

IGI | International Gaming Institute

Dedicated To Excellence In Gaming Education

Course Catalog

One of the best features of the Harrah Hotel College is our International Gaming Institute(IGI). Offering custom programs to managers and industry executives from around the world, the IGI has attained an international reputation second to none. We are very proud of the IGI and its many accomplishments. We trust that you will recognize these are excellent offerings as we engage with you to foster an environment for advancement.



Stuart H. Mann
Dean
Michael D. Rose Distinguished Chair
William F. Harrah College of Hotel Administration
University of Nevada, Las Vegas
4505 Maryland Parkway
Las Vegas, NV 89154-6013

Table of Contents

GAMING AND HOSPITALITY SESSIONS FOR CUSTOM PROGRAMS

GAMING SESSIONS

Gaming Operations and Management	6
Casino Marketing	8
Casino Accounting and Finance	10
Slot Operations and Management	11
Table Games Operations and Management	15
Race and Sports Book Operations	15

HOSPITALITY SESSIONS

Hospitality Operations and Management	16
Hospitality Marketing	20
Hospitality Accounting and Finance	20
Hospitality Law	21
Food and Beverage Management	23
Convention Sales and Services	23
Tourism	24

SAMPLE CUSTOM PROGRAMS	25
-------------------------------------	-----------

GAMING AND HOSPITALITY PROFESSIONAL DEVELOPMENT SEMINARS

GAMING SEMINARS

Regulator Seminars for Gaming Industry Professionals	28
Slot Leadership Seminar	30
Advanced Topics in Slot Operations Seminar	31
Additional Gaming Seminars	32

HOSPITALITY SEMINARS

Surveillance	33
--------------------	----

ONLINE CASINO MANAGEMENT COURSES

Surveillance	34
Casino Management	34

INTERNATIONAL GAMING INSTITUTE STAFF	35
---	-----------

REFUND/CANCELLATION POLICY	35
---	-----------

UNLV CAMPUS MAP	36
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Stan Feltan Building
International Gaming Institute

UNLV
UNIVERSITY OF NEVADA LAS VEGAS

Mission Statement

Our mission is to provide educational programs and conduct gaming research through seminars, conferences, and publications, to gaming companies and regulatory agencies.

A decorative graphic consisting of a thick, vibrant red curved line that starts from the bottom left corner and sweeps upwards and to the right, ending near the top right edge. The background is a solid, medium-grey color.

UNLV International Gaming Institute

Dedicated to Excellence in Gaming

The UNLV International Gaming Institute is a non-profit academic and research facility which offers educational programs for professionals in the gaming and hospitality industries. The IGI offers regulatory and surveillance training programs and custom training programs in gaming and hospitality management at the IGI premises, or a suitable location of your choice.

About the IGI

The UNLV International Gaming Institute (IGI) is part of the William F. Harrah College of Hotel Administration. The goal of the Institute is to be the premier source of information and training for the gaming industry. IGI also conducts gaming research and publishes the twice-yearly UNLV Gaming Research & Review Journal, a publication that reaches inside the gaming industry to cover up-to-date laws and regulations, management techniques, technology, trends and developments.

IGI is a non-profit academic facility that fills a much needed role in training regulatory agents and Board and Commission members. The regulatory training is done in cooperation with the Nevada Gaming Control Board. Classes include Pre-Licensing and Background Investigations, Financial Investigative Techniques for Non-Financial Professions, and Law Enforcement and Criminal Activity. The IGI also offers the Gaming Regulator Development Program. This program is geared toward new regulators and is designed to broaden management and leadership skills while enhancing a participant's knowledge of gaming regulation and the gaming industry. All seminars and courses are regularly offered at the Stan Fulton Building with the exception of distance education courses.

IGI specializes in custom programs for international groups. These courses usually consist of 1- 3 weeks of training taught by UNLV professors and industry professionals. In addition, IGI provides customized off-premise training to the gaming industry throughout the world.



**GAMING AND HOSPITALITY SESSIONS
FOR CUSTOM PROGRAMS**

Gaming Sessions

GAMING OPERATIONS AND MANAGEMENT

IGIGAM0900

Responsible Gaming

One of the key questions facing the global gaming industry pertains to the challenges presented by those who gamble problematically. This session will provide a summary of international “best practices” (and worst practices) in this area, and articulate a specific and customized plan for attendees.

IGIGAM0905

Best practices in Casino and Gaming Protection

This session discusses overall surveillance department operations and the core skills necessary for both the individual investigator and the department to succeed in the protection of the business. Key surveillance skills and thorough knowledge of casino and hotel operations are stressed. Methods to protect operations and to detect cheating in gaming, advantage play, and internal and external theft and fraud are provided.

IGIGAM0940

Psychology of Gambling

Scholars from Aristotle to Freud have been interested in understanding why people gamble. After more than a century of social science research on casino gambling, Reith points out that the meanings of gambling are still incredibly idiosyncratic. Gambling “...is multi-faceted: an exciting leisure activity, a mundane form of consumption, a means of socializing with others, an opportunity to display skill, a hobby which offers the possibility of winning money. The heterogeneity of games is matched by the heterogeneity of players and motives” (Reith 1999, 126). The research into gambler motivation will be reviewed and some new depth research into the psyche of different types of gamblers (slots, table, online) will be presented.

IGIGAM0950

The Effects of Restaurants on Gaming Volumes

This session dwells on estimating the effects of restaurants on gaming volumes (using the assumption that diners translate to gamers) and will be especially useful to those operating restaurants at a loss. Given the magnitude of annual food department losses, the analytical process advanced here is worthy of careful consideration. This study not only examines some interesting factual performance data, it also presents some interesting research questions for the future.

IGIGAM0962

The Role of Analysis in Gaming

The casino industry is unique in that much of the transactional data produced by customers are not captured. Simple tables are easy to use and understand, but they hide tremendous amounts of important information. As a result, more sophisticated forms of analysis and estimation are required to make business decisions. In this session, we discuss the basics of advanced analytical techniques and identify their applicable uses to show that advanced forms of analysis can provide a sustainable competitive advantage. The analysis challenges facing the gaming industry will also be examined, including the necessary elements of cause and effect.

The session will help gaming executives better understand the limitations and relative power of various forms of analysis. Optional: A review of failed promotions in the gaming industry.

IGIGAM0964

The Effects of Showroom Entertainment on Gaming Volumes

This study examines casino management theory related to the role of entertainment at resort properties and seeks to determine the wisdom of using showroom entertainment to create property foot-traffic, especially if the show is losing money. The results include estimates of gaming volumes per show patron stemming from two empirical analyses of two Las Vegas casino operations. The model employed here could easily be replicated in other casino settings.

Included in this session is a brief history of the production show, a review of various entertainment contracts, and a review of various entertainment venues found in modern casinos.

IGIGAM0976

Opening a Hotel Casino Property

This case study examines a wide range of issues that led to the quick demise of a Las Vegas Strip property. We begin with a review of capitalization, marketing and product service problems, and from there, look at hotel capacity, room product concerns and the entertainment product. Basic property design issues are also covered, as are problems with the operating systems and organizational culture. The session closes with a review of the lessons learned and suggestions for future openings.

(Note: Other topics include discounting actual losses, estimating gaming value by hotel segment, and estimating the indirect gaming contributions of poker rooms and race and sports book operations.)

IGIGAM0987

Executive Level – Gaming Technology and the Approval Process

Modern microprocessor gaming devices, casino management software and hardware systems, components and player tracking systems are an integral part of the gaming industry. This session will cover topic areas including manufacturing, market, maintenance of gaming machines, bill acceptors (validators), video monitors, audio-video display systems and security hardware/software. Also, manufacturing and licensing standards will be compared for gaming jurisdictions. In addition, future technology such as server-based and downloadable gaming, handheld devices and their applications and table games technology being brought into gaming devices will be covered. By the end of the session participants will be able to understand gaming technology and the approval process and how it is used in the gaming industry.

IGIGAM0988

Intermediate Level – Casino Management

State-of-the-art casino operations management methods are examined in this session, with emphasis on the interpersonal dynamics that flow from the Casino Manager through the entire casino department's organizational structure. Discussions, assignments, research and problem-based learning applications will be used to give a clear and solid understanding of these dynamics.

IGIGAM0989

Intermediate Level – Gaming Device Management

As with other aspects of casino management, the interpersonal dynamics that flow from the Director of Slot Operations through the entire slot department's organizational structure are very important. Discussions, assignments, research, and problem-based learning will give participants a strong understanding of how these dynamics relate to effective state-of-the-art slot operations, management methods, and equipment selection.

IGIGAM0919**Marketing Theory**

Upon completion of this session, participants should gain sufficient knowledge to segment a casino database for marketing purposes. The session provides a review of the demographic and behavioral data elements typically captured in casino transaction systems, discussion of the challenges faced by marketers regarding both reliability and barriers to access of transactional data for marketing purposes. It also covers a brief overview of data warehousing technology, third party data appending services such as National Change of Address (NCOA), Targus Information and the US Census Bureau. In addition to an overview of the traditional Recency, Frequency, Monetary and Location (RFML) database marketing segmentation model, a discussion of player reinvestment strategies derived from segmentation models, and a brief review of various types of direct marketing collateral typically offered by casinos will be discussed.

IGIGAM0920**Database Analysis: Case Studies****Monthly Newsletter**

Participants will apply knowledge gained in Marketing Theory to a case study on monthly newsletter offers provided by a local market casino. Participants will work with the instructor to discuss and develop strategies that seek to accomplish a casino's goal. The case study will conclude with an in-depth review of the actual session of action taken by the casino, including development of a pro-forma statement and analysis of results.

Short-Term Promotion

Building on knowledge gained in Marketing Theory, participants will analyze a case involving a casino's desire to increase play from their database during a forecasted low demand period. Participants will work with the instructor to discuss and develop strategies that seek to accomplish a casino's goal. The case study will conclude with an in-depth review of the actual session of action taken by the casino, including development of a pro-forma statement and analysis of results.

