

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism



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

DAY/TIME:	Tuesday 4:30 p.m.-7:10 p.m.	LOCATION:	West 1004
INSTRUCTOR:	Sydney Merz	EMAIL:	smerz@gmu.edu
OFFICE LOCATION:	SUB I RM 4100	PHONE NUMBER:	703-993-6209
OFFICE HOURS:	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 two events at two different facilities by the use of SWOT analysis, personal observations and other material learned in class
- Utilize the case analysis process to compare the management and operations of different sport and recreation facilities
- Justify an experience through the lens of a productive member of a management team and identify the differences between fans' wants and event personnel needs
- Plan and implement a university-wide event in conjunction with a Mason athletics event

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/>].

REQUIRED TEXTBOOK

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

ADDITIONAL READINGS

- 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
- 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>
- 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
- 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
- Meek, A. (2006, February 26). City weighs gridiron ADA compliance. *Memphis Daily News*. Retrieved from <http://www.memphisdailynews.com/editorial/Article.aspx?id=32094>
- n.a. (2012, January 15). London 2012: Mass gather risk disease spreading. *BBC News*. Retrieved from <http://www.bbc.co.uk/news/health-16545017>

Perez, J. & Tysver, R. (2011, June 21). Stadium becomes storm shelter. *The Omaha World Herald*.

Retrieved from <http://omaha.com/article/20110621/NEWS01/706219875>

Wade, J. (2011, April). The roof falls down. *Risk Management*, 58. Retrieved from

<http://www.rmmag.com/MGTTemplate.cfm?Section=RMMMagazine&NavMenuID=128&template=/Magazine/DisplayMagazines.cfm&MGPreview=1&Volume=58&IssueID=354&AID=4294&ShowArticle=1>

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.

COURSE EXPECTATIONS

Below is a list of requirements, expectations and policies that you shall respect:

- Attend all classes for the entire class session.
 - If a student misses a class, it is the student's responsibility to find out what happened during that class and obtain the notes and assignments from another student in the class.
 - If a student knows he/she will miss a class, he/she must inform me ASAP.
- Participation is expected and is an essential part of class.
- 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.
- Assignments must be submitted into Blackboard before the beginning of class on the specified date due or **no credit will be given**
- All papers must have 1 inch margins, 12pt Times New Roman font, doubled-spaced with page numbers
- Students will be required to attend HOOPLA on November 9, 2012.
- No cell phones (which includes no text messaging.)
- Laptops cannot be used without instructor permission.
- 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.
- No tape recording of lectures/classes is allowed unless there are extraordinary circumstances of which you have made the instructor aware.

- 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.
- Dress Code for all presentations will consist of business casual at minimum.
- 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/>.

EVALUATION

This course will be graded on a percentage system, with a total of 100 percent. Additionally, rubrics will be assigned for each assignment. All rubrics are posted on Blackboard under Assessments

Requirements	Percentage
WRITTEN PAPERS/ASSIGNMENTS/PRESENTATIONS	
<i>Critical Eye on Facilities #1</i>	8.0%
<i>Critical Eye on Facilities #2</i>	12.0%
<i>Risk Management Presentation</i>	10.0%
<i>Article Reviews (3 at 2.5% each)</i>	7.5%
<i>HOOPLA Reflections (2 at 2.5%)</i>	5.0%
<i>HOOPLA Participation</i>	15.0%
<i>Case Law Review Paper</i>	7.5%
<i>Case Law Review Presentation</i>	5.0%
QUIZZES AND EXAMS	
<i>Quiz #1</i>	2.5%
<i>Quiz #2</i>	2.5%
<i>Comprehensive Exam (Final Exam)</i>	10.0%
PARTICIPATION/ATTENDANCE	
<i>Attendance/Discussion/Participation In Class</i>	15.0%
TOTAL	100.0%

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/Assignments Due
<i>Tuesday, August 28</i>	Introduction, Course Requirements, Syllabus, Pre-test, Intro to Sport Operations	
<i>Tuesday, September 4</i>	Operations/Facilities Management; SWOTS; Types of Planning	Read Chapters 1 & 2-Ammon
<i>Tuesday, September 11</i>	History of Sport Financing and Budgeting HOOPLA Information, from Michelle Davis	Read Chapter 3 & 4-Ammon

