

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

SPMT 405 – 002 Sport Venues and Events  
3 Credits, Spring 2022

Friday 9:00 am - 11:40 am, Fairfax Campus, Aquatic and Fitness Center Classroom

**Faculty**

Name: Mr. Ethan Carter  
Office Hours: By Appointment, please e-mail to set up a Zoom meeting time or in-person  
Office Location: Zoom or RAC 1119  
Office Phone: 703.993.3935  
Email Address: ecarter8@gmu.edu

**Prerequisites/Corequisites**

SPMT 201

**University Catalog Course Description**

Principles and techniques of event planning and operations in sport facilities and venues. Emphasis on principles and concepts of organization and administration including communication, personnel management, management of physical resources, event design, customer service, marketing, sponsorship, and project and risk management as well as evaluation and measurement and the Legacy effect. Examines a variety of sport events and venues such as indoor stadiums, athletic field complexes, and managing recreation and intramural activities.

**Course Overview**

The learning experiences in this course are afforded through assignments, activities, seminar discussions and video material. The course relies on participatory dialogue as well as individual and collaborative learning.

**Course Delivery Method**

This course will be delivered using a face-to-face lecture/group activity format.

**Learner Outcomes or Objectives**

Upon satisfactory completion of the course, the student will be able to demonstrate an understanding of athletic and recreation facility and event management concepts such as:

1. Understand the use of needs assessments, feasibility studies, focus groups and surveys in facility and event planning and operations.
2. Understand how risk management is part of the ongoing process of planning and operation of sport and recreation facilities and events.
3. Understand the operational structure and management concepts associated within the operation of sport and recreation facilities and events.
4. Utilize the case analysis process to compare the management and operations of different sport and recreation facilities or events.
5. Function as a productive member of a management team and identify the factors involved in successful team management.

## Honor Code

George Mason shares in the tradition of an honor system that has existed in Virginia since 1842. The Honor Code is an integral part of university life. On the application for admission, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible, therefore, for understanding the code's provisions. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. Cheating and attempted cheating, plagiarism, lying, and stealing of academic work and related materials constitute Honor Code violations. To maintain an academic community according to these standards, students and faculty must report all alleged violations to the Honor Committee. Any student who has knowledge of, but does not report, a violation may be accused of lying under the Honor Code. With this in mind, all students in this course are held to the strictest standards of the George Mason University Honor Code.

## Required Texts

Aicher, T. J., Newland, B., & Paule-Koba, A. (2019). *Sport Facility and Event Management, Second Edition*. Burlington, MA: Jones & Bartlett Learning.

Additional readings are required and will be made available on Blackboard (see course schedule).

## Instructor Expectations

1. Assigned Reading: Reading for each class is to be completed prior to coming to class.
2. Honor Code: Students must abide by the Honor Code, guided by the spirit of academic integrity.
3. Electronic Devices: 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.
4. Participation: Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions. Your contributions are not only welcomed, they are essential.
5. 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 frequently throughout the week. **It is highly recommended to login at least twice a week.**

6. Technical Issues: Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. **Late work will not be accepted based on individual technical issues.**
7. Workload: Please be aware that this course is not self-paced. Students are expected to meet specific deadlines and due dates listed in the Class Schedule section of this syllabus. It is the student's responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.
8. Accommodations: Learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.
9. Honor Code: Students must abide by the Honor Code, guided by the spirit of academic integrity.
10. Additional Assistance: Please do not hesitate to ask me for additional help if you need it. I am more than willing to provide such assistance. Remember, **you earn grades, I do not give them**

### **Class Attendance and Participation**

**You must be on time**, stay for the whole class, listen attentively while you are here, and show through your behavior that you respect the fact that others in the class are here to learn. Arriving late is unacceptable. If you arrive late or leave early, you will lose participation points.

Students will lose 0.5 of a participation point for every minute period that they are late for and/or leave class prior to the time that the instructor dismisses the class. For example, 10 minutes = -5 points. Unexcused absences, late arrivals, leaving early, misuse of technology (i.e. texting, watching videos, searching the web, utilizing technology for non-class related activity, etc.), sleeping, texting, and lackadaisical performance could significantly affect the student participation grade.

**It enhances your academic success to be in class; therefore, you should attend ALL scheduled class meetings in accordance with George Mason policy:** Students are expected to attend the class periods of the courses for which they register. Any work missed due to an absence **MAY NOT BE MADE UP**. The only exception to this policy is written documentation of a situation that prohibits you from attending class. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (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. A grade of 0 will be assigned to all missed classes and work.

Students are responsible for communicating ahead of time if they will miss class regardless of whether the absence is excused or unexcused to obtain relevant class work or to reschedule an exam.

In-class participation is important not only to the individual student, but to the class. **Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation.** Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

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.

### **Course Performance Evaluation**

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

The instructor is solely responsible for assigning grades. As such, the instructor reserves the right to assess student performance in each of the categories identified in the EVALUATION section of this syllabus. Student non-compliance with stated academic, honor, attendance, or participation expectations will result in a '0' for the associated evaluation.