IGIGAM0921**CRM Software Solutions**

Casinos are data rich environments, given the depth of transactional information collected in the various operating systems. However, transactional system architecture is typically not conducive for in-depth operations analysis. Data warehousing technology has enabled casinos to make better use of their transactional data for both performance analysis and marketing operations. Components of IGT's Mariposa CRM software suite will be reviewed, along with a discussion of how casinos employ this technology to better analyze and operate data warehousing, online analytical processing, campaign management systems, and data mining.

IGIGAM0939**Loyalty Programs**

Virtually every type of hospitality service has what they call a "loyalty program," but whether these programs really develop customer loyalty is in question. A majority of customers use loyalty programs to discount price rather than to create an emotional connection to the company. This session will cover some in-depth research on loyalty and casino loyalty programs. The implications for other hospitality loyalty programs will be discussed.

IGIGAM0941**Cross Cultural Consumer Research**

A major strategic issue is how much to customize versus standardize a marketing strategy in another culture. Cross-cultural consumer research provides the core insight to avoid costly cultural blunders while searching for the most cost-effective approach. The Disney Company will be used as an illustration. Some cross cultural gambling research will also be discussed.

IGIGAM0946

The Effect of Drawing-based Promotions on Slot Business Volume

Lottery-based promotion is very expensive and yet equally popular in casinos with frequently repeating clientele. No one, however, has ever empirically analyzed the effectiveness of these promotions. Since management cannot adequately capture the necessary data directly, such effects must be estimated via statistical modeling. This session includes results from multiple promotions and properties.

IGIGAM0949

Direct Mail Offers

Cash mail and free play offers represent the majority of reinvestment in slot players. This session reviews the results of studies across several markets, which were conducted to estimate the incremental gaming effect produced by such offers. This session will also help participants to measure the effectiveness of their respective database analysis and database marketing efforts.

IGIGAM0963

Dead Chip Programs

With the advent of actual loss discounts, dead chip programs should be attractive to gaming operators. This in-depth look into the mechanics of dead chip offers examines how dead chip programs work, how gaming tax rates affect their structure, how to compute the costs associated with such procedures, and how properties could save millions of dollars. The structure of failed programs, as well as that of successful ones, is also reviewed. Since all premium players in Asia are on dead chip (or rolling) programs, a look at cash chip programs and the structure of Macau's 40/40/20 rooms is also included.

IGIGAM0965

Casino Database Analysis

This session examines the importance of data mining in casino database analysis. It includes an explanation of what data mining actually is and how it differs from other forms of database analysis, with reference to the specific challenges facing casino marketers. Two examples of data mining are also explored, the first a description of a data mining effort in the player database, and the second a look at an instance in the slot machine database.

IGIGAM0967

Slot Marketing in a Repeater Market

This session reviews the actual slot marketing efforts of a successful, repeater-market casino operator. It begins with a look at the casino's marketing framework, followed by a point-by-point description of their marketing tactics, including customer acquisition, retention and reactivation efforts. This session will prove especially interesting for those who are curious about the marketing practices of successful Nevada casinos.

IGIGAM0969

Introduction to Slot Clubs

This session begins by covering the evolution of slot clubs, enrollment data issues, and membership benefit vehicles. From there, we discuss and compare both theoretical-win-based awards and coin-in-based awards. Also discussed are benefit accumulation rates (including examples from existing clubs), overall investment in members, point redemption protocol, training issues, card use, and player tracking limitations. One-card systems and tiered slot clubs are also reviewed.

IGIGAM0971

Match Play Coupon Offers

Understanding the mechanics of these popular offers can save casino marketers substantial sums of money. This session covers the computation of both single and multiple-decision match play offer costs and break-even points, along with the effect of gaming taxes on costs and some important redemption recommendations. Also included is a review of empirical research that examines the ability of actual match play coupons to accomplish the stated performance goals. Finally, we look at the mechanics of voucher programs and promotional chips, citing a critique of an actual voucher program.

IGIGAM0972

Introduction to Casino Promotion

This review of premium and general marketing tactics examines a multitude of means and strategies used to pursue slot and premium players, which kinds of promotions apply to particular target markets, and their effectiveness in reaching their goals. Topics include the analyses of the results of special events, vacation and shopping events, timing of promotions, and the use of game rules and betting limits. A review of an actual special event analysis is included, along with a discussion of issues related to pro-forma event analysis.

IGIGAM0973

The Marketing Plan: A Property Perspective

Hotel casinos face many unique and challenging conditions with regard to the marketing plan process. This informative session offers a helpful start in understanding this difficult but critical endeavor. We examine the need for an effective marketing plan, the components of a successful plan, and why measurement science is so vital to a hotel casino's marketing strategy. This session follows a nine-step outline designed to cover the essential areas of a well-prepared and effective marketing plan.

IGIGAM0961

Casino Cash Flows

This session offers a rare inside look into the income statements of Las Vegas Strip and Las Vegas repeater market hotel casinos. It enables participants to see the results based on the actual financial performance of these properties using data submitted to Nevada gaming regulators. Both consolidated and departmental income statements are reviewed, as are the gaming industry's most commonly reviewed record, the daily manager's report, to reveal interesting sources and uses of cash flow. Finally, a review of the historical revenue and profit contributions discloses some shocking results related to the gaming mix. Things are not always as they seem.

IGIGAM1016

Financial Analysis of Gaming Motivation

Using finance utility theory, this session explains why people gamble and how to analyze people's gaming propensities. Attendees will learn how to classify players into risk-taker, risk-neutral player, and risk-avorter categories based on their risk attitudes. Various gaming motivation strategies will be discussed and effectiveness of different casino promotion methods will be evaluated. In addition, attendees will learn the player rating system according to theoretical win contributions.

IGIGAM1017

Casino Cost-Volume-Profits Analysis

This session presents the relationship between revenue volume, costs, and casino profits. In this session, attendees will learn how to identify fixed and variable costs, how to decompose mixed costs into the two types of costs, and how cost structure can affect casino profits. Strategies for strengthening operation profits will be presented. As a result of this session, attendees will be able to analyze the effect of casino marketing, comps, and rebates on profits and determine the efficiency of those activities.

IGIGAM1018

Optimizing Game Hold to Increase Revenue

Lower holds encourage game play and increase the gaming volume. Lower holds, however, may not necessarily increase gaming revenues. This session presents the relationship between hold, volume and win. Attendees will learn how to identify the optimal hold that may help maximize the win.

IGIGAM1019

Casino Financial Ratio Analysis

Financial ratios are important tools for casino managers to monitor the financial performance and financial health of a casino business. Attendees will learn how to use financial ratios to evaluate liquidity, solvency, operating efficiency and profitability of casinos. Financial ratios of Las Vegas-based properties will be compared with industry benchmarks to identify strengths and weaknesses.

SLOT OPERATIONS AND MANAGEMENT

IGIGAM0914

Player Clubs and Trends in Player Tracking

Get the latest information on how casinos are using player cards, how points are awarded and how they may be redeemed, how technology is being used to improve service and decrease costs, the great cash back debate, communication of slot club rules and benefits, trends in third party comp benefits, promotion ideas and other marketing trends.

IGIGAM0947

The Effect of Bingo on Slot Business Volume

Many repeater market casino operators offer bingo games at a loss or marginal profit level under the assumption that bingo drives slot play, but are you sure bingo is the best use of your scarce casino floor space? This research session examines this theory in a pragmatic and revealing way, with some surprising results.

IGIGAM0948

Slot Performance-Potential Modeling

This session is a must for casino executives wishing to make better decisions with regard to future game purchases, machine move decisions, and slot floor design. Attendees will understand what is critical to a game's success on the slot floor, and why one slot machine outperforms another. With the goal of offering a customized and objective performance benchmark for each game on the floor, a variety of game locations and specific game characteristics are examined in order to deduce their effects on how much coin-in per day each game should produce.

IGIGAM0952

A Deeper Look at the Slot Player Experience

This session looks at the results of three studies that dispel some existing management paradigms. The pay tables or math of the games can greatly influence the player's experience and ultimately his or her satisfaction. In this session, the relationship between par and play time (a.k.a. time on device) will be explored. Also, the relationship between play time and the following variables will also be explored: hit frequency, pay table volatility, and the coefficient of variation of the pay table. The latter variable is simply a measure that jointly considers a game's par and volatility. The results of this research are controversial and insightful. Casino executives are afforded key information regarding the positioning of their slot product.

IGIHOS0956

How to Align Your Company Strategies and People

This session will explore the nine strategic components of a business to achieve long-term profitability and growth. It will help you define what business you are in, who your customers and competitors are, how best to position your products and services in the market, how to increase revenue and control costs, and how to ensure consistent quality and service from every employee within your company. You will also learn how to hold people accountable for delivering on the “implied promises” each and every time a customer patronizes your business.

IGIGAM0966

Basic Slot Math

How do slot machines produce a profit, or, for that matter, how do all casino games produce a profit? This insightful session will answer these questions and more. It will also review an actual par sheet and cover the idea of managing time on device and the machine-move decision-making process. This lecture is a must for casino marketers and managers, as the profit production process of games affects many operating and marketing decisions.

IGIGAM0968

Progressive Slot Machines

The intricacies of progressive games and the management and accounting issues that surround them are examined in this informative session. Participants will learn about the different types and configurations of progressive games, how progressive meters grow, alternative uses for long-standing progressive jackpots, how progressive jackpots affect the house advantage, how hidden meters work, Mystery and Jumbo Jackpot mechanics, and issues unique to video reels. The session concludes with a discussion regarding the ability of progressive games to increase win, including results from actual studies.

IGIGAM0974

US Slot Industry Trends

The marketing and management benefits of server-based slots are covered in this session, along with a basic description of the various forms of this technology. Citing the results of a survey of industry professionals responding to questions relating to trends on their gaming floors, the discussion includes thoughts on positioning strategy with regard to house advantage and game variance, and popular games and equipment-based features.

IGIGAM0980

Design of Session II and Session III Slot Games

This session will begin with an introduction to the mathematics of casino games, and examine the definitions of Expected Value (EV) and House Advantage and Variance (HAV) of a game. A few examples of Session III slot game analysis will also be presented. Following a brief discussion of the session of a game, the mathematics involved in developing Session II and Session III slot games will be outlined.

