

## **William F. Harrah College of Hotel Administration**

Graduate education in the William F. Harrah College of Hotel Administration is a personalized experience. There is no better place to learn about the hospitality profession than the entertainment capital of the world-Las Vegas. Here we have a living laboratory with more than 146,000 hotel rooms and hundreds of casinos, restaurants, resorts, sporting events, conventions, trade shows, and leisure and recreation facilities. If you are interested in a post-graduate degree that will advance your career or prepare you to teach others about the hospitality industry, this is the place for you.

We offer a master's of science degree in Hotel Administration plus a dual MBA and M.S. in Hotel Administration degree, and, a dual M.S. in Hotel Administration and M.S. in Management Information Systems degree. We also have an executive master's degree and a Ph.D. in Hospitality Administration. Our internationally recognized, diverse faculty members will help you create an academic program that meets your unique needs.

The William F. Harrah College of Hotel Administration is known for its tradition of offering world-class programs in hospitality administration. The Ace Denken Co. Ltd. Endowment supports the Ph.D. in Hospitality Administration.

*Stowe Shoemaker, Ph.D., Dean, William F. Harrah College of Hotel Administration*  
*James Busser, Ph.D., Associate Dean of Academic Affairs*  
*Tony L. Henthorne, Ph.D., Associate Dean of Research and Graduate Programs*  
*Billy Bai, Ph.D., Senior Assistant Dean of Academic Affairs*  
*Jean Hertzman, Ph.D., Assistant Dean of Operations*

### **Hotel Administration**

#### Dean

**Stowe Shoemaker** - *Full Graduate Faculty Professor; B.S., University of Vermont; M.S., University of Massachusetts; Ph.D., Cornell University. Rebel since 2012.*

#### Associate Deans

**James A. Busser** - *Full Graduate Faculty Associate Dean of Academic Affairs; Director, Ph.D. Program; Professor; B.A., Illinois State University; M.S., Ph.D., University of Illinois-Champaign-Urbana. Rebel since 1987.*

**Tony L. Henthorne** - *Full Graduate Faculty Associate Dean of Research and Graduate Programs; Professor; B.A., Ouachita Baptist University; M.B.A., University of Arkansas, Fayetteville; Ph.D., University of Mississippi. Rebel since 2008.*

#### Assistant Deans

**Bai, Billy** - *Full Graduate Faculty Senior Assistant Dean of Academic Affairs; Associate Professor; B.A., Nankai University; M.Phil., Hong Kong Polytechnic University; M.S., Ph.D., Purdue University. Rebel since 2001.*

**Hertzman, Jean** - *Full Graduate Faculty Assistant Dean; Associate Professor; B.S., Cornell University; M.B.A., Tulane University; Ph.D., University of Nevada, Las Vegas. Rebel since 2006.*

#### Graduate Studies

**James A. Busser** - *Full Graduate Faculty Associate Dean of Academic Affairs; Director, Ph.D. Program; Professor; B.A., Illinois State University; M.S., Ph.D., University of Illinois-Champaign-Urbana. Rebel since 1987.*

**Daniel McLean** - *Full Graduate Faculty Director of Master of Hospitality Administration Program; Director, Dual MBA/Master of Science in Hotel Administration Program; Director, Master of Science in Hotel Administration/Master of Science in Management Information Systems Program; Professor; B.A., Sacramento State College;*

M.A., Brigham Young University; Ph.D., Kansas State University. *Rebel since 2007.*

**Sarah Tanford** - *Full Graduate Faculty*  
Director of M.S. in Hotel Administration Program; Associate Professor; B.A., Northwestern University; M.S., Ph.D., University of Wisconsin-Madison. *Rebel since 2008.*

**Gael Hancock**  
Manager, Graduate Studies; B.S., Hendrix College; M.S., UNLV. *Rebel since 2007*

#### Graduate Faculty

**Bai, Billy** - *Full Graduate Faculty*  
Senior Assistant Dean of Academic Affairs; Associate Professor; B.A., Nankai University; M.Phil., Hong Kong Polytechnic University; M.S., Ph.D., Purdue University. *Rebel since 2001.*

**Baloglu, Seyhmus** - *Full Graduate Faculty*  
Professor; B.S., Cukurova University; M.B.A., Hawaii Pacific University; Ph.D., Virginia Polytechnic Institute and State University. *Rebel since 1996.*

**Bergman, Christine** - *Full Graduate Faculty*  
Professor; B.S., Loma Linda University; M.S., University of Arizona; Ph.D., Michigan State University. *Rebel since 2005.*

**Bernhard, Bo Jason** - *Full Graduate Faculty*  
Professor; Executive Director International Gaming Institute; B.A., Harvard University; Ph.D., University of Nevada, Las Vegas. *Rebel since 2002.*

**Braunlich, Carl** - *Full Graduate Faculty*  
Associate Professor; B.S., M.S., Cornell University; D.B.A., United States International University. *Rebel since 2006.*

**Busser, James A.** - *Full Graduate Faculty*  
Associate Dean of Academic Affairs; Professor; B.A., Illinois State University; M.S., Ph.D., University of Illinois-Champaign-Urbana. *Rebel since 1987.*

**Cain, Christopher** - *Full Graduate Faculty*  
Associate Professor in Residence; Director, PGA Golf Management Program. B.S., M.S., Pennsylvania State University, Ph.D., University of Nevada, Las Vegas. *Rebel since 2004.*

**Chatfield, Hyun Kyung** - *Full Graduate Faculty*  
Associate Professor; B.S., M.B.A., Ph.D., University of Nevada, Las Vegas. *Rebel since 2008.*

**Chen, Chih-Chien** - *Full Graduate Faculty*  
Assistant Professor; B.A., National Taiwan University; M.S., California State University; Ph.D., University of Illinois at Urbana-Champaign. *Rebel since 2014.*

**Christianson, David J.** - *Full Graduate Faculty*  
Associate Professor; B.A., M.R.E., Brigham Young University; Ph.D., Texas A&M University. *Rebel since 1977.*

**Dalbor, Michael C.** - *Full Graduate Faculty*  
Professor; B.S., Ph.D., Pennsylvania State University; M.B.A., Loyola College. *Rebel since 2000.*

**Eade, Vincent** - *Full Graduate Faculty*  
Professor; B.A., M.A., Bonaventure. *Rebel since 1986.*

**Erdem, Mehmet** - *Full Graduate Faculty*  
Associate Professor; B.S., M.S., Purdue University; Ph.D., University of Nevada, Las Vegas. *Rebel since 2006.*

**Gatling, Anthony** - *Full Graduate Faculty*  
Assistant Professor; B.A., Duquesne University; M.B.A., Wayne State University; D.B.A., Lawrence Technological University. *Rebel since 2012.*

**Green, Allison** - *Full Graduate Faculty*  
Assistant Professor; B.A., Eastern Illinois University; M.H.R., University of Oklahoma; Ph.D., University of New Mexico. *Rebel since 2012.*

**Henthorne, Tony L.** - *Full Graduate Faculty*  
Associate Dean; Professor; B.A., Ouachita

Baptist University; M.B.A., University of Arkansas, Fayetteville; Ph.D., University of Mississippi. *Rebel since 1986.*

**Hertzman, Jean** - *Full Graduate Faculty*  
Assistant Dean; Associate Professor; B.S., Cornell University; M.B.A., Tulane University; Ph.D., University of Nevada, Las Vegas. *Rebel since 2006.*

**Jones, Thomas** - *Full Graduate Faculty*  
Associate Professor; B.F.A., University of South Dakota; B.S., M.S., University of Nevada, Las Vegas; Ed.D., Arizona State University. *Rebel since 1990.*

**Kim, Jungsun (Sunny)** - *Full Graduate Faculty*  
Assistant Professor; B.A. Kyung Hee University; M.S., Ph.D., University of Nevada Las Vegas. *Rebel since 2012.*

**Kim, Yen-Soon** - *Full Graduate Faculty*  
Associate Professor; B.S., M.S., Soonchunhyang University; Ph.D., Oklahoma State University. *Rebel since 2005.*

**Kincaid, Clark S.** - *Full Graduate Faculty*  
Associate Professor; B.A., Southern Utah State College, M.S., Ph.D., University of Nevada, Las Vegas. *Rebel since 2004.*

**Love, Curtis C.** - *Full Graduate Faculty*  
Associate Professor; B.S., University of Southern Mississippi; M.A., Ph.D., University of Alabama. *Rebel since 1998.*

**Lucas, Anthony** - *Full Graduate Faculty*  
Professor; B.S., Ball State University; M.B.A., Ph.D., University of Nevada, Las Vegas. *Rebel since 2001.*

