George Mason University
College of Education and Human Development
School of Sport, Recreation, and Tourism Management

SPMT 616 – DL1 – Sport Operations, Venues, and Event Management
3 Credits, Spring 2022
Asynchronous Online—Fairfax Campus

Faculty

Name: Laurence Chalip
Office Hours: Online following each Town Hall
                             By arrangement
Office Location: Online/Email
Email Address: lchalip@gmu.edu

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.

Course Overview

In this course, each student learns to operate a team, including its events and facilities. Each week covers key skills for so doing.

Course Delivery Method

This course will be delivered using a distance learning format (a simulation) via Blackboard, which is housed in the MyMason portal. You will log in to the Blackboard (Bb) course site in the normal manner. The materials are available prior to the semester; the course is fully available on Monday 01/24.

Under no circumstances, may students participate in online class sessions (either by phone or Internet) while operating motor vehicles. As expected in a face-to-face class meeting, online participation requires undivided attention to course content and communication.

Discussions

A *Town Hall* at which students can discuss material covered in the course with the instructor and with each other will be scheduled as needed. Each *Town Hall* is optional. The time and communications method for each will be confirmed in advance (by email). Any student who wants a *Town* Hall to be scheduled may request one by emailing their request to the instructor.

Each student who attends a *Town Hall* is encouraged to participate actively in the discussion. Of course, this requires each to come prepared to discuss the readings and issues or questions they raise in a respectful and intellectual manner. While the articulation of conflicting viewpoints is welcomed and encouraged, it is also essential that everyone contribute to a climate of civil debate.

Technical Requirements

To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard's supported browsers see:
  https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#supported-browsers

  To get a list of supported operation systems on different devices see:

  https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#tested-devices-and-operating-systems
- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
- Students may need a headset microphone for use with the Blackboard Collaborate web conferencing tool.
- Students are required to access the required simulation, and to have the requisite computing capability to do so.
- If desired or needed, the following software plug-ins for PCs and Macs, respectively, are available for free download:
    - Adobe Acrobat Reader: https://get.adobe.com/reader/
    - Windows Media Player:
      https://support.microsoft.com/en-us/help/14209/get-windows-media-player
    - Apple Quick Time Player: www.apple.com/quicktime/download/

Expectations

- Course Week:
  Because asynchronous courses do not have a "fixed" meeting day, our week will start on Monday, and finish on Sunday. Each module must be completed during the week it is assigned, as designated under "Course Schedule" (below).
- Log-in Frequency:
  Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least 6 times per week (i.e., Monday-Saturday).
- Participation:
  Students are expected to engage actively in all course activities throughout the semester, which includes viewing all posted course materials, completing course activities and assignments, and participating in course discussions and group interactions as needed. Students must follow the required Course Schedule.
- Technical Competence:
  Students are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.
- Technical Issues:
  Although the simulation is user-friendly, students may occasionally encounter a technical difficulty during the semester, so should budget their time accordingly. Technical issues are not normally an acceptable excuse for failing to meet requirements, including deadlines.
- Workload:
  Be aware that this course is **not** self-paced. Students are expected to meet *specific deadlines* and *due dates* as listed in the **Course Schedule** section of this syllabus. It is the student's responsibility to keep keep-up with requirements and to track their progress. Students may work ahead so long as they follow the simulation sequence.
- Instructor Support:
  Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Meetings will be via telephone or web conference. Students should email the instructor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.

- Netiquette:
The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students should always re-read their responses before posting them, so that others do not consider them to be personal offenses. *Be positive in your approach with others and diplomatic in selecting your words*. Faculty are similarly expected to be respectful in all communications.
- Accommodations:
Online learners who require accommodations to ensure accessibility must be registered with George Mason University Disability Services.

Learner Outcomes/Objectives

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

1. Recognize and apply theoretical concepts in facility and event operations, policymaking for facilities and events, and managerial decision-making to support the sport organization's management
2. Evaluate sport facility and event management structures
3. Formulate resource allocations for facility and event development
4. Apply essential principles when planning and managing facility and event functions
5. Demonstrate an understanding of strategic considerations when managing facilities, teams, 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 Simulation Material

Simulation provided by Knowledge Matters.
> To purchase and use the simulation, go to the course Blackboard site. Click on "Virtual Business Case Sims." The modules will then be listed. Click on "Tutorial," and follow instructions to purchase access to all modules (including accepting the terms and

conditions). The cost is $69.95, which you can pay using a credit card, debit card, or PayPal.

