

GAM 340 (1001)

Gaming Device Operations Management

E-mail Address: Use WebCampus

Mailing Address: 4505 Maryland Parkway Box 456039, Las Vegas, NV 89154-6039

Office Hours: Mondays and Wednesdays 1:00-3:00 PM and Thursdays 4:00-5:00 PM

Three Semester Credits

About the Instructor

Gary Waters was the resident manager at the Dunes Hotel/Casino, Las Vegas for eleven years. During that time he designed statistical reports including room occupancy forecasting and supervised front of the house departments. Mr. Waters was also involved with the supervision of computer training at that property. For seven years, Mr. Waters was a shift manager in the slot department at the Sands Hotel/Casino, Las Vegas. He was involved in the expansion of the casino area during that time and assisted the Director of Slot Operations.

Later in 1995 Mr. Waters joined UNLV as a full time faculty member teaching gaming classes. In the Spring 2006 semester he was the instructor for the first gaming internship and independent project study courses in the new Bachelor of Science in Gaming Management. He is also an advisor for the William F. Harrah College of Hotel Administration Office for Student Advising. His responsibilities include advising Gaming Degree/Concentration students and advising reinstatement students. Finally, Mr. Waters holds an A. A. S. Degree in Gaming, a B. S. and M. S. Degree in Hotel Administration, and an Educational Specialist Degree.

Course Objectives (Learning Outcomes)

At the conclusion of this course, successful students will be able to:

1. Explain basic casino slot department and route operation management procedures
2. Articulate the relationship between these two areas of the gaming device industry
3. Gain experience with state of the art slot operations management methods, equipment selection, maintenance, controls, layouts, and customer service
4. Describe the history of equipment development, future outlook, and career opportunities
5. Explain the interpersonal dynamics flowing from the director of slot operations through the entire slot department organizational structure.

Course Procedures

The course will follow a lecture/discussion format. Suggested readings and lecture material will be covered; however, the instructor will encourage open discussion by all class members for the benefit of everyone. This will be facilitated with Online Education video tapes (streamed

into the WebCampus), WebCampus DISCUSSION question paragraphs, WebCampus ASSIGNMENT questions, LEARNING MODULES, WebCampus ANNOUNCEMENTS provided weekly by the instructor, E-MAIL, and MY GRADES for viewing your Course Record and ONLINE EXAMS.

Phase I

This section of the course will provide a general overview of the slot casino industry and how slot department operations function within the casino picture.

Phase II

The second section will allow the student to become more involved in the daily detailed operations. These include overall mechanical functional knowledge of slot machines, slot machine percentage calculations, slot personnel management, and gaming control requirements.

Phase III

This last section will examine slot department management techniques. The emphasis will be placed on slot director reports, control of slot cheating and surveillance, slot floor layouts and techniques, slot marketing and signage, evaluating the operation, and utilizing industry innovations.

Instructor's Philosophy

This instructor's primary concern is to provide the best possible learning environment. In the industry I always keep in mind a quote by Autry (1991), "I always tell my supervisors, 'Those workers want to know how much you care before they care how much you know.'" I sincerely care about each student learning and working at his/her potential. In turn, I will be providing each class with the best information available on the subject.

Optional Research Paper

Each student has the opportunity to demonstrate writing ability with an optional research paper. This research paper needs to include at least two academic references and at least one gaming device department field interview. The topic must be specifically related to gaming devices (slots) in the casino environment. It is recommended that each student become familiar with the Publication Manual of the American Psychological Association, (sixth edition), 2010 (see suggested readings). This is the style manual adopted by the College of Hotel Administration. Use this style in listing research paper references including the interview and WEB sites. The paper needs to be 5 to 10 pages in length word processed and double spaced. Also, it should contain the following sections: introduction, review of literature, results of your research, and summary (conclusion, recommendations for the future). This paper is

worth a possible 40 bonus points above the normal required points for the course. Finally, the paper will be turned in using a SafeAssign Assignment within Learning Module Week #16.