**McLean, Daniel** - *Full Graduate Faculty*  
Director of Master of Hospitality Administration Program; Director, Dual MBA/Master of Science in Hotel Administration Program; Director, Master of Science in Hotel Administration/Master of Science in Management Information Systems Program; Professor; B.A., Sacramento State College; M.A., Brigham Young University; Ph.D., Kansas State University. *Rebel since 2007.*

**Montgomery, Rhonda** - *Full Graduate Faculty*  
Associate Professor; B.S., M.S., Purdue University; Ph.D., University of South Carolina. *Rebel since 1995.*

**Moreo, Pat** - *Full Graduate Faculty*  
Associate Dean; Professor; B.S., University of Nevada, Las Vegas; M.P.S., Cornell University; Ed.D., University of Nevada, Las Vegas. *Rebel since 1983.*

**Raab, Carola** - *Full Graduate Faculty*  
Associate Professor; B.S., M.B.A., Ph.D., University of Nevada, Las Vegas. *Rebel since 2003.*

**Repetti, Toni** - *Full Graduate Faculty*  
Assistant Professor; B.S., University of Nevada, Las Vegas; M.B.A., Colorado State University; Ph.D., University of Nevada, Las Vegas. *Rebel since 2012.*

**Sammons, Gail** - *Full Graduate Faculty*  
Director of Master of Hospitality Administration Program; Professor; B.S., North Dakota State University; M.S., University of Nevada, Las Vegas; Ph.D., Pennsylvania State University. *Rebel since 1996.*

**Stowe Shoemaker** - *Full Graduate Faculty*  
Dean; Professor; B.S., University of Vermont; M.S., University of Massachusetts; Ph.D., Cornell University. *Rebel since 2012.*

**Singh, Ashok** - *Full Graduate Faculty*  
Professor; B.S., M.S., Lucknow University; Ph.D., Purdue University. *Rebel since 1991.*

**Tanford, Sarah** - *Full Graduate Faculty*  
Director of M.S. in Hotel Administration Program; Associate Professor; B.A., Northwestern University; M.S., Ph.D., University of Wisconsin-Madison. *Rebel since 2008.*

**Werner, William B.** - *Full Graduate Faculty*  
Associate Professor; B.A., Ohio State University; J.D., University of Cincinnati. *Rebel since 2001.*

**Woods, Robert N.** - Full Graduate Faculty Professor; B.S., University of Oklahoma; M.S., Ph.D., Cornell University. *Rebel since 2000.*

**Zemke, Dina Marie** - Full Graduate Faculty Assistant Professor; B.S., Cornell University; M.B.A., University of Minnesota; Ph.D., University of Nevada, Las Vegas. *Rebel since 2012.*

#### Deans and Professors Emeriti

#### **Abbey, James R.**

Emeritus Professor; B.A., M.B.A., Michigan State University; Ph.D., Utah State University. *UNLV Emeritus 1973-2000.*

#### **Borsenik, Frank D.**

Emeritus Professor; B.S., M.S., Ph.D., Michigan State University. *UNLV Emeritus 1975-1994.*

#### **Goodwin, John R.**

Emeritus Associate Professor; B.A., Michigan State University; M.A., Pepperdine University; D.B.A., United States International University. *UNLV Emeritus 1980-1993.*

#### **Gu, Zheng**

Emeritus Professor; B.S., Hangzhou University; M.S., Ph.D., University of Central Florida. *UNLV Emeritus 1991.*

#### **Holmes, David**

Emeritus Professor; B.S., M.S. Indiana State University; Ph.D., University of Utah. *UNLV Emeritus 1976.*

#### **Mann, Stuart H.**

Emeritus Dean of the William F. Harrah College of Hotel Administration; B.S., University of Illinois; M.S., Ph.D., Case Western Reserve University. *UNLV Emeritus 1998.*

#### **Mayer, Karl**

Emeritus Professor; B.S., University of Wisconsin-Madison; M.S., Columbia University; M.B.A. Harvard University; Ph.D., University of Nevada, Las Vegas. *UNLV Emeritus 2001-2013.*

#### **McCool, Audrey**

Emeritus Professor; B.S., M.A., University of

Illinois, Urbana; Ed.D., Texas Tech University. *UNLV Emeritus 1990.*

#### **Metcalfe, Lyell E.**

Emeritus Associate Professor; B.S., B.A., M.A., University of Arizona; C.P.A., California. *UNLV Emeritus 1970-1994.*

#### **Shock, Patti**

Emeritus Professor; B.S., M.S., University of Southern Mississippi. *UNLV Emeritus 1988-2013.*

#### **Stefanelli, John**

Emeritus Professor; B.S., University of Illinois; M.B.A., Michigan State University; Ph.D., University of Denver. *UNLV Emeritus 1978.*

#### **Vallen, Jerome J.**

Emeritus Dean of the William F. Harrah College of Hotel Administration and Professor; B.S., Ph.D., Cornell University; M.Ed., St. Lawrence University. *UNLV Emeritus 1967-1998.*

#### **Doctor of Philosophy - Hospitality Administration**

#### **Plan Description**

The Ph.D. program is a multi-conceptual and research-based degree program designed to produce top quality hospitality and tourism educators and researchers. It focuses on preparing students to be excellent teachers at the university level, and engages them in scholarly research in hospitality and tourism management. Upon graduation, students will be able to teach and conduct research at the university level, and work at industry research institutions. The Ph.D. program is highly competitive, seeking motivated individuals who are committed to pursuing academic and research careers in hospitality and tourism. The program is partly supported by the Ace Denken Co. Ltd. Endowment.

#### **Learning Outcomes**

[www.unlv.edu/degree/phd-hospitality-administration](http://www.unlv.edu/degree/phd-hospitality-administration)

## Plan Admission Requirements

Applications available on the UNLV Graduate College website.

The student must satisfy the minimum admission requirements of the Graduate College and the Harrah Hotel College including:

1. Completed online application found in the upper right-hand column of the Graduate College home page and payment of required application fee.
2. Official transcripts sent directly from all educational institution(s) attended after high school are required by both the Graduate College and the Harrah Hotel College Graduate Studies Office. Unofficial transcripts may be uploaded to the online application. Please note: it is a requirement of the UNLV Graduate College that students with class credits and/or degrees from educational institutions outside the United States must provide a course-by-course evaluation of those credentials by a NACES Evaluation Agency. This is to obtain an evaluation of the courses, verification of degrees, and establish accreditation of the schools and/or universities. A copy of this evaluation should be sent to both the UNLV Graduate College and the Harrah Hotel Graduate Studies Office.
3. Master's degree from an accredited institution with at least 24 credits in hotel administration, food service administration, tourism-convention administration, or a closely aligned field.
4. An overall GPA of 3.00 on a 4.00 scale for all work completed at the post-baccalaureate level.
5. Three or more years of management/supervisory experience in the hospitality industry.
6. GRE or GMAT test results sent directly from the testing center to the Harrah Hotel College Graduate Studies Office.

Students must make a satisfactory composite score on the Graduate Record Examination (GRE) (institution code 4861), minimum score in the 50th percentile—with at least 35% on the verbal portion; on the Graduate Management Admission Test (GMAT) (department code ZSC 37-32), minimum score 550 with at least 25% on the verbal portion.

7. A statement of 500 words outlining what the applicant expects to accomplish during the Ph.D. program and his/her particular research interests.
8. Current resume (must have three or more years of management/supervisory experience in the hospitality industry).
9. Three Letters of Recommendation are required. It is preferred that these letters come from two college faculty members and one current or former employer. However, recommendations from one faculty member and two employers will suffice.
10. A master's level thesis or the equivalent.
11. All domestic and international applicants must review and follow the Graduate College Admission and Registration Requirements .

*Application Deadline:* Refer to the Graduate College website for specific deadlines.

This program does not admit for the spring semester. All documentation and application materials must be in the Graduate College and the William F. Harrah College of Hotel Administration Graduate Studies Office by the deadline for the application to be considered.

