

SPM 5107 – Sport Event Management: Principles and Applications (3 credits)

Semester/Year: Fall 2020

Course Location: Online

Course Website: <http://elearning.ufl.edu>

Course Meeting Times: This course will not have scheduled meeting times, although assignments and quizzes will be due on scheduled dates and times.

Instructor: Dr. Cynthia Willming

Email: willming@hhp.ufl.edu

Office Location: Florida Gymnasium Room 325 (Third floor.)

Office Phone: 352-294-1662

Office Hours: Office hours are held on Mon. & Wed. at 11:00 am to 1:00 pm through email & by appointment.

Course Communication: Please communicate with me via email at willming@hhp.ufl.edu. Emails will be answered within 24 hours during the week and up to 48 hours on the weekend.

Course Description: Sport Event Management introduces students to the planning and management of sport events through the strategic and systematic process of event management that includes phases and structural domains associated with the EMBOK model. Students learn key managerial issues associated with project management, logistics, risk management, sustainability, sponsorship, human resources, and contracts among other topics through case studies, readings, discussions, lectures, and assignments.

Course Pre-Requisites/Co-Requisites: None

Course Objectives: By the end of the course, student will be able to:

- Apply the event management process to sport events.
- Develop leadership behaviors to successfully manage diverse populations.
- Create risk management solutions to minimize, transfer, or avoid risks related to sport events.
- Respond appropriately to managerial challenges facing sport event managers.

Required Textbook: Greenwell, C., Danzey-Bussell, L., & Shonk, D. (2020). *Managing Sport Events* (2nd Edition). Human Kinetics: Champagne, IL.

Instructional Methods: The instructional methods for this course consist of lectures, readings, discussions, and experiential learning to provide students with a variety of learning methods.

Evaluation of Grades or Assessments:

Assignments	Points	Grade
Syllabus Quiz	5	.5%
Mid-Course Survey	10	1.5%
Discussion Boards 4 x 10 pts	40	6%
Active Shooter Certificate	75	12%
Special Events Contingency Planning for Public Safety Agencies Certificate	75	12%
EMBOK Sport Event Reflection Paper	50	8%
Quizzes I and II (100 pts each)	200	32%
Assignments A-M (group work)	176	28%
Total Points	631	100%

Grading Policy:

A	93-100	4.0	B+	87-89	3.33	C+	77-79	2.33	D+	67-69	1.33	E	59 & below	0.0
A-	90-92	3.67	B	84-86	3.0	C	74-76	2.0	D	64-66	1.0			
			B-	80-83	2.67	C-	70-73	1.67	D-	60-63	0.67			

ASSIGNMENTS 255 points (*Individual Work*)

Syllabus Quiz (5 points)

- Read the syllabus and take the quiz under the appropriate link.

Mid-Course Survey (10 points)

- The mid-course survey is designed to assist me in gathering information to inform my instruction and course design, please answer the questions from the survey.
- You will earn points for this assignment based on the completion of the survey rather than the content of your answers.

Discussion Boards (4 x 10 points = 40 points)

- Interactions for this course will emerge through online discussions with other students and will build on the weekly readings and lectures.
- Students will make 2 posts for each discussion board, involving one post by Thursday at 11:59 pm and a second post in response to another student's initial response by Sunday at 11:59 pm.
- **Only post a second response to another student's initial post that has NOT received a response from another student.** This way every student will have at least one response from another student.
- The length of each post should be between 100 to 200 words.
- The grading rubric is below:

Exceeded Expectations 10	<ul style="list-style-type: none"> • Posts comprehensively address the discussion with stimulating posts. • Posts are in-depth and insightful reflections that demonstrate critical thinking and share real-world experiences and examples. • Well written post made within required timeframe. • No grammatical or spelling errors.
Met Expectations 9-8	<ul style="list-style-type: none"> • Posts are on topic and contain original content. • Posts elicit reflections from and/or build on ideas from others, showing evidence of knowledge and understanding of content with occasional examples. • Posts use complete sentences and rarely have grammatical errors.
Emerged Toward Expectations 7	<ul style="list-style-type: none"> • Posts are on topic but lack originality and/or fail to elicit reflections from or fail to build on ideas of others. • Examples may be made but may be irrelevant or unclear how they connect with course content. • Posts may contain multiple grammatical and spelling errors.
Below Expectations 6	<ul style="list-style-type: none"> • Posts do not contain enough reference back to the original topic or may not address the issue at hand successfully. • Little evidence of knowledge or understanding of course content is shown and examples are missing. • Posts contain incomplete sentences and/or may not adhere to Standard English and grammar.
Cannot Judge 0	<ul style="list-style-type: none"> • Student did not complete the discussion board question.

EMBOK Sport Event Reflection Paper (50 points) (Individual work)

Assignment Introduction

- The successful planning and management of sport events increases through the application of event management. Please read the Event Management Body of Knowledge (EMBOK) (<http://www.juliasilvers.com/embok.htm>) literature to gain insight into the phases, processes, core values, and knowledge domains associated with the application of event management.