- **Case Studies and In-class Activities ( 21.5 pts each class) 30% (301pts)**

Students will be required to complete brief assignments throughout the semester. Some will require students to conduct work outside of class. These will be submitted via Blackboard prior to class. Students will also bring a hardcopy of the work to class for further analysis and discussion. In-class activities may build on the homework assignments at times, and at other times will be independent assignments conducted entirely during class. You must be in class to accrue activity points. **NO MAKE Ups will be provided.** Point values will vary by assignment, and will form 30% of the final grade.

- **Assignments (2 – 20% each) 30% (300pts)**

(1) **Event Experience Tour Assignment:** Students will tour a Mason Recreation sport event facility and interview the facility staff to evaluate the potential event experience based on the elements discussed in the text and in class. The evaluation should also include an analysis of the ways in which the facility affects the event experience. The assignment consists of two parts: (a) an initial checklist to be used during the tour and interview, and (b) a report analyzing the experience, which also provides recommendations for improving the event space.

(2) **Case Study Analysis: College Sport and Declining Stadium Attendance: Designing Adaptive Strategies.** Students will read the case (available on Blackboard) and take on the role of an Advisory Board member to answer the discussion questions for the case, and create a report to the Commissioner that addresses the challenges faced by declining football attendance in the Pac-12. The case study assignment will be conducted in **PAIRS.**

- **Exams – (4 – 10% each)**

**40% (400pts)**

Two exams will test students' understanding of the material and their ability to apply the material to facility and event contexts. Both exams will include a mixture of multiple choice, short answer, and essay. The first exam will cover material through week 7; the final exam will cover material beginning after week 8 through the end of the semester.

- **Grading Scale**

A+= 98-100

A = 94-97.9

A- = 90-93.9

B+ = 88-89.9

B = 84-87.9

B- = 80-83.9

C+ = 78-79.9

C = 74-77.9

C- = 70-73.9

D = 60-69.0

F = below 60

## Class Schedule

Date	Topic	Readings and Assignments
Week 1 Fri. 1.28	Introduction to Facility & Event Management	
Week 2 Fri. 2.4	History Project Management and Event Planning	Aicher, Newland, & Paule-Koba Ch. 1 Aicher, Newland, & Paule-Koba Ch. 2 <b>Case Study #1</b>
Week 3 Fri. 2.11	Facility Design and Construction Refurbish, Renovate, Re-design	Aicher, Newland, & Paule-Koba Ch. 3 <b>Case Study #2</b>
Week 4 Fri. 2.18	<b>Exam #1 on 1 - 3</b>	<b>Case Study #3</b>
Week 5 Fri. 2.25	Risk Management Finance and Budgeting	Aicher, Newland, & Paule-Koba Ch. 4 Aicher, Newland, & Paule-Koba Ch. 5 <b>Case Study #4</b>
Week 6 Fri. 3.4	<b>Facility Tour</b>	
Week 7 Fri. 3.11	Bidding and Planning for Different Events Designing the Event Experience	Aicher, Newland, & Paule-Koba Ch. 6 <b>Case Study #5</b> Aicher, Newland, & Paule-Koba Ch. 7
Week 8 Fri. 3.18	<b>SPRING BREAK</b>	
Week 9 Fri. 3.25	<b>EXAM #2 on 4 – 7</b>	<b>Event Experience Tour Assignment Due</b>
Week 10 Fri. 4.1	Marketing the Facility and Events Consumer Behavior	Aicher, Newland, & Paule-Koba Ch. 8 Aicher, Newland, & Paule-Koba Ch. 9 <b>Case Study #7</b>
Week 11 Fri. 4.8	Managing People in Facilities and Events Customer Service	Aicher, Newland, & Paule-Koba Ch. 10 Aicher, Newland, & Paule-Koba Ch. 11 <b>Case Study #8</b>
Week 12 Fri. 4.15	<b>Exam #3 on 8 – 11</b>	<b>Case Study #9</b>
Week 13 Fri. 4.22	Sponsorship Traditional Revenue Generation in Sport and Recreation	Aicher, Newland, & Paule-Koba Ch. 12 Aicher, Newland, & Paule-Koba Ch. 13 <b>Case Study #10</b>
Week 14 Fri. 4.29	Sustainability and Legacy Measurement and Evaluation	Aicher, Newland, & Paule-Koba Ch. 14 Aicher, Newland, & Paule-Koba Ch. 15 <b>Case Study #11</b>
Week 15 Fri. 5.6	<b>EXAM #4 on 12 - 15</b>	<b>Case Study Analysis Due- Group Project</b>

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

## Professional Dispositions

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

## 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 <http://oai.gmu.edu/the-mason-honor-code/>).
- 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 <https://ds.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.
- 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](mailto:titleix@gmu.edu)

### *Campus Resources*

- Support for submission of assignments to VIA should be directed to [viahelp@gmu.edu](mailto:viahelp@gmu.edu) or <https://cehd.gmu.edu/aero/assessments>. 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>

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