*Students are accepted into a degree program as described in the Graduate Catalog. The faculty and corresponding sub-disciplines and sub-plans within the described programs are subject to change at any time.*

## Plan Requirements

Total Credits Required: 60

## Course Requirements

### **Required Course – Credits: 3**

HOA 794 - Issues and Trends for  
Hospitality Educators

### **Additional Required Courses – Credits: 18**

HOA 798 - Readings in  
Hospitality Management  
HOA 797 - Philosophy of Science  
in Hospitality Research  
HOA 795 - Research Seminar in  
Hospitality Education  
HOA 735 - Research  
Methodology  
HOA 796 - Advanced Research  
Methodology  
EPY 718 - Qualitative Research  
Methodologies

### **Required Statistical Analysis Courses – Credits: 6**

Complete two of the following  
courses:  
STA 713 - Experimental Design  
STA 715 - Multivariate Statistical  
Methods  
EPY 722 - Inferential Statistics  
and Experimental Design  
EPY 732 - Multiple Regression  
and Path Analysis  
EPY 733 - Multivariate Statistics  
EPY 734 - Latent Variable  
Models: Factor Analysis and  
SEM  
EAB 763 - Linear Statistical  
Models  
EAB 783 - Multivariate Methods  
for the Health Sciences  
PSC 702 - Advanced Quantitative  
Methods

### **Major and Minor Area of Study – Credits: 15**

Complete five courses authorized  
by your Chair and Academic  
Advisor.

Major Area of Study: Three 3-  
credit courses

Minor Area of Study: Two 3-  
credit courses

### **Electives – Credits: 6**

Courses used to fulfill  
prerequisite requirements can  
count toward these elective  
credits if the courses are at the  
700-level or higher.

### **Dissertation – Credits: 12**

HOA 799 - Dissertation

## Degree Requirements

1. Must have at least 24 credits in the William F. Harrah College of Hotel Administration (excluding dissertation credits) and 12 credits outside of the Harrah Hotel College. All credits must be from 700-level courses.
2. Successful completion of all courses approved on the student's graduate program of study with a 3.00 GPA or better. Any credits completed with less than a 2.00 GPA may result in the student's termination from the program.
3. After the first year of course work, but before the end of the fourth semester, a Qualifying Exam (Q-Exam) must be passed:
  - a. The Q-Exam is based on the material covered in two courses required of all students over their first two semesters in the program: HOA 730 – Statistical Analysis for Hospitality and HOA 735 – Research Methodology; or their equivalent.
  - b. The Director of the Ph.D. Program solicits exam

questions from the faculty teaching the required courses, conducts the exam, and distributes the completed exams to the faculty who wrote the questions for grading. The final grade determination will include a review by the Director of the Ph.D. Program.

c. Students will be given two opportunities in the college computer lab without resources to pass the exam at a standard criterion of 75% on each question.

i. The first administration of the exam (two-½ days) will follow students second semester in the program (May). Students that are determined to be below standard on one question of the entire exam will be given the opportunity to rewrite that question in a second sitting one week following the rewrite decision.

ii. If the student does not meet the standard on the rewrite, the student will need to retake an entire new exam at a second administration (August) and will be placed on probation. Students retaking the exam at a second administration must meet the standard on all questions. There is not a rewrite option for those retaking the exam. Students who

do not pass the exam on either attempt or do not meet their conditions of probation will be recommended to the Graduate College for separation from the Ph.D. program.

4. The student must file an approved degree plan before the start of the third semester after admission to the program. The degree plan must be developed in consultation with the student's Doctoral Advising Committee Chair, the Doctoral Advising Committee, the Director of the Ph.D. Program, and the Executive Director of Graduate Studies and Research.
5. In consultation with his/her advisor, a student will organize a dissertation committee of at least three departmental members. In addition, a fourth member from outside the department, known as the Graduate College Representative, must be appointed. An additional committee member may be added at the student and department's discretion. Please see Graduate College policy for committee appointment guidelines.
6. Simultaneous to the last semester of content-related course work (non-dissertation credits), the student must pass a major and minor area comprehensive exam. This exam is designed by the student's Doctoral Advising Committee under the direction of the Doctoral Advising Chair. This exam must be taken within five years of the admission date.
  - a. The form of the written comprehensive exam shall be committee-driven. That is, it is up to each member of the committee to decide how she or he wishes the student to demonstrate content mastery. However, a minimum of one question should address each

of the student's major and minor areas of study as indicated in their approved program of study. Two to three questions must be solicited from each member of the committee. In the event that there is redundancy among the questions, the chair should request a replacement question(s) from the appropriate committee member(s). Should the committee members decide to do so, they may solicit questions from other graduate faculty from whom the student has taken class. Inclusion of any questions non-committee members submit is at the discretion of the committee.

- b. The written comprehensive exam will be offered two times per year at the beginning of the fall and spring semesters and may be completed off campus. After the committee chair has finalized the exam, it will be submitted to the Director of the Ph.D. Program. The Director will release the exam to the student at a designated date with a return of the completed exam to the Director within 48 hours. The Director will then disseminate the exam to the committee chair, who will distribute to committee members. The grading system for the exam will be a satisfactory – unsatisfactory. Each committee member determines whether the student's answers are satisfactory. The Director will inform the student of unsatisfactory answers that require a rewrite. The rewrite will follow the same procedure

as the original exam and in consultation with the student will take place within 2 weeks of the unsatisfactory notification. Unsatisfactory answers require a rewrite by the students within 48 hours after receiving feedback from faculty. Students who are not satisfactory after the rewrite will be placed on probation and will need to retake the comprehensive exam at the next available sitting. Students retaking the comprehensive exam the second time must be satisfactory on all questions. There is not a rewrite option for those retaking the exam. Students who are not satisfactory on either attempt or do not meet the conditions of probation will be recommended to the Graduate College for separation from the Ph.D. program. The committee chair shall inform the Director of the Ph.D. Program of the student's grade.

7. The student must successfully write and orally defend his/her dissertation proposal and the completed dissertation. The dissertation must be of substantial quality and length, original in thought and research, and make a significant contribution to the body of knowledge in the field of hospitality administration. Upon approval of the Doctoral Advising Committee, the student will orally defend both the dissertation proposal and the completed dissertation.
8. All students admitted to the program may spend the equivalent of two semesters completing an approved internship if necessary.

### **Plan Graduation Requirements**



1. The student must submit all required forms to the Graduate College and then apply for graduation up to two semesters prior to completing his/her degree requirements.
2. The student must submit and successfully defend his/her dissertation by the posted deadline. The defense must be advertised and is open to the public.
3. Student must submit his/her approved, properly formatted hard-copy dissertation to the Graduate College, and submit the approved electronic version to ProQuest by the posted deadline.

### **Executive Master of Hospitality Administration**

#### **Plan Description**

The Master's of Hospitality Administration (MHA) degree is a 30-credit program designed to bring hospitality executives together to learn the latest management and leadership techniques in an executive format, via the Internet and other media. Demand determines the class schedule for the program.

Courses are taught entirely online—there is no requirement that any student come to the main UNLV campus (although all students are encouraged to participate in the graduation exercises). Courses are offered throughout the year in five eight-week sessions. Two sessions are scheduled during the fall and spring semesters and one during the summer semester. At least two required courses and two elective courses are offered during each session. The professional paper class is offered during the regular 16-weeks of the Fall and Spring semesters and for an extended time during the Summer semester to afford students time to complete their projects. The professional paper should adhere to the American Psychological Association's current publication manual regarding writing style and format.

In addition to regular tuition and fees, this program has an additional fee of \$510 per credit to cover the cost of delivery in an executive format. For more information, contact the program coordinator at (702) 895-5430.

#### **Learning Outcomes**

[www.unlv.edu/degree/mha-hospitality-administration](http://www.unlv.edu/degree/mha-hospitality-administration)

#### **Plan Admission Requirements**

Applications available on the UNLV Graduate College website.

The student must satisfy the following admission requirements of the Graduate College and the William F. Harrah College of Hotel Administration.

1. A baccalaureate degree from an accredited college or university with an overall undergraduate grade point average of at least 2.75 on a 4.00 scale, or 3.00 or higher in the last two years of study.
2. A minimum of three years of full-time management experience in the hospitality industry.

All domestic and international applicants must review and follow the Graduate College Admission and Registration Requirements.

**IMPORTANT NOTE FOR INTERNATIONAL STUDENTS:** Because this program is offered totally online and is available anywhere in the world, UNLV cannot issue an I-20 and you cannot obtain a student visa to come to the United States based upon enrollment in the Master's of Hospitality Administration Program.

#### **The following information to be submitted electronically to the Graduate College with your application:**

1. Completed online application found in the upper right-hand column of the Graduate College home page.
2. Unofficial transcripts for all post-secondary schools attended.

3. Payment of application fees.
4. A brief essay of approximately 500 words outlining your career goals and how your hospitality employment background has prepared you for graduate study.
5. Résumé with employer references. The resume should clearly indicate job titles, place and date of employment and specific job responsibilities.
6. Three or more years of full-time experience in a management or administrative capacity in the hospitality industry.
7. Two letters of recommendation: You may upload contact information (name, address, phone, email) for a current or former employer and a college faculty member able to evaluate your potential for success in a graduate program (two recommendations required). If you are no longer in touch with faculty members, two letters from employers will suffice. Your contacts will be sent an email with information on how to complete the online recommendation or where to mail a submission.

