The George Washington University
Department of Tourism & Hospitality Management

TSTD 3101
SPORT AND EVENT BUSINESS ENTERPRISES
FALL 2015

Professor: Mark Hyman
Classroom: Rome Hall 351
Tuesday: 12:45 p.m. – 3:15 p.m.
Office: Funger 301
Office Hours: By appointment
Web: markhyman.com
E-Mail: mhyman@gwu.edu

REQUIRED TEXT:


- Sports Business Daily must be ordered by September 8, 2015.
  Order in 4 Easy steps
  1. Visit: SBJcollege.com/subscribe
  2. Select “George Washington University”
  3. Select “Mark Hyman/ TSTD 3101”
  4. Select your subscription choice and enter contact & Payment info

OPTIONAL TEXT:


OBJECTIVES OF THE COURSE:
As a result of this course, students will be able to:

1. Identify and follow the business opportunities and trends related to sports and events. As well as those related to news media, merchandising, licensing, team/event/facility management, and athlete representation.

2. Describe the various entities affecting the economic conditions of a sport and event businesses (e.g. fan equity, vendors, economy).

3. Understand the factors influencing sport business decisions (e.g. league
expansion, customer objectives, budget).

4. Identify revenue streams and expenses for different events, organizations, and businesses.

5. Write an event operations plan and understand the logistics of organizing a sport or entertainment event.

6. Know the various career options in sports and events, job responsibilities and qualifications.

**METHOD OF INSTRUCTION:**
The class will include lectures, guest and student presentations, and group discussions.

**GUEST SPEAKERS/OTHER**

During the semester, the class will hear from guest lecturers. As of this writing, scheduled speakers include: Robert Yoffe, Show Director, Washington Auto Show; Michele Montague, VP Events & Asst. General Manager, Monumental Sports & Entertainment; Robert DiChiaro, Centerplate Director of Sports Operations; Valerie Sumner, Owner, VRS Meetings & Events Inc.; Maggie Cannon, Director of Marketing, 9:30 Club & I.M.P. Promotion

**Follow on Twitter**
Yoffe @WashAutoShow
Montague @MSE
Sumner @BTTClassic
DiChiaro @Centerplate
Cannon @930Club
Prof Hyman @gwsportsprof

When tweeting about our class, please include #GWsportevent

**METHOD OF EVALUATION:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Plan</td>
<td>100</td>
</tr>
<tr>
<td>Oral Presentations</td>
<td>10</td>
</tr>
<tr>
<td>Group Participation</td>
<td>10</td>
</tr>
<tr>
<td>Quizzes</td>
<td>40</td>
</tr>
<tr>
<td>Mid Term</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>120</td>
</tr>
</tbody>
</table>

(10 individual/10 group) (graded by peers) (2 quizzes @ 20 each)
Sports Business Daily Review 10  
Career Development Plan 10  
Class Participation 100  

Total Points: 500

CRITERIA FOR GRADING:
- Assignments are to be typed, turned in on time, and completed as described in class and in reading materials.
- PROFESSIONAL PRESENTATION AND EFFECTIVE WRITING (i.e., correct English and punctuation, no ambiguous or vague words or phrases, well organized) are important.

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>93-100%</td>
<td>A</td>
</tr>
<tr>
<td>90-92</td>
<td>A-</td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
</tr>
<tr>
<td>85-86</td>
<td>B</td>
</tr>
<tr>
<td>80-83</td>
<td>B-</td>
</tr>
<tr>
<td>77-79</td>
<td>C+</td>
</tr>
<tr>
<td>74-76</td>
<td>C</td>
</tr>
<tr>
<td>70-73</td>
<td>C-</td>
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<tr>
<td>67-69</td>
<td>D+</td>
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<tr>
<td>64-66</td>
<td>D</td>
</tr>
<tr>
<td>60-63</td>
<td>D-</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
</tr>
</tbody>
</table>

GRADING GUIDELINES FOR GWSB

The following are guidelines for grade distributions for GWSB classes.

The suggested ranges are based on feedback from faculty. Each year the Dean’s office will share with Faculty these averages for the entire school as well as by department and program.

The differences in grade guidelines reflect variations in core/non-core classes.

<table>
<thead>
<tr>
<th>Undergraduate Classes</th>
<th>Average GPA Range</th>
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</thead>
<tbody>
<tr>
<td>BADM</td>
<td>2.9 – 3.3</td>
</tr>
<tr>
<td>Non-BADM</td>
<td>3.0 – 3.4</td>
</tr>
</tbody>
</table>

ASSIGNMENT SPECIFICATIONS

I. EVENT OPERATIONS MANUAL:
Students are expected to work in groups of no more than 8 and select an event to plan. Each student will then work on one of the Event Committees listed below within their group.
• The complete written plan is due **NOVEMBER 17**.
• The final group presentation will be **NOVEMBER 24**.

