courses focus on the manufacturing sector. In this class, you will be exposed to a way of thinking about marketing that is grounded by a service-dominant paradigm. You will learn analytical approaches and gain insights needed to develop and implement service strategies. You will learn how to study consumer behavior for services and examine frameworks for service experience design and management. You will learn to create and map service processes, assess and deliver service quality, and diagnose and enhance service branding and marketing-communications strategies.

**Enrollment Information:** Enrollment limited to: MMH, EMMH and M2 students or permission of instructor.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Spring 2023, Fall 2022

**Learning Outcomes:**

- Students will analyze a management situation within a global hospitality context and defend a course of action.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7510 - Properties Development and Planning (3 Credits)**

This course serves as an overview of hospitality project development and planning from the perspective of an owner and manager. Students learn about the role of the development team, feasibility studies, space programming, construction and renovation management, and functional and design criteria for hotels and restaurants. Teams will prepare program documentation for a new lodging property or concept.

**Enrollment Information:** Enrollment limited to: MMH and M2 students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Spring 2023

**Learning Outcomes:**

- Students will critically evaluate a hospitality management problem and formulate a solution based on principles from a least two management disciplines.
- Students will analyze a management situation within a global hospitality context and defend a course of action.
- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate effective behaviors within a diverse team based on their analysis of team needs.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.
- Students will demonstrate in-depth expertise in a self-selected area of the hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7511 - Hospitality Real Estate Development (3 Credits)**

Real estate development projects have many moving pieces - millions of dollars, groups of stakeholders, and teams of individuals working together to bring the projects to success, often over the course of several years. Throughout this course, you will focus on how to effectively manage these commercial development projects to maximize value. Utilizing specific case studies, you will determine a project's feasibility, develop project management skills, and systematically compare competing commercial development sites to ensure your selection aligns with your project goals. You will then create, cultivate, and communicate the project's vision, scope, and feasibility in a development package to share with key stakeholders to gain support for your project. This package will prepare you to create a Basis of Design document which will become the foundation for the project team's choices, rationale, and decision making throughout the process. To highlight the project's benefits and opportunities to the broader community, you'll also develop a financial pitch designed to realistically promote the project. As the final piece, you'll have the opportunity to develop plans to overcome any unexpected project challenges elegantly and efficiently. Upon completion of the course, you will have the skills and practical knowledge to take a commercial development project from conception to launch.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Summer 2024, Summer 2023

**Learning Outcomes:**

- Upon completion of the course, students will have the skills and practical knowledge to take a commercial development project from conception to launch.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7610 - Management Communication (3 Credits)**

Organizational leaders in the hospitality industry depend on written, visual, and oral messages to solve problems and to accomplish professional goals within the workplace. Students learn to think critically, ethically, and strategically about communication in a variety of contexts and for a variety of purposes, for example, proposing an idea and addressing real ethical challenges that may occur in a crisis situation. Students will practice communication principles, such as developing and supporting an argument and crafting clear, concise messages.

**Forbidden Overlaps:** HADM 3650, HADM 3670, HADM 6670, HADM 7610, REAL 6640

**Enrollment Information:** Enrollment limited to: MMH students.

**Last Four Terms Offered:** Fall 2024, Fall 2023, Fall 2022, Fall 2021

**Learning Outcomes:**

- Students will create professional-quality written business documents.
- Students will plan and deliver a professional-quality oral presentation.
- Students will demonstrate effective behaviors within a diverse team based on their analysis of team needs.
- Students will recognize and distinguish the ethical dimensions of a business decision.
- Students will evaluate the ethical consequences of their business decisions on various stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7611 - Management Communication (1 Credit)**

Management Communication is designed to improve your speaking and listening skills in hospitality industry contexts and practices. You will learn to think critically and strategically about communication, to produce messages that are clear and concise. You will have several opportunities to practice effective communication elements, ranging from persuasive presentations to reading deck reports.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Spring 2024, Spring 2023

**Learning Outcomes:**

- How effective managers and executives harness their communication skills to help solve business problems.
- How to plan, organize, practice, refine, and deliver effective oral business presentations.
- How to create visual/verbal documents to support persuasive arguments.
- How to apply knowledge to critically evaluate management communication practices and to use self-assessment to improve communication competencies.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7820 - Human Resources Management (3 Credits)**

This graduate-level course covers the strategies that enable companies to attract, develop, and retain high-quality employees, which include selection, compensation, performance appraisal, and career management. In each of these areas, the focus is on the return on the human-resource investment.

**Enrollment Information:** Enrollment limited to: MMH and M2 students or written permission of instructor in advance of pre-enrollment.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Summer 2023

**Learning Outcomes:**

- PLO 1.1: Students will critically evaluate a hospitality management problem and formulate a solution based on principles from a least two management disciplines.
- PLO 1.2: Students will analyze a management situation within a global hospitality context and defend a course of action.
- PLO 2.1: Students will create professional-quality written business documents.
- PLO 2.3: Students will demonstrate effective behaviors within a diverse team based on their analysis of team needs.
- PLO 3.1: Students will recognize and distinguish the ethical dimensions of a business decision.
- PLO 3.2: Students will evaluate the ethical consequences of their business decisions on various stakeholders.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7821 - Human Resources Management (1.5 Credits)**

Hospitality is a people-first industry. To remain competitive, service firms need to understand how their employees influence the firm's performance and create long-term competitive advantages. Therefore, companies need to find, develop, and retain talented and skilled people who are dedicated to providing a consistent, brand-focused, customer experience across all functions of the organization. Successful service firms understand that their HR function plays a key role in their overall success. In this course, you will gain a deeper understanding of the policies, procedures, and systems required to attract, select, develop, and retain quality employees in today's hospitality industry. To achieve this objective, you will analyze the major environmental factors that affect employees' lives, the firm's HR function, and the company's day-to-day and operations. You will conduct a labor market analysis and identify an HR function's competitive position and priorities. You will then apply these concepts to design a strong, sustainable talent attraction and selection system that focuses on job needs, brand consistency, and promoting brand culture.