Your Hospitality Librarian, Lateka Grays will be holding weekly office hours beginning Thursday, September 10 in BEH Room 342B from 9am-12pm & Room 455 from 3pm - 5pm. For more information and the schedule: <http://bit.ly/unlvofficehrs>. Remember, you can always schedule research consultations by contacting her via email:lateka.grays@unlv.edu

Bonus Points--Gaming Company Comparison Analysis Bonus Points Assignment

Three full paragraphs, word processed, double-spaced (content of the websites located within the Learning Module listings, which website you think is the best and why, and how it relates to our course material). Please send this as a SafeAssign Assignment response within Learning Module Week #16. [20 Bonus Points]

Student Responsibilities

1. Read required/suggested material before class.
2. Read weekly ANNOUNCEMENTS on WebCampus.
3. Keep in touch with the instructor through WebCampus E-MAIL.
4. Thoughtful, constructive, and active participation in WebCampus DISCUSSIONS and ASSIGNMENTS is expected. This will be facilitated by DISCUSSION and ASSIGNMENT questions. [DUE BY MIDNIGHT EACH SUNDAY AND RESPONDED TO STARTING EACH MONDAY BY THE INSTRUCTOR]. **[NO POINTS WILL BE GIVEN FOR LATE WORK--THIS IS PROHIBITED BY HOTEL COLLEGE POLICY]**
5. Early and late quizzes/examinations will only be given under special circumstances as outlined by University policy. Students are expected to be present for all quizzes/exams. Excuses such as non-refundable tickets, extended spring break, HOA dinners/lunches/etc., weddings, other exams, and interviews will not be accepted. If an exam/quiz is missed due to a non-excused absence, you will receive a zero (0) for that grade. If an exam/quiz is missed due to serious illness, medical documentation of inability to attend class on exam day is required. It is the student's obligation to contact the professor prior to the exam in the event the student will miss an exam. MAKE UP EXAMS ARE NOT GIVEN FOR ANY REASON except UNLV official activities.

Similarly, any student who represents UNLV at any official extracurricular activity shall have the opportunity to make up assignments, but the student must provide official written notification to the professor no less than one week prior to the missed class(es). Failure to provide the written notification in that time will result in a waiver of the right to make up any missed materials.

The exams will be objective in format and be administered on WebCampus. They will be closed books/notes and must be proctored. The Mid-term Exam will last one hour and 15 minutes. The Final Exam will last two hours. Students out of the Las Vegas area are responsible

for securing a proctor and following the Distance Education policy forms for that purpose (details will be given prior to the exam date). THERE WILL BE NO EXCEPTIONS TO THIS POLICY.

6. All cell phones and beepers (pagers) must be turned off while class is in session. Additionally, cell phones are not allowed on examination days!

7. You must have Microsoft Word or Microsoft Vista Word to navigate this WebCampus.

Evaluations

POINTS: 800 class points plus 80 Bonus points

Discussion questions- 200 points

Assignment questions- 200 points

Mid-term Exam- 200 points

Final Exam- 200 points

Bonus Points: Introductions with JPEG Class Photo-20; Research Paper-40; and Gaming Company Comparison Analysis-20.

Grading Scale:

A = 93 – 100% B- = 80 – 82% D+ = 67 – 69%

A- = 90 – 92% C+ = 77 – 79% D = 63 – 66%

B+ = 87 – 89% C = 73 – 76% D- = 60 – 62%

B = 83 – 86% C- = 70 – 72% F = 0 – 59%

Any other class specific information - (e.g., absences, make-up exams, extra credit policies, plagiarism/cheating consequences, policy on electronic devices, specialized department or college tutoring programs, bringing children to class, policy on recording classroom lectures, etc.)

Academic Advising:

Academic advising is available through our Office for Student Advising (OSA) which is located in BEH 543. You should make an appointment to meet with an advisor each semester to discuss your degree requirements, your progress and future course selections to ensure that you remain on track for graduation.

