University of Florida
College of Health and Human Performance
Department of Sport Management

SPM 5107 – Online Sport Event Management: Principles and Applications – Spring 2020

Late and Emailed assignments are NOT accepted.

Instructor: Dr. Cynthia Willming
Email: willming@hhp.ufl.edu
Office Phone: 352-294-1662
Virtual Office Hours: Wednesdays 1:55 pm – 3:55 pm & by appointment. The best way to contact me outside of office hours is through email.

Department Chair: Dr. Michael Sagas

Course Description: Sport Event Management introduces students to the planning and management of sport events through the strategic and systematic process of event management, exploring the phases and structural domains associated with the EMBOK model. Students learn key managerial issues associate with risk management, event marketing, sponsorships, human resources, operations, and evaluations 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:
- Evaluate the application of event management to sport events.
- Enhance leadership behaviors to successfully manage diverse populations.
- Create risk management solutions to minimize, transfer, or avoid risks related to sport events.
- Devise sustainable best practices for sport events.
- Respond appropriately to managerial challenges facing sport event managers.

Required Textbook: Frawley, S. (2017). Managing Mega Sport Events. Routledge: New York, NY. Additional readings and case studies are provided by the instructor through Canvas.

Instructional Methods: The instructional methods for this course consist of online lectures, readings, online discussions, online videos, and experiential learning to provide students with a variety of learning methods. Students are to watch online lectures, complete assigned readings, and complete assignments.

Evaluation of Grades or Assessments: Students will be assessed based on the assignments below:

Assignments	Points	Grade
1. Discussions (7 x 10 pts)	70	9%
2. Sport Event Observation Paper	25	13%
3. Special Events Contingency Planning for Public Safety Agencies Certificate	50	9.5%
4. Active Shooter: Certificate	50	9.5%
5. Quiz I & II (2 x 50 pts)	100	
6. Assignments A-I	266	33%
7. Sport Event Management Project	150	18.4%
Total Points	**801**	**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			

Weekly Course Schedule of Topics and Assignment Due Dates

Mod.	Topics	Readings	Assignments Due
#1	**Course Introduction** (Week 1 - Jan 6)	Course Syllabus Ch 1 Sport mega-events: managerial dimensions – STEPHEN FRAWLEY	
#2	**Sport Events as Projects** Event Terminology (Week 2 - Jan 13)	Ch 2 What makes an event a mega-event? Definitions and sizes – MARTIN MÜLLER Gammon, Sean (2011) Sports events: Typologies, people and place. In: The Routledge Handbook of Events. Routledge, pp. 104-118. http://clok.uclan.ac.uk/4988/13/Gammon01.pdf or PDF.	**Due Monday, Jan 13 11:59 pm** *Discussion Board #1*
	Project Management (Week 2 - Jan 13)	Munteanu, S. Project and Sport Events Management. Review of International Comparative Management. (1). 441-446. 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.	
	Event Management (Week 3 - Jan 20)	*Grabher*, *G.*, & *Thiel*, *J.* Projects, people, professions: Trajectories of learning through a mega- event (the London 2012 case). *Geoforum* (*2015*). 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 http://www.juliasilvers.com/embok.htm	**Due Monday, Jan 20 11:59 pm** *Sport Event Title & Description Discussion Board #2*
#3	**Event Mgt Initiate** *Mission Statement SMART Goals Data Collection* (Week 4 - Jan 27)	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 Monday, Jan 27 11:59 pm** *Sport Event Obser. Discussion Board #3*
	SWOT Analysis 5Ws Stakeholders (Week 5 - Feb 3)	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 Monday, Feb 3 11:59 pm** *Mission Statement SMART Goals*
	Market Segmentation (Week 6 - Feb 10)	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	**Due Monday, Feb 10 11:59 pm** *5Ws*

