

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.

*Donald D. Snyder, Dean
(2010), B.S., University of Wyoming.*

Associate Deans

Pat Moreo, Associate Dean for Academic & Student Affairs
(1983), Professor; B.S., University of Nevada Las Vegas; M.P.S., Cornell University; Ed.D., University of Nevada, Las Vegas.

Tony L. Henthorne, Associate Dean for Research, Graduate & International Programs
(1986), Professor; B.A., Ouachita Baptist University; M.B.A., University of Arkansas, Fayetteville; Ph.D., University of Mississippi.

Graduate Studies

Curtis Love, Director, Hotel Graduate Studies
(1998), Associate Professor; B.S., University of Southern Mississippi; M.A., Ph.D., University of Alabama.

James A. Busser, Director, Ph.D. Program
(1987) Professor; B.A., Illinois State University; M.S., Ph.D., University of Illinois-Champaign-Urbana.

Rhonda Montgomery, Director of M.S. in Hotel Administration Program
(1995), Associate Professor; B.S., M.S., Purdue University; Ph.D., University of South Carolina.

Gail Sammons, Director of Master of Hotel Administration Online Program
(1996), Professor; B.S., North Dakota State University; M.S., University of Nevada, Las Vegas; Ph.D., Pennsylvania State University.

Karl Mayer, Director, Dual MBA/Master of Science in Hotel Administration and Master of Science in Hotel Administration/Master of Science in Management Information Systems Programs
(2001), Associate Professor; B.S., University of Wisconsin-Madison; M.S., Columbia University; M.B.A., Harvard University; Ph.D., University of Nevada, Las Vegas.

Graduate Faculty

Bai, Billy
(2001), Associate Professor & Assistant Dean for Academic and Student Affairs, Singapore Campus; B.A., Nankai University; M.Phil., Hong Kong Polytechnic University; M.S., Ph.D., Purdue University.

Baloglu, Seyhmus
(1996), Professor; B.S., Cukurova University; M.B.A., Hawaii Pacific University; Ph.D., Virginia Polytechnic Institute and State University.

Bergman, Christine
(2005), Professor; B.S., Loma Linda University; M.S., University of Arizona; Ph.D., Michigan State University.

Bernhard, Bo Jason
(2002), Associate Professor and Executive Director International Gaming Institute; B.A., Harvard University; Ph.D., University of Nevada, Las Vegas.

Braunlich, Carl
(2006), Associate Professor; B.S., M.S., Cornell University; D.B.A., United States International University.

Busser, James A.
(1987) Professor; B.A., Illinois State University; M.S., Ph.D., University of Illinois-Champaign-Urbana.

Chatfield, Hyun Kyung

(2008), Assistant Professor; B.S., M.B.A., Ph.D., University of Nevada, Las Vegas.

Christianson, David J.
(1977), Associate Professor; B.A., M.R.E., Brigham Young University; Ph.D., Texas A&M University.

Dalbor, Michael C.
(2000), Professor; B.S., Ph.D., Pennsylvania State University; M.B.A., Loyola College.

Eade, Vincent
(1986), Professor; B.A., M.A., Bonaventure.

Erdem, Mehmet
(2006), Associate Professor; B.S., M.S., Purdue University; Ph.D., University of Nevada, Las Vegas.

Henthorne, Tony L.
(1986), Professor & Associate Dean; B.A., Ouachita Baptist University; M.B.A., University of Arkansas, Fayetteville; Ph.D., University of Mississippi.

Hertzman, Jean
(2006), Associate Professor & Assistant Dean; B.S., Cornell University; M.B.A., Tulane University; Ph.D., University of Nevada, Las Vegas.

Jones, Thomas
(1990), Associate Professor; B.F.A., University of South Dakota; B.S., M.S., University of Nevada, Las Vegas; Ed.D., Arizona State University.

Kim, Yen-Soon
(2005), Associate Professor; B.S., M.S., Soonchunhyang University; Ph.D., Oklahoma State University.