OSA Hours:

7:30 a.m. – 5:00 p.m., Monday-Friday

Contact Information:

Location: BEH 543
Phone: 702-895-3616
FAX: 702-895-3127
Email: hoadvise@unlv.edu (quick questions only)

Note: For questions relating to our gaming program, the email is gamadviz@unlv.edu

Making an Appointment:

The OSA experiences a high volume of traffic once the class schedule is published prior to registration for each semester (April and November). This means that the wait for an appointment is longer. Be pro-active and make an appointment early in the current semester to beat the rush. Your advisor can help you prepare for the next registration cycle so you are ready to register when it is your turn to do so.

Appointment Etiquette:

Please arrive at least 5 minutes prior to your appointment time. It is important to be on time for your appointment as a late arrival may require you to reschedule your appointment for a future date. If it is necessary to cancel your appointment and it is foreseeable, we ask that you do so by calling our office at least 48 hours in advance to make it possible for us to offer your appointment time slot to another student needing our assistance. If you are a “No Call/No Show” for your appointment, it may mean that you will not be accommodated for a future appointment request during high traffic times.

BOB BOUGHNER CAREER SERVICES CENTER

Need help with your resume? Would you like to jump-start your job search process? The dedicated staff at the Bob Boughner Career Services Center is here to guide you with any career-related issues. Stop by the Center located on the first floor of Beam Hall (BEH 126) to receive hospitality-specific career counseling and information on upcoming recruitment events.

Readings List Required

Pettersson and Hammond, Managing Casino Slot Operations, American Hotel & Lodging Educational Institute, 2009.

OPTIONAL

Some of the sources listed below are professional databases.

ABI/INFORM

Autry, Love and Profit: The Art of Caring Leadership, Morrow, 1991.

Business Source Premier.

CasinoCityPress. Eade, Casino Cage Operations, Community College of Southern Nevada, 1994.

Eade & Eade, Introduction to the Casino Entertainment Industry, Prentice Hall, 1997.

Fey, Slot Machines America's Favorite Gaming Device, (Seventh Edition), Liberty Belle Books, 2003.

Fisher, Towards a Sociological Understanding of Slot Machine Gambling in Young People, Gambling Behavior and Problem Gambling, 1993, pp. 395-403.

Gaming Research and Review Journal. University of Nevada, Las Vegas.
Gaming Studies Research Center. [On-line, 2006]. University of Nevada, Las Vegas-
Lied Library. Available: <http://gaming.unlv.edu>.

Goll, Hospitality Management: An Organizational Behavior Approach-Management by Values, Academic Printing Services, UNLV, 1991

Grant, The Effects of Warm and Cool Color Decor on Duration of Slot Machine Play, University Microfilms International, 1989.

Hospitality and Tourism Complete.

Hospitality Related Journals. http://www.library.unlv.edu/subjects/hospitality_journals.html.
Kasavana and Brooks, Managing Front Office Operations, (Fifth Edition), Educational Institute of the American Hotel and Motel Association, 1998.

Publication Manual of the American Psychological Association, (Sixth Edition), 2009.

The Electronic Library: Including a Special Section: Issues from Multimedia Gaming Technology. (2005). Emerald Group Publishing Limited
Waters, Job Satisfaction of Slot Department Shift Managers in Las Vegas Casinos, UNLV Library, 1993.

Assistance is available from the library <http://www.library.unlv.edu>

COURSE FLOW

Spring Semester, 2016 (January 19, 2016--May 6, 2016)

Discussion and Assignment questions correspond to weekly class content titles and are due by midnight Sunday each week. [NO LATE WORK ACCEPTED]

PHASE I

LEARNING MODULE Week #1

Optional One-time Class Meeting--Tuesday, January 19, 2016 from 4:00 until 5:00 PM in Beam Hall 240.