Purpose of the Assignment

- The purpose of this assignment is to introduce students to the five knowledge domains, (administration, risk, marketing, design, and operations), 35 functions, and 140 sub-functional units of the EMBOK model.

Assignment Directions

- Using the EMBOK model, explain how you would apply one of the EMBOK model's knowledge domains (administration, risk, marketing, design, or operations), one function under the same knowledge domain, and four sub-functional areas under the same function to a sport event you have never planned but have attended in the past.
- FOR EXAMPLE, if you selected the Operations knowledge domain, select one of the seven functions (attendees, communications, infrastructure, logistics, participants, site management, or technical productions) under the operations domain. If you selected the Attendees function, analyze how you would apply the four sub-functional areas (registration/ticketing, admittance controls, movement and traffic flow, and crowd management) to a sport event you have never planned but have attended in the past.

Paper Format

- Name and date of the sport event
- List the one Knowledge Domain you are analyzing, the one function under the same domain, and the four sub-functional areas under the same function.
- **Example:**

Knowledge Domain: Operations
Function: Attendees

Sub-functional Areas: Registration/ticketing
Admittance Controls
Movement & Traffic Flow
Crowd Management

Paragraph 1: Describe the purpose of the paper and brief description of the event you have never planned (i.e., date and time of the sport event, name and location of the site/venue, the capacity of the site/venue, number of people in attendance, and type of sport event based on the lecture) but have attended in the past.

Paragraph 2: Discuss how you would implement each of the four sub-functional areas at the event you attended in the past.

Paragraph 3: Discuss how each of the four sub-functional areas are essential to the success of the sport event.

- Use the chart below to complete the assignment.

ADMINISTRATION	DESIGN	MARKETING	OPERATIONS	RISK
Financial - Budgets - Costing & Pricing - Cash Flow Management - Accounting	Catering - Menu Selection - Service Style - Alcohol Management - Catering Operations	Marketing Plan - Plan Development - Target Markets - Messages/Media - Customer/Guest Relations	Attendees - Registration/Ticketing - Admittance Controls - Movement & Traffic Flow - Crowd Management	Compliance - Statutes & Regulations - Accessibility - Property Rights - Compliance Instruments
Human Resources - Organizational Structure - Workforce Relations - Volunteers - Employment Legalities	Content - Communication Objectives - Educational Obligations - Topic & Format Selection - Speaker Selection	Materials - Promotional Materials - Collateral Materials - Design & Production - Delivery	Communications - Internal/External Modes - Equipment & Protocols - Briefing & Debriefing - Production Book	Decision Mgmt. - Decision Framing - Resources & Criteria - Deliberation & Collaboration - Authority & Empowerment
Information - Information Acquisition - Distribution & Control - Documentation - Record Keeping	Entertainment - Sourcing & Selection - Entertainer Requirements - Entertainer Controls - Ancillary Programs	Merchandise - Product Development - Brand Management - Manufacture - Distribution	Infrastructure - Transportation & Parking - Utilities - Waste Management - Sanitation Services	Emergency Mgmt. - Medical Services - Evacuations - Crisis Management - Disaster Management
Procurement - Solicitation Documents - Source Selection - Change Controls - Contract Administration	Environment - Décor & Furnishings - Site Layout - Wayfinding - Learning Environments	Promotions - Advertising - Promotional Events - Cross Promotions - Contests/Giveaways	Logistics - Task Sequencing - Contractor Coordination - Equipment & Materiel - Move-In/Out & Maintenance	Health & Safety - Fire Safety - Occupational Safety - Health & Welfare - Crowd Behavior & Control
Stakeholders - Client Management - Constituency Mgmt. - Participants/Providers - Communications	Production - Lighting - Sound - Visual Presentations - Special Effects	Public Relations - Image Management - Media Relations - Publicity - Crisis Management	Participants - Speakers & Performers - Celebrities & Dignitaries - Athletes/Coaches/Referees - Officials/Experts	Insurance - Loss Prevention - Liability - Coverage Requirements - Policy Management
Systems - Database Systems - Knowledge Management - Accountability Systems - Technology	Program - Agenda Choreography - Activities & Attractions - Ceremonial Requirements - Amenities & Hospitality	Sales - Ticketing Operations - Sales Platforms - Concessions - Cash Handling	Site Management - Site Sourcing & Inspection - Site Selection & Contracting - Site Planning - Site Development	Legal - Contracts & Negotiation - Licenses & Authority - Policies & Procedures - Ethics
Time Management - Activity Architecture - Timelines - Production Schedules - Schedule Controls	Theme - Purpose & Message - Cultural Iconography - Image & Branding - Theme Integration	Sponsorship - Sponsors & Donors - Benefits Packaging - Solicitation - Servicing Sponsors	Technical Production - Staging & Equipment - Installation - Operation - Technicians	Security - Personnel - Equipment - Deployment - Command & Control

