

GEORGE MASON UNIVERSITY  
School of Recreation, Health, and Tourism



SPMT 405:001—Sport Operation and Planning (3)  
Spring 2012

<b>DAY/TIME:</b>	Monday & Wednesday 9:00-10:15 A.M.	<b>LOCATION:</b>	West 1004
<b>INSTRUCTOR:</b>	Sydney Merz	<b>EMAIL ADDRESS:</b>	<a href="mailto:smerz@gmu.edu">smerz@gmu.edu</a>
<b>OFFICE LOCATION:</b>	SUB I RM 4100	<b>PHONE NUMBER:</b>	703-993-6209
<b>OFFICE HOURS:</b>	By Appointment Only		

**PREREQUISITES:** NONE

**COURSE DESCRIPTION**

Principles and techniques of planning and operating sport facilities. Emphasizes principles and concepts of organization and administration including communication, personnel management, management of physical resources, and risk management. Examines variety of sport operations such as indoor stadiums, athletic field complexes, and managing recreation and intramural activities.

**COURSE OBJECTIVES**

- Discuss the operational structure and management concepts associated within the operation of sport and recreation facilities.
- Demonstrate and analyze how risk management is part of the ongoing process of planning and operation of sport and recreation facilities.
- Analyze and reflect on current and past global events that changed how sports operation facility management is conducted today.
- Observe and critique three events at three different facilities by the use of SWOT analysis, personal observations and other learned material taught in class.
- Utilize the case analysis process to compare the management and operations of different sport and recreation facilities.
- Justify an experience through the lenses of a fan and as a productive member of a management team and identify the differences between fans' wants and event personnel needs.

## **COURSE OVERVIEW AND CLASS POLICIES**

The course will utilize learning methods such as individual reading, class discussion, critical analysis and thinking, group work, observations as well as interactive and experiential learning. Blackboard and/or a Google Site will be used to enhance the learning objectives and reinforce material presented during class.

You are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due or **no credit will be given**. Below is a list of requirements, expectations and policies that you shall respect:

- 1) Attend all classes for the entire class session.
  - a. If a student misses a class, it is the student's responsibility to find out what happened during that class or meeting and obtain the notes and assignments from another student in the class.
  - b. If a student knows he/she will miss a class, they must inform the instructor ASAP.
- 2) Participate in group/class activities. Participation is expected and is an essential part of class.
- 3) Prepare required readings and other assignments when assigned and due. You have readings almost every class. It is an expectation that you will read and familiarize yourself with the assigned readings so you can participate in class discussions and activities.
- 4) No cell phones (which includes no text messaging.)
- 5) Laptops cannot be used without instructor permission.
- 6) No grades or discussion of grades, test/exams or test appeals will be carried out over email due to its impersonal nature and security issues. Students can discuss their grades with the instructor in person.
- 7) No tape recording of lectures/classes is allowed unless there are extraordinary circumstances of which you have made the instructor aware.
- 8) Students must use their MasonLIVE email account to receive important University information, including messages related to this class. See <http://masonlive.gmu.edu> for more information.
- 9) Dress Code for all presentations will consist of Business Casual at minimum.
- 10) All papers and citations are expected to use APA style. For further information on APA style, please consult <http://owl.english.purdue.edu/owl/resource/560/01/>.

## **ACADEMIC INTEGRITY**

All students are held to the standards of the George Mason University Honor Code; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are submitted to the Office of Academic Integrity.

What does academic integrity mean in this course?

- All work shall be done individually unless otherwise stated by the instructor.
- Don't steal or plagiarize anyone's ideas, concepts, words and/or work. Be sure to paraphrase and cite your sources correctly using the APA writing style. Failure to do so will result in an Honor Code violation.
- Don't lie to the instructor.
- Don't cheat inside or outside the class.
- If you have any hesitation, doubt or don't understand, always ask the instructor for guidance and clarification. DO NOT ASSUME.

## **REQUIRED TEXTBOOKS**

Ammon, R., Southall, R.M., & Nagel, M.S. (2010). *Sport facility management: Organizing events and mitigating risks*. (2<sup>nd</sup> Edition). Morgantown, WV: Fitness Information Technology, Inc.