Receive and organize materials for the course [SEE Pettersson and Hammond, Managing Casino Slot Operations, American Hotel & Lodging Educational Institute, 2009 and OPTIONAL FEY BOOK "SLOT MACHINES, AMERICA'S FAVORITE GAMING DEVICE" FROM THE UNLV BOOKSTORE (702)895-4169]

Orientation: Discussion of Syllabus--[SEE SYLLABUS ICON IN "LET'S GET STARTED" HOMEPAGE AND PRINT THIS OUT FOR YOUR REFERENCE]

Click on the Table of Contents Introduction DISCUSSION question and answer the instructor question for introducing yourself to the instructor and the other students in the class. JUST CLICK ON THE QUESTION; CREATE YOUR MESSAGE RESPONSE AND SUBMIT YOUR RESPONSE. PLEASE USE THIS PROCEDURE FOR ANSWERING ALL THE WEBCAMPUS DISCUSSION QUESTIONS. REMEMBER ALL QUESTIONS ARE DUE BY MIDNIGHT SUNDAY OF EACH WEEK. FINALLY, ATTACH A JPEG PICTURE TO YOUR INTRODUCTION DISCUSSION FOR 20 BONUS POINTS.

Take the ASSESSMENT Pre-Test--DUE BY MIDNIGHT SUNDAY January 24, 2016--there are no course points for this Pre-Test--it is only for my information to see your improvement of knowledge by the end of the course.

History of Casino Development

Click on the Table of Contents and answer the DISCUSSION questions for this week. JUST CLICK ON THE QUESTION; CREATE YOUR MESSAGE RESPONSE AND SUBMIT YOUR RESPONSE. PLEASE USE THIS PROCEDURE FOR ANSWERING ALL THE WEBCAMPUS DISCUSSION QUESTIONS. Also, click on the Table of Contents and answer the ASSIGNMENT Questions for this Week #1. REMEMBER ALL QUESTIONS ARE DUE BY MIDNIGHT SUNDAY OF EACH WEEK. **[FOLLOW THIS PROCESS IN ANSWERING EACH WEEKLY DISCUSSION AND ASSIGNMENT QUESTIONS]**

LEARNING MODULE Week # 2

The Service-Profit-Chain

Chapter 1 The History of Slot Machines

History of Gaming Devices

History of Gaming Devices Highlights

Casino Department Organizational Structure

Chapter 2 The Slot Department Organizational Structure

Gaming Device Department Organizational Structure

LEARNING MODULE Week #3

Chapter 14 Slots Human Resource Issues

Slot Department Booth Cashiers

Slot Department Floorpersons

Gaming Device Department Scheduling

LEARNING MODULE Week #4

How the Gaming Device Department Relates to the Table Games, and Casino Cage

Field Trip High Volume Hotel/Casino Gaming Device Department video

PHASE II

LEARNING MODULE Week #5

Washington's Birthday Recess--February 15, 2016

Chapter 6 Anatomy of a Slot Machine

Chapter 7 Slot Machine Classifications and Types

Overall Mechanical Functional Knowledge of Gaming Devices

Detailed Mechanical Functional Knowledge of Gaming Devices

IGT Machine Attendant Operations Tape

Chapter 9 Slot Technology and Trends

LEARNING MODULE Week #6

Chapter 12 Slot Math

The Leadership Role of the Director of Gaming Device Department

Gaming Device Machine Percentage Calculations

Slot Probability with Peter Eghoian and Gary Waters

Gaming Device Department Personnel Management

Slot Analysis Formulas

Royal Flush Probability

LEARNING MODULE Week #7

Chapter 3 Gaming Control and Regulations

Gaming Control Reporting IRS Receipts

Chapter 4 Currency Reporting and Recordkeeping

Title 31 General Information Processing

View interview with Peter Bernhard--Chairman State of Nevada--Nevada Gaming Commission

LEARNING MODULE Week #8

Chapter 15 Delivering Quality Service in Slot Operations

Gaming Device Department Terminology

The Leadership Role of the Gaming Device Department Shift Manager

LEARNING MODULE Week #9

Mid-Term Exam Review

Proctored Mid-Term Exam, Thursday, March 17, 2016, from 4:00 to 5:15 PM in the Hospitality Computer Classroom, BEH 240

Optional Research Paper Proposals due by Sunday March 20, 2016 at MIDNIGHT (see OPTIONAL RESEARCH PAPER in Syllabus)

PHASE III

LEARNING MODULE WEEK #10 Spring Break Recess

LEARNING MODULE Week #11

Mid-Term Exam Discussion and Questions--Gary Water's Office BEH 559 during posted office hours (optional)