NOTE: Instead of the above, you may skip this section on the application and have your recommenders email their letters directly to [gael.hancock@unlv.edu](mailto:gael.hancock@unlv.edu).

**The following information to be submitted directly to the Harrah Hotel College Graduate Studies Office and the Graduate College:**

1. In addition to the electronic transcript(s) submitted to the Graduate College with your application, official copies of your transcripts must be mailed directly from the educational institution(s) to both the Graduate College and the Harrah Hotel College Graduate Studies Office.
2. Evaluation of Foreign Credentials (see #4 above)

**Notes:** Students are not required to take the GRE or the GMAT for entry into this program.

We will accept email submissions of the essay, resume and recommendation letters. However, recommendation letters must be emailed directly from the professor or employer, not forwarded by the prospective student.

**Application Deadlines**

Refer to the Graduate College website for specific deadlines.

All required documentation and application materials must be received by the UNLV Graduate College and the Harrah Hotel College Graduate Studies Office by the listed deadline for the application to be considered.

*Students are accepted into a degree program as described in the Graduate Catalog. The faculty and corresponding sub-disciplines and sub-plans within the described programs are subject to change at any time.*

**Plan Requirements**

Total Credits Required: 30

Course Requirements

**Required Courses – Credits: 15**

- MHA 603 - Human Resources and Behavior in the Hospitality Industry
- MHA 605 - Financial Analysis for the Service Industries
- MHA 640 - Marketing Systems
- MHA 635 - Research Methodology
- MHA 651 - Hospitality Service Management

**Elective Courses – Credits: 12**

Complete four additional MHA courses:

- MHA 538 - Fundamentals of Casino Operations
- MHA 604 - Hospitality Organizational Behavior Issues

MHA 606 - Hospitality Revenue Management  
 MHA 607 - Hospitality Industry Cost Control  
 MHA 611 - Laws of Innkeeping and Food Service  
 MHA 616 - Principles and Practices in Hospitality Management  
 MHA 617 - Principles and Practices in Convention and Meetings Management  
 MHA 618 - Principles of Casino and Gaming Management  
 MHA 620 - Principles and Practices in Food Service Management  
 MHA 625 - Information Technology in the Hospitality Industry  
 MHA 626 - Sustainability in the Hospitality Industry  
 MHA 631 - Operational Analysis in Hospitality Management  
 MHA 638\* - Database Marketing for Hospitality and Tourism  
 MHA 641 - Dynamics of Tourism  
 MHA 642 - Customer Development Strategies for Casino & Gaming  
 MHA 644 - Online Training and Development  
 MHA 645 - Human Dynamics and Organizational Leadership  
 MHA 646 - Essentials of Negotiation in the Hospitality Industry  
 MHA 647 - Intercultural Communication in the Hospitality Industry  
 MHA 653 - Event Management  
 MHA 654 - Risk Management: Safety and Security in Hospitality and Tourism  
 MHA 660 - Research Seminar in Hotel Administration  
 MHA 661 - Research Seminar in Food Service Administration

MHA 662 - Seminar in Hospitality Education  
 MHA 663 - Research Seminar in Casino and Gaming Management  
 MHA 675 - Seminar in Hospitality Finance  
 MHA 681 - Independent Study and Research  
 MHA 690 - Special Topics in Hospitality Management

**Culminating Experience – Credits: 3**

Complete either a professional paper or hospitality entrepreneurship.

MHA 787 - Entrepreneurship in the Hospitality Industry  
 MHA 788 - Professional Paper

**Degree Requirements**

1. Students must successfully complete 30 credit hours of 500-/600-level course work in the MHA program in the William F. Harrah College of Hotel Administration. These credits will come from four elective courses, five required courses and a professional paper.
2. Students may take courses in any order with three exceptions: six or more credit hours must be completed before MHA 635 – Research Methods can be taken; MHA 635 – Research Methodology must be taken prior to the culminating experience, and it is recommended that the culminating experience be taken in the last semester of study. Students can schedule their individual programs with the MHA academic advisor.

**Plan Graduation Requirements**

1. The student must submit all required forms to the Graduate College and then apply for graduation up to two semesters prior to completing his/her degree requirements.

2. The student must successfully complete a culminating experience.

## **Master of Science - Hotel Administration**

### **Plan Description**

The 36-hour Master of Science – Hotel Administration degree program will prepare you for a successful career as an upper-level executive in the hospitality industry or as an instructor/researcher in a hospitality education program. You can choose from several tracks of study including food service management, hotel management, hospitality education, convention and meetings management, or casino and gaming management.

Students have the opportunity to conduct research on a subject that interests them by writing a thesis or a professional paper. This decision will be based upon the student's goals and consultation with an academic advisor. Copies of the completed thesis must meet the guidelines of the UNLV Graduate College and be completed according to published deadlines.

#### Learning Outcomes

[www.unlv.edu/degree/ms-hotel-administration](http://www.unlv.edu/degree/ms-hotel-administration)

### **Plan Admission Requirements**

Applications available on the UNLV Graduate College website.

The student must satisfy the minimum admission requirements of the UNLV Graduate College and the William F. Harrah College of Hotel Administration, including:

1. Submission of a completed online application form and required admission fee.
2. Submission of two copies of official transcripts from all institutions attended after high school. One copy should be sent directly from the institution attended to the UNLV Graduate College and another one to the Harrah Hotel

College Graduate Studies Office. Please note: it is a requirement of the UNLV Graduate College that students with class credits and/or degrees from educational institutions outside the United States must provide a course-by-course evaluation of those credentials by a Graduate College approved NACES Evaluation Agency. This is to obtain an evaluation of the courses, verification of degrees, and establish accreditation of the schools and/or universities. A copy of this evaluation should be sent to both the UNLV Graduate College and the Harrah Hotel Graduate Studies Office. Unofficial copies of transcripts may be uploaded with the online application form.

3. A baccalaureate degree from an accredited institution with a minimum overall GPA of 2.75 on a 4.00 scale, or 3.00 in the last two years of study.
4. A satisfactory composite score on the Graduate Record Examination (GRE) (institution code 4861), minimum score in the 50th percentile—with at least 35% on the verbal portion, or the Graduate Management Admissions Test (GMAT) (department code ZSC-37-21), minimum score 550 with at least 25% on the verbal portion. All scores must be sent directly from the testing center to the Harrah Hotel College Graduate Studies Office.
5. A minimum of one year of full-time work experience in a management/supervisory capacity in the hospitality industry, or three years of full-time, front-line experience.
6. A brief essay of approximately 500 words outlining the applicant's career goals and how the applicant's hospitality employment background has prepared him/her for graduate study.
7. Two letters of recommendation, one from a current or former employer and one from a college faculty member able to evaluate the applicant's potential for success in a graduate program. If the

applicant is no longer in touch with faculty members, letters from two employers will suffice.

8. A current resume with employer references. The resume should clearly indicate job titles, places and dates of employment, and specific job responsibilities.
9. All domestic and international applicants must review and follow the Graduate College Admission and Registration Requirements.

Items 6, 7, and 8 above can be submitted to the Harrah Hotel College Graduate Studies Office by email or mail. Recommendation letters must be mailed or emailed directly from the employer or professor, not forwarded by the applicant.

Application Deadline: Refer to the Graduate College website for specific deadlines.

*Students are accepted into a degree program as described in the Graduate Catalog. The faculty and corresponding sub-disciplines and sub-plans within the described programs are subject to change at any time.*

### **Plan Requirements**

*See Subplan Requirements below.*

### **Subplan 1 Requirements: Thesis Track**

Total Credits Required: 36

Course Requirements

#### **Required Courses – Credits: 24**

HOA 703 - Human Resources Management in the Hospitality Industry  
HOA 705 - Financial Analysis for the Service Industries  
HOA 711 - Laws of Innkeeping and Food Service  
HOA 730 - Statistical Analysis for Hospitality  
HOA 731 - Operational Analysis in Hospitality Management

HOA 735 - Research Methodology  
HOA 740 - Marketing Systems  
HOA 777 - Critical Issues in Hospitality Management

#### **Management Elective Course – Credits: 3**

Complete one of the following courses:

HOA 716 - Principles and Practices in Hotel Management  
HOA 717 - Principles and Practices in Convention and Meetings Management  
HOA 718 - Principles of Casino and Gaming Management  
HOA 720 - Principles and Practices in Food Service Management

#### **Supporting Elective Course – Credits: 3**

Complete three credits of advisor-approved elective coursework.

