Introduction
The Master of Hospitality Administration (MHA) program is a self-paced, online degree designed for professionals in the hospitality industry. This 30-credit program includes ten courses: six required courses including a professional paper or entrepreneurship class and four electives. Each year there are five eight-week sessions with at least four class offerings: two required classes and a minimum of two electives.

The degree is usually completed in 18 to 24 months. However, one can complete the degree in one year by taking two courses in each of the five sessions. A student has six years to complete the degree.

As a hospitality professional, you are inevitably busy. To accommodate your needs, registration and other administrative chores have been streamlined. For example, registration and payment for classes may be completed online. A program manager is available to answer any questions and handle administrative details.

Faculty
An important component of the program is the faculty. The William F. Harrah College of Hotel Administration features a faculty with both research and practical experience in all facets of the hospitality industry. Faculty members regularly publish both scholarly and applied research findings and work as consultants to the industry on operational issues and strategies. Faculty members teach classes, serve as advisors, and chair the professional paper.
Admission Requirements

1. Submission of completed online application found in the upper right-hand column of the Graduate College home page (http://graduatecollege.unlv.edu/).

   PLEASE NOTE: With the online application, you may upload unofficial copies of your transcripts or TOEFL scores (international students). However, upon acceptance to the program, those items must be received directly from the educational institution(s) or testing center for final admittance. It is not required that unofficial documents or scores be uploaded – official documents may be sent directly to the Graduate College and Hotel College as indicated below.

2. Transcripts from all post-secondary institutions attended indicating a baccalaureate degree from an accredited college or university with an overall undergraduate grade point average of at least 2.75 on a 4.00 scale or at least 3.00 in the last two years of undergraduate work. Official transcripts must be received by both the Graduate College and the Harrah Hotel College, sent directly from the institution(s) to the addresses below.

   An evaluation of all foreign credentials or those transcripts from educational institutions outside the United States is required. When ordering a foreign credential evaluation, please be sure that the grade point average (GPA) is calculated and included in the evaluation. Foreign credentials must be evaluated on a course-by-course basis by one of the NACES-approved agencies listed below:

   o Josef Silny & Associates (order university course-by-course evaluation, plus GPA)
   o World Education Services (order course-by-course evaluation report, which includes GPA)
   o International Education Research Foundation (order Detail Report, which includes GPA)
   o Educational Credential Evaluators (order course-by-course evaluation report, which includes GPA)

   Official evaluations are to be sent from the evaluating agency to both the Graduate College and the Harrah Hotel College Graduate Studies Office.

3. A brief essay of approximately 500 words outlining your career goals, how the MHA program fits in with your future plans, and how your hospitality employment background has prepared you for graduate study. You may upload this to the online application, or you may email the essay directly to gael.hancock@unlv.edu.

4. Résumé. Note: Three or more years of full-time management/supervisory experience in the hospitality industry is required. The resume should
clearly indicate job titles, places and dates of employment and specific job responsibilities. You may upload this to the online application, or you may email your resume directly to gael.hancock@unlv.edu.

5. **Two letters of recommendation** are required, one from a current or former employer, and one from a college faculty member able to evaluate your success in the program. If you are no longer in touch with faculty members, two letters from employers will suffice.

You may upload contact information for your recommenders, including name, address, phone, and email, as part of your online application. Your contacts will be sent an email with information on how to complete the online recommendation or where to send a mailed submission.

Instead of the above, you may skip this section on the application and have your recommenders mail their letters directly to the Hotel Graduate Studies Office at the address below or email them to gael.hancock@unlv.edu.

8. **Three or more years of full-time management/supervisory experience** in the hospitality industry.

9. Payment of **application fee**.

**GRE or GMAT not required for this program.**

**Additional Requirement for International Students**

Proof of English proficiency: If you did not receive your baccalaureate degree from a school where English was the language of instruction, you must complete one of the language tests listed below with the minimum score indicated or above:

- **TOEFL:**
  - Paper-based Test – 550 (minimum writing score – 58)
  - Computer-based Test – 213 (minimum writing score – 24)
  - Internet-based Test – 80 (minimum writing score 0 21; minimum speaking score-21)
- Michigan Test: 85% (minimum scores: 40 out of 50 speaking; 40 out of 50 writing)
- IELTS: 7

**Important Information for International Students**

Because this program is offered totally online and can be accessed anywhere in the world, UNLV cannot issue an I-20 and you cannot obtain a student visa to come to the United States based upon enrollment in the Master’s of Hospitality Administration Program.
Application Deadlines
Deadlines are as follows: Fall, July 1; Spring, November 15; Summer, April 1.