<i>Tuesday, September 18</i>	Revenue and Expenses ADA Form HOOPLA Committees	Read Chapter 5 & 6-Ammon
<i>Tuesday, September 25</i>	Case Law Presentation* Risk Management	Read Chapter 9-Ammon Article #1 Due
<i>Tuesday, October 2</i>	Case Law Presentation* Hiring Personnel, Contracts Meet with HOOPLA Committees	Read Chapter 7 & 8-Ammon Critical Eye #1 Due
<i>Tuesday, October 9</i>	NO CLASS-Columbus Day Observation Report to your Monday Class	
<i>Tuesday, October 16</i>	Tour of the Patriot Center; Meet with your HOOPLA Committees	Article #2 Due
<i>Tuesday, October 23</i>	Risk Management Presentations Liability and Negligence	Read Chapter 10
<i>Tuesday, October 30</i>	Case Law Presentation* Crowd and Alcohol Management	Reach Chapter 11 &13 HOOPLA Reflection #1 Due
<i>Tuesday, November 6</i>	Case Law Presentation* Medical Emergency & Evacuation Plans Meet with HOOPLA Committees	Read Chapter 12
<i>Friday, November 9</i>	HOOPLA!!!!!! Tentative 4-7pm	
<i>Tuesday, November 13</i>	Hoopla Review Case Law Presentation* Food Service Management	HOOPLA Reflection #2 Due Read Chapter 14
<i>Tuesday, November 20</i>	NO CLASS	
<i>Tuesday, November 27</i>	Case Law Presentation* Ticketing and Box Office Management	Read Chapter 15 Article #3 Due
<i>Tuesday, December 4</i>	Case Law Quiz #2 Review for exam	Critical Eye #2
<i>Tuesday, December 11</i>	FINAL EXAM	

**Case Laws will be presented at the beginning of class. Your Case Law Paper is due before the class starts on the day in which you present. See table on the next page for dates of presentations.*

Note: The Instructor reserves the right to alter the schedule as necessary.

ASSIGNMENT DETAILS

ARTICLE ANALYSIS

This group of assignments is worth 7.5% of the your overall grade.

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 your reflections and analyses.

Paper (2.5%): You will read three articles and prepare a two-page reflection on how the event has or has not impacted the way event and facility operation managers do their work. This paper represents your understanding and analysis through connection of what has been read and discussed in class. Please refer to the rubric on Blackboard to understand how you will be evaluated on this assignment.

A CRITICAL EYE ON FACILITIES

This group of assignments is worth 20% of your overall grade. The first assignment will be worth 8% and the 2nd will be worth 12%.

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 and event operate. Throughout the semester, you will be required to attend two different events – **one event should be sports-related, and the other event should be 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 you like – as long as the two assignments are completed on their respective due dates. Please provide a ticket-stub if one is issued to you.

Paper: You will prepare a four-to-five page paper that includes a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) of the facility and event that you have 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). Please refer to the rubric on Blackboard to understand how you will be evaluated on this assignment.

HOOPLA REFLECTIONS AND PARTICIPATION

This assignment is worth 20% of your overall grade.

Purpose: The goal of this assignment is for you to obtain practical experience of working an event associated with university athletics. In this exercise, students will plan and execute a small activity in conjunction with HOOPLA, which celebrates the first home game of the men's basketball season. Spirit stations, fun zones, inflatables, food, giveaways, etc. will all be a part HOOPLA. Students will form small committees to plan, budget, implement and manage one small activity during HOOPLA. Class time will be utilized to plan this activity. All students must attend the HOOPLA event on Friday, November 9, 2012, (time is TBD). One class meeting will be cancelled to make up for attending this event.

Paper: You will prepare two, separate reflections on your work with HOOPLA. The first reflection will focus on how you and your group are progressing with your work. The second reflection will be on how you thought the event went. You will do your own SWOT analysis on the event. Each paper must be at least two pages long. Please refer to the rubric on Blackboard to understand how you will be evaluated on this assignment.

RISK MANAGEMENT PRESENTATION

This assessment is worth 10% of the your overall grade.

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/recreation facility. You are strongly encouraged to take pictures of the risks that you identify.

Presentation (10.0%): You must submit highlight the risks that were 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 presentation. You will briefly share with the class the risks that they identified and how you would treat them. A PowerPoint is necessary for the presentation. You will have 10 minutes to present your assessment to the class. Please refer to the rubric on Blackboard to understand how you will be evaluated on this assignment.