Schwarz, E., Hall, S., & Shibli, S. (2010). *Sports Facility Operations Management: A global perspective*. Oxford, UK: Butterworth-Heinemann.



## EVALUATION

This course will be graded on a percentage system, with a total of 100 percent.

<b>Requirements</b>	<b>Percentage</b>
<b>QUIZZES (2)</b>	<b>5.0%</b>
<b>WRITTEN PAPERS/ASSIGNMENTS/PRESENTATIONS</b>	
<i>Critical Eye on Facilities #1</i>	8.0%
<i>Critical Eye on Facilities #2</i>	10.0%
<i>Critical Eye on Facilities #3</i>	12.0%
<i>Risk Management Assessment and Presentation</i>	15.0%
<i>Article Reviews (4) and Men's Final Four Observation</i>	10.0%
<i>Case Law Reviews and Presentations</i>	10.0%
<b>EXAM (1)</b>	
Comprehensive Final Exam	10.0%
<i>Attendance/Discussion/Participation In Class</i>	20.0%
<b>TOTAL</b>	<b>100.0%</b>

## GRADING SCALE

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	D = 60 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	F = 0 – 59
	B- = 80 – 83	C- = 70 – 73	

## TENTATIVE COURSE SCHEDULE

DATE			TOPIC	READINGS/ASSIGNMENT DUE FOR NEXT CLASS
M	January	23	Introduction, Course Requirements, Syllabus, Pre-test,	Read Schwarz Ch. 1 (pp. 3-9) Read Ammon Ch. 1 (pp. 3-6; 8)
W	January	25	Intro to Sport Operations Management	Read Schwarz Ch. 2 (pp. 13-17) Read Ammon Ch. 2 (pp.11-16)
M	January	30	Pre-Management and Pre-Operational Issues	Read Schwarz Ch. 8 (pp. 123-137)
W	February	1	Operations/Facilities Management	Read Schwarz Ch.2 (pp. 19-22) Read Ammon Ch. 2 (pp. 16-30)
M	February	6	SWOTS, Planning, General Business Structures	Read Schwarz Ch. 3 (pp. 43-48) Read Ammon Ch. 3 (pp. 40-47)
W	February	8	History of Sport Financing and Budgeting	Read Schwarz Ch. 7 (pp. 103-106; 115-122) Critical Eye #1 Paper
M	February	13	Financial Management-In Class Activity	Read Ammon Ch. 5 (pp. 65-79) Decide Case Studies/Groups
W	February	15	Revenues and Expenses	Read Schwarz Ch. 4 (pp. 52-63) Read Ammon Ch. 3 (pp. 31-39)
M	February	20	Construction	Article #1 Analysis Reflection Decide RM Facility

