

# Gaming Research Tip Sheet

.....quick start for studies, reports and papers

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## Tip Sheet #31: Casino Management

**Management improving.** In the beginning, casino management was not tuned to formal training and standards, perhaps due to its emergence from mob influence and haphazard development.

Today, casino management requires a high degree of skill in a general business sense as well as expertise in casinos, such as knowledge of gaming laws and regulations.

**Casino management positions.** Top jobs are often filled by the "old boy network" or by recruitment through executive search firms. Typical casino management positions include:

- CEO
- General Manager
- Vice President for...(functions vary)
- Controller (or Comptroller)
- Marketing Manager
- Director of Slot Operations
- Director of Casino Operations
- Table Games Manager
- Director of Player Development
- Director of Investor Relations
- Director of Casino Finance
- Executive Director of Purchasing
- Casino Cage Manager
- VP & General Counsel
- Director of Race & Sports
- VP of Convention Sales
- National Marketing Manager
- Pit Manager
- Director of Risk Management
- Director of Food & Beverage

**Casino management agreements.** A growing trend in Indian gaming is to outsource the management function, which is lawful. Tribes may not be as fully developed in business and wish to hire an experienced casino company to take over day-to-day operations on a contract basis for a percentage of revenue.

**Casino Management Association.** The CMA or [Casino Management Association](#) is a membership group with the stated purpose, "to develop professionals for the casino industry".

It has local chapters in several gaming cities and works to promote education, training and networking opportunities. In progress is its Certification Program that imposes study and standards on the profession.

CMA seminars have been recorded and their materials may be available in a few special gaming libraries.

### **Suggested topics for research.**

- casino management of multiple properties
- managing change in a casino environment
- role of management consultants in the gaming industry
- an effective corporate leadership program for a casino
- a week in the life of a Casino Operations Manager

---relation of managers to gaming control authorities  
---how a casino budget is determined  
---state licensing of top-level managers  
---casino management and employee unions.

**For more information.**

*The Best Odds for Economic Prosperity: Foxwoods Management Company.* 2000.

*The Business of Gaming: Economic and Management Issues.* Eadington, W. R., & Cornelius, J. A., 1999.

*Casino Operations Management.* Kilby, J., & Fox, J., 1998.

*Choosing a Casino Management Company.* Harjo, D., & Tottenham, A., 1993 [cassette tape].

*The Book of Management Wisdom: Classical Writings by Legendary Managers.* Krass, P., Ed., 2000.

*Managerial Leadership.* Topping, P., 2002.