

Operational Aspects of
Sport & Live Entertainment

Class Date(s): TBD
Time(s): TBD
Location: Online

Nº 26452

SPM 6905
B05A



Nº 26452



Zoom: Lectures will be delivered live online via Zoom. Zoom meeting times will be posted for those available to attend the live lectures. All Zoom lectures will be recorded and posted for those unable to attend live lectures. Review Canvas course for additional details.

Department Chair: Dr. Michael Sagas


Brian D. Avery

Office: FLG 302

Zoom office hours:

Weds. 9 AM - 10:00 AM
and by appointment

Zoom office hours ID: 981 8295 7954

 **(352) 294-6922**

 **brianavery@ufl.edu**

*Preferred methods of communication -
Zoom, email, text*

***Need clarification on something
pertaining to the class?***

Text: using the Remind platform

Snap: prof_bdavery — *I mute and
do not view stories*

Tweet: @briandavery — *I do not
follow back unless requested*

“ Brian, I need some
clarification on today's
discussion in class on... @brianavery ”

Text: 81010, @brianavery /
with message and/or question





Course Description: Students examine the fundamental operational and management aspects of sport and entertainment organizations and facilities. The course evaluates the theoretical foundations of the sport and entertainment industry and addresses the wide-ranging duties of sport/entertainment organizations and operators in order to prepare students for practical professional experiences in the field.

Course Objectives:

- Identify and define the theoretical underpinnings of sport and entertainment operations;
- Define and apply the principles of operational management practices;
- Evaluate and apply prevailing economic principles and practices;
- Identify corporate structures and stakeholder responsibilities;
- Analyze and apply applicable facility standards and practices;
- Evaluate industry trends and relevant implementation strategies; and,
- Evaluate and apply basic legal considerations, risk assessment, and loss control practices.

Instructional Format: Classes will include lectures, discussions, guest speakers, case studies, simulated exercises, group work, and more.

Selected Book References (*no required textbook*):

- Cotten, D.J., and Wolohan, J.T. (2007). *Law for Recreation and Sports Managers-4th Ed.* Debuque, Iowa: Kendall/Hunt Publishing Company.
- Covell, D., Walker, S., and Hamakawa, C. (2019). *Managing Sport Organizations: Responsibilities for performance-4th Ed.* New York, NY: Routledge.
- Fried, G., and Kastel, M. (2021). *Managing Sport Facilities-4th Ed.* Champaign, IL: Human Kinetics.
- Moss, S., and Walmsley, B. (2014). *Entertainment Management: Towards Best Practice.* Boston, MA: CAB International.
- Russo, F.E., Esckilsen, L.A., and Stewart, R.J. (2009). *Public Assembly Facility Management: Principles and Practices-2nd Ed.* Coppell, TX: International Association of Venue Management.
- Schwarz, E.C., Hall, S.A., and Shibli, S. (2020). *Sport Facility Operations Management: A Global Perspective-3rd Ed.* New York, NY: Routledge.
- Vinet, M. (2017). *Entertainment Industry: The Business of...: Revised Ed.* Quebec, Canada: Wadem Publishing.

Assessment Methods: Student performance is based on exams, assignments, quizzes, essays, presentations, attendance, and projects.

Grading Scale and Rubric:

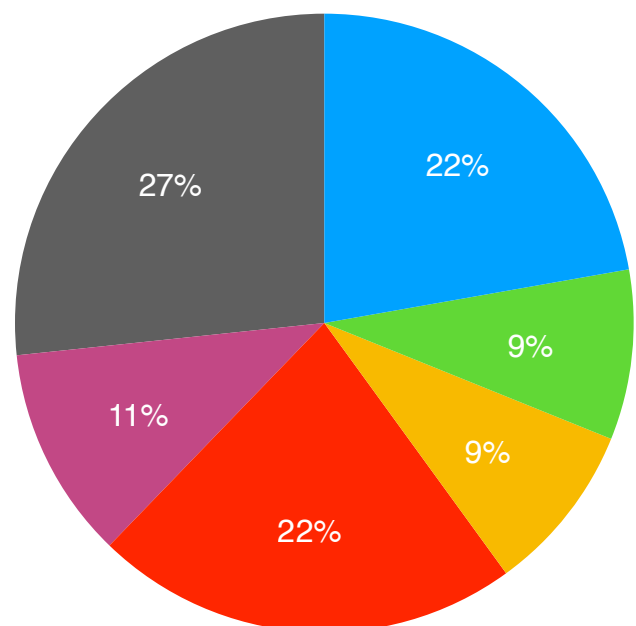
A 100-93	A- 92-90	B+ 89-87	B 86-84	B- 83-80	C+ 79-77	C 76-74	C- 73-70	D+ 69-67	D 66-64	D- 63-60	E 59-0
Outstanding - 4.0-3.67 GP		Good - 3.33-2.67 GP			Average - 2.33-1.67 GP			Below Average - 1.33-.67 GP			Fail - 0 GP
The assignment is well above the minimum requirements, well organized, analytical rather than descriptive, and includes excellent grammar and spelling.		The assignment is somewhat above minimum requirements, organized, more descriptive than analytical, and contains minimal grammar and spelling issues.			The assignment meets most of the criteria with average organization, is descriptive rather than analytical, and includes poor grammar and spelling.			The assignment does not meet the minimum criteria.			The assignment does not meet the criteria.

