

SPM 4510 Revenue Generation in Sport
Spring 2026
University of Florida
Department of Sport Management

COURSE INFORMATION

Credits: 3

Dates: Fri., Jan. 12 – Wed., May. 1

Location: FLG 260

Class Meets: M/W/F Period 3 (9:35 PM – 10:25 PM)

INSTRUCTOR INFORMATION

Instructor: Tae Hoon Lee & Shu-Hao (Howard) Chang

Office: Yon Hall 8

Email: taehoonlee@ufl.edu & changshuhao@ufl.edu

Office Hours: **M/W/F 8:00 AM – 9:00 AM or by Appointment**

COURSE DESCRIPTION

This course is designed to explore revenue generation in sport. Students will learn foundational sales concepts, including the sales process. Then, students will explore the role of corporate partnership in sport, and the application of the sales process as it relates to developing solutions to achieving partner organization objectives. Students will also explore fundraising, specifically in the context of collegiate athletics and community sport, with a focus on cultivation strategies.

COURSE OBJECTIVES

After successfully completing this course, students should be able to:

- ✓ Explain the role of sales in sport organizations, and across segments of the industry.
- ✓ Apply the sales process in a sport business setting.
- ✓ Explain the nature and role of corporate partnership in sport.
- ✓ Evaluate elements of fundraising strategies in non-profit sport organizations (e.g., foundations & college athletic department).

PREREQUISITE KNOWLEDGE AND SKILLS

Prerequisite: SPM 2000 and junior standing or higher.

REQUIRED AND RECOMMENDED MATERIALS

Shonk, D. J., & Weiner, J. F. (2021). *Sales and Revenue Generation in Sport Business* (1st ed.). Human Kinetics. ISBN: 978-1-4925-9422-2

Additional readings & materials will be posted on the Canvas

CANVAS (E-LEARNING)

Course news, information, syllabus and some class materials may be found online at Canvas (<https://elearning.ufl.edu>). Student will need to use their own Canvas account to log into the class

site. If you are new to Canvas, watch the [Canvas Overview video](#). If you have any questions regarding Canvas, refer to the [Canvas Guides](#).

OFFICE HOUR AND CONTACT INFORMATION

Virtual and face-to-face office hours are held by scheduled appointment, via Zoom or at Yon Hall 8. Use Canvas mail and/or UF email (taehoonlee@ufl.edu & changshuhao@ufl.edu) ONLY for general course inquiries, such as questions related to the course content, grades, special circumstances, and needed accommodations. Expect a response within 48 hours. All online correspondence must have your **full name** in the message body and contain **SPM4510** in the subject line.

COURSE & UNIVERSITY POLICIES

ATTENDANCE POLICY

Students will have 2 free absences without point deduction (including group presentations days). **After that, Students will have 50 points deducted off their final grade for each class missed.** Instructor will randomly check the attendance. *Arriving to class after the instructor has started class will be considered an “unexcused” absence.*

In general, acceptable reasons for absence from or failure to participate in class include illness, serious family emergencies, special curricular requirements (e.g., judging trips, field trips, professional conferences), military obligation, severe weather conditions, religious holidays, and participation in official university activities such as music performances, athletic competition or debate. Absences from class for court-imposed legal obligations (e.g., jury duty or subpoena) will be excused.

Documentation must be provided in order for an absence to be excused. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

Other reasons also may be approved. This course will follow [the UF Guideline](#) on absences, religious holidays, illness policy, and so forth.

COURSE CONDUCT

Students are expected to bring paper and pens or pencils to class daily for various in-class activities. Phones and laptops are permitted, as students use it to take quiz and may be invited to research information for case studies and in-class activities. However, these devices are only allowed to be used for course purposes during times explicitly specified by the instructor. Failure to be actively engaged in lectures, discussions, and activities will impact students' participation grades.

Throughout the semester, students will be asked to review course material posted to the Canvas site prior to arriving the class. This may include articles, videos, and podcasts. Students are expected to fully complete the review of these items prior to arriving to class and should be prepared to engage in discussion about the material.

Due to the nature of this course, questions will be asked that prompt various opinions. Students are encouraged to debate and disagree with one another, but it is crucial they remain respectful of their classmates at all times and always communicate their ideas courteously.

HONOR CODE POLICY

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 (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.

Each student has a responsibility to understand, accept, and comply with the University and College's standards of academic conduct. Examples of academic misconduct:

- Cheating: Use or attempted use of unauthorized materials, student aids or information in any academic exercise.
- Complicity: Aid or attempt to aid another student in committing attendance check and academic misconduct.
- Interference: Preventing another student's work from being completed.
- Plagiarism: Use of ideas, words or statement of another entity without giving credit to that person.

Violations will not be tolerated and may result in penalties that may include (but are not limited to): A zero on the quiz/exam/assignment, a failing class grade, community service, university expulsion.

Furthermore, students are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult the instructor in this class.

