

UNIVERSITY OF MASSACHUSETTS
Department of Sport Management

SPORTMGT 680: Sport Policy
Spring 2007

Instructor: Dr. Mark McDonald **Class Time:** Tu/Th 8:00 am – 9:15 am
Office: ISOM 236E **Classroom:** ISOM 106
Email: mcdonald@sportmgt.umass.edu **Office Hrs:** Tu/Th 9:30 am – 10:30 am
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REQUIRED READING MATERIALS:

[Sport Policy Articles](#) (*Available electronically on course website*)
[Sport Policy Case Study Packet](#) (*Available at CopyCat Print Shop*)

SUGGESTED READING MATERIALS:

Street & Smith's SportsBusiness Journal

COURSE OBJECTIVE:

Sport Policy is intended to be a challenging capstone course for the graduate curriculum. The primary objective of this course is to introduce the student to the analysis of strategic problems and decisions facing sport managers and leaders. In addition to the formulating strategies, this course will focus on implementation issues. Upon completion of this course, the student will be able to:

- Discuss the role and importance of strategy for sport organizations
- Dissect and understand current strategic management practices in the sport industry
- Analyze challenges faced by sport organizations in the various sport management industries; develop strategic solutions to address these challenges

COURSE METHOD:

Sport management cases will require students to critically analyze business situations and recommend and support business decisions.

GRADING BASIS:

- Take-home Exams (2 @ 20%)	40%	- Participation	25%
- Five 2-page case briefs (5 @ 7%)	35%		

PARTICIPATION:

Students are expected to provide quality insights that enhance class discussion. Oral communication and “thinking on your feet” are vital management skills. Everyone will be responsible for the assigned material and should expect to be called upon. Failure to respond knowledgeably when called upon will be detrimental to your grade.

To help ensure that you are prepared to contribute to class discussions, you are required to complete an informal summary (point form is acceptable) for each case to be discussed throughout the semester. Each summary should highlight the following pertinent information: (1) case facts; (2) case issues; (3) decision(s) and rationale, and;

(4) any specific strategic analyses required by the questions that guide each case study (particularly for Topics 2-8). Students are expected to have their summaries in front of them at all times during class and be able to refer to them in facilitating case discussions. Moreover, students should be able to present and/or submit their case briefs to the instructor upon request.

If you happen to be a soft-spoken or shy individual, use this class as a laboratory to develop assertiveness and verbal skills. Of course, you cannot be involved if you are not prepared. 30% of your grade in this course will be based on the level and quality of your participation.

CASE BRIEFS:

In addition to expressing oneself verbally, managers must be able to clearly and persuasively articulate their thoughts and perspective in writing. Students will have the opportunity to prepare a written set of recommendations for 5 out of the total 15 cases for the semester. Of these 5 formal case briefs, 2 of which must be completed prior to the mid-term exam. Each brief is worth 7% (total=35%). The intention of these assignments is to provide students another medium to display their critical thinking skills. In addition to reading the case before class, students will analyze the issue(s) and formulated recommendations, well supported by case facts, for resolution of the problem(s). Each case study will be accompanied by a series of questions to guide the writing-up of the case studies.

While class time will be spent clarifying the specific expectations for these assignments, in general, analyses are to be concisely written, focused on recommendations that are well supported by the case, two double-spaced pages in length, and professionally packaged using APA format (5th ed. – see links on website for more information). Grammar, sentence structure and content will be equally evaluated. Case briefs are due at the beginning of class, and will not be accepted late.

GRADING SCALE:

• 98 - 100%	A+	80 - 82%	B-
• 93 - 97%	A	78 - 79%	C+
• 90 - 92%	A-	73 - 77%	C
• 88 - 89%	B+	70 - 72%	C-
• 83 - 87%	B	< 70%	F