Advisors
Admissions Advisor and Manager, Graduate Programs
Gael D. Hancock
702.895.5430 * 702.895.2713 (fax) * gael.hancock@unlv.edu

Academic Advisor
Daniel McLean, Ph.D.
702.895.3759 * 702.895.2713 (fax) * daniel.mclean@unlv.edu

Addresses
Hotel Graduate Studies Office
Wm. F. Harrah College of Hotel Administration
University of Nevada Las Vegas
4505 S. Maryland Parkway, Box 456017
Las Vegas, NV  89154-6017
P: 702-895-3321       F: 702-895-2713

Graduate College
University of Nevada Las Vegas
4505 Maryland Parkway, Box 451017
Las Vegas, NV 89154-1017
P: 702-895-3320       F: 702-895-4180

Degree Requirements
Students must successfully complete 10 three-credit 600- or 700-level courses with a minimum grade point average of 3.0 or "B" in the Master’s of Hospitality Administration program in the William F. Harrah College of Hotel Administration. In addition, the candidate must meet the general requirements of the Graduate College.

Required courses are offered twice each year in the rotation shown below. The only exception is two culminating experience classes, Professional Paper and Entrepreneurship, that are offered in the Fall and Spring for 16 weeks that coincide with the on-campus schedule.

Fall One (mid-August to first week in October)
MHA 603 Human Resources Management in the Hospitality Industry
MHA 605 Financial Analysis for the Service Industries
MHA 787 Entrepreneurship in the Hospitality Industry
MHA 788 Professional Paper

Fall Two (end of October to second week in December)
MHA 635 Research Methodology
MHA 640 Marketing Systems
Spring One (middle of January to first week in March)
MHA 60 Financial Analysis for the Service Industries
MHA 751 Hospitality Service Management
MHA 787 Entrepreneurship in the Hospitality Industry
MHA 788 Professional Paper

Spring Two (third week in March to second week in May)
MHA 603 Human Resources Management in the Hospitality Industry
MHA 640 Marketing Systems

Summer (third week in May to second week in July)
MHA 635 Research Methodology
MHA 651 Hospitality Service Management

The four elective courses may be chosen from a range of offerings related to the hospitality industry. Electives rotate approximately every 18 months. A minimum of two electives will be offered each session.

Course Descriptions

MHA 538 Fundamentals of Casino Operations
This course provides students with basic casino table games and slot department management operational procedures. It shows the relationship between these departments and other hotel/casino departments. By the end of this course, students will understand state of the art casino operations management methods.

MHA 603 Human Resources Management in the Hospitality Industry (required)
Examines the functions of human resource management through readings, cases and applied research with special attention to strategic HR alliances and developing trends.

MHA 604 Hospitality Organizational Behavior Issues
This course focuses on developing management skills through the study and application of theories of human behavior, particularly in service organizations. Areas addressed include: working with/through others, communication, coaching and counseling, providing feedback, goal setting, stress management, creative problem solving, motivation, power, conflict management, group dynamics and developing effective teams.

MHA 605 Financial Analysis for the Service Industries (required)
This course uses problems and cases in applying accounting and financial information to aid executive decision making in the hospitality industry.

MHA 606 Hospitality Revenue Management
This course deals with the theory and practice of operational and strategic revenue management policy and problems in the hospitality industry. It briefly examines the critical areas of yield management and revenue maximization in the context of hospitality
and tourism industry. Emphasis is placed upon current issues/trends in revenue management systems and the integration of information technology, and human resources for maintaining a better decision support system.

MHA 607  **Hospitality Industry Cost Control**  
This course examines the types and nature of costs in hotels and restaurants, the role of cost control in gaining competitive advantage, the application of food and beverage cost control methods, cost forecasting approaches, cost volume profit analyses, activity-based cost, and an introduction to energy and utility cost control.