Chapter 13 Slot Reports and Analysis

Analysis of Gaming Device Director Reports

Field Trip International Game Technology

Chapter 11 Floor Design and Layout

Gaming Device Floor Layouts and Techniques Part I

Gaming Device Floor Layouts and Techniques Part II

Final Date to Drop/Withdraw from classes (Friday April 1, 2016 by 5:00 PM)

LEARNING MODULE Week #12

Gaming Device Marketing and Signage Part I

Gaming Device Marketing and Signage Part II

Chapter 10 Customer Reward Programs and Incentives

LEARNING MODULE Week #13

Field Trip Bally Gaming

LEARNING MODULE Week #14

Gaming Device Route Operations

Field Trip United Coin

Field Trip Low Volume Hotel / Casino Gaming Device Department

Slot Environment Comparisons

LEARNING MODULE Week #15

Future Outlook and Career Opportunities in Gaming Device Operations

Chapter 5 Responsible Gaming Guidelines

Problem Gambling; reference address (www.nevadacouncil.org)

View interview with Carol O'Hare--Executive Director--Nevada Council on Problem Gambling

Chapter 8 Common Slot Operation Myths

LEARNING MODULE Week #16

Bonus Points (Gaming Company Comparison Analysis) due by MIDNIGHT Wednesday, May 4, 2016 on the SafeAssign Assignment

Optional Research Papers due by MIDNIGHT Friday, May 6, 2016 on SafeAssign Assignment

Final Exam Review

LEARNING MODULE Week #17

Proctored Final Exam, Friday May 13, 2016, 3:00--5:00 PM in the Hospitality Computer Classroom, BEH 240

UNLV POLICIES AND RESOURCES

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at:
<https://www.unlv.edu/studentconduct/student-conduct>.

Copyright – The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at:
<http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC) – The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy – Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes, [January 29, 2016](#), of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit:

<http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Incomplete Grades - The grade of I – Incomplete – can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the grade.

Tutoring – The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling 702-895-3177 or visiting the tutoring web site at: <http://academicsuccess.unlv.edu/tutoring/>.

UNLV Writing Center – One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>

Library Resources – Students may consult with a librarian on research needs. For this class, the subject librarian is Lateka Grays (<http://guides.library.unlv.edu/hospitality>). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Communication within the College – All students are encouraged to subscribe to the student listserve for the College of Hotel Administration. To subscribe, go to:

<http://groups.yahoo.com/group/unlvhotelcollege> . All information relevant to the College, job opportunities, activities, clubs, scholarships, etc. will be posted on this list serve. To be informed of opportunities available to you, YOU NEED TO BE A SUBSCRIBER TO THE LISTSERVE.

Rebelmail – By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the

university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.

Final Examinations – The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

University Property and Security: If caught misappropriating State property, the student will be dropped from the College. The University may also wish to press formal charges. If you purchase items used in operation, you will be reimbursed for this purchase (if you have a proper receipt). Once you have been reimbursed, those items purchased become property of the University of Nevada, Las Vegas. No reimbursement will be made without proper receipt of purchase and strict adherence to UNLV policy.

Students should not bring valuables, personal items unrelated to course activities, or book bags into the building. The University of Nevada, Las Vegas staff and/or faculty will not be held responsible for the loss of personal items or valuables.

All books, papers, notebooks, and class-related items should be kept secured during the class. If you have valuables that must be locked please let your instructors know so that you can place your items in a secured office during class hours.

Alcohol and Drug Use: Students who consume any type of alcoholic beverages, use illegal drugs during class time, or attend class intoxicated will be immediately dropped from the course and sent to the university disciplinary board with recommendation for expulsion. Please do not come to class under the influence.

Insurance: The University of Nevada System does NOT carry insurance for students working in laboratories. This includes the Hotel College kitchens, dining rooms, and lounge/bar. Each student will have to provide his/her own coverage. If you are not covered by a family policy, you should purchase student insurance from the University. Information is available from the registrar's office. Although our safety record has been good, there is always a chance that an injury could occur that results in a trip to the hospital. Should an incident such as this occur, the University will not pay for the expenses incurred; it will be the responsibility of the student.