

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

Pat Moreo, Ph.D., Associate Dean of Strategic Initiatives

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.*

Pat Moreo - *Full Graduate Faculty*

Associate Dean of Strategic Initiatives; Professor; B.S., University of Nevada Las Vegas; M.P.S., Cornell University; Ed.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.*

Sarah Tanford - Full Graduate Faculty

Director of M.S. in Hotel Administration Program; Assistant Professor; B.A., Northwestern University; M.S., Ph.D., University of Wisconsin-Madison. *Rebel since 2008.*

Gail Sammons - Full Graduate Faculty

Director of Master of Hotel Administration Program; Professor; B.S., North Dakota State University; M.S., University of Nevada, Las Vegas; Ph.D., Pennsylvania State University. *Rebel since 1996.*

Karl Mayer - Full Graduate Faculty

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

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, Seyhmust - 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

Associate 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.*

Chatfield, Hyun Kyung - Full Graduate Faculty

Assistant Professor; B.S., M.B.A., Ph.D., University of Nevada, Las Vegas. *Rebel since 2008.*

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, Yen-Soon - *Full Graduate Faculty*

Associate Professor; B.S., M.S., Soonchunhyang University; Ph.D., Oklahoma State University. *Rebel since 2005.*

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.*

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.*

Mayer, Karl - *Full Graduate Faculty*

Director of Dual Graduate Programs; Professor; B.S., University of Wisconsin-Madison; M.S., Columbia University; M.B.A. Harvard University; Ph.D., University of Nevada, Las Vegas. *Rebel since 2001.*

McLean, Daniel - *Full Graduate Faculty*

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.*

McCool, Audrey

Emeritus Professor; B.S., M.A., University of Illinois, Urbana; Ed.D., Texas Tech University. *UNLV Emeritus 1990.*

Metcalf, Lyell E.

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

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.*

William F. Harrah College of Hotel Administration Plans

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

Plan 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:

- Submission of a completed online application form and required admission fee.
- 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.
- 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.

- A satisfactory composite score on the Graduate Record Examination (GRE) (department code 5199), minimum score 1150 or 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.
- 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.
- 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.
- 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.
- A current resume with employer references. The resume should clearly indicate job titles, places and dates of employment, and specific job responsibilities.
- 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.

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

- 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.
- An oral examination is required of all candidates for the M.S. degree.
- 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.
- 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.
- 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

- 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.
- 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.
- 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

- 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.
- An oral examination is required of all candidates for the M.S. degree.
- 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.
- 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

- 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.
- The student must successfully complete a professional paper.

Plan Graduation Requirements

Refer to your subplan for Graduation Requirements.

- Subplan 1: Thesis Track
- Subplan 2: Professional Paper Track

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

Plan Admission Requirements

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

- 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.
- 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:

- Completed online application found in the upper right-hand column of the Graduate College home page.
- Unofficial transcripts for all post-secondary schools attended.
- Payment of application fees.
- A brief essay of approximately 500 words outlining your career goals and how your hospitality employment background has prepared you for graduate study.
- Résumé with employer references. The resume should clearly indicate job titles, place and date of employment and specific job responsibilities.
- 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.

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

- 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.

- 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.

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

- 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 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

- 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.
- The student must successfully complete a culminating experience.

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. **Same as:** HMD 401. **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. **Formerly:** HOA 602. **Same as:** HMD 402. **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. **Formerly:** HOA 607. **Same as:** HMD 407. **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. **Formerly:** HOA 608. **Same as:** HMD 408. **Notes:** Credit at the 500-level normally 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. **Same as:** HMD 410. **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. **Formerly:** HOA 621. **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. **Formerly:** HOA 622. **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. **Formerly:** HOA 625. **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. **Formerly:** HOA 626. **Same as:** GAM 426

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. **Same as:** GAM 437. **Notes:** Credit at the 500 level normally requires additional work.

HOA 540 - Casino Marketing**Credits 3**

Marketing concepts as applied to the gaming industry. **Formerly:** HOA 640. **Same as:** GAM 440. **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. **Formerly:** HOA 642. **Same as:** GAM 442, SOC 442, SOC 642. **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. **Formerly:** HOA 649. **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. **Formerly:** HOA 653. **Same as:** HMD 453. **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. **Formerly:** HOA 655. **Same as:** HMD 455. **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. **Formerly:** HOA 656. **Same as:** HMD 456. **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. **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. **Same as:** GAM 470. **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. **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 evaluative 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

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 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

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 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 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.

