



HTM*3180DE

Casino Operations Management

Course Outline

Winter 2016
Department of Economics and Finance
School of Hospitality & Tourism Management

Instructor Contact

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Course Information

Course Title: Casino Operations Management
Pre-Requisites: (1 of BUS*2090, HROB*2100, HTM*2200), (1 of ACCT*2230, AGE*2230, BUS*2230, HTM*3070)
Co-Requisites: None
Restriction(s): This is a Priority Access Course. Some restrictions may apply during some time periods. Please contact the department for more information. Students must be legal age of 19 or over.
Credits: 0.50
Course Website (If applicable): [CourseLink](#)
Method of Delivery: Distance Education, Fully Online

Calendar Description

This course examines the application of business management principles and procedures within casinos. Major topics include: the global and Canadian casino

industries, regulation and control, casino accounting and statistics, casino marketing, security and surveillance, human resources, customer service, and specific casino operational management components.

Course Description

Casino Operations Management is a business course designed to examine casino operations. The course covers such topics as gaming history, regulation and control, sociological impacts of gaming, marketing, financial management, electronic and table games in casinos, and the future of casinos in Canada and globally. Such topics as food and beverage, entertainment, event management and customer service within the casino environment are also addressed.

This course consists of assignments that are assessed and activities that are non-assessed. For assignments, the marks that you earn will make up your course mark. Ensure to view the all of the details for each assignment at the **Assignments** link, located in the top navigation bar of the course website. Please note that the two 'Open for Discussion' assignments are time sensitive. This means that you only have a certain number of days to make your contributions; there is an opening date and a closing date for your contributions to these assignments.

Though activities that are non-assessed carry no course marks, they provide a way for you to gain a better understanding of some of the key topics related to casino operations management. They are also a good opportunity for you to share your results and thoughts with your classmates. From teaching this course in previous years, it has been my observation that the students that do the activities do quite well in the course and I think this comes from their level of engagement and enhancement of further understanding of the course content. I would encourage you to do the activities; they don't take an inordinate amount of time and for the most part are interesting.

Required and recommended readings are also key components of this course. It's important that you read all of the required readings; however, it is suggested that you also read the recommended readings to further your understanding of the material covered. By doing this, it should enable you to do well on the required assignments in the course.

Finally, please ensure to review the **Outline**, **Assignments**, **Schedule**, **Unit** and **Resources** pages to become acquainted with the expectations for the course over the next 12 weeks.

Welcome to Casino Operations Management!

Course Learning Outcomes

By the end of the course, you should be able to:

- Explain the historical framework of the development of the global and Canadian Gaming and Casino Industries;
- Develop and demonstrate an understanding of gaming and casino industries terminology and its application;
- Develop and demonstrate an understanding of gaming systems and procedures;
- Identify and describe the operating characteristics of electronic and table gaming;
- Analyze and explain the organizational structure and staffing models of a casino;
- Identify and describe the functional relationships among the departments in a casino;
- Describe the functions of various casino departments in relation to the guest service cycle;
- Develop an appreciation of the complexities and multiplicity of casino management; and
- Realize the value of exchanging views on a wide range of topical gaming industry related issues.

About Your Instructor

Dr. Tanya MacLaurin has authored articles related to the gaming industry that have been published in journals and presented at professional industry conferences in the past several years. She designed and delivered the first Casino Operations Management course at the University of Guelph. Please watch for Dr. MacLaurin's introduction in the 'Introduce Yourself' section of the course.

Course Structure

In this course you will have the opportunity to use a variety of learning methods. Each unit will have readings for you to complete on a specific topic. These readings will be from the prescribed text, the course reader and possibly on the Internet. To aid in your understanding and comprehension of the subject material there are learning activities, discussion activities, a group research project and a comprehensive essay. The **Discussions** link is an essential component of this course and is a virtual space where you can discuss topics with each other and as a class. You will find this to be a useful tool to get to know and interact with your classmates.

The concepts and issues of this course are presented in the following twelve units:

- Unit 1: Introduction & History of the Gaming Industry
- Unit 2: Global Casino Industry
- Unit 3: Canadian Casino Industry
- Unit 4: Regulation & Control of the Canadian Casino Industry
- Unit 5: Sociological Impact of Gaming
- Unit 6: Casino Operations Management

- Unit 7: Electronic & Table Games
- Unit 8: Security & Surveillance within Casinos; Casino Design & Management; & Recruitment & Training
- Unit 9: Casino Accounting and Statistics
- Unit 10: Casino Services: Food & Beverage; Entertainment & Event Management; & Customer Service
- Unit 11: Casino Marketing
- Unit 12: Future of the Casino Industry & Revision

Learning Resources

Required Textbook(s)

Title: Casino Operations Management

Author(s): Kilby, J., Fox, J. and Lucas, A.F.

