

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism
SPMT 616 Sport Operations, Venues, & Event Management
Spring 2011

DAY/TIME:	Wednesday/7:20 pm	LOCATION:	Rec. Activity Complex (RAC) #2203
PROFESSOR:	Bruce Patrick	EMAIL ADDRESS:	bpatrick@gmu.edu
		PHONE NUMBER:	703-244-5897
OFFICE HOURS:	By appointment		
CREDITS:	3 hours		

PREREQUISITES: None

COURSE DESCRIPTION

The course is an examination of administrative functions and operations, strategic planning, governance structures, policy development, and effective practices in the strategic management of sport programs, including managerial principles for venues and events.

COURSE OBJECTIVES

The student will be able to:

1. Recognize and apply theoretical concepts in operations management, policy development, and decision-making.
2. Identify prominent sport governance structures.
3. Identify resource allocation and programming principles.
4. Apply knowledge of management principles to sport venues and events.
5. Recognize the purposes and processes of feasibility studies.
6. Demonstrate an understanding of effective practices in the strategic management of sport.

COURSE OVERVIEW:

The learning experiences in this course are afforded through a seminar style instructional approach. This will ensure opportunities to meet the course objectives through instructor-led discussions with ample opportunities for student participation. Course content includes, but is not limited to, the following: effective management practices; policy development; community and media relations; resource allocation; governance structures; decision-making; feasibility studies; venue and event planning, programming, scheduling, and structure; and event management principles.

HONOR CODE:

George Mason shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the code's provisions. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations to the Honor Committee. Any student who has knowledge of, but does not report, a violation may be accused of lying under the Honor Code. With this in mind, all students in this course are held to the strictest standards of the George Mason University Honor Code.

STUDENT SUPPORT:

Any eligible student with an exceptionality documented through George Mason University's Disability Resource Center must notify the instructor so that suitable accommodations can be implemented. The notification should take place during the first week of classes.

Expectations:

1. All assigned reading for each class is to be completed prior to coming to class.
2. All written assignments must be typed (computer word processing is recommended).
3. Regular attendance and participation is expected. If you miss a class, it is your responsibility to obtain class materials from sources other than the instructor.
4. Students must abide by the Honor Code, guided by the spirit of academic integrity.

Class Attendance:

It enhances your academic success to be in class; therefore, you should attend ALL scheduled class meetings in accordance with George Mason policy: Students are expected to attend the class periods of the courses for which they register. In-class participation is important not only to the individual student, but to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

Participation:

Respect the free exchange of thought in an academic environment and the participants therein. For example: a) do not have any sound emitting devices turned on; b) wait until the teacher/guest speaker has finished prior to gathering your belongings; and c) do not smoke, chew tobacco, eat, sleep, disrupt others by inappropriate talking, or disrespect the class schedule by being tardy. You are encouraged to a) feel free to openly and respectfully contribute your thoughts; b) listen actively to the comments of others; c) be punctual; d) ask any and all appropriate questions that you have; and e) maintain civility in your interpersonal communications. Class discussions will be conducted in a civil, informed fashion wherein disruptive students will be asked to leave the class. Your contributions are not only welcomed, they are essential.

Alternative Work:

There is NO make-up work. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (e.g. a physician's note for an illness). Alternative work due to intercollegiate athletic competitions or other legitimate university activity must be arranged PRIOR to due date. A grade of '0' will be assigned to all missed work unless otherwise determined by the instructor. ***There will be NO extra credit!!!***

Further, upon completion of this course, students will meet the following professional accreditation standards:

SMPRC: NASSM-NASPE Standards

STANDARD	REQUIRED CONTENT (All topics must be addressed)	Primary or Secondary
4- Management	Effective management practices	P
4	Policy development	P
4	Human resource management/development	S
4	Negotiation	S
4	Conflict resolution	S
4	Strategic planning	P
4	Resource allocation	P
4	Governance	P
4	Decision making	S
4	Problem solving	S
4	Conducting feasibility studies	P
4	Concepts in planning and designing a venue	P
4	Venue and event programming, scheduling, and organizational structure	P
7- PR in Sport	Event management principals	P
7	Employee Relations	S
7	Community and Media Relations	P

REQUIRED READINGS AND TEXTBOOK

Readings will include current articles and news in sport management (e.g. Sport Business Journal, Journal of Sport Management, International Journal of Sport Management, etc.); required text:

Pedersen, P., Parks, J., Quarterman, J., Thibault, L. (2011). *Contemporary Sport Management*. Human Kinetics.

EVALUATION

Assessment Activities:

Assessment of student objectives could include, but is not limited to, completion of a combination of written and/or oral projects/presentations, out-of-class assignments, reflective journals, and professional portfolios.