Federal Emergency Management Association (FEMA) Certificate S-15.b Special Events Contingency Planning for Public Safety Agencies (75 points) (Individual Work)

- The safety of event attendees, stakeholders, and surrounding communities are primary concerns for sport event planners whether before, during, or after events. Event managers must identify, mitigate, and respond to risks or safety concerns and this is accomplished through risk management or contingency plans strongly influenced by public safety officials.
- Students will complete the Federal Emergency Management Association (FEMA) Special Event Contingency Planning for Public Safety Agencies certificate using the link below:
<http://training.fema.gov/is/courseoverview.aspx?code=IS-15.b>.
- Prior to the exam, FEMA requires the creation of a student identification (SID) number:
<https://cdp.dhs.gov/femasid>. Click on the Register tab for a FEMA SID and complete the required information. The new FEMA SID will be sent via email. Return to
<http://training.fema.gov/is/courseoverview.aspx?code=IS-15.b> and click the box on the right side of the screen, Take This Course, and then click on the Interactive Web Based Course. This will be the beginning of the safety training lasting up to four hours.
- If you do not wish to view the training online, you are welcome to read the online manual, but you must complete the exam online.
- Students are required to score a 75 or higher to receive the FEMA certificate.

- Print a copy of the certificate, verifying you have completed the course, and submit it to CANVAS on the assigned due date.

Federal Emergency Management Association (FEMA) Certificate (online): IS-107 Active Shooter:

What You Can Do Certificate (75 points) (Individual Work)

- Given the climate of gun related incidences in our society, the Active Shooter Training prepares you to respond to a potential active shooter situation in a variety of settings, including sport events. To prepare students for this reality, complete the Federal Emergency Management Association (FEMA) IS-107 Active Shooter: What You Can Do certificate:
<https://training.fema.gov/is/courseoverview.aspx?code=IS-907>.
- This is a free certificate.
- Prior to the exam, FEMA requires the creation of a student identification (SID) number:
<https://cdp.dhs.gov/femasid>.
- Click on the Register tab for a FEMA SID and complete the required information.
- The new FEMA SID will be sent via email.
- Return to <http://training.fema.gov/is/courseoverview.aspx?code=IS-15.b> and click the box on the right side of the screen, Take This Course, and then click on the Interactive Web Based Course. This will be the beginning of the safety training lasting up to one hour.
- After you complete the course training, you will then take the Final Exam to earn your certificate.
- Print a copy of the certificate, verifying you have completed the course, and submit it to CANVAS.

<u>Assignments A – M (176 points) (Group Work)</u>

Introduction to Assignments:

Students in groups of TWO will plan a unique and new outdoor sport event that has never been created before on grass or dirt without existing venues or facilities. This is an opportunity for you to be creative in planning a sport event that will keep your interest for the remainder of the semester. The sport event must accommodate 1000 attendees that are either participating, spectating, or participating and spectating at the event.

- Even though you will have a partner for Assignments A-M, you and your partner will both submit your assignments to canvas.
- Include both names on ALL Assignments A-M.
- I will make comments on one of the assignments. Please share this feedback with your partner.

Purpose of Assignments A - M

Assignments are designed to introduce you to event management terminology, event management phases, steps within the phases, and application of the event management phases. The assignments will assist you in developing skills that are essential to the successful planning and management of sport events, but these skills are also transferable to other lines of business outside of the sport industry.

A. Sport Event Name and Description (5 points)

- Design a unique outdoor sport event for 1000 attendees on grass or dirt that has never been created before. Use your creativity to plan this sport event.
- Select a unique and non-existent sport event name.
- The sport event description will be brief but will evolve by the end of the semester.

Example:

Sport Event Name: Turf Stepping with the Gators

Sport Event Description: Turf Stepping with the Gators will showcase the 2020-2021 Gator football players as they pair up with Gator fans to practice 6 football drills to raise money for the Ronald McDonald house. After the fans practice with the football players, they will be joined by the coaching staff for a question and answer session. The event is being held at the Gator's Outdoor Practice Field rain or shine from 9:00 am to 12:00 pm on Sunday, September 13, 2020. The event is sponsored by the Community Development Council of Alachua County and Gatorade.

B. Sport Event Mission Statement (5 points)

- Include the sport event name and sport event description with this assignment at the top of the page.
- Create a one sentence mission statement for your sport event that articulates, the name of the event, type of event, target audience, what the event does, and the type of impact the event will have on the community.
- What the event does might include train athletes, entertain fans, educate fans, etc.
 - **Example**
 - Turf Stepping with the Gators strengthens relationships between the community and Gator football.
- The impact of the mission statement depicts the values of the event in terms of its delivery. Values might include increased quality of life, improvement to the environment, etc.
 - **Example**
 - Turf Stepping with the Gators allows the community to hang out with Gator football players, increasing the central identity of Gator fans.

Example Mission Statement

- Turf Stepping with the Gators builds social relationships with the community to increase Gator fans' quality of life.