Kincaid, Clark S.
(2004), Associate Professor; B.A., Southern Utah State College, M.S., Ph.D., University of Nevada, Las Vegas.

Love, Curtis C.
(1998), Associate Professor & Director of Hotel Graduate Studies; B.S., University of Southern Mississippi; M.A., Ph.D., University of Alabama.

Lucas, Anthony
(2001), Professor; B.S., Ball State University; M.B.A., Ph.D., University of Nevada, Las Vegas.

Mayer, Karl
(2001), Professor & Director of Dual Graduate Programs; B.S., University of Wisconsin-Madison;

M.S., Columbia University; M.B.A. Harvard University; Ph.D., University of Nevada, Las Vegas.

McLean, Daniel
(2007), Professor; B.A., Sacramento State College; M.A., Brigham Young University; Ph.D., Kansas State University.

Montgomery, Rhonda
(1995), Associate Professor & Director of M.S. HOA Program; B.S., M.S., Purdue University; Ph.D., University of South Carolina.

Moreo, Pat
(1983), Professor & Associate Dean; B.S., University of Nevada, Las Vegas; M.P.S., Cornell University; Ed.D., University of Nevada, Las Vegas.

Raab, Carola
(2003), Associate Professor; B.S., M.B.A., Ph.D., University of Nevada, Las Vegas.

Sammons, Gail
(1996), Professor & Assistant Dean; B.S., North Dakota State University; M.S., University of Nevada, Las Vegas; Ph.D., Pennsylvania State University.

Singh, Ashok
(1991), Professor; B.S., M.S., Lucknow University; Ph.D., Purdue University.

Swerdlow, Skip
(1981), Professor; B.S., M.B.A., D.B.A., Arizona State University.

Tanford, Sarah
(2008), Assistant Professor; B.A., Northwestern University; M.S., Ph.D., University of Wisconsin-Madison.

Werner, William B.
(2001), Associate Professor; B.A., Ohio State University; J.D., University of Cincinnati.

Woods, Robert N.
(2000), Professor; B.S., University of Oklahoma; M.S., Ph.D., Cornell University.

Deans and Professors Emeriti

Abbey, James R.
(1973-2000), Emeritus Professor; B.A., M.B.A., Michigan State University; Ph.D., Utah State University.

Borsenik, Frank D.
(1975-1994), Emeritus Professor; B.S., M.S., Ph.D.,
Michigan State University.

Goodwin, John R.
(1980-1993), Emeritus Associate Professor; B.A.,
Michigan State University; M.A., Pepperdine
University; D.B.A., United States International
University.

Gu, Zheng
(1991), Emeritus Professor; B.S., Hangzhou
University; M.S., Ph.D., University of Central
Florida.

Holmes, David
(1976), Emeritus Professor; B.S., M.S. Indiana State
University; Ph.D., University of Utah.

Mann, Stuart H.
(1998), Emeritus Dean of the William F. Harrah
College of Hotel Administration; B.S., University of
Illinois; M.S., Ph.D., Case Western Reserve
University.

McCool, Audrey
(1990), Emeritus Professor; B.S., M.A., University of
Illinois, Urbana; Ed.D., Texas Tech University.

Metcalf, Lyell E.
(1970-1994). Emeritus Associate Professor; B.S.,
B.A., M.A., University of Arizona; C.P.A.,
California.

Stefanelli, John
(1978), Emeritus Professor; B.S., University of
Illinois; M.B.A., Michigan State University; Ph.D.,
University of Denver.

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

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.

Hospitality Administration Ph.D.

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.

Admission Requirements

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)

(dept code 5199), minimum score 1150 or 50th percentile—with at least 35% on the verbal portion; on the Graduate Management Admission Test (GMAT) (dept code ZSC 37-32), minimum score 550.

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.