**Enrollment Information:** Enrollment limited to: EMMH students.

**Last Four Terms Offered:** Summer 2025, Summer 2024, Summer 2023

**Learning Outcomes:**

- Students will gain a deeper understanding of the policies, procedures, and systems required to attract, select, develop, and retain quality employees in today's hospitality industry.

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7900 - Cornell-Peking MMH/MBA Dual-Degree Program (0-12 Credits)**

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7950 - MMH Master Class (1.5 Credits)**

The MMH Master Class is a multi-day immersion seminar held at the site of a leading hospitality firm, such as a hotel, resort, or cruise line. Students solve problems based on real-life scenarios facing the host organization and present their solutions to industry leaders and the Hotel School faculty member(s) who accompany them.

**Enrollment Information:** Enrollment limited to: MMH students or permission of instructor.

**Course Fee:** Course Fee, TBA. TBA.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 7960 - Seminar in Leadership, Diversity, and Inclusion (3 Credits)**

Diversity and inclusion is on everyone's mind. We all know that together, we have to do a better job providing tools and resources to leaders to improve their ability create, sustain, and institutionalize diversity and inclusion (D&I) behavior in their organizations. To truly realize the benefits from D&I activities, initiatives and programs, leaders must be prepared to address the challenges we face in the broadly diverse hospitality industry. For our students, this course is designed to build both a theoretical and practical understanding of how to manage the ever-evolving needs for D&I programs in the global hospitality industry.

**Enrollment Information:** Open to: MMH students.

**Last Four Terms Offered:** Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 8900 - M.S. Thesis Research (1-12 Credits)**

Thesis research for master's students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)



**HADM 9310 - Service and Healthcare Operations (1.5 Credits)**

This course will focus on research that is being conducted within the growing domain of service operations. This includes, but is not limited to, the hospitality industry, healthcare, non-routine (e.g., white collar) services, transparency, collaboration, queuing management, workforce scheduling, and more. The course will use a combination of research papers and textbook chapters to cover some of the key results in the area of service operations and examine some of the recent research taking place in the field. Methodologies considered might include empirical data analysis, field and laboratory experiments, and analytical modeling.

**Enrollment Information:** Enrollment limited to: Ph.D. students.

**Last Four Terms Offered:** Spring 2024, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 9320 - Foundations of Operations Management II: Operations Strategy and Supply Chain Management (1.5 Credits)**

This course will cover contemporary foundational research in the area of operations management. The focus will be on issues related to coordination, contracting, information flow and variability propagation in global supply chains. Later sessions will cover more contemporary issues around food supply chains, the carbon footprint of supply chains, the configuration of supply chain networks, issues of food waste, etc. Participants must have an advanced knowledge of static and dynamic game theory to follow the papers studied.

**Enrollment Information:** Enrollment limited to: Ph.D. students.

**Last Four Terms Offered:** Spring 2024, Spring 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 9330 - Revenue Management Analytics (1.5 Credits)**

This course will focus on algorithmic approaches to setting prices for perishable products such as hotel rooms, airline seats, taxi-rides available in a neighborhood, seasonal products, etc. Topics covered will include revenue management for single resource, for networks of resources, overbooking, choice modeling, revenue management for differentiated products, assortment planning, online learning and pricing, and competitive assortment and price optimization. We will also see recent advances in the field, such as using game theory to model strategic consumer behavior in revenue management settings, applying revenue management techniques to platform settings, and empirical studies in revenue management.

**Enrollment Information:** Enrollment limited to: PhD students.

**Last Four Terms Offered:** Fall 2024, Fall 2022

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 9900 - Ph.D. Thesis Research (1-12 Credits)**

Thesis research for Ph.D. candidates.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Spring 2024, Fall 2023

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 9980 - Operations of Digital Business Models and Marketplaces (1.5 Credits)**

Operating digital marketplaces (aka platforms, intermediaries) is the primary business of most technology companies. Ad-supported tech companies (Facebook, Google) design and operate markets that connect consumers of digital content with advertisers; digital transportation network companies (Uber, Lyft) operate marketplaces that connect riders with drivers; Labor marketplaces (Upwork) connect freelancers with jobs. This course will cover the latest research on operational issues in these marketplaces, including algorithms and approaches for matching supply with demand, strategies for scaling marketplaces, methods for price discovery, etc. The course will also cover other new digital business models such as those associated with bike-sharing systems, e-commerce and digital retail, social-media enabled selling, etc.

**Enrollment Information:** Enrollment limited to: PhD students.

**Last Four Terms Offered:** Spring 2023, Spring 2021, Fall 2017, Fall 2011

Schedule of Classes (<https://classes.cornell.edu/>)

**HADM 9981 - Seminar in Service Management Research (1.5 Credits)**

This seminar course is designed for PhD and M.S. graduate research students with an interest in service and hospitality research. Topics will cover a range of domains relevant to hospitality scholarship, including service operations, revenue management, human resources management, services marketing, consumer behavior, communication, and real estate. We will also explore the research process and research methodologies, especially as these relate to applied scholarship. A highlight of the course is the participation of Graduate Faculty from the Hotel School who will share their research and stimulate your thinking about research questions of importance to the discipline of hospitality.

**Enrollment Information:** Open to: MS and PhD students.

**Last Four Terms Offered:** Spring 2025, Fall 2024, Fall 2021

Schedule of Classes (<https://classes.cornell.edu/>)