Edition / Year: 2nd Edition, 2005

Publisher: John Wiley and Sons; New York

ISBN: 9780471266327

Title: HTM*3180DE Casino Operations Management Course Reader

Author(s): Distance Education

Edition / Year: 2009

Publisher: University Press Services

ISBN: 9780901038210

You may purchase the textbook(s) at the [University of Guelph Bookstore](#) or the [Guelph Campus Co-op Bookstore](#).

Schedule: Week 1

Unit 01: Introduction & History of the Gaming Industry

Required Reading

Website:

Unit 1 Content

Textbook:

Chapter 1, pp. 1-12

Reader:

Unit 1 Content

Activities

Discussion Activity 1

Assignments

Assignment 1

Schedule: Week 2

Unit 02: Global Casino Industry

Required Reading

Website:

Unit 2 Content

Activities

Discussion Activity 2

Learning Activity: Singapore Integrated Reports

Learning Activity: Urbino

Assignments

Begin Assignment 2

Begin Assignment 4

Schedule: Week 3

Unit 03: Canadian Casino Industry

Required Reading

Website:

Unit 3 Content

Reader:

Unit 3 Content

Activities

Discussion Activity 3

Learning Activity: Gaming News Canada

Assignments

Assignment 1

Schedule: Week 4

Unit 04: Regulation & Control of the Canadian Casino Industry

Required Reading

Website:

Unit 4 Content

Textbook:

Chapter 2, pp. 13-33

Reader:

Unit 4 Content

Activities

Discussion Activity 4

Learning Activity: Gaming Associations and Agencies

Schedule: Week 5

Unit 05: Sociology Impact of Gaming

Required Reading

Website:

Unit 5 Content

Reader:

Unit 5 Content

Activities

Discussion Activity 5

Learning Activity: Ontario Problem Gambling Research Centre

Assignments

Assignment 3 Start

Schedule: Week 6

Unit 06: Casino Operations Management

Required Reading

Website:

Unit 6 Content

Textbook:

Chapter 4, pp. 43-60

Reader:

Unit 6 Content

Activities

Discussion Activity 6

Assignments

Assignment 2

Assignment 3

Schedule: Week 7

Unit 07: Electronics & Table Games

Required Reading

Website:

Unit 7 Content

Textbook:

Chapter 7, pp. 107-140

Chapter 8, pp. 141-166

Chapter 9, pp. 176-191

Activities

Discussion Activity 7

Learning Activity: Experiencing the Games

Schedule: Week 8

Unit 08: Security & Surveillance within Casinos; Casino Design & Management; Recruitment & Training

Required Reading

Website:

Unit 8 Content

Reader:

Unit 8 Content

Activities

Discussion Activity 8

Learning Activity: Casino Observations

Schedule: Week 9

Unit 09: Casino Accounting and Statistics

Required Reading

Website:

Unit 9 Content

Textbook:

Chapter 5, pp. 61-83

Chapter 6, pp. 83-105

Chapter 10, pp. 193-205

Chapter 11, pp. 207-218

Chapter 12, pp. 219-239

Chapter 13, pp. 241-254

Chapter 19, pp. 357-376

Activities

Discussion Activity 9

Assignments

Assignment 4: Research Project

Schedule: Week 10

Unit 10: Casino Services: Food & Beverage, Entertainment & Event Management, & Customer Service

Required Reading

Website:

Unit 10 Content

Reader:

Unit 10 Content

Assignments

Assignment 5

Schedule: Week 11

Unit 11: Casino Marketing

Required Reading

Website:

Unit 11 Content

Textbook:

Chapter 14, pp. 255-282

Chapter 15, pp. 283-300

Chapter 16, pp. 301-318

Reader:

Unit 11 Content

Assignments

Assignment 5

Schedule: Week 12

Unit 12: Future of the Casino Industry & Revision

Required Reading

Website:

Unit 12 Content

Reader:

Unit 12 Content

Assignments

Comprehensive Essay

Course Evaluation

The grade determination for this course is indicated in the following table. Note: There is *no* final examination for this course.

Table 1: Course Evaluation

Assignments	Value
Assignment 1: Introduce Yourself	5%
Assignment 2: Casino Visit	20%
Assignment 3: Open-for-Discussion: Problem Gambling	10%
Assignment 4: Research Project	25%
Assignment 5: Open-for-Discussion: Marketing	10%
Comprehensive Essay	30%
Total	100%

Technical Requirements

Students are responsible for ensuring that their computer system meets the necessary [specific technical requirements](#) of their program.