International applicants: if English is not the applicant's native language and his/her baccalaureate degree was not from a school where English was the language of instruction, the applicant must complete one of the language tests listed below with the minimum score indicated or above:

- TOEFL:
 - Paper-based Test: 550 (minimum writing score: 58)
 - Computer-based Test: 213 (minimum writing score: 24)
 - Internet-based Test: 80 (minimum writing score: 21, minimum speaking score: 21).
- Michigan Test: 85% (minimum scores: 40 out of 50 speaking, 40 out of 50 writing)
- IELTS: 7
- Pearson English Language Test: 65

Addresses

Graduate College
4505 S. Maryland Parkway, Box 451017
Las Vegas, NV 89154-1017
702-895-3320
<http://graduatecollege.unlv.edu>

Graduate Studies Office
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
4505 S. Maryland Parkway, Box 456017
Las Vegas, NV 89154-6017
702.895.3321
hotelgrad@unlv.edu
<http://hotel.unlv.edu>

Application Deadline

Fall: February 1

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.

Degree Requirements

Total Credits Required for the Hospitality Administration Ph.D.: 60

All requirements listed below must be completed successfully as defined by the William F. Harrah College of Hotel Administration and the Graduate College.

Required Core Courses (Total Credits: 12)

HOA 794 - Issues and Trends for Hospitality Educators
(to be repeated three different semesters - one credit each)
HOA 798 - Readings in Hospitality Management
HOA 797 - Philosophy of Science in Hospitality Research
HOA 795 - Research Seminar in Hospitality Education

Required Quantitative Methodology and Qualitative Methodology (Total Credits: 9)

HOA 735 - Research Methodology
HOA 796 - Advanced Research Methodology
EPY 718 - Qualitative Research Methodologies

Required Statistical Analysis - two courses from the following (Total Credits: 6)

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 (Total Credits: 15)

Courses to be approved by student's chair and the academic advisor.

Major area course: 3, 3-credit courses
Major area course: 2, 3-credit courses

Electives (Total Credits: 6)

Can be used to fulfill a prerequisite if the courses are at the 700 level or higher.

Dissertation (Total Credits: 12)

HOA 799 - Dissertation

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 or better. Any credits completed with less than a 2.00 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 must be passed.
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. 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.
6. 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.
7. All students admitted to the program may spend the equivalent of two semesters completing an approved internship if necessary.

For additional information, please contact Dr. James Busser, Director of the Ph.D. Program, William F. Harrah College of Hotel Administration, at (702) 895-0942, or by email at james.busser@unlv.edu.

Master of Hospitality Administration - Executive Online Program M.H.A.

The Masters 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.

Admission Requirements

The applicant must meet the following requirements:

1. Submission of completed online application form and required admission fee.
2. Submission of official transcripts from all institutions attended after high school to both the Harrah Hotel College Graduate Studies Office and the UNLV Graduate College. **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 College Graduate Studies Office.

3. A baccalaureate degree from an accredited four-year college or university with an overall undergraduate grade point average of 2.75 on a 4.00 scale or at least 3.00 in the last two years of undergraduate work.

Please note: neither the GRE or the GMAT is required for admission to this program.

4. Three or more years of full-time experience in a management/supervisory capacity in the hospitality industry.
5. 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.
6. A current résumé with employer references. The resume should clearly indicate job titles, place and dates of employment, and specific job responsibilities.
7. A brief essay of approximately 500 words outlining the applicant's career goals and reasons for pursuing a graduate degree.
8. International applicants: if English is not the applicant's native language, and his/her baccalaureate degree was not from a school where English was the language of instruction, the applicant must complete one of the language tests listed below with the minimum score indicated or above:

- TOEFL:
 - Paper-based Test: 550 (minimum writing score: 58)
 - Computer-based Test: 213 (minimum writing score: 24)
 - Internet-based Test: 80 (minimum writing score: 21, minimum speaking score: 21)
- Michigan Test: 85% (minimum scores: 40 out of 50 speaking; 40 out of 50 writing)
- IELTS: 7
- Pearson English Language Test: 65

Unofficial scores may be submitted with the online application, but official scores must be sent directly from the testing center to the UNLV Graduate College to complete the application.

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 one cannot obtain a student visa to come to the United States based upon enrollment in the Master's of Hospitality Administration program.

