

Operations in Entertainment: Las Vegas B60.2313
Professor Harry Chernoff

December 15, 2023 through January 19, 2024
(includes classes at Stern and visit to Las Vegas)

Course Overview

When we think of entertainment, perhaps the most popular location that comes to mind is Las Vegas. Behind the glitter and excitement in Las Vegas are industries dedicated to supplying entertainment to customers. Operations addresses the supply side of business, including how products are produced and how services are supplied. This course goes behind the scenes in Las Vegas to observe and analyze the operations involved in performing this supply function. This course presents an opportunity to study the entertainment industry including strategy formation and decision-making that are quite unique.

The entertainment comes in various forms. The underlying driver is certainly gaming, but the industries surrounding the various forms of gambling have become major profit centers separate from the millions made on the casino floors.

During a one-week visit to Las Vegas, students will observe and study some of the major operating industries that comprise the broad scope of entertainment in this city. Although the Operations Management models, techniques and strategies in this field are applicable anywhere, Las Vegas is the epicenter of the industry.

Topics

The specific industries that will be studied are:

- Hotel/Resort operations
- Gaming
- Marketing strategy and consumer relations
- Analytics and technology
- Real estate development
- Food/Beverage operations
- Nightlife, nightclubs, sports and the Theatre of Las Vegas

Design of the Course

Students will have an opportunity to tour the major entertainment centers of Las Vegas, and have in-person presentations and question and answer sessions concerning the back-of-the-house operations strategies in each industry. Las Vegas executives from top hotel/casino resorts will make presentations to the class and work in small groups with students to explain the strategies that drive the industry. Delivering the information will be executives and department heads from Station Casinos, Applied Analytics, Circa Hotel and Casino, The Cosmopolitan, The D Hotel and Casino, Red Rock Resort and Casino, Ellis Island Hotel/Casino, Tao nightclub, Cirque du Soleil, UFC, Zappos, The Raiders Allegiant Stadium, and the MGM Mirage CityCenter. This course may require some physical activity, including walking outdoors on varying terrain. Students should pack appropriate clothing for such activity.

The course will be offered as a Fall 2023 course, although the trip is during January 2024. It will be limited to about 30 students. The course will follow a unique outline, including a 7-day trip to Las Vegas (from Sunday, January 7th - Saturday, January 13th) where the students will experience the various industries both as customers, and from the back-of-the-house perspective.

The class will meet on Friday, December 15, from 6:00-8:00pm, to discuss assignments, projects and course topics. There will be class meetings at Stern on Tuesday, January 2nd, and Thursday January 4th from 6:00-9:00 PM for an overview of the course and discussion of student obligations, responsibilities and deliverables. A pre-January assignment will familiarize students with the entertainment industry and the city of Las Vegas. Included in these two classes will be a case study on one of the Las Vegas businesses that we will visit, and a discussion with a guest speaker.

On Sunday, January 7th, the class will meet in Las Vegas for a class dinner at 7:00pm at Bottiglia restaurant in Green Valley Ranch Hotel. The group will stay at Station Casinos Green Valley Ranch hotel and resort, and two of the class/presentation days will take place there.

On Monday morning, January 8th, the classes, tours and presentations begin at 9:00 AM and continue through the week ending Friday, January 12th. Students can plan to return to NYC on Saturday, January 13th.

There will be a final class back at Stern on Friday, January 19th (6:00-9:00 PM). Presentations will be made by student groups on topics learned during the course.

All of the classes, tours, site visits and speaker sessions must be attended by students for course credit. No exceptions.

Course costs

1) The course will require the normal Stern tuition expenses for a three (3) credit course

2) Las Vegas Program Fee = \$1800 per student. Once you are accepted, you will be automatically registered. **The Program Fee is Non-Refundable after August 2, 2023.**

Includes:

- Hotel room at Green Valley Ranch; The rate has been specially arranged for our group, and is highly discounted, for 6 nights, including taxes, (assumes double occupancy). Single rooms are available for an extra \$600 fee for the 6 nights.
- Lunches, for all days of classes (including Break snacks)
- Group Dinner on Sunday night and Friday night
- Cirque du Soleil show
- VIP Bowling party Tuesday night
- Welcome party (includes dinner) Monday night

3) In addition, you will be expected to arrange and pay for your own:

- Airfare and transport to and from airports
- Incidentals at hotel (e.g. telephone, laundry, minibar, room service, etc.)