IGIGAM1003

Slot Operations Layout and Product Mix

Learn how to develop a successful slot floor layout, slot product mix and product portfolio. This segment will also cover denomination issues, multi-games, ticketing, managing participation products, game mix percentaging, slot merchandizing and promotions, signage and progressives, bonusing and time-based tournaments, and customer retention through value-added events.

IGIGAM1004

Performance Analysis

Analyzing the performance of games is critical to maximizing the results of the slot department. This segment will cover the knowledge cycle (data to intelligence), data collection sources, key ratios and formulae, developing key performance indicators, managing by metrics, software tools for management, Monte Carlo simulations for decision-making, decision tree analysis and queuing analysis.

IGIGAM1005

What Casino Management Should Know About Video Poker

In most modern casinos there are several dozen types of video poker --- like Jacks or Better, Bonus Poker, Double Bonus Poker, Deuces Wild, Jokers Wild, Super Aces Bonus, etc. They come as single line games, Triple Play up through Hundred Play, and with and without progressives. This segment will explain the differences between these games in an easy-to-understand manner. It won't turn you into a competent player, but it will turn you into a casino manager who understands the differences between these games.

IGIGAM1006

Player Club Tiers: How Many Should You Have?

It's a trick question – some casinos should have none! There is no universal answer to this question, but in this session we will help you decide how to think about the right answer for you. Whether you are thinking about having “stealth” tiers, or three or more public tiers, we will discuss the importance of building your tiered card around your player database, population, marketing strategy, and facility structure. We'll even talk about some of the best – and worst – conceived tier structures to help you copy the leaders – and avoid the mistakes of the laggards.

IGIGAM1007

Best Practices in Database Marketing to Slot Patrons

Why do casinos send so much direct mail to slot customers? Why does it work so well? This session will explore the reasons why database marketing is uniquely suited to address the marketing needs of the gaming industry, explore best practices in designing and implementing a database program including targeting and segmentation approaches, developing successful offers, setting up a campaign, designing and producing a mail package, and tracking and interpreting results.

IGIGAM1008

Casino Promotions: It's All About Generating Incremental Profits

Gaming promotions offer every property, large and small, the chance to increase excitement and provide customers with a value-added experience for the gaming dollar. In this session, we will talk about how to design the optimal promotional strategy from start to finish – laying out a quarterly calendar, developing a wide variety of promotional concepts, and the importance of developing pro-forma statements to ensure incremental profitability. We'll discuss the importance of flawless execution, and new technologies that can help ensure this. Then, we'll debate the importance of post-analysis and learning, to help get the process going all over again.

IGIGAM1009

Customer Service Leadership

This session will cover what makes people perform and apply these concepts to a practical process that will help you develop outstanding customer service. Some of the topics covered are developing behavioral customer service standards for your department, developing a process for measuring compliance with the standards, giving effective feedback, and developing a recognition program.

IGIGAM1010

Analyzing Your Competitors' Player Reward Program

Learn why, when, and how to perform a competitive analysis of your competitors' player reward systems.

IGIGAM1011

Slot Protection from an Enterprise Management Perspective

The session will focus on the current trends in the protection of slot play with a look at recent scams and investigations, and a discussion of the resources necessary to properly manage the Ticket In-Ticket Out (TITO) experience. How have the security and surveillance functions changed (or have they?) with the migration from the traditional machines to TITO? Determining what the threats really are and the way you choose to deal with them today will impact the future. We will explore some of available counter measures to ethically address scams, employee theft and cheating, and provide an overview of successful loss prevention and protection techniques from an enterprise-wide management perspective.

IGIGAM1012

The Casino of Tomorrow

This will be a round table discussion and interactive session that will help operational leaders understand and create their vision of what elements are important in the slot and table floor of the future. Discussion topics will range from networked (server-based) gaming to the newest ideas in marketing, customer reinvestment, and loyalty programs on the gaming floor.

IGIGAM1013

Game Purchasing

This session covers methods operators can use to evaluate trial games and to set standards for purchase. We will discuss how to structure trial parameters to ensure clinically relevant results. Also, we will look beyond the base game price negotiation to gain additional products and services.

IGIGAM1014

The Evolution of Slot Analytics: Preparing for Tomorrow's Technology

Our industry is at the beginning of an evolutionary process that will require real time analytics and the ability to predict opportunities that will not be realized unless strategic processes are developed and in place to execute when these opportunities present themselves. In this session, we will look at the past, present and the future of Slot Analytics and how technology will dictate a new way of managing the day to day responsibilities of a slot floor.

IGIGAM1015

Cutting Edge Issues in Casino Marketing

It used to be that marketing in this business just required a key: unlock the doors, watch the money come rolling in. But with the number of casinos up throughout the world and the U.S. in the midst of recession, times are tough for casino marketers. In this session, we will talk about how smart operators are responding to shrinking wallets and increased competition and discuss new tools and technologies – Free Play (it isn't free!), electronic promotions, automatic table tracking, and server-based gaming, how they are changing and will change, and how we think about, and do, casino marketing.

TABLE GAMES OPERATIONS AND MANAGEMENT

IGIGAM0970

Introduction to Table Games

For those unfamiliar with table games, this session provides basic information on blackjack, craps, roulette, and baccarat, how these games are played and dealt, how bets are won and lost, and the computation of the resulting house advantages. Related management and procedural issues are also covered.

IGIGAM0975

Table Game Hold as a Management Tool

This session examines the primary uses of hold, what the hold percentage actually tells you, what kind of decisions you can make from looking at the hold percentage, the relationship between theoretical win and hold percentage, and what hitless win is and how it is important. Also discussed are the variables that can affect the computation of hold and a synopsis of the relationship between four of those variables: hold percentage, table occupancy, table profit, and table labor margin.

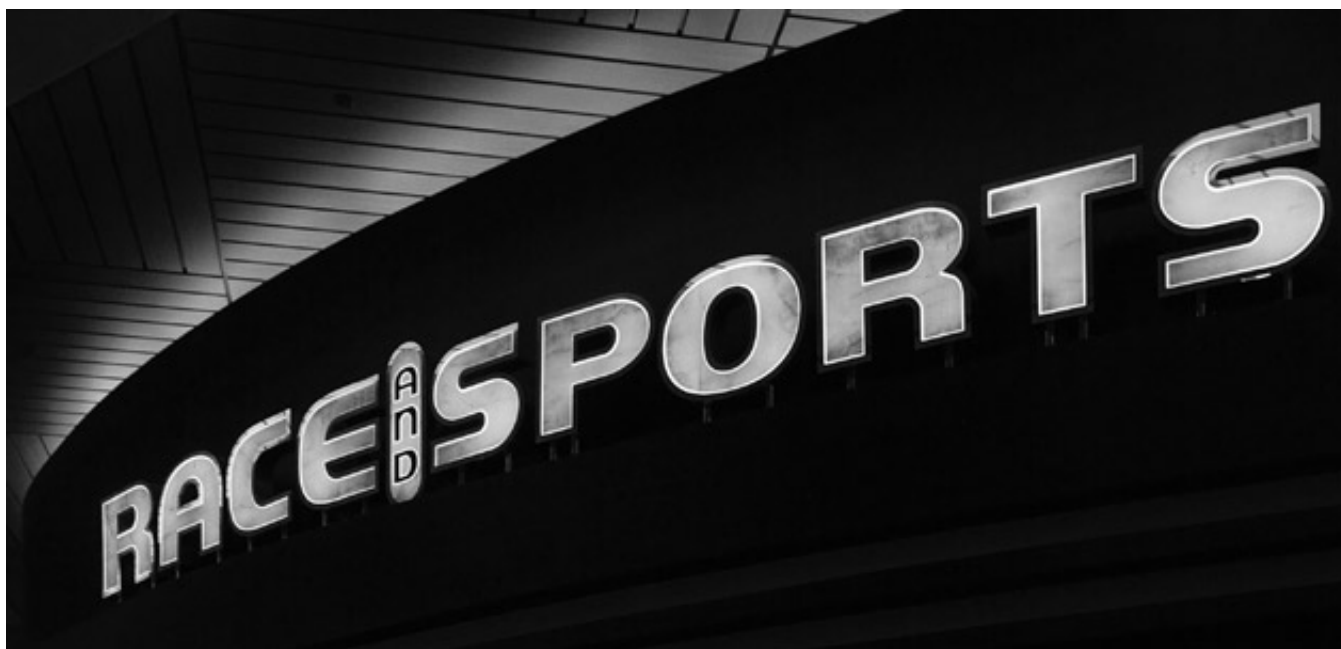
RACE AND SPORTS BOOK OPERATIONS

IGIGAM0982

Intro to Race and Sports Book Operations

The Race and Sports Book is a place where a gambler can wager on various sports competitions, including golf, football, basketball, baseball, hockey, soccer, horse racing, boxing, and mixed martial arts. The method of betting varies with the sport and the type of game. The more prominent the event, the more wagering options that are made available.

This session will begin discussing the history of Race and Sports Book development and the legal jurisdictions involved in the evolution of the product offered. It will address the fundamental operations of the Sports Book, including sports betting, money lines, and point spreads both from the operators and the customer's perspective. Finally, it will identify the dynamics of the Race Operations that include betting at the track, types of races, types of bets, racing terms, regulatory requirements, and the overall race book operations.



Hospitality Sessions

HOSPITALITY OPERATIONS AND MANAGEMENT

IGIHOS0900

Customer Service

Exceeding expectations in customer service is something all managers must strive to attain. In this session, participants learn how to achieve a superior level of customer service within their organization, manage the customer service relationship, take the initiative in customer service situations, and provide positive verbal and non-verbal communication/feedback.

IGIHOS0901

Supporting Change

Change is an inevitable process and yet, a constant challenge. This introductory session will provide managers with the tools to guide team members through hectic periods of change and transition. Attendees will be engaged in an interactive learning experience designed to explain the causes of change, describe the impact of change on individual team members and work groups, effectively communicate a message of change and actively support team members through the change process.