CASE LAW REVIEWS

This group of assignments is worth 15% of the your overall grade.

Purpose: The purpose of this assignment is to 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. If you are not presenting, you are encouraged to take notes on the case and ask questions as there will be a **QUIZ** on all the cases after all the presentations have been completed.

Paper (7.5%): The paper will summarize the case in which you chose to study. The paper must be four-to-five pages. 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. *All PowerPoint presentations are due to your instructor no later than 48 hours before your presentation.*

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.

<i>Case Law</i>	<i>Names of Presenters (TBD First Day of Class)</i>	<i>Date to be Presented</i>
<i>Anderson v. Little League Baseball, Inc. (1992)</i>		<i>Sept. 25th</i>
<i>Verni V. Harry M. Stevens (2006)</i>		<i>Oct. 2nd</i>
<i>UTEP v. Moreno (2005)</i>		<i>Oct. 30th</i>
<i>Johnson v. Tampa Bay Sports Authority (2007)</i>		<i>Oct. 30th</i>
<i>Bearman v. University of Notre Dame (1983)</i>		<i>Nov. 6th</i>
<i>Kleinknecht v. Gettysburg College (1993)</i>		<i>Nov. 13th</i>
<i>Gehling v. St. George’s University School of Medicine, Ltd. (1989)</i>		<i>Nov. 27th</i>

Article #1: Choose one of the articles for your assignment due on Tuesday, September 25, 2012

- 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
- Hansen, R., & Ryman, A. (2012, August). Subsidies remain integral part of game. *The Arizona Republic*. Retrieved from <http://www.azcentral.com/arizonarepublic/news/articles/2012/08/18/20120818college-sports-subsidies-integral.html>
- Moore, K. (2012, August). Roller rink adapting: A recreation site for people with disabilities. *The Connection*. Retrieved from <http://www.connectionnewspapers.com/news/2012/aug/08/roller-rink-adapting/>
- Rohan, Tim. (2012, July). In first for Olympics, amputee will run. *The New York Times*. Retrieved from <http://www.nytimes.com/2012/07/05/sports/olympics/pistorius-will-be-on-south-africas-olympic-team.html>
- Shaikin, B. (2012, May). Dodgers' owners to pay \$14 million a year to rent parking lots from McCourt entity. *The Los Angeles Times*. Retrieved from <http://articles.latimes.com/2012/may/04/sports/la-sp-0505-dodgers-land-20120505>
- Upton, J., & Berkowitz, S. (2012, May). Budget disparity growing among NCAA Division I schools. *USA Today*. Retrieved from <http://www.usatoday.com/sports/college/story/2012-05-15/budget-disparity-increase-college-athletics/54960698/1?loc=interstitialskip>

Article #2: Choose one of the three articles for your assignment due on Tuesday, October 16, 2012

- 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=RMMagazine&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 (2012, August 13). The Olympics as a story of risk management. [Harvard Business Review Blog]. Retrieved from http://blogs.hbr.org/cs/2012/08/the_olympics_as_a_story_of_ris.htmlhttp://manchester.academia.edu/willjennings/Papers/132752/London_2012_Olympic_Risk_Risk_Management_and_Olympomic_s

Article #3: Choose one of the articles for your assignment due on Tuesday, November 27, 2012

Associated Press (2012, August 15). Owner of stag that collapsed at Indiana State fair killing 7 people rejects settlement. *The Washington Post*. Retrieved http://www.washingtonpost.com/national/owner-of-stage-that-collapsed-at-indiana-state-fair-killing-7-people-rejects-settlement-deal/2012/08/15/5fb62f3a-e73d-11e1-9739-ee99c5fb285_story.html

Associate Press. (2012, July). Report: Firm hid dangers in cowboys practice facility collapse. *NFL News*. Retrieved from <http://www.nfl.com/news/story/09000d5d82acd7e5/article/report-firm-hid-dangers-in-cowboys-practice-facility-collapse>

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>

Lavigne, P. (n.d.). What's lurking in your stadium food? *ESPN Outside the Lines*. Retrieved from <http://sports.espn.go.com/espn/eticket/story?page=100725/stadiumconcessions>

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

Steinbach, P. (2011, June). Selling alcohol to fight alcohol abuse. *Athletic Business*. Retrieved from <http://athleticbusiness.com/articles/article.aspx?articleid=3746&zoneid=27>

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