Application Deadlines

Fall – August 1
Spring – December 1
Summer – May 1

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

Addresses

UNLV Graduate College
4505 S. Maryland Parkway, Box 451017
Las Vegas, NV 89154-1017
702-895-3320
<http://graduatecollege.unlv.edu>

Harrah Hotel College Graduate Studies Office
4505 Maryland Parkway, Box 456017
Las Vegas, NV 89154-6017
702-895-3321
hotelgrad@unlv.edu
<http://hotel.unlv.edu>

Degree Requirements

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.

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 MHA 688 - Professional Paper, and it is recommended that the professional paper be taken in the last semester of study. Students can schedule their individual programs with the MHA academic advisor.

Required Courses

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
MHA 688 - Professional Paper

MHA Elective Courses (for a complete list see “Courses for William F. Harrah College of Hotel Administration” link on the college’s main page of the Graduate Catalog)

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

Master of Hotel Administration M.S.

The 36-hour Master of Science in 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.

Admission Requirements

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 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) (dept code 5199), minimum score 1150 or 50th percentile—with at least 35% on the verbal portion, or the Graduate Management Admissions Test (GMAT) (dept 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. International applicants: if English is not the applicant's native language, and his/her baccalaureate degree was not from a school where English was the language of instruction, the applicant must complete one of the language tests listed below with the minimum score indicated or above:
 - TOEFL:
 - Paper-based Test: 550 (minimum writing score: 58)
 - Computer-based Test: 213 (minimum writing score: 24)
 - Internet-based Test: 80 (minimum writing score: 21, minimum speaking score: 21)
 - Michigan Test: 85% (minimum scores: 40 out of 50 speaking; 40 out of 50 writing)

- IELTS: 7
- Pearson English Language Test: 65

Unofficial scores may be submitted with the online application, but official scores must be sent directly from the testing center to the UNLV Graduate College to complete the application.

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.

Addresses

UNLV Graduate College
4505 S. Maryland Parkway, Box 451017
Las Vegas, NV 89154-1017
702-895-3320
<http://graduatecollege.unlv.edu>

Harrah Hotel College Graduate Studies Office
4505 S. Maryland Parkway, Box 456017
Las Vegas, NV 89154-6017
702-895-3321
hotelgrad@unlv.edu
<http://hotel.unlv.edu>

Application Deadlines

Fall: International Students - May 1; Domestic Students - August 1
Spring: International and Domestic Students - October 1

Degree Requirements

In addition to the general requirements established by the UNLV Graduate College, the candidate must meet the following Harrah Hotel College 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. 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.
3. 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.

4. Required courses:

- 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 716 - Principles and Practices in Hotel Management
or
- HOA 717 - Principles and Practices in Convention and Meetings Management
or
- HOA 718 - Principles of Casino and Gaming Management
or
- HOA 720 - Principles and Practices in Food Service Management
- HOA 730 - Statistical Analysis for Hospitality
- HOA 731 - Operational Analysis in Hospitality Management
- HOA 735 - Research Methodology
- HOA 740 - Marketing Systems
- HOA 760 - Research Seminar in Hotel Administration
or
- HOA 761 - Research Seminar in Food Service Administration
or
- HOA 795 - Research Seminar in Hospitality Education
or
- HOA 763 - Research Seminar In Casino and Gaming Management
or

- HOA 764 - Research Seminar in Convention Management
or
- HOA 777 - Critical Issues in Hospitality Management
- Graduate-level courses approved by the student's graduate advisor: 3-9 credits*
- HOA 788 - Professional Paper
or
- HOA 789 - Thesis

A student may opt to write a thesis (six credits) or a professional paper (three-credits and a three credit supporting course). The thesis option is designed for students with a research orientation. An oral examination is required of all candidates for the M.S. degree.

*Students may substitute a supporting course for HOA 760, HOA 761, HOA 795, HOA 763, HOA 764 or HOA 777 if they are taking a concentration of courses in one area such as human resource management, accounting, or marketing and they have the approval of their academic advisor. Supporting courses should meet the student's degree objectives. These courses may be taken in any graduate department in the university and must be approved by the student's graduate advisor.