IGIHOS0907

The Role of the Human Resources Department

A focus on the strategic and operational roles of the Human Resources (HR) department, and how it adds, or should add, value to a company. Attendees will examine how the HR department aligns with strategic goals and organizational vision and how it delivers on both the external promises made to guests and the internal promises made to employees. Session participants will actively discuss the presented topics and examine case studies, and gain insight into HR issues and trends that are currently emerging in the hospitality industry.

IGIHOS0908

A Survey of Managing Hotel Operations

This is an introductory level session that concentrates on the management problems and issues involved in the lodging operations. This session focuses on the guest-cycle and on identifying/handling potential operational issues. Interactive learning activities will emphasize how to systematically address and manage major issues and trends in lodging operations.

IGIHOS0910

Strategic Management for the Hospitality Industry

Roles and actions of top management in developing and implementing policy and strategy are examined in the highly competitive settings of the hospitality industry. Case studies and experiential learning activities are utilized to solve hospitality industry related problems. This session incorporates opportunities for the learner to focus on strategic thinking and analysis.

IGIHOS0911

The Management of Hospitality Delivery Systems

This session will introduce the evaluation, design, and management of service delivery systems through operations management topics from a service perspective. Included are other related subjects, such as customer satisfaction and managing organizational change. Attendees will learn to apply concepts and tools from operations management to evaluate, (re)design and manage effective work processes in hospitality organizations, understand the roles of customers and front-line service employees in the service delivery process, how to effectively manage both groups, quantitatively and qualitatively assess a service delivery process, understand service failure and service recovery and their relationship to quality in hospitality organizations, and effectively manage the service experience in hospitality organizations.

IGIHOS0926

Experience Design

The purpose of this session is to introduce managers to the importance of experience design. We will discuss factors that make services different than other types of products (intangibility, inseparability, variability, perishability) and some strategies commonly used for managing these factors. Then some specific aspects of experience management will be introduced. Managers will be taught how to conduct an experience audit at their own property. Several case studies illustrating “best practices” in experience management will be discussed.

IGIHOS0935

On Becoming a Global Leader

Are leaders born or made? In this session, the principles of leadership and the characteristics for leadership success will be described and discussed. The sense of global leadership will be characterized by discussion of emerging markets, new ventures, and the effect of global telecommunications and concepts described in the book “The World is Flat.”

Attendees will discover how to distinguish between characteristics of leaders and those of managers, and understand the vital need for both. Case studies, short video segments, and small group discussions will give participants multiple sources for evaluation and learning. Finally, attendees will be given tools to help them assess their personal leadership styles and determine the type of development activities they should consider to further advance their leadership skills and ability.

IGIHOS0936

Organizational Behavior

Organizational Behavior involves the complex interaction of individuals, teams, and whole components of the organization that are focused on a common purpose or mission. This module will explore topics that are intended to improve, if not optimize, those interactions. We will discuss employee motivation, job satisfaction, the benefits and challenges of teamwork, and decision-making in the organization.

Participants will interact on mini-cases, session dialogue, and short surveys to build a deeper competency in the subject matter. Upon the session’s completion, participants will be able to name and describe at least two ways to boost employee motivation, understand and discuss options for building employee morale through recognition and reward, understand and articulate the difference between job satisfaction and job performance, understand and apply the principles of decision making to both simple and complex problems, comprehend the meaning of team versus group and apply this distinction to define the characteristics of a poor team, a good team, and a great team.

IGIHOS0937

Management Techniques—Train the Trainer: Who, What, Where, When, How

This session is a must for managers who want to learn the art of training. This session will cover preparing for training, planning the Who, What, When, Where, and How of training, and evaluating the training after it has taken place. Attendees will learn the INTRO concept and how to create training objectives of both short (15 minute training sessions) as well as longer ones.

IGIHOS0938

Management Techniques Recruitment Selection: Selecting Employees Who Respond to Very Important Customer Expectations

In this session, participants will learn how to determine the service orientation they want to deliver in their department. By studying the types of service encounters that happen on a daily basis, a profile of a guest-oriented employee will be defined. Participants will also find out ways to recruit service oriented employees.

IGIHOS0939

Work-life Balance

Managers are always trying to find a balance between work and life outside of work. Participants will learn how to recognize the signs of work invading their personal life and steps to creating a balanced life. Participants will learn what an organization can do to create a better work-life balance for all managers and employees. Work-life practice guidelines for both companies and employees will be discussed. Benchmarks for both companies and individuals will be presented so everyone can benefit from a proper work-life balance.

IGIHOS0947

Operational Analysis for the Hospitality Industry

This session is designed to provide participants with a thorough understanding of hospitality operations management. They will engage in complex problem solving using case analysis and research. This session will also help participants to identify and solve intricate operations management activities including capacity planning, scheduling, cost control, managing for quality, location and layout strategies and forecasting. A business proposal team project takes participants from the concept to completion phase of a business proposal for the hospitality industry including the creation of a real budget and timeline. Learning outcomes will include an understanding of the complex operational side of the hospitality industry.

IGIHOS0948

Creativity for Managers and Leaders: Have fun learning a great leadership skill—creativity!

Successful companies and leaders do not happen by chance. What sets successful companies and leaders apart from the pack is often their approach to, understanding of, and implementation of their own creativity skills. Everyone is creative, yet few know how to bring their creative talents to the forefront, and those who believe that they are not creative simply have not yet learned how to unlock their creative potential.

Creativity can, and should be, the focus of training. In this session participants will engage in self-assessments of creative skills and then engage in the active formation of new creativity skills to employ in the workplace. They will learn both creativity-enhancing skills and techniques that highly successful leaders throughout the world have employed for centuries, as well as, new techniques for accomplishing greater personal and company creativity. The results will be astounding.

Participants will learn what creativity is (and is not) and how everyone can enhance their creative abilities and skills. They will be able to identify which creativity techniques are most useful in each setting, and how to teach others to be more creative.

IGIHOS0950

Leadership vs Management: Why you want to be a Leader, not a Manager

Leaders inspire others to do things, managers carry out tasks. Successful hospitality careers are built on leadership skills, not on management skills. Knowing the difference between the two and knowing how to utilize the best possible leadership skills in different environments is critical to successful career development and to company financial success. This organizational behavior session is devoted to helping managers learn how to become better leaders through discussions and activities designed to illustrate the difference between leadership and management. The session employs an interactive learning style wherein participants actively engage in activities designed to improve their own skills.

IGIHOS0951

Power and Empowerment: Getting the most out of Employees and Managers

This session focuses on helping managers and leaders effectively use various forms of power and empowerment to bring greater rewards to themselves as individuals and to their companies. Although many are in positions of power, few use the power they are given correctly. The old adage of “power corrupts and absolute power corrupts absolutely” is true, unless managed properly. Learn how to effectively use this extremely powerful, yet often abused, skill to your best advantage.

Attendees will engage in multiple participant-involvement activities specifically designed to teach them how to recognize and utilize different power approaches, skills, and tactics, such as how to: evaluate power tactics and choose the right approach for the target market and situation, utilize the power of others to your advantage in order to build successful careers and companies, delegate properly, evaluate your own approaches and beliefs about power, as well as those above, below and around them, evaluate and satisfy the power needs of managers and employees, while building your own power base appropriately.

IGIHOS0952

Managers and Leaders: Training and Development

This session will provide managers and leaders with an understanding of how training works, why training is called a “cyclical process”, and why training is so important to your company’s success. A substantial portion of the session is devoted to helping participants understand when and how to use different approaches to ensure successful training. Participants will learn how to develop training needs assessments, objectives, and criteria, plan effective training sessions, recognize and diffuse resistance to training and change, and how to evaluate the effectiveness of training programs. Participants will also actively engage in the development and implementation of a training session.

IGIHOS0958

Americans with Disabilities Act and the Hospitality Industry

Since 1991, all US businesses have been required to comply with the Americans with Disabilities Act (ADA). This session details both structural and service requirements prescribed by the ADA, the differences present in new properties and those existing prior to 1991, and an overview of the legal cases that have clarified the Act’s requirements.

(Note that this session is not a substitute for legal counsel nor direction from a professional architect.)

HOSPITALITY MARKETING

IGIHOS0903

Destination Marketing

This session will introduce the fundamentals of destination marketing and will place and examine them within the context of tourism development. Practical examples will be provided to illustrate the benefits of developing tourism. Visitor segments will be identified and various marketing strategies for creating and investing in tourism destinations will also be discussed, in addition to how tourism agencies are organized for the promotion of destinations.

IGIHOS0927

Brand Management

The purpose of this session is to introduce hospitality managers to the marketing literature on branding. We will discuss things such as: What is a brand? How is brand meaning developed? What makes a successful/unsuccessful brand? Some new research on how to uncover brand meaning will also be introduced.

IGIHOS0928

Getting to Know Your Customers on a Deeper Level: New Research Methods

Traditional research methods (such as surveys and focus groups) ask what customers think about your service, or why they chose your service, or what attributes they find most attractive in your service offering. Oftentimes customers don't know, don't want to admit, or don't have the ability to communicate that information. Newer research methods based on the science of the mind have been developed to help marketers probe more deeply into customers' needs. This session will introduce managers to several new research methodologies (such as response time software, and different in-depth interview techniques).

HOSPITALITY ACCOUNTING AND FINANCE

IGIHOS0909

A Survey of Revenue Management

This session is an overview of the theory and practice of operational and strategic revenue management policy and problems in the hospitality industry. It briefly examines the basics of revenue management in hotels. Emphasis is placed upon current issues/trends in revenue management systems and the integration of information technology, and human resources for maintaining a better decision support system.

IGIHOS0945

Hospitality Accounting 1

This session is designed to provide participants with a fundamental understanding of hospitality financial accounting concepts. The emphasis is on how to use accounting information in making managerial decisions, and to prepare and understand hospitality financial statements.

Participants learn the basic fundamentals of business accounting, which include the accounting process, debit and credit transactions, journal entries, and the accounting cycle. They are also introduced to the balance sheet, income statement, and statement of cash flows, and are taught the essentials of financial statement interpretation. Upon completion of this session, participants will understand journal transactions, debits and credits, and interpret the balance sheet, income statement, and cash flow statement.