Each event group must turn in an “Event Proposal” by **September 22** (details below) and provide “progress report” presentations on **September 29 and October 20**. Several representatives from each committee should present each progress reports with committee members alternating. All members should participate in one progress report. All members must participate in the final presentation.

The “event proposal” should include the type of event to be produced, purpose of the event, location (at least a city, and 3 possible venues, if not a specific venue), names of students on the organizing committee and the committees on which they will serve. If this event is being planned for a specific (real) organization, name the organization and contact information. **This will be submitted in class no later than September 22**.

**Event Committees:**

*Legal & Community Relations*
Work on submitting application and getting an event permit from the District of Columbia or appropriate authority (if not applicable, determine the steps to securing a permit and state why exempt). Responsibilities include selecting a date, course/facility, dealing with emergency services. Decide where the profits will go and how they will be distributed e.g., select a charity and guidelines. (For a Run for Education will the money go toward local universities, DC public schools, individual students through scholarships or how distributed?).

*Finance & Risk Management*
Develop a budget, which includes revenues and expenses (must coordinate with all other committees to determine expenses and potential income), conduct a risk assessment and secure insurance.

*Internal Operations*
Select and price equipment (e.g., water, cones, timing system, signage, etc); arrange for additional medical care beyond EMS and security; develop plan on how to recruit and train volunteers; set up/break down; clean-up/recycling, event logistics. All equipment must have three bids.

*Marketing/Public Relations/Sponsorship*
Develop a plan on how to promote the event, and/or, gain media coverage, sell sponsorships and/or other fundraisers, licensing/merchandise, logo design and invitations, t-shirts for participants, volunteer outfits. Members of this group would preferably have taken TSTD 136 Sports Marketing but this is not required. Include a sample press release, brochure, flier, social media applications, a list of potential sponsors and possible sponsor benefits.
External Operations

Responsible for hospitality arrangements (participants, sponsors & attendees); entertainment; awards & ceremonies; register participants; event protocol (scripts & timelines); and ticket sales.

GROUP MEETING WITH PROFESSOR:

Each group will meet with the professor at an early stage in the project. A minimum of three group members MUST attend. This is an opportunity for students to describe the event that is planned and to explain the timeline and strategy. All meetings will take place the week of September 21.

II. ORAL PRESENTATIONS:

Each committee will present progress reports and their complete plan to the class. A bullet-point summary along with the budget must be provided to each class member for the final presentation. Include visuals (video, pictures, product prototype) if applicable. DRESS PROFESSIONALLY. Part of the group grade will be staying within the established time frame.

<table>
<thead>
<tr>
<th>Presentation Dates / Time Limits:</th>
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<tbody>
<tr>
<td>Group Presentation 1</td>
<td>September 29</td>
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<tr>
<td>Group Presentation 2</td>
<td>October 20</td>
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<tr>
<td>Final Presentation</td>
<td>November 24</td>
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</tbody>
</table>

III. GROUP PARTICIPATION

Group Participation is graded by your peers based on your participation in your group event project. Using a Group Participation Evaluation Sheet each member of the group will confidentially rate the other members of their group based on 5 areas on a scale of 1 to 5. Each person will then be given an overall score of 1 – 30, this is independent of the total of the other areas. The Evaluation Sheets will be sent out twice during the semester. Once about halfway through the group project and a second time at its conclusion. The average of the two evaluations will be used for the final grade.

IV. QUIZZES

Two quizzes will be given on the assigned readings. There are no scheduled make-ups.

V. MID-TERM & FINAL EXAM

Exams may include multiple choice, true-false, short answer and essay/case analysis measurements. Both exams will include material from lectures, guest speakers and assigned reading.

VI. CAREER DEVELOPMENT PLAN DUE OCTOBER 27
• Describe a sport or event-related profession.
• Identify current people, companies, and organizations involved in this field (min. 3 of each)
• Conduct at least one interview with someone in this profession.
• Describe the people, companies, and organizations with whom you would be interacting as part of this job.
• List the responsibilities involved with this employment position.
• List the qualification necessary to enter and succeed.
• Identify entry-level positions in the field and advancement from those positions.
• List the range of salaries including entry-level salary expectations.
• List the pros and cons of working in this occupation.
• Provide three job openings/description with references on where you found these (the GW listserv does not count)

VII. REVIEW OF SPORTS BUSINESS DAILY DUE NOVEMBER 3
Read a week’s worth of Sports Business Daily. Write a review of what types of issues were covered in SBD. How you would apply that information in the workplace and why you think reading the SBD could be important to your job in the sport or event industry. What things about the SBD did you find specifically useful was there anything that was not useful.

CLASS PARTICIPATION

Discussion and analysis of issues addressed in lectures, readings and by guest speakers are important components of the course. Plan to come to class with your ideas and be prepared to express them. Note that attendance and participation are not the same.