Master of Science in Hotel Administration and Master of Business Administration Dual M.B.A./M.S.

This dual degree is offered by the Harrah Hotel College in conjunction with UNLV's Lee Business School. The MBA/MS HOA is designed for those who seek business leadership opportunities in hotel administration. The 51-credit degree provides students with the needed skills, knowledge, and tools to become visionary and creative business leaders in the hospitality industry. The 30-credit MBA portion of the degree advances the knowledge and practice of general business administration.

The MS HOA portion of the degree (21 credits for the MBA dual) helps students acquire knowledge specific to the management of hospitality operations. This program will take at least three years (six semesters) to complete. The completion of a professional paper is included in the credit total of the program.

Admission

The admission requirements for the dual degree program are the same as those stated under the MBA and MS HOA programs. The dual MBA program only accepts the GMAT for admission. All dual program applicants are required to show that they have at least one year of full-time management/supervisory experience or three years of cumulative full-time front-line experience in the hospitality industry.

Application Process

See the Application Process section under the MBA and the MS HOA programs. Applications will be reviewed by representatives of the Lee Business School and the William F. Harrah College of Hotel Administration in an independent process within each college. Applicants must be admitted to both the Lee Business School and the William F. Harrah College of Hotel Administration to qualify for either dual degree program for that term.

Application Deadlines

Fall:	May	1
Spring:	October	1

All documentation and application materials must be received by the Graduate College, the William F. Harrah College of Hotel Administration Graduate Studies Office, and the Lee Business School by the deadline for the application to be considered.

Degree Requirements

MBA/MS HOA

Please refer to the Business Administration & Hotel Administration Dual M.B.A./M.S. page for degree requirements.

Professional Paper

The dual degree programs require successful completion of a professional paper that must adhere to the standards in the American Psychology Association's current publication manual regarding writing style and format.

Master of Science in Hotel Administration and Master of Science in Management Information Systems Dual M.S.

This dual degree is offered by the Harrah Hotel College in conjunction with UNLV's Lee Business

School. The 48-credit MS HOA/MS MIS degree is for those who seek career opportunities in the information technology sector of the hospitality industry. The 24-credit MS MIS portion of this degree helps students develop critical skills in information technology systems analysis and design.

The MS HOA portion of the degree (24 credits for the MIS dual) helps students acquire knowledge specific to the management of hospitality operations. This program will take at least three years (six semesters) to complete. The completion of a professional paper is included in the credit total of the program.

Admission

The admission requirements for the dual degree program is the same as those stated under the MS MIS and MS HOA programs. Dual MS MIS applicants may take the GRE or the GMAT. All dual program applicants are required to show that they have at least one year of full-time management/supervisory experience or three years of cumulative full-time front-line experience in the hospitality industry.

Application Process

See the Application Process section under the MS MIS and the MS HOA programs. Applications will be reviewed by representatives of the Lee Business School and the William F. Harrah College of Hotel Administration in an independent process within each college. Applicants must be admitted to both the Lee Business School and the William F. Harrah College of Hotel Administration to qualify for either dual degree program for that term.

Application Deadlines

Fall:	May	1
Spring:	October	1

All documentation and application materials must be received by the Graduate College, the William F. Harrah College of Hotel Administration Graduate Studies Office, and the Lee Business School by the deadline for the application to be considered.

Degree Requirements

MS HOA/MS MIS

Please refer to the Management Information Systems & Hotel Administration Dual M.S. page for degree requirements.

Professional Paper

The dual degree programs require successful completion of a professional paper that must adhere

to the standards in the American Psychology Association's current publication manual regarding writing style and format.

Master of Sport and Leisure Service Management M.S. (Discontinued 2011)

This program is was eliminated in 2011. Students enrolled in this program must complete their degree by December 2012 or transfer to a different department. Degrees in Sport and Leisure Service Management M.S. will not be awarded after December 2012.