IGIHOS0946

Hospitality Accounting 2

An in-depth analysis of the financial process in the hospitality industry is the focus of this informative session. Participants are taught to make complex managerial decisions using financial analysis, as well as the fundamentals of ratio analysis, product forecasting, internal control of cash and cash systems, and capital budgeting. This session is designed to extend the theories learned in Hospitality Accounting 1 and to help hospitality participants make executive financial management decisions.

HOSPITALITY LAW

IGIHOS0918

Employment Law

Most employment litigation results from comments or actions on the “front line”, not from the Human Resources department. This session is designed to prepare managers for on-the-job managerial situations and potential problems, which may arise within the employer/employee relationship. Attendees will develop a working knowledge of the numerous laws governing employer/employee relationships, and also be able to identify pro-active steps to circumvent potential liability situations. The session will analyze labor/management relations in the hospitality industry, including a study of the history of labor relations, unions, and collective bargaining agreements, in addition to other topics related to employment law.

IGIHOS0919

Hospitality Law – Tort Analysis

The ability to anticipate and resolve legal complications that arise on a daily basis in the day-to-day operations of a hotel/restaurant/casino/business is imperative. Understanding the impact that these daily legal issues may have on a business is the cornerstone to addressing, preventing and resolving legal problems.

Attendees should have an operative understanding of proactive legal management. This session is designed to provide a basic understanding of the law, legal concepts, and their application to the hospitality industry. Upon completion of this session, attendees will be able to explain the process involved in the US legal system, analyze the physical elements of a hospitality facility in order to anticipate and reduce dangers, apply tort legal analysis to factual situations which occur daily, analyze statutory regulation as applied to the hospitality industry, and distinguish between the “reality” and “legality” of common practices in hospitality.

IGIHOS0920

Hospitality Law – Contract Negotiations

Contracts form the basis of the daily operations of a hotel/restaurant/casino/business. Understanding the technical rules for formation of contracts is imperative in order to create binding and enforceable agreements with employees, guests and third parties. Attendees should have an operative understanding of contract negotiation and formation. This session is designed to provide a basic understanding of the required elements for a contract, how to legally create those elements, how to negotiate effectively, and how the creation of contracts applies to the hospitality industry.

Upon conclusion of this session, attendees will be able to explain the process involved in the US legal system, analyze the six elements necessary to create a binding contract, apply contract legal analysis to factual situations which occur daily in hospitality facilities, especially as it relates to offers and acceptance, and effectively negotiate contractual offers with the ability to revoke or terminate the offers without incurring legal liability, and distinguish between the “reality” and “legality” of common practices in contract formation.

IGIHOS0921

Legal Liability for the Ick Factor: Bedbugs, Legionnaires’ disease and other things that give us the willies

What happens when you fail to take care of the cleanliness of your property? What are the consequences of our actions to provide a safe and clean guestroom? Learn how a property can protect itself from the “Ick Factor.” This session looks at the actions of properties that have failed in their duty of care and the consequences of their actions. Review actual court cases of guests that have taken action, and learn how to protect yourself and avoid similar circumstances and outcomes. This session will explain the process involved in the U.S. legal system as it relates to liability in lodging and analyze statutory regulations for cleanliness as applied to the hospitality industry. Upon completion of the session, attendees will be able to develop an effective and efficient approach to successful management of guest room attendants, effectively analyze current cases to determine potential for legal liability for acts or omissions of managers, and distinguish between the “reality” and “legality” of common practices in lodging.

FOOD AND BEVERAGE MANAGEMENT

IGIHOS0902

Food and Beverage Trends: What are people eating and why?

To be successful, food service managers need to be aware of what the current food and beverage trends are and what global issues will likely impact them in the future.

This session will provide an overview of current food and beverage trends, discuss some of the global issues that may influence these trends in the future, use hands-on experiments to teach how to evaluate consumer's food preferences, and discuss today's top ten global trends in food and beverage offerings.

IGIHOS0930

Concessions Operations Management

Concessions, properly managed, can contribute significantly to revenue gained from functions such as sporting events, conventions, or other types of occasions and venues. This session will cover principles and practices of concessions operations management, and include discussions of product selection, logistics and supply considerations, inventory management, financial analysis, cash control, and human resource considerations.

Topics discussed will include selecting products with appropriate margins which appeal to the targeted market, managing the logistical demands of a specific type of concession operation, establishing inventory standards and controlling inventory, controlling the use of labor, establishing and maintaining time standards for customer service, establishing an effective cash control procedure, and handling cash.

IGIHOS0931

Culture and Cuisine

In today's global environment, it is crucial for those working in the hospitality industry to have an understanding and appreciation of the significance of culture on travelers' food preferences. It is also important to have an understanding of cultural variances in meal service expectations and manners associated with dining. This session briefly reviews the history of foods in the world and the "flow" of food products over time. It introduces participants to various food preparation techniques associated with common foods, as well as different seasonings and flavors reflective of world cultures. Service expectations of diners from varied cultural backgrounds are discussed, along with the respective manners and characteristics associated with international dining. Finally, we examine today's globalization of the food supply, including the impact of globalization on the agricultural environment and the foods now consumed by multiple cultures.

CONVENTION SALES AND SERVICES

IGIHOS0904

The Foundation of Convention Sales and Services

This session will explore the foundation of convention, conference, and trade show sales at hotels, resorts, and other potential venues. An exploration of various markets, the resort's goals in the sales process, facilities evaluation, and the importance of contract negotiation will be included.

IGIHOS0905

MICE Industry Overview in the US

A review of the current trends, challenges, and opportunities in the Meetings, Incentives, Convention and Exhibitions (MICE) Industry including: size, economic impact, structure and adjunct support industries, professional associations, and efforts to standardize approaches. As the industry becomes more global, challenges facing the United States will also be explored.

IGIHOS0953**Technological Influences on the Meeting Industry**

Technology is reshaping all aspects of how meetings and trade shows are conducted, including: marketing, registration, networking, lead-retrieval, and pre- and post-event communications. Additionally, the maturing market of virtual meetings in both two and three dimensional platforms holds potential for enhancing some meeting activities, and replacing other face-to-face gatherings. Specific commercial services available to enhance or replace face-to-face meetings will be explored.

IGIHOS0954**Conducting Socially Responsible Meeting Functions**

Corporations are being encouraged to conduct all business functions in a socially responsible manner, including meetings and corporate travel. This includes the provision of “green meeting” (environmentally friendly) principles in the way meetings are conducted, the selection of meeting sites which operate in a “green friendly” manner, and considering eco-friendly methods of transportation or substitutes for face-to-face meetings. The session may be geared toward either a meeting planner or hotelier’s perspective. A portion of this is the way in which technology can assist in reducing waste and carbon footprints of activities.

IGIHOS0957**Providing Top Quality Convention Sales and Services**

This session will take a close look at the kinds of services and facilities that should be provided to incoming groups from the start of the planning process through the completion of the event. Participants will learn to define and differentiate the various conference markets, explain the goals of the negotiating process for both the resort and event planner, analyze facilities in preparation for site selection, understand the basic planning process from the facility’s perspective, be conversant with the basic documents used by facilities in hosting groups, and understand the basics of group food and beverage planning.

IGIHOS0955**Medical Tourism – What does it mean for the Hospitality Industry?**

One of the fastest growing segments of travel is that of individuals traveling to other countries for medical treatment. Whether this travel is linked to a vacation, or involving necessary recovery time after the medical procedure, the hospitality industry has a potentially new segment of guests to serve. This session explores the regions where medical tourism is growing, the six segments of this tourism, and the potential opportunities and demands on hotels and destinations in serving the medical tourist.

IGIHOS0949**Introduction to the Timeshare/ Vacation Ownership Management Industry**

This session is an introduction to the timeshare and vacation ownership industry, and why, with an annual growth rate of more than 15 %, timeshare/vacation ownership is the fastest growing segment of today’s hospitality industry. Every major hotel company in the U.S., and many more throughout the world, are now involved in timeshare/vacation ownership property development. Many substantial, non-branded independent companies are also investing in the industry as timeshare development markets, especially in Asia, where they are very rapidly opening up.

The reasons for participation are obvious: profits from this segment of the industry are substantial and the return on investment is relatively fast, since most timeshares sell out within five to seven years. Although a segment of the lodging industry, timeshares are developed and operate much differently than other lodging segments such as hotels, motels, condo-hotels, and such. This session provides a valuable foundation for understanding how to enter and succeed in this fast-growing market segment.

Sample Custom Programs

Custom Hotel Management Training Program

Day/Date	Duration	Topic
Day 1	½ day (3 ¼ hrs.)	Lodging
Day 1	½ day (3 ¼ hrs.)	Timeshare
Day 2	½ day (3 ¼ hrs.)	Human Resources
Day 2	½ day (3 ¼ hrs.)	Organizational Behavior
Day 3	1 day (6 ½ hrs.)	Service Management
Day 4	½ day (3 ¼ hrs.)	Hotel Accounting
Day 5	½ day (3 ¼ hrs.)	Facilities Management and/or Greening
Day 5	½ day (3 ¼ hrs.)	Employment Law and/or Hotel Law

Custom Meetings, Conventions, & Events Management Training Program

Day/Date	Duration	Topic
Day 1	1 day (6 ½ hrs.)	Conventions & Trade Shows
Day 2	½ day (3 ¼ hrs.)	Meetings Coordination
Day 2	½ day (3 ¼ hrs.)	Incentive Travel
Day 3	1 day (6 ½ hrs.)	Destination Marketing
Day 4	1 day (6 ½ hrs.)	Convention Sales & Service
Day 5	1 day (6 ½ hrs.)	Special Events Management

Custom Food and Beverage Management Training Program

Day/Date	Duration	Topic
Day 1	½ day (3 ¼ hrs.)	Food and Beverage Management
Day 1	½ day (3 ¼ hrs.)	Sanitation
Day 2	1 day (6 ½ hrs.)	Food Production
Day 3	½ day (3 ¼ hrs.)	Food and Beverage Cost Control
Day 3	½ day (3 ¼ hrs.)	Concessions Operations Management
Day 4	1 day (6 ½ hrs.)	Wines and Beverages
Day 5	½ day (3 ¼ hrs.)	Culture and Cuisine
Day 5	½ day (3 ¼ hrs.)	Management Capstone Seminar