MHA 611  **Laws of Innkeeping and Food Service**  
Examines through case studies and discussion the modern application of the laws of innkeeping using a historical perspective.

MHA 616  **Principles and Practices in Hospitality Management**  
This class examines the management techniques employed in hospitality companies. Comparisons, case studies, and selected topics focus on management systems for a variety of public and private operations.

MHA 617  **Principles and Practices in Convention and Meeting Management**  
This course examines the mechanisms and techniques employed in the management of conventions and meetings. Comparisons, case studies and selected topics focus on equity structures, operations, marketing, and systems for a variety of convention and meeting management issues.

MHA 618  **Principles of Casino and Gaming Management**  
Examination of the mechanisms and techniques employed in the management of casino companies. Comparisons, case studies and selected topics focus on organization and department policies, production processes, manpower development, scheduling, and marketing for a variety of operating systems.

MHA 620  **Principles and Practices in Food Service Management**  
Examination of the mechanisms and techniques employed in the management of food service companies. Comparisons, case studies, and selected topics focus on equity structures, operations, multi-units, marketing, and systems for a variety of public and private operations.

MHA 625  **Information Technology in the Hospitality Industry**  
Examines the current level of technology use, explores the potential uses of existing technology, and discusses new technologies in the hospitality industry.

MHA 626  **Sustainability in the Hospitality Industry**  
An examination of sustainability practices in hotels, restaurants, and other hospitality facilities. Topics covered include material use; waste reduction; recycling; water conservation; energy management; site selection and green building design; and indoor
environmental quality issues. A special emphasis is placed on certifications and certifying organizations.

**MHA 635 Research Methodology (required)**
Examination of research methods including the scientific method, literature review, sampling, statistics, research design and analytical technique. Prerequisite: six or more credits in the MHA program.

**MHA 638 Database Marketing for Hospitality and Tourism**
Provides students with a working knowledge of database marketing in the hospitality and tourism industries. Database marketing is an information-driven process of compiling detailed information about customers, leads and prospects and using that information to segment and target individual customers with appropriate sales-oriented materials.

**MHA 640 Marketing Systems (required)**
Development of marketing and advertising systems for hospitality industries based on both the need to create new markets and the need to respond to significant shifts in social and economic patterns.

**MHA 641 Dynamics of Tourism**
Examines major components of international and domestic tourism systems, including socio-economic effects. Legal and environmental problems, and managerial and planning functions.

**MHA 644 Online Training and Development**
Concepts, principles and techniques of online training. Emphasizes transfer of knowledge acquisition via online learning. Development of online training programs.

**MHA 645 Human Dynamics and Organizational Leadership**
Provides students with knowledge, skills and attitudes necessary to undertake leadership responsibilities in complex organizations. Applies concepts and methodologies from social and behavioral sciences in the analysis of leadership behavior in diverse organizational and community settings.

**MHA 646 Essentials of Negotiation in the Hospitality Industry**
This course explores the major concepts and theories of the psychology of bargaining and negotiation, and the dynamics of interpersonal and inter-group conflict and its resolution. Course concepts will be applied to situations within the hospitality industry.

**MHA 647 Intercultural Communication in the Hospitality Industry**
Explores communication, culture, and social dynamics internal and external to hospitality organizations within an international context.
MHA 651  **Hospitality Service Management** *(required)*  
Examines service marketing and management concepts relevant to the hospitality industry and explores how these concepts can be applied to service delivery systems in the hospitality industry.

MHA 653  **Event Management**  
This course offers an analysis of the fundamental issues that arise in managing meetings, conferences, and conventions, and the skills, tools, and resources necessary for site selection, program planning and management, exhibits, selection and use of facility, volunteers, and budget management.

MHA 654  **Risk Management: Safety and Security in Hospitality and Tourism**  
Natural disasters, terrorism, fire, boycotts, lawsuits and transportation or utility interruptions can have negative effects on hospitality and tourism. This course addresses preparing for, managing, and recovering from major and minor realized risks. Managing risk using risk management teams, contingency plans, contract language, and insurance will be discussed.