Here are factors that can increase a participation grade:
• Meaningful contributions to discussion
• Comments that reflect the student’s understanding of assigned readings
• Engaging guest speakers
• Willingness to contribute to discussion when others aren’t
• High frequency of contributions
• Improvement in these areas during the semester

Here are factors that can detract from a participation grade:
• Comments that suggest the student has not done the assigned reading
• Comments that restate what others have said
• Infrequent contributions
• Failure to participate
CLASS GUIDELINES

There are few rules but the ones here MUST be observed.

Students may use tablets/notebooks for note-taking and for other class-related assignments. Do not check email, tweet, Web surf or spend time in other ways unrelated to the class.

Turn off all cell and smart phones before class – “off” rather than mute or vibrate. If a personal or family emergency makes phone use necessary, please let me know before class.

Deadlines are important in this class. Be aware of them and observe them. Assume that work turned in late will receive no credit.

You are responsible for all that’s covered in class, whether or not you are present. If you miss class, have a plan for getting notes.

Students may bring food to class. Those who do are expected to dispose of their trash and to be considerate of others.

ATTENDANCE

Our time together is extremely short – just 13 or 14 class sessions - so attendance is important. Plan to be present each Tuesday for the entire class period. Two unexcused absences – this includes arriving late and leaving early - may result in a student’s grade being lowered by a half-grade (e.g., B to B-).

I monitor attendance. At the start of each class, I circulate an attendance sheet. If you expect to miss a class, let me know as soon as possible.

The midterm and final exams must be taken on the dates and times designated. Makeup exams only will be given when students give prior notice AND I have approved.

CLASS ANNOUNCEMENTS

Check Blackboard and your student email accounts at least every other day. I’ll share information about guests and assignments throughout the semester.

Lectures, Guest Speakers, and Due Dates: (Class order subject to change)
Please refer to session outlines in Blackboard for additional readings and assignments. Articles may be added during the semester. Email should also be checked at least every other day.

1 Sept. 1 Introduction to course and assignments
History & Management of the Sport Industry
Reading Assignment Due: Masteralexis Ch. 1-2;
2 Sept 8  Facility and Event Management and Operations
Reading Assignment Due: Masteralexis Ch. 12-13

3 Sept 15  Sports & Event Marketing
Reading Assignment Due: Masteralexis Ch. 3, Graham Ch. 7 & 8

Media Relations & Broadcasting/Sports and New Media
Reading Assignment Due: Masteralexis Ch. 16, 17 & 18

Due: SBD payment

GUEST SPEAKER: VALERIE SUMNER, Owner, VRS Meetings & Events Inc. (Basketball Gala).

4 Sept 22  Sponsorship/Sales
Reading Assignment Due: Masteralexis Ch. 14 & 15;

Due: Event Proposal

GUEST SPEAKER: ROBERT YOFFE, President, Yoffe Exposition Services, Inc. (Show Director, Washington Auto Show).

5 Sept 29  Ticketing, Scheduling & Booking
Reading Assignment Due:

Due: Progress Report Presentation (limit: 5 minutes per group)

QUIZ ONE

6 Oct. 6  Legal Principals/Risk Assessment
Reading Assignment Due: Masteralexis Ch. 5, Graham Ch. 5-6,

Ethics
Reading Assignment Due: Masteralexis Ch. 6,

GUEST SPEAKER: MICHELE MONTAGUE, Vice President, Events & Assistant General Manager at Monumental Sports & Entertainment
7 Oct 13  Midterm Exam

8 Oct 20  Event Finance & Budgeting
Reading Assignment Due: Masteralexis Chapter 4

**Due:** Progress Report Presentations II (limit: 10 minutes per group)

9 Oct 27  Career Development/Strategies for Career Success
Reading Assignment Due: Masteralexis Ch. 22

Career Development Plan – Open Discussion

**Due:** Career Development Plan

10 Nov. 3  Sporting Goods & Suppliers and Licensing & Merchandising
Reading Assignment Due: Masteralexis Ch. 19

GUEST SPEAKER: ROBERT DICHIARO, Centerplate, Director of Sports Operations, RFK Stadium

(This class will meet at RFK Stadium)

**Due:** SBD Review

11 Nov 10  International Sports & Events
Reading Assignment Due: Masteralexis Ch. 9

**QUIZ TWO**

GUEST SPEAKER: MAGGIE CANNON, Director of Marketing, 9:30 Club & I.M.P. Promotion

12 Nov 17  Sport & Entertainment Agencies
Reading Assignment Due: Masteralexis Ch. 11

Professional Sports
Reading Assignment Due: Masteralexis Ch. 10
Due: Final Event Operational Plan

13 November 24  Event Plan Group Presentations – (limit: 20 minutes each)

14 December 1  Recreational Sport
Reading Assignment Due: Masteralexis Ch. 21

Youth & Collegiate Sports
Reading Assignment Due: Masteralexis Ch. 7 & 8

15 December 8  Make-Up Day. Regularly scheduled Tuesday classes will NOT meet~

16 December 15-22  Final Exam, TBA