The Master's of Science in Sport and Leisure Service Management provides students with the necessary theory, knowledge, and skills to assume management positions in sport and leisure service agencies. A variety of organizations across the country have a need for qualified management personnel who also possess a theoretical background in sport and leisure behavior. Successful management of sport and leisure services is predicated on acquiring three areas of knowledge. First, a successful manager needs a theoretical foundation in sport and leisure behavior. This background enables the manager to understand the motivations, expectations, and satisfactions of the participant and spectator and to be take them into consideration when planning events, programs, and services. Second, one needs an understanding of management techniques specific to the delivery of sport and leisure service. These include a thorough background in the management, development, and operation of sport and leisure service delivery systems, facilities, programs, and ancillary services. Third, a manager must have an understanding of research and analysis that will allow him or her to evaluate programs and services, interpret complex information, and utilize data-based management applications and problem-solving techniques.

An important aspect of the degree program is the opportunity to develop a specialization in either leisure service or sport management. Specializations allow for additional focused study that enables students to prepare for a career in a specific programmatic or organizational setting. The majority of the courses included in a specialization are selected in consultation with the student's advisor. Specialization courses may be selected to expand the student's knowledge in law and liability in sport and leisure, athletic administration, finance, budgeting, marketing, leisure needs assessment, program design

and operation, program evaluation, or other topics pertinent to the specialized management of sport and leisure. Opportunities for individualized study of special topics and internships in sport and leisure service agencies also further individualize the student's preparation.

Successfully completing the program of study will result in conferral of the Master of Science degree in Sport and Leisure Service Management. Graduates of this program find employment with organizations providing professional, collegiate, and amateur sports; community, therapeutic, outdoor, and commercial recreation; and health and fitness services.

Admission Requirements

Applicants must submit the following information for admission:

1. Application for admission.
2. Submission of two copies of official transcripts from all institutions attended after high school. One copy should be sent directly to the Graduate College and the other to the Harrah Hotel 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 NACES Evaluation Agency. This is to obtain an evaluation of the courses, verification of degrees, and establish accreditation of the schools and/or universities.
3. A baccalaureate degree from an accredited institution with a minimum overall GPA of 2.76 on a 4.00 scale or 3.00 in the last two years of study.
4. Graduate Record Examination (GRE) scores. A minimum score of 450 in each of the GRE sections of verbal and quantitative is required.
5. Two letters of recommendation. These letters should be from faculty members who know the applicant's academic capabilities and can predict success in graduate school.
6. A one-page statement describing the applicant's goals and reasons for seeking graduate education in sport and leisure service management.
7. Current résumé.
8. A bachelor's degree with a major or minor in Leisure Studies, Recreation, Sport Management or a closely related field. Applicants not meeting this criterion may be

required to take prescribed deficiency undergraduate courses.

9. International applicants: if English is not the applicant's native language, and his/her baccalaureate degree was not from a school where English was the language of instruction, the applicant must complete one of the language tests listed below with the minimum score indicated or above:
 - TOEFL
 - Paper-based Test: 550 (minimum writing score – 58)
 - Computer-based Test: 213 (minimum writing score – 24)
 - Internet-based Test: 80 (minimum writing score – 21, minimum speaking score – 21)
 - Michigan Test: 85% (minimum scores: 40 out of 50 speaking; 40 out of 50 writing)
 - IELTS: 7
 - Pearson English Language Test: 65

Applicants who do not meet the above minimum GPA or GRE test score requirements may be admitted as Provisional Graduate Students.

Application Deadline

Fall: August 1, domestic students; May 1, international students

Spring: December 1, domestic students; October 1, international students

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.

Transfer of Credit

Nine credits of relevant graduate courses taken prior to admission to the Sport and Leisure Service Management program may be accepted toward the student's official graduate program. These credits may be from another accredited university or from UNLV. However, the hours transferred must be: 1) graduate level, 2) a grade of A or B (B- is not acceptable), 3) appropriate to the proposed degree, and 4) approved by the student's advisor and the Director of the MS SLS program, and, 5) taken within the allowable six-year time limit on all course work. Additional graduate credits may be petitioned for transfer.