ASSIGNMENTS

Assignments must be typed and double-spaced, using 12-point font, Times New Roman, and 1-inch margins. If applicable, upload assignments to CANVAS using Word and following [APA guidelines](#). Points are deducted if appropriate grammar, spelling, punctuation, and sentence structure are not used. Proofread all assignments. Include citations if you are citing someone else's work. An excessive number of typos and misspellings, or multiple grammatical errors will significantly lower your final grade. Failure in following guidelines will significantly lower your final grade.

LATE AND MAKE-UP POLICY

If alternative arrangements are not made in advance, students are permitted to submit assignments **up to three days late** for point deductions. Assignments submitted after the due date will receive a **30% deduction** for late submission.

The instructor understands that unexpected situations may arise throughout the semester that may impede a student's ability to attend a class or submit an assignment on time. In the event this occurs, students are strongly encouraged to communicate with the instructor. The instructor would like to help you and is willing to assist should an incident arise but can't modify deadlines or excuse absences if unaware of the circumstances.

Make-up quizzes, assignments, discussions, and other work in this course are consistent with university policies that can be found in the [online catalog](#).

ACCOMMODATING STUDENTS WITH DISABILITIES

Accommodating students with disabilities is very important to me. If you are aware of your disability or might be concerned you have a disability, please register with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>, call them at 352-392-8565, online <https://accessibility.ufl.edu/>), or visit the Dean of Students Office. Once registered, please visit with me or send me an email during the first two weeks of class to provide me with a copy of your accommodation letter 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.

COURSE EVALUATIONS

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 <https://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 via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

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.

INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY (IDEA) RESOURCES

It is my intent that students from all diverse backgrounds and perspectives be equitably served by this course, that students' learning needs be addressed, and that the diversity that students bring to this class are viewed as inclusive as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, for other students, or student groups.

IN-CLASS RECORDINGS

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor. Please refer [UF Regulation 4.040 Student Honor Code and Student Conduct Code](#) for more information.

GETTING HELP

STUDENT SUPPORT

- **U Matter, We Care:** If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575.
- **Counseling and Wellness Center:** <https://counseling.ufl.edu/>, 352-392-1575.
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.
- **University Police Department:** 392-1111 (or 911 for emergencies) <http://www.police.ufl.edu/> .
- **Student Health Care Center:** Call 352-392-1161 for 24/7 information to help you find the care you need or visit shcc.ufl.edu.
- **UF Health Shands Emergency Room/Trauma Center:** For immediate medical care in Gainesville, call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; ufhealth.org/emergency-room-trauma-center.

ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>
- **Career Connections Center, Reitz Union:** 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- **Library Support:** <http://cms.ulib.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. <http://teachingcenter.ufl.edu/>
- **Writing Studio, 302 Tigert Hall:** 846-1138. Help brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- **Student Complaints On-Campus:** <https://scrc.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

- **On-Line Students Complaints:** <http://distance.ufl.edu/student-complaint-process/>

TECHNICAL ISSUES

If you encounter a technical issue, please contact [UF Computing Help Desk](#), or utilize the one of the following self-help resources:

- [Which Browsers Does Canvas Support?](#)
- [How Can I Use Canvas on My Mobile Device?](#)
- [Canvas Student Guide](#)
- [Canvas Video Guide](#)
- [Zoom Conferences Student Step-by-Step Guides](#)

GRADING

GRADING SUMMARY

Assignment	Points	Percent of Total Grade
Quiz	2 × 50 pts.	20%
Exam	150 pts.	30%
Final Group Project	200 pts.	40%
Class Participation	50 pts.	10%
Total	500 pts.	100%

GRADING SCALE

Overall Course Points	Percentage	Letter Grade
450 pts. – 500.0 pts.	90 – 100%	A
435 pts. – 449.9 pts.	87 – 89.9%	B+
415 pts. – 434.9 pts.	83 – 86.9 %	B
400 pts. – 414.9 pts.	80 – 82.9%	B-
385 pts. – 399.9 pts.	77 – 79.9%	C+
365 pts. – 384.9 pts.	73 – 76.9%	C
350 pts. – 364.9 pts.	70 – 72.9 %	C-
335 pts. – 349.9 pts.	67 – 69.9%	D+
320 pts. – 334.9 pts.	64 – 66.9%	D
300 pts. – 319.9 pts.	60 – 63.9%	D-
299.9 pts. or less	59.9% or lower	E

GUIDELINES FOR ASSIGNMENTS

1) In-Class Quiz (20%): There will be **two online (take home) quizzes** and will comprise 20% of your final grade. The questions will be based on the class materials of every three chapters. A makeup quiz must be requested in writing and will require written medical proof. No requests to retake the quiz will be granted.

2) Exam (30%): There will be one exam and it will comprise 30% of your final grade. Everything discussed in class and in the assigned readings may appear on the exam. A makeup exam must be requested in writing and will require written medical proof. No requests to retake the exam will be granted.