DATE			TOPIC	READINGS/ASSIGNMENT DUE FOR NEXT CLASS
W	February	22	Americans with Disabilities Act Requirements	Article #2 Analysis Reflection Read Ammon Ch. 8 (109-120)
M	February	27	Contracts	Read Schwarz Ch.12 (pp. 138; 181-191) Read Ammon Ch. 9 (pp. 121-123)
W	February	29	Risk Management	Read Schwarz Ch. 12 (pp.192-196) Read Ammon Ch. 9 (pp. 124-136)
M	March	5	Risk Management	Critical Eye #2 Paper
W	March	7	Quiz #1-Go Over Risk Management Project/Presentations	Enjoy SPRING BREAK ☺
M	March	12	<b>NO CLASS-SPRING BREAK</b>	PREPARE FOR RM PRESENTATIONS
W	March	14	<b>NO CLASS-SPRING BREAK</b>	PREPARE FOR RM PRESENTATIONS
M	March	19	Risk Management Assessment and Presentations	PREPARE FOR RM PRESENTATIONS
W	March	21	Risk Management Assessment and Presentations	Read Schwarz Ch.13 (pp.211-212) Read Ammon Ch.11 (pp. 157-178)
M	March	26	Crowd Management	Read Ammon Ch. 13 (199-209) Article #3 Analysis/Reflection
W	March	28	Alcohol Management	Read Schwarz Ch.13 (pp.197-210; 212-215)
M	April	2	<b>NO CLASS</b>	Read Ammon Ch. 12 (pp.181-198) Men's Final Four Observation
W	April	4	Security/Emergency Management	Read Ammon Ch. 14 (pp. 212-225)
M	April	9	Food Service Management-Case Expectations	Article #4 Analysis/Reflection
W	April	11	Tour of the Patriot Center-Meet at the Patriot Center at 9:00 A.M.	PREPARE FOR CASE PRESENTATIONS
M	April	16	Case Studies Presentations	PREPARE FOR CASE PRESENTATIONS
W	April	18	Case Studies Presentations	Study for QUIZ
M	April	23	Quiz #2	Read Ammon Ch.15 (pp. 227-245)
W	April	25	Ticket and Box Office Operations	Read Schwarz Ch. 6(pp. 83-96) Read Ammon Ch. 7 (pp. 99-107)
M	April	30	Hiring Personnel and Human Relations	Critical Eye #3 Paper
W	May	2	Review for the Final Exam	
M	May	7	<b>NO CLASS-Reading Day</b>	STUDY FOR THE FINAL EXAM !
M	May	14	Final Exam: 7:30 a.m. – 10:15 A.M.	

*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>].

### **\*\*\*\*\*SPMT 405 - A Critical Eye on Facilities\*\*\*\*\***

**Purpose:** The goal of this assignment is for you to go out to local events to identify and to critique the actions and reactions of each facility to situations as they arise (SWOT). No longer are you going to a game just to observe what happens on the playing field– you must use your recently obtained knowledge to better understand how a facility operates. Throughout the semester, you will be required to attend 3 different events – **two of them sports-related, and one of them entertainment related. At least one event must consist of at least 2,000 patrons or more.** You may choose to turn in your assignments in whatever order they like – so long as all three are completed on their respective due dates. Please provide a ticket-stub if one is issued to you.

**Paper:** You will prepare a 4-5 page paper (double-spaced, 12pt font, Times New Roman )to include a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of the facility and event that they attended. You will evaluate all aspects of their experience – from personnel (ushers, security, cleaning crew, concessions, etc.) all the way to parking for the event. The location of security guards, cleanliness of the bathrooms, even the ability to communicate with the staff must be analyzed (among others).

*This group of assignments is worth 30% of your overall grade. The first assignment will be worth 8%, the 2<sup>nd</sup> will be worth 10% and 3<sup>rd</sup> will be worth 12%. No late assignments will be accepted.*

### **\*\*\*\*\*SPMT 405 - Risk Management Assessment\*\*\*\*\***

**Purpose:** The goal of this assignment is for you to go out into their local community and identify two potential risk management concerns for a local sports facility. You are strongly encouraged to take pictures of the risks that they identify, if at all possible.

**Paper (7.5%):** You must submit a brief, 1-2 page paper (double-spaced, 12pt font, Times New Roman) highlighting the risks that they identified. Each risk must be described in detail, classified on a 1 (not very serious) to 5 (very serious) scale concerning the severity of the risk, as well as the chances an accident could occur. Finally, you should offer a solution for resolving the problem. Pictures should be taken during the assessment and be included in the paper and the presentation. You will need to provide a **PRINTED** copy of their paper at the beginning of class, on the day the paper is due.

**Presentation (7.5%):** You will briefly share with the class the risks that they identified and how you would treat them. No PowerPoint is necessary for the presentation. You will have 8-10 minutes to present their assessment to the class.

A rubric of how the presentation will be graded will be presented to the class within the first month of classes.

*This assessment is worth 10% of the students overall grade. No late assignments will be accepted.*

### **\*\*\*\*\*SPMT 405 – Article Analysis\*\*\*\*\***

**Purpose:** The purpose of this assignment is to read and analyze current and/or past global events that influenced sports facility operations and/or event management. You have been given web-links of the articles and are expected to choose one article from a selection of articles to analyze and reflect upon. You will be encouraged to reference previously learned material in class to find relevant information to help you connect with your reflections and analyses.

