

**UNIVERSITY OF PENNSYLVANIA
WHARTON SCHOOL**

LGST 809-401/MGMT 815

Professor Scott Rosner

Fall 2016

M/W 12-1:20

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Sports Business Management

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Office Hours: T 9:30-10:30

Classroom: JMHH F60

SYLLABUS

COURSE DESCRIPTION:

This course examines various business disciplines as they apply to the sports industry. The course provides the student with an overview of the business of the intercollegiate, Olympic and professional sports enterprises. In addition, the course investigates the business related issues encountered by managers of sport organizations and covers how business principles can be applied to effectively address these issues.

COURSE OBJECTIVES:

Through classroom presentations, discussions, and completion of course assignments, the student will be acquainted with a varied but limited number of important concepts in the study of business as they apply to the sports industry. Special attention is given to the regulation of professional and amateur athletics, the organizational structure of sports leagues and associations, labor-management relations, and the application of business principles to sports.

REQUIRED MATERIALS:

Rosner, Scott and Shropshire, Kenneth. (2010). *The Business of Sports* (2nd edition). Sudbury, Massachusetts: Jones & Bartlett Publishers. ISBN: 0763780782

Subscription (minimum of 12 weeks) to *SportsBusiness Daily*. To subscribe, please visit their website at <https://www.sportsbusinessdaily.com/College-University/Subscribe/College-Subscription.aspx>. Once on the site, select "University of Pennsylvania-Wharton School" from the dropdown menu. Course Materials will also be distributed via class handouts and/or electronically. All lecture slides are posted on the course website on Canvas at <https://canvas.upenn.edu/courses/1334338> where you will be prompted to enter your username and password. You can then access the course lecture notes, syllabus, assignments and materials. You should print the lecture slides and bring them to class with you. You must have a Wharton account to access course materials distributed via the course website. A Wharton account can be established by using the Wharton Computing Class Accounts web site at <http://accounts.wharton.upenn.edu>

SUPPLEMENTAL MATERIALS:

Regular reading of newspapers and magazines pertinent to the sports industry is strongly suggested, as a student of sport management should make every attempt to learn about current issues facing sport managers. *Sports Illustrated*, *USA Today*, *SportsBusiness Journal*, and *The NCAA News*, as well as ESPN's SportsCenter and HBO's *Real Sports* are all recommended media sources. There are also a plethora of helpful websites. Access to the www.sportsbusinessdaily.com website also contains an archive of past articles.

COURSE METHOD OF INSTRUCTION:

Class sessions will follow a lecture/discussion format.

GRADING BASIS:

GROUP PROJECT – CASE STUDY	200 points
EXAMINATION #1	250 points
EXAMINATION #2	250 points

PARTICIPATION:

Class participation can result in a half grade upward or downward departure (i.e. an A- to an A, or a B+ to a B). Students are expected to be prepared for every class. Attendance is not participation! Students should have their table tents displayed in each class. Please be sure to silence or disable all mobile communications devices, as use of them is disruptive to the learning environment. Any students engaging in the use of these devices (i.e. text messaging, instant messaging, emailing, phone ringing) may receive a downward grade departure in class participation. Any phone that audibly rings in class will be answered by the professor!

Students (and the professor) often find the presence of laptops and tablets to be distracting—whether because having the devices in class makes it more likely that students will engage in activities such as texting or online social networking, or because students find themselves distracted by their peers' use of devices to type, message, play games, or “surf” the internet. For this reasons, **the use of laptops, tablets, etc. during class is not permitted.** The necessity of classroom interaction in this course negates the usefulness of laptops as a note-taking device. The use of your laptop/tablet/etc. during class can also prove distracting to your classmates, so please refrain from using your laptop/tablet/etc. during class. Any students engaging in the use of these devices may receive a downward grade departure in class participation.

You must attend the section in which you are enrolled, as there is limited space in the classroom and the undergraduate sections move at different paces. The quality of participation, as reflected in careful reading and thorough analysis of the assigned materials, is important. It is also important to build upon other students' comments. This requires attentive listening. Class participation will be judged on the basis of quality and consistency. In addition, the student's participation grade will be negatively impacted by deficient attendance; **students will fail the course automatically (even if they are able to earn enough points on the exams and papers to otherwise pass the course) if their attendance is deemed Poor by the professor.** Students are encouraged to discuss the adequacy of their participation with the professor and TA. Attendance on class sessions in which there are guest speakers are

mandatory. Students should print the slides for that day's lecture from the course Canvas website and bring them to class.

EXAM AND ASSIGNMENT POLICIES:

Both examinations must be taken during the scheduled examination time. Any make-ups (for documented medical and family emergencies only – not job interviews, delayed travel plans, etc.) will be given only during the scheduled LGST departmental makeup period at the end of this semester. Note that the makeup exam for the second examination is in January 2017. **Both examinations will be closed texts and notes. The second examination is not cumulative; it only covers material not previously addressed on the first examination.** Assignments are expected to be submitted or presented on the assigned due date. Late work and missed assignments will receive a zero.

ACADEMIC HONESTY POLICY

The Wharton School and the University of Pennsylvania are committed to academic honesty. All cases of alleged plagiarism, cheating on examinations and similar forms of academic dishonesty will be reviewed by the appropriate disciplinary bodies. Please refer to the Student Handbook for guidelines relating to academic dishonesty. **Students found to have engaged in academic dishonesty will fail the course in addition to any discipline imposed by the University.**

Honesty in all academic work is expected of every student. This means giving one's own answers in all class work, papers, and examinations without help from sources not approved by the professor. Written material is to be the student's own original composition. It is expected that ideas that are taken from articles, books, the internet, etc. will be properly noted in all written papers submitted. It is important to remember that to copy or to paraphrase someone else's work, ideas, or language without proper reference is plagiarism.