- Any meals and entertainment not included in Program Fee
- Transportation within Las Vegas (taxis, rental cars, etc.)

There are no partial refunds for Program Fees; students who do not participate in optional activities and meals included in the Program Fee will not be reimbursed for any charges associated with these offerings.

Las Vegas Entertainment Resources

The resources that the class will study include the following:

Station Casinos, Inc.
Circa Hotel Casino
The D Hotel and Casino
The Cosmopolitan Hotel and Casino
Tao Group nightclub
MGM Mirage CityCenter
Cirque du Soleil
Real estate development sites
Ultimate Fighting Championship
Ellis Island Hotel Casino
Las Vegas Poker Operations
Red Rock Resorts
Las Vegas Raiders, Allegiant Stadium
Zappos

Application for the Course

Enrollment for the course will be applied for by submitting a letter (email to Professor Chernoff at hchernof@stern.nyu.edu). **Should be submitted by May 23rd, 2023.**

ONE page is sufficient, and it should not exceed TWO pages, stating:

- 1) Your expected date of graduation from Stern and whether you are full or part-time
 - First choice will be given to students graduating prior to January 2025
 - This will be verified by Registrar
- 2) Your stated Specializations
- 3) All courses you have completed in Operations, Entertainment, Hospitality Industry areas, Real Estate, Entrepreneurial studies and any other courses that you feel are relevant to your request. **The core Operations Management course is a pre-requisite to be completed before January 2024.**
- 4) Any work experience that relates to any of these areas

Your application should focus on arguments and support of why this course will benefit you in your MBA studies, and be directly beneficial to your future professional career.

Course Outline

Friday, Dec 15	Class meets, 6:00-8:00pm Room: KMC TBD Pre-trip projects and other student obligations and deliverables discussed
Tuesday, Jan 2	Class meets, 6:00-9:00 PM Room: KMC TBD Introduction and background of Las Vegas and the entertainment industry
Thursday, Jan 4	Class meets (6:00pm-9:00pm) Room: KMC TBD Case study Guest speaker Confirmation of travel logistics

Sunday, Jan 7 through Saturday Jan 13 In Las Vegas

The week schedule of classes and site visits is currently being designed (see last page)

Friday, Jan 19	Last Class meets (6:00pm-9:00pm) Room: KMC TBD Presentations by students, Review of course
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Course Assignments

Students will be expected to attend all classes, tours, meetings, presentations and group activities.

Pre-trip project (Due by Friday, December 15th, 2023)

This project will be prepared individually and should be completed and posted to Brightspace by December 17th. Each student will be expected to choose a topic from a distributed list, and complete an analysis/overview of the Las Vegas entertainment industry, focusing on this chosen course topic (hotel/resort, real estate, gaming, food/beverage, marketing the Las Vegas image and nightlife of the city). This overview will include a history of the particular topic from the origins of Las Vegas in the early 1900s to the current day. It should incorporate major benchmarks of growth that the city has experienced including the current economic downturn and projected future. Choose a topic that will relate to your specialization if you are applying the course to that specialization (Entrepreneurship, real estate, etc.).

Emphasis should be placed on overall infrastructure of the entertainment industry and the city itself. Facts should be included about the particular hotels, resorts, casinos, real estate projects, etc., and the individuals that lead those companies that we will be studying on the trip. It should be approximately three pages in length. These projects will be posted to the entire class in an effort to make everyone more sophisticated about the businesses we will study. Data for this research can be obtained online. Include bibliographies, and creative information that extends beyond Wikipedia. Everyone is assigned to read all of the papers by January 2nd.

Spanish Trails Business Park: Real Estate Development Case (Due by January 4th)

A real estate project that Prof. Chernoff completed will be presented in case format during our Thursday January 4th class at Stern (pre-trip). Students will be asked to analyze the case from the perspective of when it began in 2005, and include economic conditions that exist in Las Vegas up to the present date. You are asked to write-up a brief Case Analysis

(2-3 pages) including your analysis of initial conditions and expectations from 2005, and your current recommendations. Follow the questions at the end of the case. There will be a visit to the actual property during the week in Las Vegas.