#### **Thesis – Credits: 6**

HOA 789 - Thesis

#### **Degree Requirements**

1. Successfully complete a minimum of 36 graduate-level credit hours, of which no less than 24 are in Hotel Administration. This allows for a variety of supplemental tracks including business and education. At least 27 credits must be at the 700-level.
2. An oral examination is required of all candidates for the M.S. degree.
3. Successfully complete supplemental courses as required by the academic advisor, if the student's undergraduate preparation is insufficient. Generally, no more than six credits of supplementary courses will be required.

4. In consultation with his/her advisor, a student will organize a thesis committee of at least three departmental members. In addition, a fourth member from outside the department, known as the Graduate College Representative, must be appointed. An additional committee member may be added at the student and department's discretion. Please see Graduate College policy for committee appointment guidelines.
5. In addition to the academic requirements, the Harrah Hotel College requires 500 hours of acceptable employment experience in the hospitality industry. The work experience requirement requires the student to find employment, but carries no academic credit and may be earned outside Nevada and during the summer. This work experience will be evaluated qualitatively as well as quantitatively, and may be waived at the discretion of the program coordinator. International students must go to the Office of International Students and Scholars to verify employment eligibility.

#### Graduation Requirements

1. The student must submit all required forms to the Graduate College and then apply for graduation up to two semesters prior to completing his/her degree requirements.
2. The student must submit and successfully defend his/her thesis by the posted deadline. The defense must be advertised and is open to the public.
3. The student must submit his/her approved, properly formatted hard-copy thesis to the Graduate College, and submit the approved electronic version to ProQuest by the posted deadline.

#### **Subplan 2 Requirements: Professional Paper Track**

Total Credits Required: 36

#### Course Requirements

##### **Required Courses – Credits: 24**

HOA 703 - Human Resources Management in the Hospitality Industry  
 HOA 705 - Financial Analysis for the Service Industries  
 HOA 711 - Laws of Innkeeping and Food Service  
 HOA 730 - Statistical Analysis for Hospitality  
 HOA 731 - Operational Analysis in Hospitality Management  
 HOA 735 - Research Methodology  
 HOA 740 - Marketing Systems  
 HOA 777 - Critical Issues in Hospitality Management

##### **Management Elective Course – Credits: 3**

Complete one of the following courses:

HOA 716 - Principles and Practices in Hotel Management  
 HOA 717 - Principles and Practices in Convention and Meetings Management  
 HOA 718 - Principles of Casino and Gaming Management  
 HOA 720 - Principles and Practices in Food Service Management

##### **Supporting Elective Courses – Credits: 6**

Complete six credits of advisor-approved elective coursework.

##### **Professional Paper – Credits: 3**

HOA 788 - Professional Paper

#### Degree Requirements

1. Successfully complete a minimum of 36 graduate-level credit hours, of which no less than 24 are in Hotel Administration. This allows for a variety of supplemental tracks including business and education. At least 27 credits must be at the 700-level.
2. An oral examination is required of all candidates for the M.S. degree.
3. Successfully complete supplemental courses as required by the academic advisor, if the student's undergraduate preparation is insufficient. Generally, no more than six credits of supplementary courses will be required.
4. In addition to general academic requirements, the Harrah College of Hotel Administration requires 500 hours of acceptable employment in the hospitality industry. This work experience will be evaluated qualitatively as well as quantitatively. The work experience requirement may be met during the school year or in summers. International students must go to the Office of International Students and Scholars to verify employment eligibility. The work experience requirement requires the student to find a paid job but carries no academic credit and may be earned anywhere.

#### Graduation Requirements

1. The student must submit all required forms to the Graduate College and then apply for graduation up to two semesters prior to completing his/her degree requirements.
2. The student must successfully complete a professional paper.

#### Plan Graduation Requirements

*Refer to your subplan for Graduation Requirements.*

#### William F. Harrah College of Hotel Administration Courses

##### HOA 501 - Hotel Law

Credits 3

Legal aspects of the owner/customer relationship with particular attention to personal and property liability in the hospitality industry.

**Formerly** HOA 601

**Notes** This course is crosslisted with HMD 401. Credit at the 500-level requires additional work.

##### HOA 502 - Employment Law in the Hospitality Industry

Credits 3

Covers all significant state and federal laws applicable to employment relationships found in hospitality businesses and studies effective methods of managing hospitality employees in compliance with applicable employment laws. Students learn to effectively identify, evaluate and resolve employment law issues and liabilities commonly encountered by hospitality businesses.

**Formerly** HOA 602

**Notes** This course is crosslisted with HMD 402. Credit at the 500-level requires additional work.

##### HOA 507 - Organizational Theory Applied to the Service Industries

Credits 3

Focuses on developing management skills through the study and application of theories of human behavior, particularly in service organizations. Areas addressed include: working with/through others, communication, coaching and counseling, providing feedback, goal setting, stress management, creative problem solving, motivation, power, conflict management, and group dynamics and developing effective teams.

**Formerly** HOA 607

**Notes** This course is crosslisted with HMD 407. Credit at the 500-level requires additional work.

##### HOA 508 - Labor Management Relations

Credits 3

Analysis of labor-management relations in the hospitality industry at the employee, unit, and strategic levels. Development of written and verbal communication and problem identification/ solving skills via environmental

analysis (historical, legal, social and technological). Other areas include: contract negotiation and administration, union-management cooperative efforts, and strategic labor management decision-making.

**Formerly** HOA 608

**Notes** This course is crosslisted with HMD 408. Credit at the 500-level requires additional work.

HOA 509 - Hospitality Security/Risk

Credits 3

Analysis of contemporary risk management and security concerns specific to hospitality and gaming industries; encompassing lodging, food and beverage, casinos, events, and clubs. Includes development of security and risk management strategies for asset protection, loss prevention, disaster control, crisis management, industrial safety, casino security, and emergency action planning.

**Formerly** HOA 510

**Notes** This course is crosslisted with HMD 410. Credit at the 500-level requires additional work.

HOA 521 - Market and Feasibility Studies

Credits 3

Graduate credit may be obtained for courses designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 621

**Notes** Credit at the 500-level requires additional work.

HOA 522 - Staff Planning and Operational

Analyses

Credits 3

Graduate credit may be obtained for courses designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 622

**Notes** Credit at the 500-level requires additional work.

HOA 525 - Computer Application to the

Hospitality

Credits 3

Graduate credit may be obtained for courses

designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 625

**Notes** Credit at the 500-level requires additional work.

HOA 526 - Accounting for the Casino Hotel

Credits 3

Detailed examination of accounting systems, procedure, and controls peculiar to casinos required by both management and government for internal auditing, financial reporting, and governmental control.

**Formerly** HOA 626

**Notes** This course is crosslisted with GAM 426. Credit at the 500-level requires additional work.

HOA 536 - Mathematics of Casino Games

Credits 3

Graduate credit may be obtained for courses designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 636

**Notes** Credit at the 500 level normally requires additional work.

HOA 537 - Gaming Regulations and Control

Credits 3

Nevada's system of gaming regulation and control provides a model for studying the history, purpose, politics, methods, and limitations — both practical and legal — of governmental regulation and control of legal gambling.

**Formerly** HOA 637

**Notes** This course is crosslisted with GAM 437. Credit at the 500-level requires additional work.

HOA 540 - Casino Marketing

Credits 3

Marketing concepts as applied to the gaming industry.

**Formerly** HOA 640

**Notes** This course is crosslisted with GAM 440. Credit at the 500-level requires additional work.



HOA 542 - Sociology of Gambling

Credits 3

Analysis of patterns of participation in various forms of gambling; political/economic background of gambling; effects of gambling on communities, lifestyles, and value systems.

**Formerly** HOA 642

**Notes** This course is crosslisted with GAM 442, SOC 442 and SOC 642. Credit at the 500 and 600-level requires additional work.

HOA 549 - International Tourism

Credits 3

Study of international travel and tourism. Focuses on the economic, social, political, and environmental considerations of international tourism management and development.

**Formerly** HOA 649

**Notes** This course is crosslisted with TCA 449. Credit at the 500-level requires additional work.

HOA 553 - Management of Hospitality Service Delivery System

Credits 3

Evaluation, design, and management of service delivery systems through operations management topics from a service perspective. Included are other related topics such as customer satisfaction and managing organizational change.

**Formerly** HOA 653

**Notes** This course is crosslisted with HMD 453. Credit at the 500-level requires additional work.

HOA 555 - Hotel Administration Seminar

Credits 3

Study and discussion of current problems in the hospitality industry using case studies, individual research, and guests.

**Formerly** HOA 655

**Notes** This course is crosslisted with HMD 455. Credit at the 500-level requires additional work.

HOA 556 - Employee Development

Credits 3

Stresses the techniques in planning, developing, and conducting training programs in food service and lodging firms.