COURSE OUTLINE/CALENDAR:

The schedule below is a tentative one and is subject to change. Any changes will be announced to class members.

CLASS SESSION/DATE		READING ASSIGNMENTS
1 – W 8/31	Course Introduction and Requirements Why Sports?	R & S - Preface
M – 9/5	No Class – Labor Day	
2 – W 9/7	History of Sports Business The Intersection of Sports Business and the Law <i>Guest Speaker – Jason Hillman, VP/General Counsel, Cavaliers Operating Company, LLC</i>	R & S Chapter 1
3 – M 9/12	Diversity Issues Sizing the Market Current Status	R & S Chapter 1

Class Discussion: Uneasy Rests the Crown: The State of Boxing and Horse Racing

4 – W 9/14	Team Revenues and Expenses League Revenues	R & S Chapter 1 R & S Chapter 6
5 – M 9/19	League Revenues Team Financial Data	R & S Chapter 6 R & S Chapter 1 R & S Chapter 6
6 – W 9/21	Business Priorities of Sports Teams Nuances of Sports Leagues Individual Sports	R & S Chapter 1 R & S Chapter 6
7 – M 9/26	Sports Fan Data Sports Industry - Weaknesses and Threats	R & S Chapter 1 R & S Chapter 6
8 – W 9/28	Sports Industry – Strengths and Opportunities	R & S Chapter 1 R & S Chapter 6
M – 10/3	No Class	
9 – W 10/5	Ownership	R & S Chapter 1
10 – M 10/10	Ownership	R & S Chapter 1
W – 10/12	No Class	
11 – M 10/17	Leagues – Structure and Background	R & S Chapter 2
12 – W 10/19	EXAMINATION #1 IN CLASS	
13 – M 10/24	Leagues – Structure and Background	R & S Chapter 2
14 – W 10/26	Global Leagues	R & S Chapter 3
15 – M 10/31	Global Leagues <i>Class Discussion: NFL in China</i>	R & S Chapter 3
16 – W 11/2	Emerging and Niche Leagues	R & S Chapter 4
17 – M 11/7	Emerging and Niche Leagues <i>Class Discussion: What's Next?</i>	R & S Chapter 4
18 – W 11/9	Revenue Sharing and Competitive Balance	R & S Chapter 5

19 – M 11/14	Revenue Sharing and Competitive Balance	R & S Chapter 5
20 – W 11/16	Labor Matters: Unions Labor Matters: Athlete Compensation	R & S Chapter 9 R & S Chapter 10
21 – M 11/21	Media	R & S Chapter 8
W – 11/23	No Class	
22 – M 11/28	Media	R & S Chapter 8
23 – W 11/30	College Sports - History and Structure	R & S Chapter 13
24 – M 12/5	College Sports - The NCAA and Conference Affiliation GROUP PROJECT DUE IN CLASS	R & S Chapter 14
25 - W 12/7	College Sports - Member Institutions	R & S Chapter 15
26 – M 12/12	EXAMINATION #2 IN CLASS	

WRITTEN ASSIGNMENT - CASE STUDY – GROUP PROJECT

Working in groups of 3 self-selected by the students, groups will research, analyze, write and present a case study on a topic of significance facing sports industry leaders in 2015. The case study may focus on a specific organization, an industry segment, or the entire sports industry. The case should be approximately 25 pages, double-spaced, excluding any exhibits, appendices and bibliography.

The projects will be evaluated on the quality of the written case study by the group. *Each student in the group will: (1) receive the same grade as the rest of the group for the written aspect of the project which will account for 150 points; (2) receive an individual grade based on the peer evaluation, which will account for 50 points.*

The written aspects of the Case Study – Group Project will be graded based on the following criteria:

Completeness - Complete in all respects, reflects all requirements.

Understanding - Demonstrates a sophisticated understanding of the topic(s) and issue(s).

Analysis, Evaluation and Recommendations -

- a) Presents an insightful and thorough analysis of all issues identified; includes all necessary financial calculations (if any);
- b) Makes appropriate and powerful connections between the issues identified and the strategic concepts studied in the reading and in class; demonstrates complete command of the strategic concepts and analytical tools studied;
- c) Supports diagnosis and opinions with strong arguments and evidence; presents a balanced and critical view; interpretation is both reasonable and objective;

d) Presents detailed, realistic and appropriate recommendations clearly supported by the information presented and research; presents alternative strategies to solve the problem, briefly noting the advantages and disadvantages of each possible alternative.

Research - Supplements research with relevant and extensive research into the present situation; clearly and thoroughly documents all sources of information.

Writing mechanics - Writing demonstrates a sophisticated clarity, conciseness, and correctness; includes thorough details and relevant data and information; extremely well-organized.

Students are expected to write clearly, comprehensively and intelligently about an issue of current, critical importance to the sports industry. The written case must demonstrate a professional understanding and a practical applicability of industry issues, practices, concepts and consequences across the various disciplines of sports business.

The quality of thinking and expression are critical factors in grading. If you aim for common and traditional dogma, your grade will be common and traditional. This is a chance to excel.

The Peer Evaluation aspect of the Case Study - Group Project will be graded based on each individual's contribution to the successful completion of the project, based on the other project team members' assessments.