**Paper (2%):** You will read four articles and prepare a 1-page (single-spaced, 12pt font) reflection on how the event has or has not impacted the way event and facility operation managers do their work. A rubric of how the

presentation will be graded will be presented to the class within the first month of classes. *No late papers/presentations will be accepted.*

#### **\*\*\*\*SPMT 405 – Men’s Final Four Observation\*\*\*\***

**Purpose:** The purpose of this assignment is for the you to observe a large national sporting event through two lenses, the fan experience from home as well as the hypothetical experience as a event personnel at the Men’s Final Four which will be held in New Orleans March 31-April 2. You will observe one out of the three games and analyze from the view of the fan as well as specifically examine specific components of facility operations and sport management from their view from the television screen.

**Paper (2%):** You must submit a two-page (double spaced, 12pt font, Times New Roman) paper that will summarize their experience as a fan at home (1 page) and critical eye of event management and facility operation components that you witnessed while watching one out of three games. You must indicate what game ypu watched and give a time allocation of when you specifically saw a positive and/or negative operations/management issue(s) and fan event. Remember, as a fan at home, think about the whole experience, even the commercials!

A rubric of how the presentation will be graded will be presented to the class within the first month of classes. *No late papers/presentations will be accepted.*

#### **\*\*\*\*SPMT 405 - Case Law Review\*\*\*\***

**Purpose:** The purpose of this assignment is outline some of the groundbreaking rulings in the sports facility world. The point of understanding case law helps to explain why we do the things we do – and why we have certain policies in place. You will pair with another student (2 in a group) and will choose one of the cases listed below, write a brief summary of the case, and present the case to the class in a 10-minute PowerPoint presentation. You are encouraged to take notes on the case, as there will be a QUIZ on all the cases after all the presentations have been completed.

**Paper (5%):** The paper will summarize the case in which the you chose to study. This paper will be approximately 3 pages (double-spaced, 12pt font, Times New Roman). The summary must include the following information: Facts of the Case, Issues of the Case, Findings of the Court and Analysis (Why WE Care!). The paper must include **at least 2 scholarly references**, which will be cited in APA Style. **Wikipedia is NOT a scholarly reference.** Students will need to provide a **PRINTED** copy of their paper at the beginning of class, on the day of their presentation.

**Presentation (5%):** The purpose of the presentation is to teach the class the relevant issues and facts of the case. In essence, you will be summarizing your findings for the class. Most importantly, you must answer the question “Why do we care?” for the class. You are encouraged to take notes and ask questions after each presentation, so as to better understand the topic at hand. **All PowerPoint presentations are due to your instructor no later than 48 hours before your presentation.** A rubric of how the presentation will be graded will be presented to the class within the first month of classes. *No late papers/presentations will be accepted.*

**Quiz (2.5%):** After all the presentations have been completed, there will be a 10-15 question (1 per case) quiz testing the knowledge presented by your fellow peers. You will be able to use their notes from class and studying.

*Anderson v. Little League Baseball, Inc. (1992)*  
*Mogabgab v. Orleans Parish School Board (1970)*  
*Bearman v. University of Notre Dame (1983)*  
*Johnson v. Tampa Bay Sports Authority (2007)*  
*Gehling v. St. George’s University School of Medicine, Ltd. (1989)*  
*Spiegler v. State of Arizona (1996)*

*Maussner v. Atlantic City Country Club (1997)*  
*Kleinknecht v. Gettysburg College (1993)*  
*Telega v. Security Bureau (1998)*  
*Eddy v. Syracuse University (1980)*  
*Verni V. Harry M. Stevens (2006)*  
*New Boston Garden Corporation v. Baker (1999)*