Custom Travel and Tourism Management Training Program

Day/Date	Duration	Topic
Day 1	½ day (3 ¼ hrs.)	Tourism Demand
Day 1	½ day (3 ¼ hrs.)	Tourism Destination
Day 2	½ day (3 ¼ hrs.)	Tourism Sector
Day 2	½ day (3 ¼ hrs.)	Tourism Sector
Day 3	½ day (3 ¼ hrs.)	Tourism Policy and Planning
Day 3	½ day (3 ¼ hrs.)	Economic Impact of Tourism
Day 4	1 day (6 ½ hrs.)	Marketing for Tourism
Day 5	½ day (3 ¼ hrs.)	Trends and Issues Beyond Our Control
Day 5	½ day (3 ¼ hrs.)	Trends and Issues Within Our Control

Sample Custom Programs

Custom Gaming Management Training Program

Week 1

Day/Date	Duration	Topic
Day 1	1 day (6 hrs.) 9:00am-12:00pm 1:00pm-4:00pm	Introduction to Casino Management
Day 2	½ day (3 ¼ hrs.) 9:00am-12:15pm	Introduction to Slot Operations: Slot Clubs
Day 2	½ day (3 ¼ hrs.) 1:15pm-4:15pm	Casino Math-Design of Class II and Class III Slot Games
Day 3	½ day (3 ¼ hrs.) 9:00am-12:15pm	Introduction to Table Games
Day 3	½ day (3 ½ hrs.) 1:15pm-4:45pm	Table Game Hold as a Management Tool Dead Chip and Junket Operations
Day 4	½ day (3 ¼ hrs.) 9:00am-12:15pm	Basic Slot Math
Day 4	½ day (3 ½ hrs.) 1:15pm-4:45pm	The Role of the Physical Environment in Slot Player Satisfaction A Deeper Look at the Slot Player Experience
Day 5	½ day (3 ¼ hrs.) 9:00am-12:15pm	Surveillance
Day 5	½ day (3 hrs.) 1:30pm-4:30pm	Game Protection

Week 2

Day/Date	Duration	Topic
Day 1	½ day (3 ¼ hrs.) 9:00am-12:15pm	Race and Sports Book 101
Day 1	½ day (4.5 hrs.) 1:30pm-6:00pm	Performance Potential Modeling Casino Cash Flows
Day 2	½ day (3 ½ hrs.) 9:00am-12:30pm	The Role of Analysis in Gaming Direct Mail Offers
Day 2	½ day (3 ¼ hrs.) 1:30pm-4:00pm	Casino Marketing
Day 3	½ day (3 ½ hrs.) 9:00am-12:30pm	Cost-Volume-Profits Analysis How to increase the efficiency of Gaming Promotion
Day 3	½ day (3 hrs.) 1:30pm-4:30pm	Money Laundering Financial and Management Reporting
Day 4	½ day (3 hrs.) 9:00am-12:00pm	Database Analysis
Day 4	½ day (3 hrs.) 1:00pm-4:00pm	Database Analysis

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**GAMING AND HOSPITALITY PROFESSIONAL
DEVELOPMENT SEMINARS**

Gaming Seminars

Regulator Seminars for Gaming Industry Professionals

The following courses are conducted by the Nevada Gaming Control Board staff.

IGIGAM0995

Pre-Licensing and Background Investigations

Pre-licensing and background investigations agents will learn how to conduct an investigation on an applicant's personal background and financial history. This session encompasses basic interview techniques, fundamentals of background investigations, personal financial investigations, business investigations, an analysis of an applicant's proposed gaming operation, and investigations in foreign jurisdictions. Group exercises and discussions are an integral part of this session.

IGIGAM0996

Financial Investigative Techniques for Non-Financial Professions

For those who do not have an accounting or financial background, this session will address fundamental financial terms and analysis techniques. Participants will learn how to interpret and understand income statements, balance sheets, and tax returns for individual applicants and their business entities. Cash flow analysis, deposit analysis, and how to review a business general ledger will be explained. A case study will also be conducted to apply these learning tools.

IGIGAM0997

Law Enforcement and Criminal Activity

The Law Enforcement session is geared toward officials tasked with investigating gaming related criminal activities. Several topics will be covered. The Table Games session will explain minimum internal controls, how table games are cheated, card counting versus advantage play, managing a high profile case and preparing for court. The Race and Sports session will explain how race and sports betting is conducted in Nevada and how it ties in with illegal bookmaking activities in jurisdictions inside and outside of Nevada. The Money Laundering session will explain how to identify money laundering targets, outline the investigative objectives, the three stages of money laundering, law enforcement efforts, bank accounts and wire transfers, and methods of detecting money laundering. Dispute Investigations will address how to investigate and arbitrate a dispute between the player and the casino. Sophisticated cheating methods used on slot machines are also covered.

IGIGAM0998

Gaming Device and Associated Equipment – The Approval Process

This session is targeted toward those interested in understanding the approval process for gaming devices and associated equipment in Nevada. This session will explain the Gaming Control Board Technology Division's role in Nevada's regulatory mission, the Nevada regulatory structure, define what associated equipment is and what it is not, and describe the process for gaming device and associated equipment approval.

IGIGAM0999

Group I Licensees Regulatory Compliance

Professionals who perform audit procedures for Nevada Group I non-restricted gaming licensees (those with an annual gross gaming revenue of \$5.31 million or more) will find this session extremely beneficial. The Nevada Gaming Control Board's Audit Division performs full audits of all non-restricted Group I licensees every two to three years. The objective of the session is to address the Minimum Internal Control Standards (MICS), specifically in the area of slots, table games, cage and credit, and information technology. Time is provided to respond to specific questions.

IGIGAM1000

Group II Licensees Regulatory Compliance

This session will explain what Nevada Group II non-restricted licensees (those with an annual gross gaming revenue of less than \$5.31 million) can expect from an audit. The Nevada Gaming Control Board's Tax and License Division performs full audits of all non-restricted Group II licensees approximately once every three years. This session includes explanations of the internal control procedures, accounting requirements, the computation of gross revenue, the minimum bankroll formula, and various other regulations. Time will be provided throughout the session for questions and comments.

IGIGAM1001

Restricted Licensees Regulatory Compliance

This comprehensive program is designed for owners, operators, and managers of restricted license locations and addresses what a restricted licensee can expect from the routine compliance procedures performed by the Nevada Gaming Control Board. The session addresses some of the more common violations and how to prevent them. It will include a discussion of operational requirements related to progressive jackpots, supervision of the slot machines, minimum bankroll requirements, internal controls, record keeping requirements, problem gambling, and various other regulations. It will also address the live entertainment tax and applicable state gaming fees and taxes, and review the rules relating to promotional slot machines and promotional activity. Time will be provided throughout the session for questions and comments.

IGIGAM1002

Gaming Employee Registration (Gaming Work Permit)

This training session is open to all licensees and is conducted by the Enforcement Division of the Nevada Gaming Control Board. The training will review the employee registration process from start to finish. The session is designed for new personnel, human resource representatives, and current reps needing a refresher session. Enforcement Division representatives will be on hand to answer any questions relative to the process and assist with individual problems or concerns your property may be experiencing.

SLOT LEADERSHIP SEMINAR

THE SLOT LEADERSHIP SEMINAR IS COMPRISED OF THE FOLLOWING TEN SESSIONS.

IGIGAM1003

Slot Operations Layout and Product Mix

Learn how to develop a successful slot floor layout, slot product mix and product portfolio. This segment will also cover denomination issues, multi-games, ticketing, managing participation products, game mix percentaging, slot merchandizing and promotions, signage and progressives, bonusing and time-based tournaments, and customer retention through value-added events.

IGIGAM1004

Performance Analysis

Analyzing the performance of games is critical to maximizing the results of the slot department. This segment will cover the knowledge cycle (data to intelligence), data collection sources, key ratios and formulae, developing key performance indicators, managing by metrics, software tools for management, Monte Carlo simulations for decision-making, decision tree analysis and queuing analysis.

IGIGAM1005

What Casino Management Should Know About Video Poker

In most modern casinos there are several dozen types of video poker --- like Jacks or Better, Bonus Poker, Double Bonus Poker, Deuces Wild, Jokers Wild, Super Aces Bonus, etc. They come as single line games, Triple Play up through Hundred Play, and with and without progressives. This segment will explain the differences between these games in an easy-to-understand manner. It won't turn you into a competent player, but it will turn you into a casino manager who understands the differences between these games.

IGIGAM0914

Player Clubs and Trends in Player Tracking

Get the latest information on how casinos are using player cards, how points are awarded and how they may be redeemed, how technology is being used to improve service and decrease costs, the great cash back debate, communication of slot club rules and benefits, trends in third party comp benefits, promotion ideas, and other marketing trends.

IGIGAM1006

Player Club Tiers: How Many Should You Have?

It's a trick question – some casinos should have none! There is no universal answer to this question, but in this session we will help you decide how to think about the right answer for you. Whether you are thinking about having “stealth” tiers, or three or more public tiers, we will discuss the importance of building your tiered card around your player database, population, marketing strategy, and facility structure. We'll even talk about some of the best – and worst – conceived tier structures to help you copy the leaders – and avoid the mistakes of the laggards.

IGIGAM1007

Best Practices in Database Marketing to Slot Patrons

Why do casinos send so much direct mail to slot customers? Why does it work so well? This session will explore the reasons why database marketing is uniquely suited to address the marketing needs of the gaming industry, explore best practices in designing and implementing a database program including targeting and segmentation approaches, developing successful offers, setting up a campaign, designing and producing a mail package, and tracking and interpreting results.

IGIGAM1008

Casino Promotions: It's All About Generating Incremental Profits

Gaming promotions offer every property, large and small, the chance to increase excitement and provide customers with a value-added experience for the gaming dollar. In this session, we will talk about how to design the optimal promotional strategy from start to finish – laying out a quarterly calendar, developing a wide variety of promotional concepts, and the importance of developing pro-forma statements to ensure incremental profitability. We'll discuss the importance of flawless execution and new technologies that can help ensure this. Finally, we'll debate the importance of post-analysis and learning, to help get the process going all over again.