Grades: Grades are dependent on the student’s performance measured by, but not limited to, exams, assignments, in-class activities, presentations, attendance, and/or projects. 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 provided within. 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 maintained on the CANVAS site.

Assessment Methods & Breakdowns

- Exams
- Quizzes
- Discussions
- Yellowdig
- Wikiversity
- Project & Pres.

Assessments	Points	Grade % (approx.)
Midterm Exam	50	11
Final Exam	50	11
Quizzes (2)	40	9
Discussions (4)	40	9
Yellowdig	100	22
Wikiversity	50	11
Proposal, Project & Pres.	120	27





Quizzes: Two (2) quizzes will be administered during the semester based on lectures, discussions, guest speaker(s), case studies, simulated exercises, group work, and supplemental materials. Exams are cumulative and include multiple choice, true/false, fill in the blank, and short answer questions. Make-up exams are **NOT permitted** unless absences are in accordance with the University's Make-Up Policy. Quiz dates noted in the course schedule are tentative.

Midterm Exam: The mid-term will be administered during the semester based on lectures, discussions, guest speaker(s), case studies, simulated exercises, group work, and supplemental materials. Exams are cumulative and include multiple choice, true/false, fill in the blank, and short answer questions. Make-up exams are **NOT permitted** unless absences are in accordance with the University's Make-Up Policy. Exams dates noted in the course schedule are tentative.

Final (comprehensive): The final exam will be an applied comprehensive and applied exam. Students will be provided a case study to examine with a series of short answers and essay-style questions to complete. Each student will be required to apply the content discussed in class throughout the semester and conclude with findings appropriate to each case study. Make-up exams are **NOT permitted** unless absences are in accordance with the University's Make-Up Policy. Exams dates noted in the course schedule are tentative.

Let's continue the conversation on Yellowdig: Yellowdig is a social learning platform to encourage engagement and assist with casual conversations, exchange of ideas, or occasional debates. We will be using Yellowdig starting September 7th for a period of 10-weeks. Each week I will post a continuation of a lecture or pickup on a topic that requires additional discussion. Students are also encouraged to create their own discussion based on the topics being covered in class or sharing related news, etc. relevant to the class on the platform. Additional details regarding the use of the platform can be found on Canvas, Discussions, Let's continue the conversation.

Discussions: There are four (4) graded discussions during the semester. The discussion boards will be a chance for students to discuss and evolve ideas and topics relevant to the lectures. Each discussion will be comprised of four (4) questions. Students are expected to provide a fully evolved answer addressing the original question and subsequent related questions. You are expected to engage with other students on the topics, offering substantive responses.



Wikiversity: The Wikiversity project is a semester-long student-based initiative. The objective is to establish a baseline public resource regarding public assembly risk management requirements and considerations. The goal is to have a well-developed and reliable resource, complete with appropriate citations, outlining regulations, standards, and practices relevant to large-scale assembly occupancies. Currently, there is no such public resource outline public assembly requirements and considerations. Additional details regarding the Wikiversity project can be found on Canvas homepage, Projects, Wikiversity.

Research Proposal, Paper, and Presentation: Students are responsible for developing and submitting a research proposal for review and approval on an operational sport and live entertainment topic of their choosing. This could be on front office management, facility operations, coaching, globalization of sports, etc. Once your proposal has been reviewed and approved, you may begin developing your research paper on the subject. You will present your research findings via Zoom. Additional details will be provided.

Course Policies:

Professional Behavior: Professional behavior is expected from all students. This includes respect and consideration for students, instructors, TAs, guest speakers, and supervisors. Examples of appropriate classroom behaviors include, but are not limited to:

- Paying attention to lectures;
- Reading course materials before class;
- Engaging respectfully in class discussions;
- Arriving to class on time;
- Entering the back of the classroom if you are late;
- Abstaining from side discussions with other students;
- Refraining from the use of cellphones during class;
- Putting away all electronic devices (unless otherwise instructed or agreed upon) before class begins; and,
- Demonstrating the use of appropriate language through communication in the classroom and/or via email.