C. Smart or ABCD Goals (10 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Create two measurable goals for your sport event, using the SMART or ABCD methods of writing goals.
- If you are writing SMART goals, mark your sentence with the [S] [M] [A] [R] [T] goal acronym as shown in the lecture on goals or in the example below.
- Similarly, if you are using the ABCD method of writing goals, identify each part of the sentence with the A, B, C, or D as depicted in the lecture.
- SMART or ABCD Goals should be quantifiable measurements to assist you in driving the direction of the event as well as for the evaluation of the goals after the event has ended.
- Ask yourself the following questions to lend insight to your thinking about the goals for your event.
 - What am I trying to achieve by planning the event?
 - Is the event to raise funds, increase sales, increase customer satisfaction, launch a new product or service, or implement sustainable practices?
 - **Example of a goal might read:** Turf Stepping with the Gators [A] sales department will [B] increase ticket sales by [D] 20% compared to [C] last year's event.

D. Five Ws (5 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Determine the 5Ws of the sport event, addressing the three most important Ws first.

- Where will the event be held? Remember your event will be held outdoors. Include the address.
- When will the event be held? When of the event includes the day, date, year, and time.
- Why will the event be held? Refer back to your mission statement.
- Who are the event stakeholders?
- What will the event be? A tournament? A race?

E. Stakeholder Identification and Benefits (10 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Describe the involvement of the 10 stakeholders and what benefits they are seeking (e.g., event partners, government, sponsors, supporters, host venue/city, local community, etc.).

F. Market Segmentation (10 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Market segmentation is a strategy to assist you in identifying target segments to accurately meet the needs, wants, and demands of your customers.
- Apply the following three types of market segmentation (geographic, demographic, and psychographics) to identify the target market for your sport event and discuss why you created each segment.
- In one paragraph discuss why this target market would attend your sport event.
- Targeted segments might include those residing in Florida, aged 20-50, male or female, income above \$200,000, and are interested in the latest sport apparel for golf.

G. Organizational Chart (10 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Create an organizational chart showing the organizational structure that displays a reporting hierarchy for 15 key employees and role descriptions associated with the planning and management of the sport event. The organization chart will look very similar to the work breakdown structure (WBS).

H. Gantt Chart (10 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Create a Gantt chart using a computerized software program to show the breakdown of the activities required to plan your event from the start date of the project to the end date. Include at least 10 significant activities in the Gantt chart. The Gantt chart serves as a communication tool to ensure the project is meeting predetermined milestones in a given period of time.

I. Site Plan (46 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- The site plan is a communication tool for a variety of stakeholders and is an important element of a risk management plan.
- Design a computer-generated site plan with a legend or key with universal symbols for your outdoor sport event, using Word, Excel, or other software programs of your choice.
- The site plan and legend or key must include the following items regardless of whether or not they are associated with your event: ingress and egress for attendees, ticket booth, emergency access routes, vehicle only paths, pedestrian only paths, parking, stage location, seating, entertainment sites, security

and police locations, first aid post, safe/quiet areas, lost kids/property, water stations, food vendors, alcohol stands, alcohol consumption area(s), restrooms, command post, fire extinguishers, garbage receptacles, and recycling containers.

J. Risk Assessment (50 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- The planning process for event management must include the anticipation of risks and appropriate responses to the risks. Identify risks associated with your sport event. What types of hazards are in and around the event? Are emergency management teams able to easily access the venue? What is the impact of the sport event for the environment and community? What health and safety issues should you consider?
- Other potential risks might include event financials, safety, parking, transportation, emergency response, environment, security, vendor-created risk, animals, entertainment, legal risks, illnesses, power failure, active shooter, people with disabilities, or reputation.
- Using the table below, identify 10 risks associated with your sport event and evaluate the risks in terms of frequency of occurrence and severity of the occurrence on a scale of 1=low, 2=medium, and 3=high.
- Add the probability of occurrence and severity of each risk to determine the total risk rating.
- Based on the total risk rating, provide managerial measures to control the identified risks.
- Evaluate the risks again with the control measures in place in terms of the frequency of occurrence (1=low, 2=medium, and 3=high) and the severity (1=low, 2=medium, and 3=high) of the risk.
- Calculate the total residual risk rating by adding the controlled probability of occurrence and severity numbers.
- Based on the total residual risk ratings, determine if the risks are acceptable, avoidable, transferable, or reducible.
- Under the completed risk assessment table, write 10 paragraphs describing why you accepted, avoided, transferred, or reduced each of the 10 risks.
- Replicate the table below to complete the assignment.

Risk Assessment and Control

Students Names: _____
 Event Name: _____
 Event Site: _____
 Assessment Date: _____

<u>Frequency or Probability of Occurrence</u>	<u>Severity of Occurrence</u>
1 = low	1 = low
2 = medium	2 = medium
3 = high	3 = high

Risk Assessment No Controls				Residual Risk Assessment with Controls				
Risk	Probability	Severity	Total Risk Rating	Controls	Probability	Severity	Total Risk Rating	Accept Avoid Transfer Reduce
1.								
2.								
3.								