**Formerly** HOA 656

**Notes** This course is crosslisted with HMD 456. Credit at the 500-level requires additional work.

HOA 560 - Facilities Planning and Equipment

Credits 3

Graduate credit may be obtained for courses designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 660

**Notes** Credit at the 500 level normally requires additional work.

HOA 570 - Quantitative Methods and Applications in Casino Gaming

Credits 3

Develops the techniques and methods for computing the probabilities, expected values, and house percentages of casino games and analyzes the effects of changes in playing rules and payoff odds.

**Formerly** HOA 670

**Notes** This course is crosslisted with GAM 470. Credit at the 500-level requires additional work.

HOA 571 - Practicum in Hotel Education

Credits 3

Graduate credit may be obtained for courses designated 500 or above. A full description of this course may be found in the Undergraduate Catalog under the corresponding 400 number.

**Formerly** HOA 671

**Notes** Credit at the 500 level normally requires additional work.

HOA 574 - Seminar in Hotel Research

Credits 3

For descriptions of 500-level courses, please consult the current Undergraduate Catalog where they are listed as 400-level courses.

**Formerly** HOA 674

**Notes** Credit at the 500 level usually requires additional work.

HOA 587 - Association Management

Credits 3

**Formerly** HOA 687

HOA 703 - Human Resources Management in the Hospitality Industry

Credits 3

Examines the functions of human resource management through readings, cases and applied research with special attention to strategic HR alliances and developing trends.

HOA 705 - Financial Analysis for the Service Industries

Credits 3

Problems and cases in applying accounting and financial information to executive decision making in the hospitality industry.

**Prerequisites** Adequate preparation in accounting.

HOA 711 - Laws of Innkeeping and Food Service

Credits 3

Examines through case studies and discussion the modern application of the laws of innkeeping using a historical perspective.

HOA 716 - Principles and Practices in Hotel Management

Credits 3

Examination of the mechanisms and techniques employed in the management of hotel/motel companies. Comparisons, case studies, and selected topics focus on equity structures, operations, marketing, and systems for a variety of public and private operations.

HOA 717 - Principles and Practices in Convention and Meetings Management

Credits 3

Examination of the mechanisms and techniques employed in the management of convention and meeting industries. Comparisons, case studies, and selected topics focus on equity structures, operations, marketing, and systems for a variety of convention and meetings management issues.

HOA 718 - Principles of Casino and Gaming Management

Credits 3

Examination of the mechanisms and techniques employed in the management of casino

companies. Comparisons, case studies and selected topics focus on organization and department policies, production processes, manpower development, scheduling, and marketing for a variety of operating systems.

**Prerequisites** Consent of instructor.

HOA 720 - Principles and Practices in Food Service Management

Credits 3

Examination of the mechanisms and techniques employed in the management of food service companies. Comparisons, case studies, and selected topics focus on equity structures, operations, multiunits, marketing, and systems for a variety of public and private operations.

**Prerequisites** HOA 461 or equivalent.

HOA 721 - Issues in Women's Nutrition

Credits 3

Advanced discussion of how nutrition affects the physical and mental health of women throughout the life cycle and how to evaluate the validity of nutrition research as it relates to the needs of women rather than the general population.

HOA 725 - Information Technology in the Hospitality Industry

Credits 3

Examines the current level of technology use, explores the potential uses of existing technology, and discusses new technologies in the hospitality industry.

**Prerequisites** Consent of instructor.

HOA 730 - Statistical Analysis for Hospitality

Credits 3

Introduction to the use of statistical techniques with emphasis on applications for the hospitality industry.

HOA 731 - Operational Analysis in Hospitality Management

Credits 3

Research design, operations analysis, and the application of analytical models for the hotel and food service industry.

**Formerly** (HOA 701)

**Prerequisites** HOA 730

HOA 732 - Advanced Statistics in R for Hospitality and Business

Credits 3

Advanced statistical methods for analyzing time series data, including seasonal and non-seasonal ARIMA modeling. Statistical analysis of panel data (aka longitudinal or cross-sectional time-series data), which is a time series data for several entities, will also be covered. The statistical programming language R will be used in this class.

**Prerequisites** HOA 730 or equivalent.

HOA 735 - Research Methodology

Credits 3

Examination of research methods including: the scientific method, literature review, sampling, statistics, research design, and analytical technique.

**Notes** If you are following the thesis option, you must take 3 credits of HOA 799 in conjunction with this class.

**Prerequisites** Graduate standing.

HOA 738 - Database Marketing for Hospitality and Tourism

Credits 3

Provides students with a working knowledge of database marketing in the hospitality and tourism industries. Database marketing is an information-driven process of compiling detailed information about customers, leads, and prospects and using that information to segment and target individual customers with appropriate sales-oriented materials.

HOA 739 - Psychology of Hospitality Marketing

Credits 3

Research in neurology, biology, and cognitive science is changing the way researchers approach how people think and behave. This class introduces students to new ways of viewing cognition and to help graduate students apply these new views as they develop their own research programs.

HOA 740 - Marketing Systems

Credits 3

Development of marketing and advertising systems for hospitality industries based on both the need to create new markets and the need to respond to significant shifts in social and economic patterns.

HOA 741 - Dynamics of Tourism

Credits 3

Examines major components of international and domestic tourism systems, including socio-economic effects. Legal and environmental problems, and managerial and planning functions.

HOA 742 - Customer Development Strategies for the Casino and Gaming Industry

Credits 3

Analyzing marketing and promotional strategies utilized by the casino industry and developing understanding of valutive techniques that facilitate managerial decision making concerning these strategies.

**Prerequisites** HOA 718 or consent of instructor.

HOA 743 - Professional Training Applications

Credits 3

Prepares students to plan, create, and conduct management and employee development programs. Process of learning essentials of training and presentation skill and management concepts.

**Notes** Students work with industry professionals.

HOA 744 - Online Training and Development

Credits 3

Concepts, principles, and techniques of online training. Emphasizes transfer of knowledge acquisition via online learning. Development of online training programs.

HOA 745 - Human Dynamics and Organizational Leadership

Credits 3

Provides students with knowledge, skills and attitudes necessary to undertake leadership responsibilities in complex organizations. Applies concepts and methodologies from social and behavioral sciences in the analysis of leadership behavior in diverse organizational and

community settings.

**Same as** (EDA 745 and BUS 745)

HOA 751 - Hospitality Service Management

Credits 3

Examines service marketing and management concepts relevant to the hospitality industry and explores how these concepts can be applied to service delivery systems in the hospitality industry.

HOA 756 - Culinary Arts Instruction

Credits 1

Practical methods for improving culinary curriculum and instruction. Methods of instruction for culinary theory, cooking methods, mise en place, food service sanitation, menu development, culinary math, and food and beverage trends.

HOA 757 - Restaurant Management Instruction

Credits 1

Practical methods for introducing restaurant management skills into the curriculum. Methods for instruction of food service purchasing and purchasing formulas, dining room service techniques, managing service, suggestive selling, advanced culinary techniques, and revenue management.

**Prerequisites** HOA 756

HOA 758 - Advanced Culinary Instructional Techniques

Credits 1

Methods for introducing advanced culinary techniques into the curriculum. Methods for instruction of baking pastries and cakes, use of baking equipment, basic garde manger and food presentation skills.

**Prerequisites** HOA 757

HOA 759 - Advanced Food Service Management Instruction

Credits 1

Practical methods for introducing advanced food service management into the curriculum. Capstone course for the food service management instructional series. Organization, design, and management of the different styles of

restaurant operations.

**Prerequisites** HOA 758

HOA 760 - Research Seminar in Hotel

Administration

Credits 3

Student solutions to situation incidents and case studies in the lodging segment of the hospitality industry. Alternate semesters treat different topics.

**Notes** May be repeated once with consent of advisor and instructor.

**Prerequisites** Six graduate credits in hotel administration.

HOA 761 - Research Seminar in Food Service

Administration

Credits 3

Student solutions to incidents and case studies in the food segment of the hospitality industry.

Alternate semesters treat different topics.

**Notes** May be repeated once with consent of advisor and instructor.

**Prerequisites** Six graduate credits in hotel administration.

HOA 763 - Research Seminar In Casino and

Gaming Management

Credits 3

Student solutions to situations, incidents and case studies in the casino segment of the hospitality industry. Alternate semesters treat different topics.

**Notes** May be repeated once with consent of advisor and instructor.

**Prerequisites** Six graduate credits in hotel administration including HOA 718.

HOA 764 - Research Seminar in Convention

Management

Credits 3

Designed around student solutions to situations, incidents, and case studies in convention, meeting, and exhibition management.