Technical Support

If you need any assistance with the software tools or the website, contact the Open Learning and Educational Support (OpenEd) Help Desk.

Open Learning and Educational Support
University of Guelph
Day Hall, Room 211

Email: help@OpenEd.uoguelph.ca
Tel: 519-824-4120 ext. 56939
Toll-Free (CAN/USA): 1-866-275-1478

Hours of Operation (Eastern Time):

Monday - Friday: 8:30am – 8:30pm
Saturday: 10:00am – 4:00pm

Sunday: 12:00pm – 6:00pm

Policies and Procedures

As a student of the University of Guelph, it is important for you to understand your rights and responsibilities and the academic rules and regulations that you must abide by.

If you are a registered University of Guelph Degree Student, consult the [Undergraduate Calendar](#) for the rules, regulations, curricula, programs and fees for current and previous academic years.

If you are an Open Learning Program Student, consult the [Open Learning Program Calendar](#) for information about University of Guelph administrative policies, procedures and services.

Email Communication

University of Guelph Degree Students

As per university regulations, all students are required to check their uoguelph.ca e-mail account regularly: e-mail is the official route of communication between the University and its students.

Open Learning Program Students

Check your email account (the account you provided upon registration) regularly for important communications, as this is the primary conduit by which the Open Learning and Educational Support will notify you of events, deadlines, announcements or any other official information.

When You Cannot Meet Course Requirements

When you find yourself unable to meet an in-course requirement due to illness or compassionate reasons, please advise your course instructor in writing, with your name, ID number and email contact.

University of Guelph Degree Students

Consult the [Undergraduate Calendar](#) for information on regulations and procedures for Academic Consideration.

Open Learning Program Students

Please refer to the [Open Learning Program Calendar](#) for information on regulations and procedures for requesting Academic Consideration.

Drop Date

University of Guelph Degree Students

The last date to drop one-semester courses, without academic penalty, is indicated in the Schedule section of this course website. [See the Undergraduate Calendar for regulations and procedures for Dropping Courses.](#)

Open Learning Program Students

Please refer to the [Open Learning Program Calendar.](#)

Copies of Assignments

Keep paper and/or other reliable back-up copies of all assignments: you may be asked to resubmit work at any time.

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment.

University of Guelph Degree Students

Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email [SAS](#) or [visit the SAS website.](#)

Open Learning Program Students

If you are an Open Learning program student who requires academic accommodation, please [contact the Academic Assistant to the Director.](#) Please ensure that you contact us before the end of the first week of your course (every semester) in order to avoid any delays in support. Documentation from a health professional is required for all academic accommodations. Please note that all information provided will be held in confidence.

If you require textbooks produced in an alternate format (e.g., DAISY, Braille, large print or eText), please [contact the Academic Assistant to the Director](#) at least two months prior to the course start date. If contact is not made within the suggested time frame, support may be delayed. It is recommended that you refer to the course outline before beginning your course in order to determine the required readings.

The provision of academic accommodation is a shared responsibility between OpenEd and the student requesting accommodation. It is recognized that academic accommodations are intended to “level the playing field” for students with disabilities.

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community – faculty, staff, and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The [Academic Misconduct Policy](#) is detailed in the Undergraduate Calendar.

Acceptable Use

The University of Guelph has an [Acceptable Use Policy](#), which you are expected to adhere to.

Copyright Notice

All content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada's Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University's electronic resource licenses.

For more information about students' rights and obligations with respect to copyrighted works, see [Fair Dealing Guidance for Students](#).

Grades

The assignment of grades at the University of Guelph is based on clearly defined standards, which are published in the Undergraduate Calendar for the benefit of faculty and students.

Grading System

In courses, which comprise a part of the student's program, standings will be reported according to the following schedule of grades:

Letter Grade	Percentage
A+	90-100
A	85-89
A-	80-84
B+	77-79
B	73-76
B-	70-72
C+	67-69
C	64-66
C-	60-62
D+	57-59
D	53-56
D-	50-52
F	0-49

Statement of Students' Academic Responsibilities

Your success as a student depends above all on your own response to the opportunities and responsibilities that the university environment provides. The University of Guelph is committed to supporting you in your intellectual development and responding to your individual needs. To this end, a broad network of advising, counselling, and support services is provided to assist you in meeting your personal and academic goals.

For more information on your responsibilities as a student, see [Statement of Students' Academic Responsibilities](#).

Plagiarism Detection Software

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Religious Holidays

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made.