4.								
5.								
6.								
7.								
8.								
9.								
10.								

K. Permits and Licenses (5 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- List the types of permits and licenses required for the event and include an explanation as to why they are needed for the sport event.

L. Crisis Management Statement (5 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Should a crisis arise at the sport event and the media is requesting an interview, create a “Holding Statement” to respond to the crisis.
- The holding statement should be no more than four to five sentences.

M. Event Cancellation Policy (5 points)

- Include the sport event name, sport event description, and mission statement with this assignment at the top of the page.
- Should the sport event need to be canceled describe how this will be managed through the creation of an event cancellation statement in a contract.

Course Policies

1. Professional Behavior: Professional behavior is expected from all students. This includes respect and consideration for other students and the professor. Use respectful language through written and verbal communications and make relevant points about the course content. Avoid using all caps in emails.

2. Attendance: Requirements for attendance are consistent with University policy: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

3. Excused Absences: Students are considered excused from class for the following reasons: Documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions, or observance of religious holidays, as noted by the UF: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.

4. Unexcused Absences: Unexcused absences include but are not limited to outside extracurricular activities, work, family, or personal vacations, or choosing not to participate. Requirements for unexcused absences are consistent with University policy: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.

5. Assignments: All assignments must be submitted as Word Files and follow **APA guidelines:** https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.h

[tml](#)). Assignments must use appropriate grammar, spelling, punctuation, and sentence structure; otherwise, points are deducted. Assignments must be **double spaced and TYPED using Times New Roman, 12-point font, and 1-inch margins**. Include your first and last name and date in the upper right corner of the first page of the assignment and center the title of the assignment one space below the aforementioned information. Cover pages are NOT necessary. Include citations, if necessary. **Late, emailed, or handwritten assignments are NOT accepted** unless in accordance with UF's Make-Up Policy.

6. Make-Up Policy: There are NO make-ups for missed assignments, discussion boards, quizzes, or exams unless the absence is in accordance with UF's excused absence policy.

7. Grades: Grades are dependent on the student's performance measured by, but not limited to, exams, assignments, in-class activities, and attendance. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale located at the beginning of the syllabus. Grades ending in .5 will be rounded up. The grading scale is strictly enforced and unchangeable. The professor will NOT change grades at the end of the semester because the student is unhappy with their academic performance. Grades are posted in Canvas.

8. Technology: Laptops and cell phones are NOT permitted in live sections of this course. All electronic devices must be turned off (not on vibrate) and put away so these devices are NOT visible during class. *Students are strictly prohibited from recording (audio or video) course lectures.*

9. Course Evaluations: Students can provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

10. Changing Name Display in Canvas: It is important to the learning environment that you feel welcome and safe in this class; and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together. You may also change your "Display Name" in Canvas. Canvas uses the "Display Name" as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as "Ally" instead of "Allison." To update your display name, go to one.ufl.edu, click on the dropdown at the top right, and select "Directory Profile." Click "Edit" on the right of the name panel, uncheck "Use my legal name" under "Display Name," update how you wish your name to be displayed, and click "Submit" at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.

UF Policies

1. DRC Accommodations: It is important to me that I accommodate students with disabilities. If you are aware of your disability or might be concerned you have a disability, register with the Disability Resource Center at 352-392-8565, online <https://www.dso.ufl.edu/drc>, or in the Dean of Students Office. Once registered, schedule a meeting with me during the first two weeks of class and provide me with a copy of your letter of accommodation to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in the classroom.

2. Academic Conduct: University of Florida students are required to abide by the Honor Code pledge: *"We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."* You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida. The following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."* It is assumed all students will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams, etc.). As part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code: (<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>). If you have any questions or concerns, please consult with the instructor.

Violations of the Honor Code at the University of Florida will not be tolerated. Any violation of the Academic Honor Code will result in a zero (0) for the assignment, and the student will be reported to the Dean of Students Office. There are no exceptions to this policy.

3. Student Privacy: There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: <http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html>

UF Resources

1. Technical Difficulties: For issues with technical difficulties for Canvas, please contact the UF Help Desk at: <http://helpdesk.ufl.edu>, (352) 392-HELP (4357), or in HUB 132. Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from the Help Desk when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

2. Campus Resources:

- **U Matter, We Care:** The U Matter, We Care initiative is committed to creating a culture of care by encouraging members of the UF community to look out for one another and to reach out for help. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. If you or a friend needs help, please call 352-1575 or send an email to umatter@ufl.edu. Please remember that asking for help is a sign of strength. In case of emergency, call 911.
- **Counseling and Wellness Center:** <http://www.counseling.ufl.edu/cwc>, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.
- **University Police Department:** 392-1111 (or 9-1-1 for emergencies), or <http://www.police.ufl.edu/>.