**Article #1: Choose one of the three articles for your assignment due on Wednesday, February 22, 2011.**

Associated Press (2012, January 17). Bill requiring Indiana stage inspections advances. *Times of Northwest Indiana*. Retrieved from [http://www.nwitimes.com/news/state-and-regional/indiana/bill-requiring-indiana-stage-inspections-advances/article\\_3df5b0fb-8849-52d3-a9bc-bcd6c6cc6df3.html](http://www.nwitimes.com/news/state-and-regional/indiana/bill-requiring-indiana-stage-inspections-advances/article_3df5b0fb-8849-52d3-a9bc-bcd6c6cc6df3.html)

Wade, J. (2011, April). The roof falls down. *Risk Management*, 58. Retrieved from <http://www.rmmag.com/MGTemplate.cfm?Section=RMMMagazine&NavMenuID=128&template=/Magazine/DisplayMagazines.cfm&MGPreview=1&Volume=58&IssueID=354&AID=4294&ShowArticle=1>

**Article #2: Choose one of the three articles for your assignment due on Monday, February 27, 2011.**

Boren, C. (2011, March 30). Court upholds ruling that Redskins must provide captioning. *Washington Post*. Retrieved from [http://www.washingtonpost.com/blogs/early-lead/post/court-upholds-ruling-that-redskins-must-provide-captioning/2011/03/30/AFk4Lc3B\\_blog.html](http://www.washingtonpost.com/blogs/early-lead/post/court-upholds-ruling-that-redskins-must-provide-captioning/2011/03/30/AFk4Lc3B_blog.html)

Iannacone, C. (2011, April). Top 5 misconceptions about Title III of the Americans with disabilities act that subject your business to ADA litigation abuse. *Esquire*. Retrieved from <http://www.rhoadssinon.com/updates-publications-210.html>

Meek, A. (2006, February 26). City weighs gridiron ADA compliance. *Memphis Daily News*. Retrieved from <http://www.memphisdailynews.com/editorial/Article.aspx?id=32094>

**Article #3: Choose one of the four articles for your assignment due on Wednesday, March 28, 2011.**

Bugalla, J., Hackett, J., & Narvaez, K. (2011, April). ERM at the Vancouver Winter Olympics. *Risk Management*, 58. Retrieved from <http://www.rmmag.com/MGTemplate.cfm?Section=RMMMagazine&NavMenuID=128&template=/Magazine/DisplayMagazines.cfm&MGPreview=1&Volume=58&IssueID=354&AID=4290&ShowArticle=1>

Essert, H. (2011, February). The 3 worst assumptions risk managers make. *Risk Management*, 58. Retrieved from <http://www.rmmagazine.com/MGTemplate.cfm?Section=MagArchive&NavMenuID=304&template=/Magazine/DisplayMagazines.cfm&Archive=1&IssueID=352&AID=4239&Volume=58&ShowArticle=1>

Jennings, Will (2008). London 2012: Olympic risk, risk management and olymponomics. *John Liner Review*, 22(2), 39-45. [http://manchester.academia.edu/willjennings/Papers/132752/London\\_2012\\_Olympic\\_Risk\\_Risk\\_Management\\_and\\_Olymponomics](http://manchester.academia.edu/willjennings/Papers/132752/London_2012_Olympic_Risk_Risk_Management_and_Olymponomics)

n.a. (2012, January 15). London 2012: Mass gather risk disease spreading. *BBC News*. Retrieved from <http://www.bbc.co.uk/news/health-16545017>

**Article #4: Choose one of the four articles for your assignment due on Wednesday, April 11, 2011.**

Associated Press. (2005, October 2). Explosion kills one at Oklahoma campus. *The New York Times*. Retrieved from <http://www.nytimes.com/2005/10/02/national/02blast.html>

Lopresti, M. (2008, July 23). A decade later, Atlantic Olympic bombing overshadowed. *The USA Today*. Retrieved from [http://www.usatoday.com/sports/columnist/lopresti/2006-07-23-lopresti-atl-10-years\\_x.htm](http://www.usatoday.com/sports/columnist/lopresti/2006-07-23-lopresti-atl-10-years_x.htm)

Perez, J. & Tysver, R. (2011, June 21). Stadium becomes storm shelter. *The Omaha World Herald*. Retrieved from <http://omaha.com/article/20110621/NEWS01/706219875>