MHA 662  **Seminar in Hospitality Education**  
This course is an overview of the history, organization, and administration of higher education and hospitality management programs, differences between types of degree programs and sources of funding, improving curriculum and instruction for both classroom and distance learning. The course will also investigate the role of faculty members in non-instructional activities.

MHA 787  **Entrepreneurship**  
Comprehensive coverage of various tools, documents, and subject materials utilized to start and maintain a small hospitality business. Includes entrepreneurial perspectives, challenges, characteristics, self-assessment; starting a new venture; developing business idea and business/marketing/financial organizational plans; and financing and managing the new venture. Other issues include legal, franchising, and international entrepreneurship. Prerequisites: MHA 603, MHA 605, MHA 651, MHA 640

MHA 788  **Professional Paper**  
Development of a professional paper whose contents serve as a capstone research experience based on a current hospitality topic or problem in the industry. The outcome of this final requirement for the degree is a publishable paper. Prerequisite: MHA 635

**NOTE:** 690 courses are new courses that are under development and have not been assigned a specific number by the UNLV Curriculum Commit.

MHA 690  **Math of Casino Gaming**  
In this course students will examine basic probability problems and explore the probabilities and payouts of standard casino games such as poker, craps, roulette, etc. Slot machine payouts will also be discussed.
Program Costs
The estimated cost of the program includes a basic MHA program fee plus standard UNLV fees and tuition. Students are responsible for purchasing/renting their own books and materials. In the MHA program, two sessions are offered per semester in the Fall and Spring and one during the Summer. The estimated cost is shown below:

Fees and Tuition:
- Graduate College Fee ($264.00/credit) $ 792.00
- MHA Fee ($510.00/credit) 1,530.00
- Technology Fee ($7/credit) 21.00
- Graduate Student Services Fee ($5/credit) 15.00
- Distance Education Fee ($34/credit) 102.00

Total Credit Hour Fees and Tuition $2,460.00

Semester Fees
- Graduate Student Association Fee ($18/semester) 18.00
- Students Abroad Scholarship Fund 2.00
- Rebel Recycling Fee ($1/semester) 1.00

Total Per Semester Fees (credits) 21.00

Basic Cost for One Class $2,481.00*

*Please note additional charges and explanations:
- Nevada residents should add $173 (Student Life Facilities Fee) per semester if taking four or more credits (two classes or more). Students paying this fee may use the new health and fitness center located on the campus.
- Out-of-state students should add $396 per course ($132 per credit) for non-resident tuition.
- New students will be charged a one-time $35 new student fee.
- Summer class fees are slightly different from those charged in fall and spring.
- All students will be charged a $72 per semester Student Health Fee. Out-of-state students may have this charge removed from their accounts by contacting Kathy Underwood, acting director of the UNLV Student Health Center. She can be reached by email at Kathy.underwood@unlv.edu. In-state students must pay this fee because they have access to the services provided at the center. Information on
those services is available at the following link: 
http://healthwellnessandrec.unlv.edu/: the home page of the Health, Wellness, and Recreation Program at UNLV.

- Fees are subject to change, and additional fees may be added without notice.
- The total costs below include the health fee and the facilities fee for in-state students and the out-of-state tuition for non-resident students.

<table>
<thead>
<tr>
<th>Number of Classes Per Semester</th>
<th>In-State Student Fees</th>
<th>Out-of-State Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$2,553</td>
<td>$2,877</td>
</tr>
<tr>
<td>2</td>
<td>$5,186</td>
<td>$5,733</td>
</tr>
<tr>
<td>3</td>
<td>$7,646</td>
<td>$8,589</td>
</tr>
<tr>
<td>4</td>
<td>$10,106</td>
<td>$11,445</td>
</tr>
</tbody>
</table>

**Additional Information**

For more information on fees, please visit the website for Cashiering and Student Accounts (http://cashiering.unlv.edu/fall_fees.html).

**Scholarships and Financial Aid**

Financial aid is available for this program. Information on scholarships, financial aid, grants and loans may be obtained from the UNLV Financial Aid and Scholarships office at 702.895.3424 (phone), 702.895.1353 (fax), financialaid@unlv.edu or by visiting the following website: http://finaid.unlv.edu.