Check out a quick read: Professionalism is for Everyone, Five Keys to Being A True Professional, by James R. Ball



Make-Up Policy: Late or missed assignments are **NOT** accepted unless in accordance with the University's make-up policy: <http://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Attendance is not required, but absences are noted. *(This does not apply to 100% UF Online students)*

- If the student is absent from a live lecture, arrives late, or leaves early without completing the assignments, projects, and/or exams, zero (0) points are earned.
- If you are absent from class, you are responsible for obtaining the missed information from a classmate.
- Requirements for class attendance are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

Excused Absences: According to UF, students may be excused from class for the following reasons: documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions as noted by the University, or observance of religious holidays. It is your responsibility to obtain missed information from another classmate. Requirements for class attendance are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

Unexcused Absences: If a student has other commitments that prevent him/her from attending this course, the student should drop the course immediately. Unexcused absences include but are not limited to outside extracurricular activities, work, family or personal vacations, fraternity or sorority functions, problems with transportation, oversleeping, or choosing not to attend class. Missed information should be obtained from another classmate. Requirements for unexcused absences are consistent with University policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

Honor Code: UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students 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." The Honor Code specifies a number of behaviors that are in violation of this code and the possible sanctions. Click here to read the Honor Code. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.



Violations of the Honor Code: Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, refer to <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>.

Email Communication: Students may email or contact the instructor after they have one (1) read the course syllabus, two (2) referred to the CANVAS website, three (3) reviewed their class notes, and four (4) consulted with another student regarding the information they are seeking. Emails are typically answered within two academic days, although emails sent one or two days prior to an exam or assignment will not be answered. **ALL emails must include the following:**

To: brianavery@ufl.edu

From: "insert_name"@ufl.edu

Subject: "Insert Name" SPM 4905 (Risk Mgmt.)

Dear Brian,

My name is "Insert Name" and I am a student in your SPM 4724 (Risk Mgmt.) course. I have read the syllabus, referred to the CANVAS website, examined my class notes, and asked another classmate about _____, but I am unable to find the information.

Academic Resources: This course is posted on CANVAS (e-Learning) and each student is expected to understand how the system works prior to the submission of scheduled assignments. If you require e-Learning support, please contact *E-learning technical support* at (352) 392-4357 and select option 2 or send an e-mail to learning-support@ufl.edu. For career assistance, contact the *Career Resource Center*, Reitz Union, (352) 392-1601 or go to their website: <http://www.crc.ufl.edu/>. Should you require *Library Support* go to the following website: <http://cms.uflib.ufl.edu/ask>.

Accommodations: Support services for students with disabilities are coordinated by the Disability Resource Center in the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor, in person, when requesting accommodations. Please address accommodations needed during the first week of class.



Counseling Services: The UF Counseling and Wellness Center offers a variety of resources for students: <https://www.counseling.ufl.edu/cwc/Default.aspx> 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) 294-2273 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.**

Instructor Feedback: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or viaufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/.

COVID: In the event we have face-to-face instructional sessions, etc. to accomplish the student learning objectives of this course, please be mindful of the following policies. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom, office, etc. interactions.

- You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- If we are assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms, please use the UF Health screening system and follow the instructions on whether you are able to attend class.
- Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.

Tentative Course Schedule

Dates	Topics		Milestones
Week 1	Introduction to sport and entertainment operations management / Typologies		
Week 2	Sports, entertainment, and sports entertainment, what's the difference?		
Week 3	Operations and facility management		
Week 4	Ownership structures, stakeholders / mgmt. roles and responsibilities		Quiz 1
Week 5	Financing facilities, municipal agreements		
Week 6	Project Management: Planning, Design, and Construction		
Week 7	Regulations, standards and industry practices		Midterm exam
Week 8	Globalization and Industry Segments		
Week 9	Organizational leadership, managing vs. coaching		
Week 10	Financial management, revenue generation		
Week 11	Patron experiences		Quiz 2
Week 12	Special topics: Esports, gambling		
Week 13	Legal and risk issues		
Week 14	Student paper presentations		Presentations delivered via Zoom
Week 15	Course review / conclusions		Final exam (applied comprehensive exam)

Friendly Reminder: The instructor reserves the right, when necessary, to modify the syllabus, change examination and assignment dates, and modify the course content. Modifications will be announced and discussed in class and will be posted on the course website. Students are responsible for those changes.

Copyright Statement: The materials used in this course are copyrighted.