Post-trip project (due January 19, 2024)

Each group will present an 'ethnographic' project to the class during the last class meeting back in New York City at Stern. The presentation should be 10-15 minutes in length. These projects will be based on the major topics analyzed and information learned during the course. This can be a video, slide presentation, or a combination of the two. Ask any question you have about this project in class on January 2nd.

Propose your project to Prof. Chernoff by Thursday, January 4th for approval.

Academic Integrity

Academic integrity is central to our mission as an educational institution. By signing the [NYU Stern Code of Conduct](#) when you began the program you pledged to exercise integrity in all aspects of your academic work. That includes a) not engaging in any method or means that gives you or others an unfair advantage and b) clearly acknowledging the work and efforts of others when submitting written work as your own. Behavior inconsistent with the Code of Conduct will be referred to the NYU Stern Judiciary Committee.

Equity & Inclusion

New York University is committed to equal treatment and opportunity for its students and to maintaining an environment free of bias, prejudice, discrimination, and harassment ([details on policy and reporting](#)). Taking this further, a goal of this program is to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with the goal of understanding how others might see situations differently. We expect everyone in the program and this course to be committed to making this an inclusive learning environment for all.

Accessibility

Academic accommodations are available for students with disabilities. Please contact the [Moses Center for Students with Disabilities](#) (212) 998-4980 or mosescsd@nyu.edu for further information. Students who are requesting academic accommodations are advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU is committed to providing equal educational opportunity and participation for students with disabilities. If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility verifying your registration and outlining the accommodations they recommend. If you will need exam accommodations, you must submit a completed Exam Accommodations Form to the Moses Center at least one week prior to the scheduled exam time to be guaranteed accommodation.

Wellness

School can be stressful. If you would like help, we encourage you to contact the NYU Wellness Exchange for mental health support. You can reach them 24/7 at 212-443-9999, or

via their app. There are also drop-in hours and appointments. Learn more on [NYU's Counseling & Wellness Services](#) website.

2024

OPS IN ENT: LAS VEGAS

Dates are 2024 Schedules are tentative

2024	Morning	Afternoon	Evening
Sunday, Jan 7		Flight from NYC to LV	Dinner 7:00pm at Bottiglia in GVR
Monday, Jan 8	Station 9:00-10:30pm Intro to Las Vegas Jeremy Arguero Chris Swart, VP Fin 10:30-11:30 Jim DeSellems, Dir of Games 11:30-12:30	Lunch 12:30 - 1:30 Lucky Penny Chuck Esposito RaceSport book 2:00-3:00 Daniel Spath 3:00-4:30 Marketing Data Analytics	Cocktail Event 6:00-9:00 Presidential Suite GVR
Tuesday, Jan 9	Ellis Island 10:00-11:30 tour (with Steve Cyr?) Annamarie and Christina Ellis owners Front Yard	The Cosmopolitan Operational tour 1:00-3:00 TaoGroup Jason Strauss 4:00-5:00 Omnia at Caesars	Dinner on your own Omnia visit
Wednesday, Jan 10	GVR 10:00-11:15 Pat Gordon VP Innovation Jordan Seager Joe Yalda 11:30- 12:30 VP Butler Service	Lunch 12:45-2:30pm Panel Q&A with GMs at Hank's	Bowling Event 6:00-8:00 VIP Lanes at Red Rock Resort
Thursday, Jan 11	SpanTrails 9:30-10:30 Dunkin Donuts Raiders 11-1:00 Allegiant Stadium Chris Sotiropulos S Dir Operations	CityCenter Tour 2:00-3:30 (designed by our class) Cirque 4:00 - 5:30 at the O Show Tony Ricotta ProdManager of O	Cirque "O" Show 7:00pm Bellagio Arrive by 6:45!
Friday, Jan 12	Zappos 9:00-10:30 Downtown Vegas Circa Hotel Casino Richard Wilk 11:30-1:00	UFC 2:30-4:30 Lawrence Epstein	Dinner Pizza Rock at GVR 6:00pm

Saturday, Jan 13, 2024 Return to NYC