IGIGAM1009

Customer Service Leadership

This session will cover what makes people perform and apply these concepts to a practical process that will help you develop outstanding customer service. Some of the topics covered are developing behavioral customer service standards for your department, developing a process for measuring compliance with the standards, giving effective feedback, and developing a recognition program.

IGIGAM1010

Analyzing Your Competitors' Player Reward Program

Learn why, when, and how to perform a competitive analysis of your competitors' player reward systems.

IGIGAM1011

Slot Protection from an Enterprise Management Perspective

The session will focus on the current trends in the protection of slot play with a look at recent scams and investigations, and a discussion of the resources necessary to properly manage the Ticket In-Ticket Out (TITO) experience. How have the Security and Surveillance functions changed (or have they?) with the migration from the traditional machines to TITO? Determining what the threats really are and the way you choose to deal with them today will impact the future. We will explore some of available counter measures to ethically address scams, employee theft and cheating, and provide an overview of successful loss prevention and protection techniques from an enterprise-wide management perspective.

ADVANCED TOPICS IN SLOT OPERATIONS SEMINAR

THE ADVANCED TOPICS IN SLOT OPERATIONS SEMINAR IS COMPRISED OF THE FOLLOWING SIX SESSIONS.

IGIGAM1012

The Casino of Tomorrow

This will be a round table discussion and interactive session that will help operational leaders understand and create their vision of what elements are important in the slot and table floor of the future. Discussion topics will range from networked (server-based) gaming to the newest ideas in marketing, customer reinvestment, and loyalty programs on the gaming floor.

IGIGAM1013

Game Purchasing

This session covers methods operators can use to evaluate trial games and to set standards for purchase. We will discuss how to structure trial parameters to ensure clinically relevant results. We will also look beyond the base game price negotiation to gain additional products and services.

IGIGAM0952

A Deeper Look at the Slot Player Experience

This session looks at the results of three studies that dispel some existing management paradigms. The pay tables or math of the games can greatly influence the player's experience and ultimately his or her satisfaction. In this session, the relationship between par and play time (a.k.a. time on device) will be explored. Also, the relationship between play time and the following variables will also be explored: hit frequency, pay table volatility, and the coefficient of variation of the pay table. The latter variable is simply a measure that jointly considers a game's par and volatility. The results of this research are controversial and insightful. Casino executives are afforded key information regarding the positioning of their slot product.

IGIGAM1014

The Evolution of Slot Analytics: Preparing for Tomorrow's Technology

Our industry is at the beginning of an evolutionary process that will require real time analytics and the ability to predict opportunities that will not be realized unless strategic processes are developed and in place to execute when these opportunities present themselves. In this session, we will look at the past, present and the future of slot analytics and how technology will dictate a new way of managing the day to day responsibilities of a slot floor.

IGIHOS0956

How to Align Your Company Strategies and People

This session will explore the nine strategic components of a business to achieve long-term profitability and growth. It will help you define what business you are in, who your customers and competitors are, how best to position your products and services in the market, how to increase revenue and control costs, and how to ensure consistent quality and service from every employee within your company. You will also learn how to hold people accountable for delivering on the "implied promises" each and every time a customer patronizes your business.

IGIGAM1015

Cutting Edge Issues in Casino Marketing

It used to be that marketing in this business just required a key: unlock the doors, watch the money come rolling in. But with the number of casinos up throughout the world and the U.S. in the midst of recession, times are tough for casino marketers. In this session, we will talk about how smart operators are responding to shrinking wallets and increased competition and discuss new tools and technologies – Free Play (it isn't free!), electronic promotions, automatic table tracking, and server-based gaming, and how they are, and will change how we think about, and do, casino marketing.

ADDITIONAL GAMING SEMINARS

IGIGAM0978

Casino Auditing Level 1

This course is designed for internal and external accounting/auditing personnel and gaming industry regulators. Topics include casino internal control and management's responsibility, internal audit and the regulatory process, currency transaction reporting, minimum internal control standards (MICS) and the system of internal control, casino cage, slots, table games, casino fraud, and analyzing casino operations

IGIGAM0979

Casino Auditing Level 2

This course is designed for casino audit professionals, regulatory agency staff, tribal auditors, chief financial officers, and CPAs. Topics include casino internal control - a risk-based focus, analysis of casino financial statistics, slots - inside the numbers, table games - inside the numbers, casino marketing - designing effective marketing programs, slot clubs, auditing and the information technology function, surveillance, security, games protection, cashless wagering and the Sarbanes-Oxley-Act

IGIGAM1020

Surveillance in Gaming

All levels of surveillance personnel who are employed in the gaming industry should attend this two-day seminar, which covers many aspects of surveillance and discusses emerging trends that you will want to know. Topics include proactive surveillance operation, slot game protection, surveillance risks and liabilities, protection of table games, emerging trends in game protection, and internal theft and fraud.

IGIGAM1021

The Surveillance Directors Academy (SDA)

Casino Surveillance is a unique and highly specialized area. The ever expanding gaming industry and the changing face of technology present unprecedented challenges and opportunities for surveillance managers. The SDA has been designed to give surveillance professionals the tools they need to operate a casino surveillance system in the “digital age.”

This comprehensive week-long seminar, designed to develop surveillance leaders for the 21st century, focuses on how surveillance can add value to an organization. The comprehensive course syllabus has been developed to cover a wide range of topics with an emphasis on helping surveillance professionals better understand digital CCTV, IT systems, and casino accounting. As a participant in the program you will enjoy the learning experience gained from knowledgeable instructors, sharing ideas with your peers, and restricted student numbers.

Hospitality Seminars

SURVEILLANCE

IGIHOS0959

Protecting Your Assets at the Point of Sale

Losses due to employee theft can put a company out of business. In the restaurant and bar industry it is estimated that five cents of every dollar is lost to theft, while in the retail food and merchandise industry surveys indicate 1.57% of gross sales are lost to SHRINKAGE. Employee theft and fraud can be reduced significantly through a few simple and inexpensive techniques. This program identifies the costs of employee theft, and provides key strategies to identify where it may exist in your business and how to attack, reduce, or eliminate it.

Online Casino Management Courses

SURVEILLANCE

IGIGAMD0800

Best Practices in Casino and Gaming Protection - Online

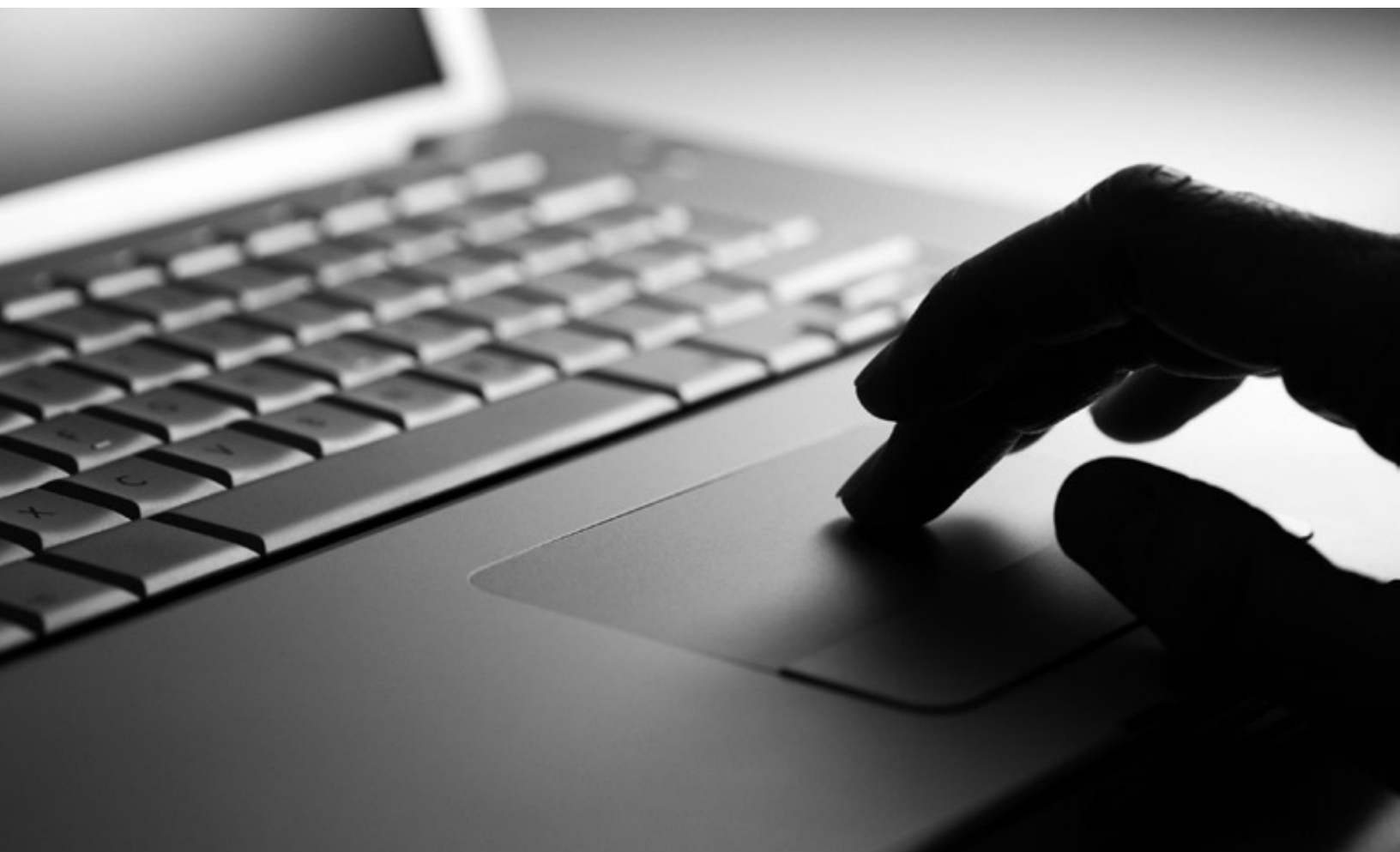
This session discusses overall surveillance department operations and the core skills necessary for both the individual investigator and the department to succeed in the protection of the business. Key surveillance skills and a thorough knowledge of casino and hotel operations are stressed. Methods to protect operations and to detect cheating at gaming, advantage play and internal and external theft and fraud are provided. This eight week session will be facilitated by discussion, assignments, research, and problem based learning in the Web Campus Learning Management System.

