

GEORGE MASON UNIVERSITY
School of Recreation, Health and Tourism
SPMT 616 – Sport Operations, Venues, & Event Management
Spring 2012

DAY/TIME:	Wednesday, 7:20 – 10 pm	LOCATION:	Blueridge 127
INSTRUCTOR:	Leslie Shinnars	EMAIL ADDRESS:	lshinner@gmu.edu
OFFICE LOCATION:	Freedom Center Room 120	PHONE NUMBER:	703-993-8483
OFFICE HOURS:	By Appointment	FAX NUMBER:	703-993-8478

PREREQUISITES: Graduate standing or permission of the instructor.

COURSE DESCRIPTION: This 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 PURPOSE AND 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: Extracting and expanding upon service provision principles employed by organizations and businesses throughout the modern world, this course specifically examines how to effectively achieve goals common to organizations providing sport services.

Within this context, students will examine participant, stakeholder, and employee motivation, expectations, and perceptions associated with involvement in a sport experience. Emphasis is on designing and providing quality services based on this knowledge. Management activities crucial to this challenge will be covered, including strategic planning and management practices, decision-making, feasibility studies, policy development, community and media relations, resource allocation, governance structures, program development, pricing and human resource management.

NATURE OF COURSE DELIVERY: The learning experiences in this course are afforded through a seminar style instructional approach. Students will have the opportunities to meet the course objectives through instructor-led discussions with ample opportunities for student participation.

EXPECTATIONS:

Students are responsible for all information presented in the course. Students are expected to attend all class sessions, actively participate in class discussions, and complete all assignments.

There is no make-up work or extra credit. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (e.g. physician's note for an illness).

Assignments must be turned in at the beginning of class on the specified date due or no credit will be given. Only students with extreme emergencies, a documented medical excuse or university-sponsored functions discussed with the instructor prior to the due date will be given consideration for exception. It is recommended that students retain copies of all written work submitted.

REQUIRED READINGS: Readings should be completed by the start of class on the day that an assignment is due.

Ariely, Dan (2009). **Predictably Irrational: The Hidden Forces that Shape our Decisions.** HarperCollins.

Beckwith, Harry (2000). **The Invisible Touch: The Four Keys to Modern Marketing.** Business Plus.

Other readings as assigned.

EVALUATION:

This course will be graded on a point system, with a total of 100 possible points.

	Points
Final Paper and Presentation (20 minutes)	50
Class Assignments and Presentations (5 points each)	20
Participation	<u>30</u>
TOTAL	100

Grading Scale

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	F = 0 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	
	B- = 80 – 83	C- = 70 – 73	

ASSIGNMENTS:

Presentations – Special Topics:

Present a 10-minute presentation and a written summary outline (one-two pages with references in APA format) on a special interest topic in each of the following broad subject areas as they apply to a Sport Organization. Reports on relevant case studies, current events, specialty concerns within a class of sport organizations, or a relevant research application are examples of accepted approaches.

- #1 – Strategic Management/Policy Development/Governance – Due February 15
- #2 – Event Management/Venue Planning and Design – Due March 7
- #3 – Superior Customer Service – Due March 28
- #4 – Employee Relations – Due April 11

Final Paper and Presentation:

- A. Choose an organizational setting to serve as your model. Describe the organizational purpose, paying particular attention to goals and objectives established by a single organization, or shared by like organizations if you decide to take a broader view and study a class of organizations. Answer the

following questions in your discussion.

- What is the history of this organization (type of organization)? Why was it created? What social needs did this (type) of organization fulfill when it was created? What needs does it meet today?
- What specific goals are this (type of) organization striving to meet? Discuss both long and short term objectives.
- Identify existing or potential threats that may interfere with the organization's ability to carry out its goals.
- What organizations provide governance to management, operations, programs and activities? Describe the role and level of interaction between your organization and these governing agencies.
- Identify the organization's primary stakeholders (aside from governance)?

Due: February 29

- B. Develop a program or event for your organization. Describe how this program/event strategically satisfies your organizations mission and goals.

Develop a Gantt chart or similar, with support documentation, for pre-program/event planning, event execution, and post-event activities (excluding marketing activities – see Section E). Include a budget, due dates, and responsible parties.

Due: March 21

- C. Describe your organization's participants in terms of market demographics.

Select three market segments and describe, in relation to the event you have developed in Section B:

- Demographic, psychographic, behavioral, geographic, and other descriptors.
- What is their motivation?
- What are their expectations?
- What other activities compete for their time and attention?
- What other barriers might limit or prohibit their attendance?
- Describe potential conflicts that could exist between these groups and/or other market segments.
- What steps will you take to create/enhance the experience in light of customer/visitor expectations? Including factors such as pricing, seasonality, time of day, variety of features, de-marketing and similar, in relation to the target market segments you will discuss further in Section C. Consider all five phases of the experience.

Due: April 4

- D. Staffing plan – What is your organization's staffing plan/hierarchy? What services are contracted, what are staffed "in house"? How are volunteers used to deliver services?

Describe how your organization identifies, recruits, hires, trains, and retains staff and volunteers.

Identify one key position in the organization that will contribute in a significant way to the execution of the program/event you've developed in Section B. Develop your own plan to recruit and train staff to fill this job. Provide an outline of the advertising/communication plan, interview process including sample questions/activities, and orientation training outline.

Due: April 18

- E. Develop a promotions and communication plan for your organization for the program or event you chose in section B of this assignment. Include at least ten components, a budget, due dates, and responsible parties. Include partnership development, social media, and public relations activities as applicable.

Due: May 2

Provide ample justification for decisions you make in this assignment. Refer to class presentations, class readings and additional research (including interviews). Citations (in APA format) are required.

TENTATIVE COURSE SCHEDULE:

Date	Topic	Readings
January 25	Course Introduction; Strategic Planning and Management	
February 1	Strategic Management: Decision-making, Problem Solving, Critical Thinking Strategic Management in the Sport Industry	Stier, JSAS, "A Primer for Administrative Success", Vol. 3 No. 1, September 2011. http://www.jsasonline.org/home/v3n1/articles/Steir-main.pdf
February 8	Matching resources with customer needs in a service environment Policy Development; Governance	Predictably Irrational: The Hidden Forces that Shape our Decisions
February 15	Special Topic #1	
February 22	Program/Event Development and Management	The Invisible Touch: The Four Keys to Modern Marketing
February 29	Venue Design; Feasibility Studies Project Section A Due	
March 7	Special Topic #2	
March 21	Customer Motivation, Expectations, Perceptions Project Section B Due	
March 28	Staff and Volunteer Management – discovering, hiring, training, and managing the workforce Project Section C Due	
April 4	Special Topic #3	
April 11	Community and Media Relations Project Section D Due	
April 18	Special Topic #4	
April 25	Community and Media Relations	
May 2	Final Presentations Final Project Due	

Note: Faculty reserves the right to alter the schedule as necessary.

Student Expectations

- 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.

Campus Resources

- 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>].

CORE VALUES COMMITMENT: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