Quizzes and Tasks

Students are required to complete each of 14 modules of the simulation on time and in the order presented. The requisite timing and sequence are specified in the *Course Schedule*.

Each module has tasks and quizzes to complete. Together, these are worth up to 100 points each, with the exception of the final two modules, which are worth up to 300 points each. Thus, there are 1800 points possible for the course.

Specifically, the first 12 modules begin with a concept overview phase which concisely provides the information you need in order to complete the three required tasks which follow. The first task is a quiz, which is based specifically on the concept overview. It is worth 40 points. The second task is a learning phase simulation. This task/phase allows you to practice application of the knowledge provided in the concept overview, and to become familiar with what will be required in the final "challenge" simulation phase. It is worth 15 points. You can repeat whatever you want to repeat as often as you like until you have mastered it, so you can readily earn all 15 points. The third and final task is the challenge phase simulation. Here you are a manager who is applying the skill trained in the module by using the simulation (as learned in the learning phase). It is worth 45 points. You can repeat whatever you want to repeat as often as you like until you have mastered it, so you can readily earn all 45 points. *You need to do each part – concept overview, quiz, learning phase,* and *challenge phase – in order to be efficient and to do as well as possible on each module.* And you are expected to do each element in the designated order. Throughout the first 12 modules, a case briefing is provided after the quiz and before the learning and challenge phases of the simulation so that you are fully familiar with the tasks ahead. Information that you need to execute the task and information about your performance are provided throughout, so you can fully master everything.

The final 2 modules challenge you to integrate and apply everything you have learned in the first 12 modules. You will be the GM of a sport franchise. Each of these modules provides a case briefing as well as a learning phase and a challenge phase simulation. The learning phase of each is worth 120 points and the challenge phase of each is worth 180 points. Again, you can repeat elements of each in order to get complete mastery (and full points).

Alternative work and incomplete modules

There is no make-up work of any kind. All modules of the simulation must be completed fully, and should not be completed late. Absences supported by documentation or due to approved university activities (such as intercollegiate competitions) may enable the occasional late completion of a module. *It is not possible to pass the course unless all modules and all required elements of each module are completed successfully.*

Grading

The final grade is determined 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.")

Instructor's Expectations:

1. Each module is to be completed during the week shown below.
2. Each student has reliable access to a computer which can access the simulation.
3. Students must abide by the Honor Code, guided by the spirit of academic integrity.

Course Schedule

WK	DATE	TOPIC	SIMULATION MODULE TO BE COMPLETED
1	Jan 24 – Jan 30	Overview and introduction; syllabus; the simulation	*Tutorial*
2	Jan 31 – Feb 6	Ticket pricing	Module 1: *Ticket Pricing*
3	Feb 7 – Feb 13	Advanced pricing strategies	Module 2: *Advanced Pricing Strategies*
4	Feb 14 – Feb 20	Event security	Module 3: *Event Security: Ingress & Egress*
5	Feb 21 – Feb 27	Parking and revenue	Module 4: *Parking & Revenue*
6	Feb 28 – Mar 6	Concessions	Module 5: *Concessions*
7	Mar 7 – Mar 13	Capital spending re concessions	Module 6: *Concessions – Capital Spending*
X	Mar 14 – Mar 20	SPRING BREAK	None
8	Mar 21 – Mar 27	Sponsorship	Module 7: *Sponsorships*
9	Mar 28 – Apr 3	Promotion	Module 8: *Promotion – Media & Measurement*
10	Apr 4 – Apr 10	Using social media	Module 9: *Social Media Advertising*
11	Apr 11 – Apr 17	Television and sales	Module 10: *Television & Ticket Sales*
12	Apr 18 – Apr 24	Player management	Module 11: *Player Management*
13	Apr 25 – May 1	Managerial ethics	Module 12: *Ethics in Sport Management*
14	May 2 – May 8	Integrative application	Module 13: *GM – Sports Franchise*
15	May 11 – May 18	Making it work through advanced applications	Module 14: *GM – Advanced Sports Franchise*

Note: Faculty reserve 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/.

Professional Dispositions

See https://cehd.gmu.edu/students/polices-procedures/

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

- Questions or concerns regarding use of Blackboard should be directed to *https://its.gmu.edu/knowledge-base/blackboard-instructional-technology-support-for-students/*.
- For information on student support resources on campus, see *https://ctfe.gmu.edu/teaching/student-support-resources-on-campus*

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking:

As a faculty member, I am designated as a "Responsible Employee," and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason's Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason's confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason's Title IX Coordinator by calling 703-993-8730, or emailing titleix@gmu.edu.

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