3. Academic Resources:

- **E-learning technical support:** 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.
- **Career Resource Center:** Reitz Union, 392-1601. Career assistance and counseling. <https://www.crc.ufl.edu/>.
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

- **Teaching Center:** Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <https://teachingcenter.ufl.edu/>.
- **Writing Studio:** 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <https://writing.ufl.edu/writing-studio/>.
- **Student Complaints Campus:** https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.
- **On-Line Students Complaints:** <http://www.distance.ufl.edu/student-complaint-process>.

Tentative Course Syllabus

Weeks & Dates	Modules & Topics	Readings	Assignments Due
#1 <i>Week of 8-31</i>	Module 1 <i>Event Terminology</i>	Course Syllabus Chapter 1 Understanding the Sport Event Industry Gammon, Sean (2011) Sports events: Typologies, people, and place. In: The Routledge Handbook of Events. Routledge, pp. 104-118. http://clouk.uclan.ac.uk/4988/13/Gammon01.pdf or PDF.	<i>Discussion Board #1</i> <i>Post #1 Due: Thurs, Sept 3rd 11:59 pm</i> <i>Post #2 Due: Sun, Sept 6th 11:59 pm</i>
#2 <i>Week of 9-7</i>	Module 2 Sport Events as Projects <i>Project Management</i>	Munteanu, S. Project and Sport Events Management. Review of International Comparative Management. (1). 441-446. http://rmci.ase.ro/no12volls/Vol-12_No-1S_Article-68.pdf Sousa, M. et. al. (2016). Models for Project Management in 2016 Olympic Games, International Journal of Economics and Statistics, Vol 4, pages 32-38. http://www.naun.org/main/NAUN/economics/2016/a122015-167.pdf or PDF. Jinquan, Z. (2016). Special Event Project Management and Marketing: A Case Study of the 59 th Grand Prix 2012 in Macau. Asia Pacific Journal of Sport and Social Science. Vol. 5 (3), pages 187-201. https://www.tandfonline.com/doi/pdf/10.1080/21640599.2016.1232339?needAccess=true or PDF.	Due Sun, Sept 13th at 11:59 pm • <i>Syllabus Quiz</i> • <i>Select a partner to complete Assignments A-M</i>
#3 <i>Week of 9-14</i>	Module 2 Sport Events as Projects <i>Event Management</i>	<i>Grabher, G., & Thiel, J. Projects, people, professions: Trajectories of learning through a mega- event (the London 2012 case). Geoforum (2015).</i> https://www.researchgate.net/publication/302559036_Projects_people_professions_trajectories_of_learning_through_a_mega-event_the_London_case or PDF. Julia Rutherford Silvers – EMBOK and Event Management http://www.juliasilvers.com/embok.htm	Due Sun, Sept 20th at 11:59 pm • <i>Sport Event Title & Description (group work)</i>
#4 <i>Week of 9-21</i>	Module 3 Event Management: Initiate <i>Mission Statement SMART Goals Data Collection</i>	Chapter 2 Event Conceptualization Kriemadis, T. (2009). Strategic Planning in University Athletic Departments in the United Kingdom. The Sport Journal., pages 1-14. http://thesportjournal.org/article/strategic-planning-in-university-athletic-departments-in-the-united-kingdom/ or PDF.	Due Sun, Sept 27th at 11:59 pm • <i>Mission Statement (group work)</i> • <i>SMART Goals (group work)</i>