3) Sales Promotion Evaluation Group Project (Written & Oral) (40%):

The purpose of this project is to analyze an organization's past sales promotion or revenue generation works and provide implications for improvements. Each student will be assigned to a group of six or seven. Each group will complete an evaluation of a sport organization's sales plan in which your group is interested. Each group will give a 15-minute presentation. The final paper of the group project needs to be submitted **by Apr. 25th, 11:59pm**. The length of the written page should be at least 20 pages. (A detailed project guideline will be provided.)

Evaluation point

- Executive Summary (up to one page)
- Summary of sport organization
- Evaluation of the organization's current revenue/sales generation products (e.g., Tickets, Events, Apparel, Media rights, sponsorship, etc...)
- Evaluation of the general industry and competitors' current revenue/sales generation trend and marketing strategies
- Critical group analysis
(Whether your organization should adopt or remove the revenue generating strategies or not. Why? Give two suggestions on how to either replicate the competitors' strategies or provide new ideas)
- Other student's participation encouragement (2 questions)
(either ask questions to the students or bring out questions from the student)
- Presentation Time Management

4) Peer Evaluation: All team members should submit peer evaluation regarding group final group project. The form will be uploaded on the course Canvas and should be submitted after the final group presentation (**by Apr. 25th, 11:59pm**). A lack of contribution to your team project will significantly affect your grade.

EXTRA CREDITS:

There will be several chances for the extra credits throughout the semester.

COPYRIGHT STATEMENT

The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF and may not be used for any commercial purposes. Content

includes but is not limited to syllabi, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy the handouts, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

****The instructor reserves the right to make changes to the syllabus and outline as the class progresses and circumstances arise. Students will be given notice of any changes in advance****

Course Schedule (Tentative)

		Dates	Topics	Reading	Assignments
1	M	Jan. 12	Course Introduction		
	W	Jan. 14	Introduction to revenue generation in sport business (1)	Ch. 1	
	F	Jan. 16	Introduction to revenue generation in sport business (2)		
2	M	Jan. 19	Martin Luther King Jr. Day (No Class)		
	W	Jan. 21	The Revenue Generation Process: Selling with the PRO method (1)	Ch. 2	
	F	Jan. 23	The Revenue Generation Process: Selling with the PRO method (2)		
3	M	Jan. 26	Ticket Sales for Revenue Generation (1)		
	W	Jan. 28	Ticket Sales for Revenue Generation (2)	Ch. 3-4	
	F	Jan. 30	Broadcasting and Multimedia Revenues (1)		Quiz (Ch.1-3)
4	M	Feb. 2	Broadcasting and Multimedia Revenues (2)		
	W	Feb. 4	Sponsorship Sales and Revenues (1)	Ch. 4-5	
	F	Feb. 6	Sponsorship Sales and Revenues (2)		
5	M	Feb. 9	Corporate and Foundation Revenues (1)		
	W	Feb. 11	Corporate and Foundation Revenues (2)	Ch. 6-7	
	F	Feb. 13	Fundraising and Development in Sport (1) & (2)		Quiz (Ch. 4-6)
6	M	Feb. 16	Food and Beverage, Hospitality, Tourism, and Merchandising (FBHT&M) Revenues (1)		
	W	Feb. 18	FBHT&M Revenues (2)	Ch. 8-9	
	F	Feb. 20	Social Media for Revenue Generation (1) & (2)		
7	M	Feb. 23	Exam		
	W	Feb. 25	General Sport Marketing and revenue generation		
	F	Feb. 27	Revenue Focus: Sales volume, pricing strategy, channel reach		
8	M	Mar. 2	Female Consumer Market		
	W	Mar. 4	Revenue Focus: Repeat purchase, brand loyalty, premium pricing		
	F	Mar. 6			
9	M	Mar. 19	Youth & Generation Z Marketing		
	W	Mar. 11	Revenue Focus: Fast conversion, viral reach, impulse purchasing		
	F	Mar. 13			
10	M	Mar. 16	Spring Break (No Class)		
	W	Mar. 18	Spring Break (No Class)		
	F	Mar. 20	Spring Break (No Class)		
11	M	Mar. 23	Fan Marketing & Emotional Monetization		
	W	Mar. 25	Revenue Focus: Fan lifetime value, emotional-based consumption		
	F	Mar. 27			
12	M	Mar. 30	Family Market Marketing		
	W	Apr. 1	Revenue Focus: Higher average transaction value, long-term customer relationships		
	F	Apr. 3			
13	M	Apr. 6	Premium Customers & Membership Marketing		
	W	Apr. 8	Revenue Focus: Customer lifetime value (CLV), retention-based revenue		
	F	Apr. 10			
14	M	Apr. 13	Group Presentation (1)		
	W	Apr. 15	Group Presentation (2)		
	F	Apr. 17	Group Presentation (3)		
15	M	Apr. 20	Group Presentation (4)		
	W	Apr. 22	Extra Group Presentation (if necessary)		

Final Paper Submission Due: Apr. 25th 11:59 pm