CASINO MANAGEMENT

IGIGAMD0801

Introduction to Casino Management - Online

This session is designed to identify, contrast, and compare basic casino department management procedures. Participants will examine and discuss the relationship between the casino department and other departments in a hotel/casino environment. Session content will focus on game selection, controls, layouts, gaming development, and customer service. The casino industry's future outlook, and career opportunities will also be explored. At the conclusion of the session, participants will be able to implement and apply the basic procedures of managing a casino within a resort setting. This eight week session will be facilitated by discussions, assignments, research, and problem-based learning in the Web Campus Learning Management System.



IGI Staff

Stuart H Mann

Dean

William F Harrah College of Hotel Administration
Stan Fulton Building Room 312
Mail Code: 6013
Phone: 702-895-3308
Fax: 702-895-4109
stuart.mann@unlv.edu

Patricia Becker

Executive Director

International Gaming Institute
Stan Fulton Building Room 327
Mail Code: 6037
Phone: 702-895-3966
Fax: 702-895-1135
patricia.becker@unlv.edu

Nakia Jackson-Hale

Director of Programs

International Gaming Institute
Stan Fulton Building Room 341
Mail Code: 6037
Phone: 702-895-2604
Fax: 702-895-1135
nakia.jackson-hale@unlv.edu

Patricia Merl

Director of Gaming Outreach

International Gaming Institute
Stan Fulton Building Room 344
Mail Code: 6037
Phone: 702-895-4972
Fax: 702-895-1135
pat.merl@unlv.edu

Isabel Pfeifer

Director of Gaming Outreach

International Gaming Institute
Stan Fulton Building Room 339
Mail Code: 6037
Phone: 702-895-3720
Fax: 702-895-1135
isabel.pfeifer@unlv.edu

Ellen King-McDaniel

Administrative Assistant III

International Gaming Institute
Stan Fulton Building Room 342
Mail Code: 6037
Phone: 702-895-3162
Fax: 702-895-1135
ellen.king-mcdaniel@unlv.edu

Refund/Cancellation Policy for Gaming, Hospitality, Regulatory, and Surveillance Seminars

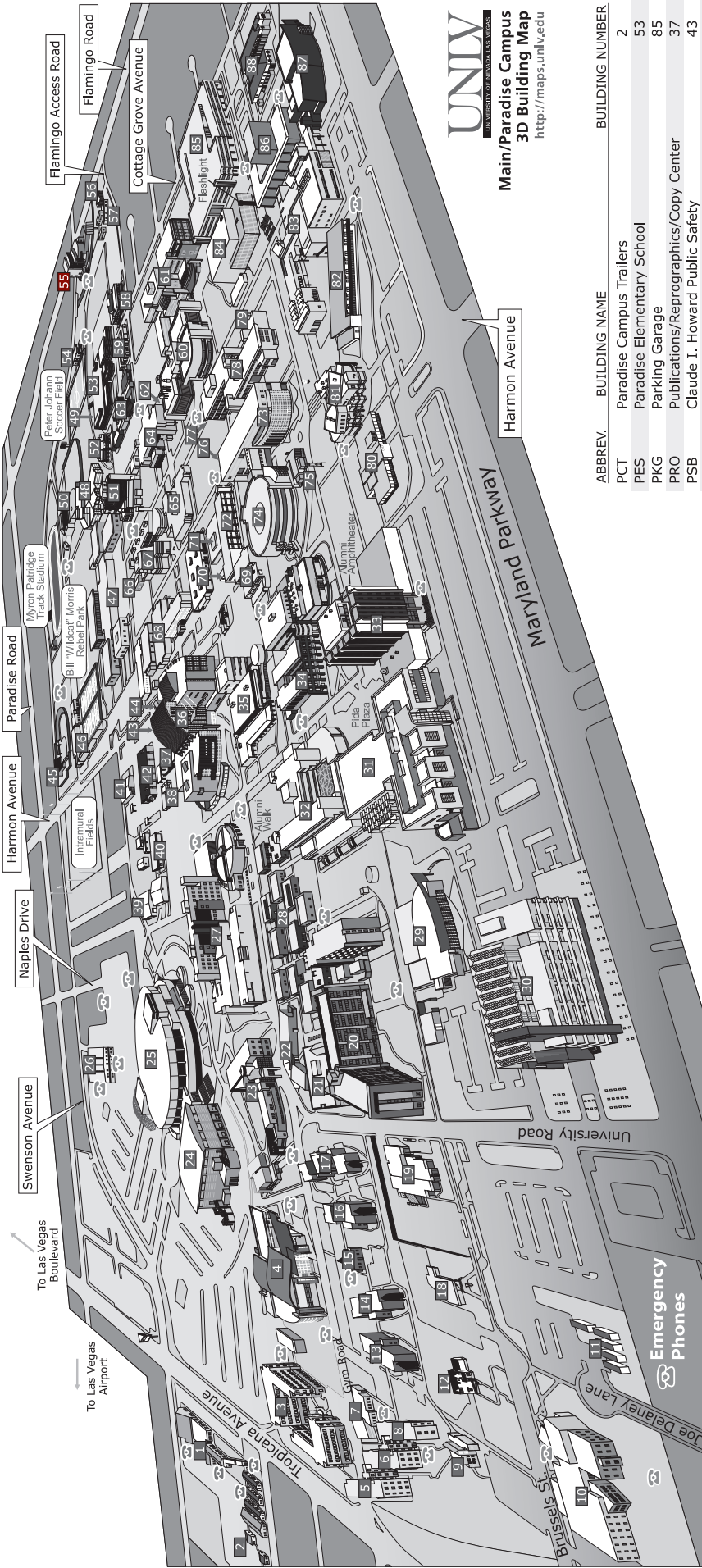
(For Custom Program Refund/ Cancellation Policy, please contact Nakia Jackson-Hale at nakia.jackson-hale@unlv.edu, or call 702-895-2008.)

For cancellations two weeks prior to the start of the seminar (10 business days,) the registration payment, minus a \$100 processing fee, will be refunded.

For cancellations three to ten days prior to a seminar, 50% of the registration fees paid will be refunded.

There will be no refunds for cancellations less than three days prior to a seminar, except for medical emergencies.

Substitutions or rescheduling of missed seminars may be made at any time with no additional charges.



UNLV
 UNIVERSITY OF NORTHEAST LAS VEGAS
Main/Paradise Campus
3D Building Map
<http://maps.unlv.edu>

ABBREV.	BUILDING NAME	BUILDING NUMBER
PCT	Paradise Campus Trailers	2
PES	Paradise Elementary School	53
PKG	Parking Garage	85
PRO	Publications/Reprographics/Copy Center	37
PSB	Claude I. Howard Public Safety	43
RAB	Research Administration Building	40
RAJ	James E. Rogers Center for Administration & Justice	73
RHB	Gym Road Residence Hall - Building B	16
RHC	Gym Road Residence Hall - Building C	14
RHW	Gym Road South Resident Services Building	9
RPL	Radiation Protection Laboratory	70
RRC	Rebel Recycling Center	57
RWC	Student Recreation and Wellness Center	4
SCS	System Computing Services	69
SEB	Science and Engineering Building	61
SSC	Student Services Complex	23
STS	South Trailer Site	11
SU	Student Union	31
SWC	SideWalk Café	77
TAC	Richard Tam Alumni Center	81
TAY	William D. Taylor Hall	56
TBE	Thomas T. Beam Engineering Complex	60
TEC	Technology Building	71
TMA	Thomas & Mack Court	75
TMC	Thomas & Mack Center	25
TON	Tonopah Residence Complex	20
TTL	Temporary Teaching Labs	66
UNH	University Hall	44
USB	University Systems Building	38
WBH	William S. Boyd Building	6
WBS	Earl E. Wilson Baseball Stadium	50
WHI	Juanita Greer White Life Sciences	64
WRI	John S. Wright Hall	34
WRL	Eugene R. Warner Residential Life Building	15

ABBREV.	BUILDING NAME	BUILDING NUMBER
FND	Foundations Building	88
FRA	Maude Frazier Hall *	80
FTC	Frank and Vicki Feritka Tennis Complex	46
GHT	Greenhouse Trailer	62
GRA	Archie C. Grant Hall	82
GUA	Greenspun Hall	30
HAB	Residential Life Housing Administration Building	7
HCH	Artemus W. Ham Concert Hall	84
HFA	Alta Ham Fine Arts	83
HOU	Houssels Building	12
HUH	Mitzi & Johnny Hughes Hall - Building A	17
HWB	Herman Westfall Building	42
IGI	Stan Fulton Building - International Gaming Institute	55
JBT	Judy Bayley Theatre	86
KRH	Kitty Rodman Residence Hall	8
LAC	Lied Athletic Complex	48
LBC	Lynn Bennett Early Childhood Development Center	63
LDS	LDS Institute of Religion Student Center	19
LFG	Lilly Fong Geoscience	72
LLB	Lied Library	36
MFH	Margie and Robert Faiman Residence Hall - Building D	13
MPE	Paul McDermott Physical Education	47
MSB	Robert Miller Soccer Building	54
MSM/HRC	Margorie Barrick Museum and Harry Reid Center	35
NTS	North Trailer Site	59
O&M	Operations and Maintenance	39
PAR	Paradise Campus	1

Paradise Campus: 851 E. Tropicana Ave. Las Vegas, NV 89119

Main Campus: 4505 S. Maryland Pkwy. Las Vegas, NV 89154

* = currently under construction



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William F. Harrah College of Hotel Administration
International Gaming Institute
4505 S. Maryland Parkway • Box 456037
Las Vegas, NV 89154-6037

Website: <http://igi.unlv.edu>

Phone: 702-895-2008
Fax: 702-895-1135