#5 Week of 9-28	Module 3 Event Management: Initiate <i>SWOT, 5Ws Stakeholders</i>	Chapter 2 Event Conceptualization Comana, A. & Ronenb, B. (2009). Focused SWOT: diagnosing critical strengths and weaknesses. International Journal of Production Research Vol. 47, No. 20, pages 5677–5689. https://en-coller.tau.ac.il/sites/nihul_en.tau.ac.il/files/RP_145_RonenBoaz.pdf or PDF.	Due Sun, Oct 4th at 11:59 pm <ul style="list-style-type: none"> • 5Ws (group work) • Stakeholder Identification (group work)
#6 Week of 10-5	Module 3 Event Management: Initiate <i>Market Segmentation</i>	Chapter 6 Event Marketing Schmid, B., Kexel, C., & Djafarova, E. (2016). Multidimensional Sports Spectators Segmentation and Social Media Marketing. World Academy of Science, Engineering and Technology International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering, Vol:10, (8). Pages 2657-2660. https://pdfs.semanticscholar.org/292d/2875c28e4d5273493ea06295e8d36879b1c0.pdf	<i>Discussion Board #2</i> Post #1 Due: Thurs, Oct 8th 11:59 pm Post #2 Due: Sun, Oct 11th 11:59 pm Due Sun, Oct 11th at 11:59 pm <ul style="list-style-type: none"> • Market Segmentation (group work)
#7 Week of 10-12	Module 4 Event Management: Planning <i>Organizational Structure Work Breakdown Structure (WBS) Gantt Chart Critical Path Analysis</i>	Ch 10 Event Staffing Kenley, R. & Harfield, T. (2014). Reviewing the IJPM for WBS The Search for Planning and Control. Procedia – Social and Behavioral Sciences, (119), pages 887-893. https://reader.elsevier.com/reader/sd/pii/S1877042814021909?token=5BE773366A84D0AA8F0FD6BC4418FC6ECF599336C5F1177D15AAF7789A09C395CC2D7473CD79A7D84690B42C271EE89D or PDF. Ahmadya, G., Mehrpourb, M., & Nikooraveshb, A. (2016). Organizational Structure. Procedia – Social and Behavioral Sciences, 230, pages 455 – 462. https://reader.elsevier.com/reader/sd/pii/S1877042816311582?token=1C878E86DA47440768BFC885B7E1E946B95D81ED68BA48A9D51049873ED803B9E40DADA190DBE453B1BC2CE095CD4FC4F or PDF. Wallace, C. (1922). The Gantt Chart: A Working Tool of Management. New York: The Ronald Press Company. *Google this book to download.* Read: Chapter 1 – The Principles of the Gantt Chart. Pages 1-8. Chapter 2 – How to Draw a Gantt Chart. Pages 9-16. Chapter 3 – The Application and Use of the Gantt Chart. Pages 17-21. Chapter 5 – The Man Record Chart. Pages 35-52. Chapter 10 – Conclusion. Pages 137-140. Dugalic, S. (2013). Management of activities in the opening of sporting events through the techniques of network planning. SportLogia, 9(2), 69-79. https://www.sportlogia.com/no8engl/eng2.pdf or PDF.	Due Sun, Oct 18th at 11:59 pm <ul style="list-style-type: none"> • Gantt Chart (group work) • Organizational Chart (group work)
#8 Week of 10-19	Module 4	Quiz 1 – Covers weeks 1-7.	Due: Wed, Oct 21st through Sun, Oct 25th at 11:59 pm (You will have 75 minutes to complete the exam.)
#9 Week of 10-26	Module 4 Event Management: Planning <i>Leadership</i>	R. Müller, R. Turner. (2010). Leadership Competency Profiles of Successful Project Managers. International Journal of Project Management, 28 (5) (2010), pp. 437-448. https://busm1271.files.wordpress.com/2010/05/leadership-competency-profile1.pdf or PDF. Obradovic, V., Jovanovic, P., Petrovic, D., Mihic, M. & Mitrovic, Z. (2013).	Due Sun, Nov 1st at 11:59 pm <ul style="list-style-type: none"> • Mid-Course Survey • EMBOK Sport Event Reflection Paper (individual)

	<i>Theories Emotional Intelligence</i>	Project Managers' Emotional Intelligence – A Ticket to Success. Social and Behavioral Sciences, Vol 74, pp. 274- 284. https://www.researchgate.net/publication/257718822_Project_Managers'_Emotional_Intelligence_-_A_Ticket_to_Success or PDF. Trivellas, P. & Drimoussis, C. (2013). Investigating Leadership Styles, Behavioural and Managerial Competency Profiles of Successful Project Managers in Greece. Social and Behavioral Sciences, Vol 73, pp. 692-700. https://www.researchgate.net/publication/257718791_Investigating_Leadership_Styles_Behavioural_and_Managerial_Competency_Profiles_of_Successful_Project_Managers_in_Greece or PDF.	<i>work)</i>
#10 Week of 11-2	Module 4 Event Management: Planning <i>Volunteers Recruitment Training Evaluation Recognition</i>	Ch 10 Event Staffing Koutrou, Niki. (2014). Measuring Olympic Volunteers' Motivation. Edited Volume of 12 th International Conference of Olympic Research. Retrieved from: https://www.researchgate.net/publication/309704968_Measuring_Olympic_Volunteers'_Motivation Lee, CK, Reisinger, Y, Kim, MJ. (2014) The influence of volunteer motivation on satisfaction, attitudes, and support for a mega-event. International Journal of Hospitality Management 40: 37– 48. https://www.researchgate.net/publication/261371481_The_influence_of_volunteer_motivation_on_satisfaction_attitudes_and_support_for_a_mega-event Noordegraaf, M. & Celebi, M. (2015). The Challenges of Volunteering During International Sport Organizations/Events. International Journal of Human Sciences, Vol 12: 1, 1263-1279. Doi:10.14687/ijhs.v12i1.3238 https://www.researchgate.net/profile/Mueberra_Celebi/publication/276083410_The_challenges_of_the_volunteerism_process_during_international_sport_organizationevents/links/56d5aefb08ace1aa5f73070e/The-challenges-of-the-volunteerism-process-during-international-sport-organizations-events.pdf Warner, S. Newland, B.L. & Green, C. Beyond motivation, considering volunteer management tools. Journal of Sport Management. 25, 391-407. https://journals.humankinetics.com/doi/pdf/10.1123/jsm.25.5.391 or PDF.	<u><i>Discussion Board #3</i></u> <i>Post #1 Due:</i> Thurs, Nov 5th 11:59 pm <i>Post #2 Due:</i> Sun, Nov 8th 11:59 pm Due: Sun, Nov 8th 11:59 pm <ul style="list-style-type: none"> <i>Federal Emergency Management Association (FEMA)IS-15.b Special Events Contingency Planning for Public Safety Agencies Certificate (individual work)</i>
#11 Week of 11-9	Module 5 Event Management: Execute <i>Logistics, Site Plan, Suppliers F&B, Security, Crowd Management, Emergency Plan, & Communication</i>	Chapter 11 Event Services and Logistics Chapter 12 Event Day Management Martella, C., Li, J., Conrado, C., & Vermeeren, A. (2017). On current crowd management practices and the need for increased situation awareness, prediction, and intervention, Journal of Safety Science. PDF	Due Sun, Nov 15th at 11:59 pm <ul style="list-style-type: none"> <i>Site Plan (group work)</i> <i>Permits & Licenses(group work)</i>
#12 Week of 11-16	Module 5 Event Management: Execute	Ch 9 Risk Management and Negligence Ramón Spaaij (2016) Terrorism and Security at the Olympics: Empirical Trends and Evolving Research Agendas, The International Journal of the History of Sport, 33:4, 451-468, https://doi.org/10.1080/09523367.2015.1136290	Due: Sun, Nov 22nd at 11:59 pm <ul style="list-style-type: none"> <i>Risk Assessment Plan (group work)</i> <i>Crisis Management Statement (group work)</i>