#4	**Event Management: Planning** *Organizational Structure* *Work Breakdown Structure (WBS)* *Gantt Chart* *Critical Path Analysis* (Week 7 - Feb 17)	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. Wallace, C. (1922). The Gantt Chart: A Working Tool of Management. New York: The Ronald Press Company. *Google this book to download.* Chapter 1 – The Principles of the Gantt Chart. Pages 1-8. 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 Monday, Feb 17 11:59 pm** *Market Segmentation*
	Quiz #1 (Week 8 - Feb 24)	*Quiz #1*	**Due Monday, Feb 24 11:59 pm** **Quiz #1**
	Leadership Theories Emotional Intelligence (Week 9 - Mar 2)	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). Project Managers' Emotional Intelligence – A Ticket to Success. Social and Behavioral Sciences, Vol 74, pp. 274- 284. https://ac.els-cdn.com/S1877042813004631/1-s2.0-S1877042813004631- main.pdf?_tid=bab61a86-09fa-11e8-aea9-00000aacb361&acdnat=1517783491_63af83bb8d9151c12cf879e4e6634ffc or PDF.	**Due Monday, Mar 2** *Gantt Chart Organizational Chart*
	Volunteers Recruitment Training Evaluation Recognition (Week 10 - Mar 9)	Koutrou, Niki. (2014). Measuring Olympic Volunteers' Motivation. Edited Volume of 12th 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	**Due Monday, Mar 9 11:59 pm** *Discussion Board #4* *Federal Emergency Management Association (FEMA)IS-15.b Special Events Contingency Planning for Public Safety Agencies Certificate*
#5	**Event Management: Execute** *Logistics Customer Site Plan F&B, Security, Crowd Mgmt. Emergency Plan Communication* (Week 11 - Mar 16)	Rubens de Menezes, Thais & Sousa, João. (2014). Transportation and Urban Mobility in Mega- events: The Case of Recife. Procedia – Social and Behavioral Sciences. 162. 218-227. 10.1016/j.sbspro.2014.12.202. https://ac.els-cdn.com/S1877042814063034/1-s2.0- S1877042814063034-main.pdf?_tid=0b4aebb0-0a10-11e8-ad99-00000aab0f27&acdnat=1517792646_f775b817c9db97868aa190ee7b781f0d Kingshott, B. (2014). Crowd Management: Understanding Attitudes and Behaviors. Journal of Applied Security Research, 9, pp.273-289. https://www.researchgate.net/publication/263536622_Crowd_Management_Understanding_Attitudes_and_Behaviors Martellaa,C., Li, J., Conradob, C & Vermeerenc, A. (2017). On current crowd management practices and the need for increased situation awareness, prediction, and intervention. Journal of Safety Science, 91, pp. 381-393. http://www.few.vu.nl/~cma330/papers/SafetyScience.pdf	**Due Monday, Mar 16 11:59 pm** *Discussion Board #5* **Due Monday, Mar 23 11:59 pm**

			Site Plan
	Risk Management Risk Assessment Other Responses to Risk (Week 12 - Mar 23)	Ch 4 Risk Management for the Olympics and Football World Cup – WILL JENNINGS

Dugalic, S. (2011). Risk Management in Sports and Sports Organizations. Sport: Science and Practice, 2, (3), pp. 67-78. https://www.researchgate.net/publication/272161483_Risk_Management_in_Sports_and_Sports_Organizations

Toohey, 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. | |
| | *Contracts Insurance* (Week 13 - Mar 30) | Lecture | **Due Monday, Mar 30 11:59 pm** *Risk Assessment Plan* |
| | *Sustainability Economic Environmental Social* (Week 14 - Apr 6) | 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

Ch 11 The Social and Environmental Consequences of Hosting Sport Mega-Events ALANA THOMSON, KATIE SCHLENKER, NICO SCHULENKORF AND ELIZABETH BROOKING