Comprehensive and application of research to practical and theoretical issues in convention management will be emphasized. Alternate semesters treat different topics.

**Prerequisites** Six graduate credits in hotel administration.

HOA 775 - Seminar in Hospitality Finance  
Credits 3

Analysis and application of financial theories to hospitality firms and industry.

**Notes** May be repeated to a maximum of six credits.

**Prerequisites** HOA 705, FIN 701 or equivalent.

HOA 777 - Critical Issues in Hospitality Management

Credits 3

Provides the opportunity to identify, explore, discuss, and analyze current critical issues and events important to the hospitality industry. Students communicate in research and writing the essence of a critical issue and prepare a verbal presentation to communicate a critical issue.

**Notes** May be repeated to a maximum of six credits.

HOA 781 - Independent Study and Research  
Credits 1 – 3

Consultation course consisting of individual student effort under guidance of the instructor. Students assigned to or request assignment to specific problems in hospitality management on the basis of interest and preparation.

**Notes** May be repeated to a maximum of six credits.

**Prerequisites** Consent of instructor and graduate program director.

HOA 782 - Advanced Independent Study and Research

Credits 3

Consultation course consisting of individual student effort under guidance of the instructor. Students conduct independent research in their major area or work on the analysis of a problem for a hospitality organization.

**Prerequisites** Doctoral student.

HOA 783 - Internship

Credits 1 – 3

Field experience in a variety of hospitality

related industries that focus on management or application of specific skills within a discipline. Must be consistent with the student's area of specialization and conducted under the guidance of a graduate faculty member.

**Notes** May be repeated to a maximum of six credits.

**Prerequisites** Consent of instructor and graduate program director.

HOA 787 - Entrepreneurship in the Hospitality Industry

Credits 3

Comprehensive coverage of various tools, documents, and subject materials utilized to start and maintain a small hospitality business. Includes entrepreneurial perspectives, challenges, characteristics, self-assessment; starting a new venture; developing business idea and business/marketing/financial organizational plans; and financing and managing the new venture. Other issues include legal, franchising, and international entrepreneurship.

**Prerequisites** HOA 703, HOA 740 or MBA 767, HOA 705 or MBA 765.

HOA 788 - Professional Paper

Credits 3

Professional paper whose contents serve as the focus for the final oral examination.

**Formerly** HOA 791

**Notes** May be enlarged in scope and purpose for thesis credit. 3 credits.

HOA 789 - Thesis

Credits 3 – 6

Students may enroll in 3 credits per semester.

**Formerly** HOA 799

**Notes** A total of six credits are required for the thesis.

**Grading** S/F grading only.

**Prerequisites** HOA 735

HOA 790 - Special Topics in Hospitality Management

Credits 1 – 6

Eclectic approach to special problem areas of current interest employing individual and group research.

**Notes** May be repeated once with consent of advisor and instructor.

**Prerequisites** Six graduate credits in hotel administration.

HOA 794 - Issues and Trends for Hospitality Educators

Credits 1

Explores issues and trends in hospitality education.

**Formerly** HOA 779

**Notes** May be repeated to a maximum of three credits.

**Prerequisites** Doctoral student.

HOA 795 - Research Seminar in Hospitality Education

Credits 3

Exploration of problems related to programs and techniques of teaching in food service and lodging education, with emphasis upon the means of improving curriculum and instruction.

**Formerly** HOA 762

**Notes** May be repeated once with consent of advisor and instructor.

**Prerequisites** Six graduate credits in hotel administration.

HOA 796 - Advanced Research Methodology

Credits 3

Fundamental principles of multivariate data analysis, including the mathematics behind the statistical techniques studied. Examination of quantitative research methods including sample size determination, validity, reliability and detection and handling of outliers.

**Formerly** HOA 736

**Prerequisites** EPY 722

HOA 797 - Philosophy of Science in Hospitality Research

Credits 3

Exploration of the philosophical and sociological context of research, including different epistemologies, ontologies, and images of human nature and their influence on conceptualizing and designing research, collecting and understanding data, and disseminating findings. Implications and consequences of alternative approaches and

perspectives of inquiry examined.

**Formerly** HOA 737

HOA 798 - Readings in Hospitality Management

Credits 3

Provides students with a knowledge and understanding of important research in their area of interest.

**Formerly** HOA 778

**Prerequisites** Doctoral student or consent of instructor.

HOA 799 - Dissertation

Credits 3 – 12

Dissertation Research.

**Formerly** HOA 798

**Notes** 3-12 credits in three-credit increments.

**Grading** S/F grading only.

**Prerequisites** Graduate standing in Ph.D. program and consent of advisor.

MHA 538 - Fundamentals of Casino Operations

Credits 3

Provides students with basic casino table games and slot department management operational procedures. It shows the relationship between these departments and other hotel/casino departments. By the end of this course, students will understand state of the art casino operations management methods.

MHA 603 - Human Resources and Behavior in the Hospitality Industry

Credits 3

Examines the functions of human resource management through readings, cases and applied research with special attention to strategic HR alliances and developing trends.

**Formerly** MHA 703

MHA 604 - Hospitality Organizational Behavior Issues

Credits 3

This course focuses on developing management skills through the study and application of theories of human behavior, particularly in service organizations. Areas addressed include: working with/through others, communication, coaching and counseling, providing feedback,

goal setting, stress management, creative problem solving, motivation, power, conflict management, group dynamics and developing effective teams.

MHA 605 - Financial Analysis for the Service Industries

Credits 3

Problems and cases in applying accounting and financial information to executive decision making in the hospitality industry.

**Formerly** MHA 705

MHA 606 - Hospitality Revenue Management

Credits 3

This course deals with the theory and practice of operational and strategic revenue management policy and problems in the hospitality industry. It briefly examines the critical areas of yield management and revenue maximization in the context of hospitality and tourism industry. Emphasis is placed upon current issues in revenue management systems.

**Formerly** MHA 706

MHA 607 - Hospitality Industry Cost Control

Credits 3

Course examines: types and nature of costs in hotels and restaurants, the role of cost control in gaining competitive advantage, the application of food and beverage cost control methods, cost forecasting approaches, Cost Volume Profit analyses, Activity Based Cost, and an introduction to energy and utility cost control.

MHA 611 - Laws of Innkeeping and Food Service

Credits 3

Examines through case studies and discussion the modern application of the laws of innkeeping using a historical perspective.

**Formerly** MHA 711

MHA 616 - Principles and Practices in Hospitality Management

Credits 3

Examination of the management techniques employed in hospitality companies. Comparisons, case studies, and selected topics

focus on management systems for a variety of public and private operations.

**Formerly** MHA 716

MHA 617 - Principles and Practices in Convention and Meetings Management

Credits 3

Examination of the mechanisms and techniques employed in the management of convention and meeting industries. Comparisons, case studies, and selected topics focus on equity structures, operations, marketing, and systems for a variety of convention and meetings management issues.

**Formerly** MHA 717

MHA 618 - Principles of Casino and Gaming Management

Credits 3

Examination of the mechanisms and techniques employed in the management of casino companies. Comparisons, case studies and selected topics focus on organization and department policies, production processes, manpower development, scheduling, and marketing for a variety of operating systems.

**Formerly** MHA 718

MHA 620 - Principles and Practices in Food Service Management

Credits 3

Examination of the mechanisms and techniques employed in the management of food service companies. Comparisons, case studies, and selected topics focus on equity structures, operations, multiunits, marketing, and systems for a variety of public and private operations.

**Formerly** MHA 720

MHA 625 - Information Technology in the Hospitality Industry

Credits 3

Examines the current level of technology use, explores the potential uses of existing technology, and discusses new technologies in the hospitality industry.

**Formerly** MHA 725

MHA 626 - Sustainability in the Hospitality Industry

Credits 3

An examination of sustainability practices in hotels, restaurants, and other hospitality facilities. Topics covered include material use, waste reduction, and recycling; water conservation; energy management; site selection and green building design, and indoor environmental quality issues. A special emphasis is placed on certifications and certifying organizations.

**Formerly** MHA 726

MHA 630 - Statistical Analysis for Hospitality

Credits 3

Introduction to the use of statistical techniques with emphasis on applications for the hospitality industry.

MHA 631 - Operational Analysis in Hospitality Management

Credits 3

Research design, operations analysis, and the application of analytical models for the hotel and food service industry.

**Formerly** MHA 601, MHA 731

MHA 635 - Research Methodology

Credits 3

Examination of research methods including the scientific method, literature review, sampling, statistics, research design and analytical technique.