	<i>Risk Management Risk Assessment Other Responses to Risk</i>	<p>Managing Major Events: Best Practices from the Field. (2011). Police Executive Research Forum, Washington, D.C. 20036.</p> <p>*Please read Chapter 9: Post-Event Litigation: Strategies to Prevent Lawsuits While Ensuring Accountability – 40-48. https://www.policeforum.org/assets/docs/Critical_Issues_Series/managing%20major%20events%20-%20best%20practices%20from%20the%20field%202011.pdf</p> <p>Toohy, K. & Taylor, T. (2008). Mega Events, Fear, and Risk: Terrorism at the Olympic Games,” Journal of Sport Management 22 (4), 451-469. https://opus.lib.uts.edu.au/bitstream/10453/12892/1/2007002471.pdf or PDF.</p> <p>Rahmat, N. et. al. (2011). Crowd Management Strategies and Safety Performance among Sports Tourism Event Venue Organizers in Kuala Lumpur and Selangor. World Applied Sciences Journal 12 (Special Issue On Service Sector Transforms the Economy): 47-52. http://www.idosi.org/wasj/wasj12(SSTE)/8.pdf</p>	
#13 Week of 11-23	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Contracts Insurance</i></p>	Ch 8 Contract Considerations	<p>Due: Sun, Nov 29th at 11:59 pm</p> <ul style="list-style-type: none"> • Event Cancellation Policy (group work) • IS-107 Active Shooter: What You Can Do Certificate (individual work)
#14 Week of 11-30	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Sustainability Economic Environmental Social</i></p>	<p>Muller, M. (2014). After Sochi 2014: Costs and Impacts of Russia’s Olympic Games. Eurasian Geography and Economics, Vol. 55 (6), pages 628-655. http://www.tandfonline.com/doi/pdf/10.1080/15387216.2015.1040432?needAccess=true</p> <p>Sotiriadou, P. & Hill, B. (2015). Raising Environmental Responsibility and Sustainability for Sport Events: A Systematic Review. International journal of event management research, 10, pgs. 1-14. https://www.researchgate.net/publication/282948326_RAISING_ENVIRONMENTAL_RESPONSIBILITY_AND_SUSTAINABILITY_FOR_SPORT_EVENTS_A_SYSTEMATIC_REVIEW</p> <p>Cantelon, H. & Letters, M. (2000), ‘The Making of the IOC Environmental Policy as the Third Dimension of the Olympic Movement’, International Review for the Sociology of Sport, 35/3, pp. 294–308. https://journals.sagepub.com/doi/pdf/10.1177/101269000035003004</p> <p>Popi, S. & Hill, B. Raising Environmental Responsibility and Sustainability for Sport Events: A Systematic Review. Vol. 10 (1). 1-11.</p>	<p><i>Discussion Board #4</i> Post #1 Due: Thurs, Dec 3rd 11:59 pm</p> <p>Post #2 Due: Sun, Dec 6th 11:59 pm</p>
#15 Week of 12-7	<p>Module 6</p> <p>Quiz II</p>	Quiz II covers weeks 9-14.	<p>Due: Mon, Dec 7th through Wed, Dec 9th at 11:59 pm (You will have 75 minutes to complete the exam.)</p>

The course schedule is tentative and could be changed based on the pace of the lectures and student needs. Changes to the syllabus will be announced through Canvas. The instructor bears no responsibility of announcing the changes to each individual student.