COURSE OUTLINE

Date:	Topic/Case Study:	Required Readings:
1/30	<ul style="list-style-type: none"> ▪ Introduction & Framework for Case Analysis 	
Section I: STRATEGY		
Topic 1: Strategies		
2/1	<ul style="list-style-type: none"> ▪ Strategic Analysis: SWOT Analysis ▪ Framework for Case Analysis 	<ul style="list-style-type: none"> ▪ Topic 1 articles ▪ Links on website
2/6	<ul style="list-style-type: none"> ▪ Nike (B) 	<ul style="list-style-type: none"> ▪ Topic 1 articles
Topic 2: Strategists		
2/8	<ul style="list-style-type: none"> ▪ Strategic Analysis: Porter's 5-Forces Model 	<ul style="list-style-type: none"> ▪ Topic 2 articles
2/13	<ul style="list-style-type: none"> ▪ Phil Knight: CEO at Nike – 1983 (pp. 11-14) and ▪ Phil Knight Managing Nike's Transformation 	<ul style="list-style-type: none"> ▪ Topic 2 articles
Topic 3: Formulating Strategy		
2/15	<ul style="list-style-type: none"> ▪ Strategic Analysis: Value Chains 	<ul style="list-style-type: none"> ▪ Topic 3 articles
2/20	<ul style="list-style-type: none"> ▪ Women's Professional Basketball and the American Basketball League and ▪ Women's National Basketball Association (WNBA) 	<ul style="list-style-type: none"> ▪ Topic 3 articles
Topic 4: Analyzing Strategy		
2/22	<ul style="list-style-type: none"> ▪ Strategic Analysis: Barney's VRIO Framework 	<ul style="list-style-type: none"> ▪ Topic 4 articles
2/27	<ul style="list-style-type: none"> ▪ Billy Beane: Changing the Game (Guest Instructor – Jess Dixon) 	<ul style="list-style-type: none"> ▪ Topic 4 articles
Topic 5: Analyzing Strategy		
3/1	<ul style="list-style-type: none"> ▪ Strategic Analysis: Core Ideology 	<ul style="list-style-type: none"> • Topic 6 articles
Topic 6: Analyzing Strategy		
3/5	<ul style="list-style-type: none"> • Movie – <i>Small Ball: A Little League Story</i> 	<ul style="list-style-type: none"> ▪ 7pm (SOM 106)
3/6	<ul style="list-style-type: none"> • Strategic Choice in a Turbulent Environment: A Case Study of Starter Corporation (Guest Instructor – Professor Steve McKelvey) • Movie – <i>Small Ball: A Little League Story</i> 	<ul style="list-style-type: none"> ▪ Topic 5 articles ▪ 7pm (SOM 106)
3/7	<ul style="list-style-type: none"> ▪ Movie – <i>Small Ball: A Little League Story</i> 	<ul style="list-style-type: none"> ▪ 7:30pm (SOM 106)
3/8	<ul style="list-style-type: none"> ▪ Little League Baseball, Inc. and ▪ America's Youth Baseball Industry note 	<ul style="list-style-type: none"> ▪ Topic 6 articles
Exam #1		
3/13	<ul style="list-style-type: none"> • Movie – <i>The Original Harlem Globetrotters: The Team that Changed the World</i> 	
3/15	<ul style="list-style-type: none"> ▪ Exam #1 DUE: Harlem Globetrotters International, Inc. 	<ul style="list-style-type: none"> ▪ Topic 7 articles
3/20 & 3/22	<ul style="list-style-type: none"> ▪ Spring Break – No Class! 	
Topic 7: Analyzing Strategy		
3/27	<ul style="list-style-type: none"> ▪ Haigis Hoopla 	<ul style="list-style-type: none"> ▪ Topic 8 articles
Topic 8: Strategic Decision Making		
3/29	<ul style="list-style-type: none"> ▪ Decision Making at the Top: The All-Star Sports Catalogue Division (Guest Instructor – Jeff Mott) 	<ul style="list-style-type: none"> ▪ Topic 9 articles
Section II: FORCES		
Topic 9: Change		
4/3	<ul style="list-style-type: none"> ▪ Guest Speaker – Vaughn Williams (UConn Athletics) ▪ Movie – <i>Everest (IMAX)</i> 	<ul style="list-style-type: none"> ▪ Topic 10 articles ▪ 7pm (SOM 106)
Topic 10: Cognition		
4/4	<ul style="list-style-type: none"> ▪ Movie – <i>Everest (IMAX)</i> 	<ul style="list-style-type: none"> ▪ 7pm (SOM 106)
4/5	<ul style="list-style-type: none"> ▪ Mount Everest – 1996 	<ul style="list-style-type: none"> ▪ Topic 11 articles

Topic 11: Organization		
4/10	<ul style="list-style-type: none"> ▪ Organizational Design and the Post-Season Controversy in the New England Small College Athletic Conference 	<ul style="list-style-type: none"> ▪ Topic 12 articles
Topic 12: Corporate Social Responsibility		
4/12	<ul style="list-style-type: none"> ▪ Timberland and Community Involvement 	<ul style="list-style-type: none"> ▪ Topic 13 articles
Topic 13: Globalization		
4/19	<ul style="list-style-type: none"> ▪ Real Madrid Club de Fútbol 	<ul style="list-style-type: none"> ▪ Topic 14 articles
Topic 14: Collaboration		
4/24	<ul style="list-style-type: none"> ▪ Guest Speaker – Brooke Kaplan (New Balance) ▪ Movie – <i>Dogtown and Z-Boys</i> 	<ul style="list-style-type: none"> ▪ Links on website ▪ 7pm (SOM 106)
Section III: CONTEXTS		
Topic 15: Managing Maturity		
4/25	<ul style="list-style-type: none"> ▪ Movie – <i>Dogtown and Z-Boys</i> 	<ul style="list-style-type: none"> ▪ 7:30pm (SOM 106)
4/26	<ul style="list-style-type: none"> ▪ Vans: Skating on Air 	<ul style="list-style-type: none"> ▪ Topic 15 articles
Topic 16: Managing Teams		
5/1	<ul style="list-style-type: none"> ▪ The Army Crew Team 	<ul style="list-style-type: none"> ▪ Topic 16 articles
Topic 17: Managing Stakeholders		
5/3	<ul style="list-style-type: none"> ▪ 2003 Special Olympics World Summer Games: Managing a Stakeholder Network 	<ul style="list-style-type: none"> ▪ Topic 17 articles
Topic 18: Managing Experts (EXAM #2)		
5/8	<ul style="list-style-type: none"> ▪ Exam Preparation – No Class! 	
5/10	<ul style="list-style-type: none"> ▪ EXAM #1 DUE: International Management Group (IMG) 	<ul style="list-style-type: none"> ▪ Link on website ▪ Topic 18 articles
5/15	<ul style="list-style-type: none"> ▪ Class wrap-up 	