Class participation	25%
Weekly readings and written responses	25%
Mid-term project/presentation	25%
Final project/presentation	25%

Grading Scale	B+ = 88 – 89	C+ = 78 – 79
A = 94 – 100	B = 84 – 87	C = 74 – 77
A- = 90 – 93	B- = 80 – 83	F = 73 and below

TENTATIVE COURSE SCHEDULE:

DATE		TOPIC	READINGS/ASSIGNMENT DUE
1	January 26	Managing sports in the 21 st century	<i>Contemporary Sport Management</i> Reading Ch 1 and 2
2	February 2	History and the sport industry environment	Ch 3 Written assignment-1
3	February 9	Creative problem solving and decision making	Written assignment-2
4	February 16	Strategic and operational planning	Ch 14 Written assignment-3
5	February 23	Organizing and delegating work	Ch 4 Written assignment-4
6	March 2	Managing Change	Ch 5 Written assignment-5
7	March 9	Human resource management	Written assignment-6
8	March 23	Behavior in organizations MID-TERM PROJECTS/PRESENTATIONS	Ch 6, 7, 8, 9, 10, 11 Written assignment-7
9	March 30	Team development	Written assignment-8
10	April 6	Communicating for results	Ch 13 Written assignment-9
11	April 13	Motivating to win	Ch 12 Written assignment-10
12	April 20	Leading to victory	Ch 5 Written assignment-11
13	April 27	Controlling for quality and productivity	Ch 16, 17, 18, 19, 20 Written assignment-12
14	May 4	Facilities and Events	Ch 15 Written assignment 13
15	May 11	FINAL EXAM/PRESENTATIONS	FINAL PROJECT DUE

Note: Faculty reserves the right to alter the schedule as necessary. Class scheduled will be supplemented with guest speakers and field trips.

Class Participation

Time in the classroom will be approximately 25% lecture and 75% discussion. The class will be a success only if everyone fully participates. You are expected to come to each class well prepared and ready to contribute to the topic of the evening. This means that all reading (chapters from text, supplemental articles, or handouts) should be completed by the start of class on the day for which an assignment is due. The readings in the text and any supplemental readings, guest speakers throughout the semester, and in-class assignment will serve as the basis for class discussion and participation. Don't be afraid to ask questions and to challenge each other – and the instructor. Your responses, comments, and general contributions will be the primary criteria for evaluation, but attentiveness in class will also be taken into consideration. There will be guest speakers and there will be the opportunity to visit various professional venues and events.

Class Assignments

Each week you will have a topic or choice of topics (see last page of syllabus) to research using professional journals, trade publications, current news articles or documented case studies. Prepare a two-page reaction to the assigned topic of your choice. Conclude with a paragraph on your thoughts regarding any practical implications from what you have researched. Provide copies to all classmates and be prepared to lead a discussion in class after presenting an overview in the class. Formatting: Times New Roman, 12 points font, single space, 1" margins. Be sure to cite all sources. Specific class assignments and topics are attached.


Mid-term Assignment

Shadow a sport director. Your instructor will place you with a sport event manager. You will meet and interview the director regarding an upcoming event. You will shadow the director during the operation of the event and then prepare a 5-7 page paper stating your observations and experiences during your "shadow" session. Be prepared to present your "management experience" to the class and instructor. Writing format: Times New Roman, 12 points font, single space, 1" margins.

Final Exam

Interview five sport managers. Submit your sport managers interview list for instructor approval no later than the March 9th class. Develop an interview instrument (must be approved by the instructor and, also, submitted by March 9th) that will capture the managers' viewpoints on the importance of human, financial, physical and informational resources that are necessary to be a successful manager and that are necessary to run a successful event. Prepare a written, 10 page summary of your interview findings and be prepared to present your findings to the class and to the instructor using PowerPoint. Writing format: Times New Roman, 12 points font, single space, 1" margins.

Some Notes about Papers

- Remember to cite all sources using APA format. A good resource on citation formatting can be found at <http://library.duke.edu/research/citing/workscited/>
 - The suggested lengths of assignments are suggestions only.
 - Grammar and spelling are important. Do not rely on spell-check alone. Be sure to proofread your writings.
 - Written assignments are due on dates assigned. No late assignments will be accepted.
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- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.
- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

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Topics in Operations Management	
February 2	Initial planning of Venue Operations.
	Integration of Venue Operational plans into the venues overall Operations plan.
February 9	Establishment of Functional Area plans to support Venue Operations.
	Site surveys and advise.
February 16	Production of documentation and templates for procedures.
	Design of site layouts for equipment storage, compounds etc.
February 23	Advise and support all event related services.
	Liaison with the Organizing Committee and host city.
March 2	Cost Control & Budget Management
Topics in Logistics Management	
March 9	Asset Management.
	Scheduling of all deliveries to and from the venues during the event.
March 23	Unloading for Door to Door services.
	Supply of Material Handling Equipment (MHE) such as forklifts, telehandlers, trucks, vans, pallet jacks, trolleys etc.
March 30	Management and maintenance of MHE.
	Reverse Logistics.
Topics in Site Management	
April 6	Event Set-Up and Breakdown.
	Waste Management.
April 13	Site Refueling and fuel storage.
	Power Generation
April 20	Golf Cart Management
	Look & Signage.
April 27	Traffic Management
Topics in Workforce Management	
May 4	Supply and management of Local Labor, Supervisors.
	Training of Event Logistics teams / Volunteers.
	Workforce Attendance Tracking

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