Progression of Graduate Program

Prior to completing 16 hours of graduate credit, the student in consultation with his/her advisor, will file a Proposed Masters & Specialist Degree Program Form. This form is a contract that specifies the courses necessary to obtain the master's degree. Any changes in the official program must be made on a Change of Degree Program form, approved by the advisor and graduate program director, and submitted to the Graduate College.

Concurrent with the filing of the Proposed Masters & Specialist Degree Program Form, the student's Graduate Examination Committee is to be appointed. The committee consists of three graduate faculty members from the department and one outside graduate faculty member (usually from an appropriate cognate area in which the student has taken classes). Generally, the student's advisor serves as the committee chair.

Each master's degree candidate must complete a thesis or professional paper. In either case, a prospectus will be presented to the Examination Committee. After approval of the prospectus, the student may proceed with the project. Upon completion of the thesis or paper, the written document is provided to the Examination Committee members at least two weeks prior to an oral presentation and defense of the work before this group. Both the thesis and professional paper should adhere to the American Psychological Association's current Publication Manual regarding writing style and format. Copies of the completed thesis must also meet the UNLV Graduate College guidelines and be deposited according to published timelines. Professional papers must be bound and copies provided to the department office and advisor.

Courses

SLS 550 - Administration of Recreation and Leisure Services

SLS 700 - Special Problems in Sport and Leisure

SLS 701 - Independent Study

SLS 702 - Management in Sport and Leisure Service Organizations

SLS 703 - Management Analysis of Sport and Leisure Service Organizations

SLS 704 - Management Internship

SLS 716 - Social Psychology of Sport and Leisure

SLS 717 - Law and Liability in Sport and Leisure Services

SLS 718 - Programming for Sport and Leisure Service Organizations

SLS 748 - Professional Paper
SLS 749 – Thesis

Course Descriptions

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

HOA 510 - Hospitality Security

Credits 3

Analysis of contemporary security concerns specific to hospitality and gaming industries; encompassing lodging, food and beverage, clubs, retailing, and medical service. Includes development of security department organizations, fraud analysis, risk management, asset protection, loss prevention, disaster control, crisis communication, industrial safety, casino security liaison, and emergency action planning. **Notes:** Credit at the 500-level normally 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. **Notes:** Credit at the 500 level normally 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. **Notes:** Credit at the 500-level normally 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. **Notes:** Credit at the 500-level normally 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.

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. **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.

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

HOA 540 - Casino Marketing

Credits 3

Marketing concepts as applied to the gaming industry. **Notes:** Credit at the 500 level normally 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. **Notes:** Credit at the 500 and 600 level normally requires additional work.

HOA 549 - International Tourism

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

HOA 587 - Association Management

Credits 3

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. **Prerequisites:** HOA 730

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 valuative 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.

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 788 - Professional Paper

Credits 3

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

HOA 798 - Readings in Hospitality Management

Credits 3

Provides students with a knowledge and understanding of important research in their area of interest. **Prerequisites:** Doctoral student or consent of instructor.

HOA 799 - Dissertation

Credits 3 – 12

Dissertation Research. **Notes:** 3-12 credits in three-credit increments. **Grading:** S/F grading only.

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

Master of Hospitality Administration

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

MHA 631 - Operational Analysis in Hospitality Management

Credits 3

The following courses were not found in the supplied content but, were listed in program requirements. Please review and provide us, if possible, with the correct information.

MHA 635 - Research Methodology

Credits 3

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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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

Credits 2-3

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.

MHA 655 - Meeting and Convention Management

Credits 3

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.

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.

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.

MHA 675 - Seminar in Hospitality Finance

Credits 3

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

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.

MHA 688 - Professional Paper

Credits 3

Professional paper whose contents serve as the focus for the final oral examination. **Prerequisites:** MHA 635

MHA 690 - Special Topics in Hospitality Management

Credits 3

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

Notes: May be repeated multiple times.

Sports and Leisure Service

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.

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.