**Formerly** MHA 735

**Prerequisites** Six or more credits in the MHA program.

MHA 638\* - Database Marketing for Hospitality and Tourism

Credits 3

Provides students with a working knowledge of database marketing in the hospitality and tourism industries. Database marketing is an information-driven process of compiling detailed information about customers, leads, and prospects and using that information to segment and target individual customers with appropriate sales-oriented materials.

MHA 640 - Marketing Systems

Credits 3

Development of marketing and advertising systems for hospitality industries based on both the need to create new markets and the need to respond to significant shifts in social and economic patterns.

**Formerly** MHA 740

MHA 641 - Dynamics of Tourism

Credits 3

Examines major components of international and domestic tourism systems, including socio-economic effects. Legal and environmental problems, and managerial and planning functions.

**Formerly** MHA 741

MHA 642 - Customer Development Strategies for Casino & Gaming

Credits 3

Analyzing marketing and promotional strategies utilized by the casino industry and developing understanding of evaluative techniques that facilitate managerial decision making concerning these strategies.

**Formerly** MHA 742

MHA 643 - Talent Acquisition in the Hospitality Industry

Credits 3

Course examines the tactical processes and strategic implications of recruiting, interviewing, selecting and orienting new employees within the hospitality industry. The assessment of relevant skill sets of applicants matched to the strategic needs of the organization is a focus of the course.

**Prerequisites** MHA 603.

MHA 643 - Talent Acquisition in the Hospitality Industry

Credits 3

Course examines the tactical processes and strategic implications of recruiting, interviewing, selecting and orienting new employees within the hospitality industry. The assessment of relevant skill sets of applicants matched to the strategic needs of the organization is a focus of



the course.

**Prerequisites** MHA 603

MHA 644 - Online Training and Development  
Credits 3

Concepts, principles, and techniques of online training. Emphasizes transfer of knowledge acquisition via online learning. Development of online training programs.

**Formerly** MHA 744

MHA 645 - Human Dynamics and Organizational Leadership

Credits 3

Provides students with knowledge, skills and attitudes necessary to undertake leadership responsibilities in complex organizations. Applies concepts and methodologies from social and behavioral sciences in the analysis of leadership behavior in diverse organizational and community settings.

**Formerly** MHA 745

MHA 646 - Essentials of Negotiation in the Hospitality Industry

Credits 3

This course explores the major concepts and theories of the psychology of bargaining and negotiation, and the dynamics of interpersonal and inter-group conflict and its resolution. Course concepts will be applied to situations within the hospitality industry.

**Formerly** MHA 746

MHA 647 - Intercultural Communication in the Hospitality Industry

Credits 3

Explores communication, culture, and social dynamics internal and external to hospitality organizations within an international context.

**Formerly** MHA 747

MHA 651 - Hospitality Service Management  
Credits 3

Examines service marketing and management concepts relevant to the hospitality industry and explores how these concepts can be applied to service delivery systems in the hospitality

industry.

**Formerly** MHA 751

MHA 653 - Event Management  
Credits 3

This course offers an analysis of the fundamental issues that arise in managing meetings, conferences, and conventions, and the skills, tools, and resources necessary for site selection, program planning and management, exhibits, selection and use of facility, volunteers, and budget management.

**Formerly** MHA 753

MHA 654 - Risk Management: Safety and Security in Hospitality and Tourism

Credits 3

Natural disasters, terrorism, fire, boycotts, lawsuits and transportation or utility interruptions can have negative effects on hospitality and tourism. This course addresses preparing for, managing, and recovering from major and minor realized risks. Managing risk using risk management teams, contingency plans, contract language, and insurance will be discussed.

**Formerly** MHA 754

MHA 655 - Meeting and Convention Management

Credits 3

**Formerly** MHA 755

MHA 660 - Research Seminar in Hotel Administration

Credits 3

Student solutions to situation incidents and case studies in the lodging segment of the hospitality industry. Alternate semesters treat different topics.

**Formerly** MHA 760

MHA 661 - Research Seminar in Food Service Administration

Credits 3

Student solutions to incidents and case studies in the food segment of the hospitality industry. Alternate semesters treat different topics.

**Formerly** MHA 761

MHA 662 - Seminar in Hospitality Education

Credits 3

This course covers: overview of the history, organization, and administration of higher education and hospitality management programs, differences between types of degree programs and sources of funding, improving curriculum and instruction for both classroom and distance learning. The course will also investigate the role of faculty members in non-instructional activities.

MHA 663 - Research Seminar in Casino and Gaming Management

Credits 3

Student solutions to situations, incidents and case studies in the casino segment of the hospitality industry. Alternate semesters treat different topics.

**Formerly** MHA 763

MHA 675 - Seminar in Hospitality Finance

Credits 3

Analysis and application of financial theories to hospitality firms and industry.

**Formerly** MHA 775

MHA 681 - Independent Study and Research

Credits 1-3

Consultation course consisting of individual student effort under guidance of the instructor. Students assigned to or request assignment to specific problems in hospitality management on the basis of interest and preparation.

**Formerly** MHA 781

MHA 690 - Special Topics in Hospitality Management

Credits 3

Eclectic approach to special problem areas of current interest employing individual and group research.

**Formerly** MHA 790

**Notes** May be repeated multiple times.

MHA 787 - Entrepreneurship in the Hospitality Industry

Credits 3

Comprehensive coverage of various tools, documents, and subject materials utilized to start and maintain a small hospitality business.

Includes entrepreneurial perspectives, challenges, characteristics, self-assessment; starting a new venture; developing business idea and business/marketing/financial organizational plans; and financing and managing the new venture. Other issues include legal, franchising, and international entrepreneurship.

**Prerequisites** MHA 603, MHA 605, MHA 651, MHA 640.

MHA 788 - Professional Paper

Credits 3

Professional paper whose contents serve as a capstone research experience based on a current hospitality topic or problem in the industry. The outcome of this final requirement for the degree is a publishable paper.

**Formerly** MHA 691, MHA 791, MHA 688

**Prerequisites** MHA 635

SLS 550 - Administration of Recreation and Leisure Services

Credits 3

Comprehensive examination of the philosophical, legal, financial, and administrative foundations necessary for management personnel in a public, not-for-profit or commercial leisure service organization.

**Formerly** SLS 650

SLS 700 - Special Problems in Sport and Leisure

Credits 3

Specialized instruction and/or research designed to develop depth in understanding a current problem in sport and leisure.

**Notes** May be repeated to a maximum of six credits.

**Prerequisites** Consent of instructor.

SLS 701 - Independent Study

Credits 1 – 3

Independent study of a selected topic in sport or leisure service management or leisure behavior.

**Notes** May be repeated to a maximum of six credits.

**Prerequisites** Consent of instructor.

SLS 702 - Management in Sport and Leisure Service Organizations

Credits 3

Utilizes management theory in conjunction with theory of sport and leisure behavior to develop a philosophy of administration applicable to sport and leisure service organizations.

SLS 703 - Management Analysis of Sport and Leisure Service Organizations

Credits 3

Analysis of how the financial resources needed to operate sport and leisure service facilities and programs are acquired and marshaled to realize organizational goals. Marketing strategies and revenue source specific to sport and leisure services analyzed and discussed.

**Prerequisites** SLS 702

SLS 704 - Management Internship

Credits 3

Structured management internship in a sport or leisure service organization which focuses on specific administrative functions under the supervision of an agency manager and a university advisor.

**Prerequisites** SLS 703 and approval of student's advisor.

SLS 716 - Social Psychology of Sport and Leisure

Credits 3

Introduces and examines the theories of sport and leisure behavior from a social psychological perspective. Issues and outcomes of involvement in sport and leisure activities for the individual as well as organized groups.

SLS 717 - Law and Liability in Sport and Leisure Services

Credits 3

Explores the legal principles and rules of law affecting the administration of recreation, sports and athletic programs. Emphasis on risk management theory, safety principles, insurance concepts and liability issues. Litigation trends identified and procedures outlined to minimize legal risks.

SLS 718 - Programming for Sport and Leisure Service Organizations

Credits 3

Theoretical and conceptual aspects of comprehensive programming for sport and leisure service organizations. Includes program development theories, program design concepts, advertising, promotion and evaluation procedures.

SLS 748 - Professional Paper

Credits 3

Under the direction of a faculty advisor, the student develops a written treatise detailing the application of a principle or theory to the solution of a current problem of professional practice in the management of sport and leisure service.

**Grading** S/F grading only.

**Prerequisites** Consent of instructor.

SLS 749 - Thesis

Credits 3

Under the direction of a faculty advisor, students develop a written treatise detailing their methodical investigation and exposition of a theory or principle related to the management of sport and leisure service.

**Notes** May be repeated to a maximum of six credits.

**Grading** S/F grading only.

**Prerequisites** Consent of instructor.