

George Mason University
College of Education and Human Development
Sport and Recreation Studies

SPMT 616.001/SPMT 616.P01 – Sport Operations, Venues, and Event Management
3 Credits, Spring 2019
Tuesdays 4:30 – 7:10pm, Thompson 2021– Fairfax

Faculty

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Prerequisites/Corequisites

Graduate standing

University Catalog Course Description

Examines 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. Offered by Recreation, Health & Tourism. May not be repeated for credit.

Course Overview

Not applicable

Course Delivery Method

Face-to-face in the classroom

Learner Outcomes or Objectives

This course is designed to enable students to do the following:

1. Recognize and apply theoretical concepts in operations management, policy development, and event decision-making
2. Evaluate sport facility and event management structures
3. Formulate resource allocations for facility and event development
4. Apply event programming principles
5. Demonstrate an understanding of strategic considerations when managing facilities and events

Professional Standards

Commission of Sport Management Accreditation (COSMA)

Upon completion of this course, students will have met the following professional standards:

Courses offered in the Sport and Recreation Studies (SRST) graduate program are guided by the principles of COSMA. COSMA (2016, p. 1) “bases its accrediting process on principles, rather than standards.” The eight recommended principles are:

- Outcomes assessment;
- Strategic planning;
- Curriculum;
- Faculty;
- Scholarly and professional activities;
- Resources;
- Internal and external relationships; and
- Educational innovation.

For more information, please see:

Commission of Sport Management Accreditation. (2016, May). *Accreditation principles manual & guidelines for self-study preparation*. Retrieved November 30, 2016 from <http://www.cosmaweb.org/accreditation-manuals.html>

Required Texts

Aicher, T. J., Paule-Koba, A. L., & Newland, B. L. (2016). *Sport facility and event management*. Burlington, MA: Jones & Bartlett.

Required Case Materials

Beginning the second week of class, case studies will be analyzed each week during the semester. The 13 cases are available for purchase from Harvard Business School Publishing at: <https://hbsp.harvard.edu/import/604488>

Course Performance Evaluation

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, Tk20, hard copy).

- **Assignments and/or Examinations**

Students are expected to be up to date with readings, and to apply what they are learning to real challenges in the management and marketing of facilities and events. A total of 195 points is possible.

- **13 Quizzes:** There will be a short quiz at the start of each class covering the readings and the previous week’s lecture material. Quizzes may include short answer questions, definitions, and essay: 5 points each = 65 points

- 13 Case Analyses: A case analysis is due (via SafeAssign) before the start of class each week. It will also form the basis for some class discussion: 10 points each = 130 points

Class Attendance and Participation

It enhances your academic success to be in class; therefore, you should attend all scheduled class meetings in accordance with George Mason University policy. In-class participation is important not only to the individual student, but to the class as a whole. We will have fun if everyone is engaged. To be engaged you have to keep up with the reading and be refreshed when you attend class. It is important that everyone arrive on time, in order to help you build good habits for the world of work. Late arrivals are also a distraction to the conduct of the class.

Texting in class is NOT acceptable behavior; neither is falling asleep.

Alternative Work and absences/excused

There is no make-up work of any kind, and late assignments will not be accepted. Absences supported by documentation may be excused (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.

- **Grading**

The final grade as a percentage of points possible:

A+= 98-100	B+ = 88-89.9	C+ = 78-79.9	F = below 69
A = 94-97.9	B = 84-87.9	C = 74-77.9	
A- = 90-93.9	B- = 80-83.9	C- = 70-73.9	

(While there may be gradations in the C category, any C-based grade will be computed as the standard “C.”)

Professional Dispositions

See <https://cehd.gmu.edu/students/policies-procedures/>

All students are expected to exhibit professional behaviors and dispositions at all times.

Instructor 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.
5. We will refrain from the use of electronic devices in class during the lecture period, except to follow the power point presentation or take notes.

Class Schedule

WK	DATE	TOPIC	READINGS/ASSIGNMENT DUE
1	Jan 22	Course Introduction/Overview/Intro to Facility and Event Management Textbook, evaluation, expectations, syllabus, working cases	
2	Jan 29	Historical and managerial basics Case: <i>The Battle for the Alamodome: Henry Cisneros and the San Antonio Stadium</i>	text, chapters 1 & 2
3	Feb 5	Facility Design and Construction Case: <i>San Diego Padres: PETCO Park as a Catalyst for Urban Redevelopment</i>	text, chapter 3
4	Feb 12	Finance and Budgeting Case: <i>Playa Dorada Tennis Club: Expansion Strategy</i>	text, chapter 4
5	Feb 19	Bidding and Planning... Case: <i>Gianna Angelopoulos-Daskalaki and the 2004 Athens Olympic Games</i>	text, chapter 5
6	Feb 26	Designing the Event Experience Case: <i>Friendly Fenway Program: The Value of Experience Enhancement</i>	text, chapter 6
7	Mar 5	Project Management and Event Implementation Case: <i>Up, Up, and Away! Event Planning and Production in Las Vegas</i>	text, chapter 7
8	Mar 12	SPRING BREAK	
9	Mar 19	Marketing the Facility and Events Case: <i>The London 2012 Olympic Game</i>	text, chapter 8
10	Mar 26	Consumer Behavior Case: <i>NFL UK</i>	text, chapter 9
11	Apr 2	Sponsorship Case: <i>Business Systems Group and the Triathlon Sponsorship Question</i>	text, chapter 10
12	Apr 9	... Revenue Generation ... + Measurement & Evaluation Case: <i>The Springfield Nor'easters: Maximizing Revenues in the Minor Leagues</i>	text, chapters 11 & 14
13	Apr 16	Customer Service Case: <i>Bonita Bay Marina</i>	text, chapter 12
14	Apr 23	Risk Management Case: <i>Salt Lake Organizing Committee: 2002 Olympics</i>	text, chapter 13
15	Apr 30	Sustainability and leverage Case: <i>Aspen Skiing Company</i>	text, chapter 15

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

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: <http://cehd.gmu.edu/values/>.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see <https://catalog.gmu.edu/policies/honor-code-system/>).
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/aero/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursesupport.gmu.edu/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/students/> .