Sotiriadou, P. & Hill. B. (2015). Raising Environmental Responsibility and Sustainability for Sport Events: A Systematic Review. International journal of event management research, 10, pgs. 1-10. https://www.researchgate.net/publication/282948326_RAISING_ENVIRONMENTAL_RESPONSIBILITY_AND_SUSTAINABILITY_FOR_SPORT_EVENTS_A_SYSTEMATIC_REVIEW | **Due Monday, April 6 11:59 pm** *IS-107 Active Shooter: What You Can Do Certificate* |
| | *Sponsorship* (Week 15 - Apr 13) | Ch 8 Sponsorship and sport mega-events – ASHLEE MORGAN, STEPHEN FRAWLEY, HUNTER FUJAK AND SARAH COBOURN

Chanavat, N., Martinent, G., & Ferrand, A. (2010). Brand Images Causal Relationships in a Multiple Sport Event Sponsorship Context: Developing Brand Value through Association with Sponsees. European Sport Management Quarterly, Vol 10 (1), pages 49-74. https://www.researchgate.net/profile/Guillaume_Martinent/publication/232895463_Brand_Images_Causal_Relationships_in_a_Multiple_Sport_Event_Sponsorship_Context_Developing_Brand_Value_through_Association_with_Sponsees/links/0046351863c55d1d0b000000.pdf | |
| #6 | **Event Management: Evaluation** (Week 16 - Apr 20) | Carlsen, J., Getz, D., & Soutar, G. Pre-event and Post-Event Evaluation Criteria Research. In: Allen, J., Harris, R., Jago, L., & Veal, A. (2000). Events Beyond 2000: Setting the Agenda. Proceedings of Conference on Event Evaluation, Research, and Education. Australian Centre for Event Management, Sydney. Read pages 76-85. PDF.

Müller, M., (2015). The Mega-Event Syndrome: Why So Much Goes Wrong in Mega-Event Planning and What to Do About It. Journal of the American Planning Association, 81:1, 6-17, DOI: 10.1080/01944363.2015.1038292 http://www.tandfonline.com/doi/full/10.1080/01944363.2015.1038292 | **Due Monday, April 20 11:59 pm** *Discussion Board #6* |
| | (Apr 22) **Quiz #2** | **Quiz #2** | **Due Wed, Apr 22 Quiz #2** |

This course schedule is tentative and could be changed based on the pace of the lectures and student needs. Changes to the syllabus

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Course Policies

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1. Professional Behavior: Professional behavior is expected from all students. This includes respect and consideration for the instructor and other students. Use respectful language through written and verbal communication 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 as noted by the University, or observance of religious holidays. Please obtain missed information from a classmate. Requirements for excused absences are consistent with University policy: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx.

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

5. Assignments
- Late or emailed assignments are not accepted unless in accordance with the University's Make-Up Policy.
- Assignments must follow **APA guidelines** (https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html) and use appropriate grammar, spelling, punctuation, and sentence structure**;** otherwise, points are deducted.
- Handwritten assignments are not accepted.
- All assignments must be **TYPED and double spaced,** using 12-point font, Times New Roman typeface, and 1-inch margins.
- Include your first and last name and date in the upper right corner of the first page of the assignment.
- Center the title immediately after the information in the upper right corner and above the first line of text.
- Include citations, if necessary.
- Technology problems are not acceptable excuses for late assignments.
- Upload assignments to Canvas in one Word file.
- Refer to the Course Schedule and/or Canvas for assignment due dates.
- Please proofread all assignments.
- Plagiarism is not tolerated in this course.

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

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 and I do round up grades ending in .5.
- 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 on the Canvas site.

8. 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 (DRC) (352-392-8565, https://www.dso.ufl.edu/drc) in the Dean of Students Office.
- Please meet with me to discuss your accommodations, during the first two weeks of the semester 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.

9. Honor Code: 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/).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. **Violations of the Honor Code at the University of Florida will not be tolerated.** 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 http://www.dso.ufl.edu/SCCR/ honorcodes/honorcode.php."
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.

10. **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. 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

11. **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/.

12. 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.

13. 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.