

**UNIVERSITY OF MASSACHUSETTS**

Department of Sport Management

**SPORTMGT 480: Sport Policy**  
**Spring 2008**

**Instructor:** Dr. Mark McDonald

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**Class Time:** Tu/Th 9:30 am – 10:45 am

**Classroom:** ISOM 129

**Office Hrs:** By appointment only

**REQUIRED READING MATERIALS:**

Sport Policy Reading Packets (*Available at Collective Copies*)

**SUGGESTED READING MATERIALS:**

*Street & Smith's SportsBusiness Journal*

**COURSE OBJECTIVE:**

Sport Policy is intended to be a challenging capstone course for the undergraduate 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. 25% 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. All students must complete the first case brief on the Nike (B) case study. 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 (5<sup>th</sup> ed.). 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:
1/29	▪ Introduction & Framework for Case Analysis	
<b>Section I: STRATEGY</b>		
<b>Topic 1: Strategies</b>		
1/31	▪ <b>Strategic Analysis:</b> SWOT Analysis ▪ Framework for Case Analysis	▪ Topic 1 articles
2/5	▪ Nike (B)	▪ Topic 1 articles
<b>Topic 2: Strategists</b>		
2/7	▪ <b>Strategic Analysis:</b> Porter's 5-Forces Model	▪ Topic 2 articles
2/12	▪ Phil Knight: CEO at Nike – 1983 (pp. 11-14) <b>and</b> ▪ Phil Knight Managing Nike's Transformation	▪ Topic 2 articles
<b>Topic 3: Formulating Strategy</b>		
2/14	▪ <b>Strategic Analysis:</b> Value Chains	▪ Topic 3 articles
2/21	▪ Women's Professional Basketball and the American Basketball League <b>and</b> ▪ Women's National Basketball Association (WNBA)	▪ Topic 3 articles
<b>Topic 4: Analyzing Strategy</b>		
2/26	▪ <b>Strategic Analysis:</b> Barney's VRIO Framework	▪ Topic 4 articles
2/28	▪ Billy Beane: Changing the Game	▪ Topic 4 articles
<b>Topic 5: Analyzing Strategy</b>		
3/4	▪ <b>Strategic Analysis:</b> Core Ideology	• Topic 5 articles
<b>Topic 6: Analyzing Strategy</b>		
3/6	• Strategic Choice in a Turbulent Environment: A Case Study of Starter Corporation (Guest Instructor – Professor Steve McKelvey)	▪ Topic 6 articles
3/11	▪ <b>Movie</b> – <i>Small Ball: A Little League Story</i>	
3/13	▪ Little League Baseball, Inc. <b>and</b> ▪ America's Youth Baseball Industry note	▪ Topic 6 articles
<b>Exam #1</b>		
3/25	• <b>Movie</b> – <i>The Original Harlem Globetrotters: The Team that Changed the World</i>	
3/27	▪ <b>Exam #1 DUE:</b> Harlem Globetrotters International, Inc.	▪ Exam #1: Financial Analysis
<b>Topic 7: Analyzing Strategy</b>		
4/1	▪ Haigis Hoopla	▪ Topic 7 articles
<b>Section II: FORCES</b>		
<b>Topic 8: Managing Change</b>		
4/3	▪ Guest Speaker – Vaughn Williams (UConn Athletics)	
<b>Topic 9: Cognition</b>		
4/8	▪ <b>Movie</b> – <i>Everest (IMAX)</i>	
4/10	▪ Mount Everest – 1996	▪ Topic 9 articles
<b>Topic 10: Organization</b>		
4/15	▪ Organizational Design and the Post-Season Controversy in the New England Small College Athletic Conference	▪ Topic 10 articles
<b>Topic 11: Corporate Social Responsibility</b>		
4/17	▪ Timberland and Community Involvement	▪ Topic 11 articles
<b>Topic 12: Collaboration</b>		

4/22	▪ Guest Speaker – Brooke Kaplan (Life is Good)	
<b>Section III: CONTEXTS</b>		
<b>Topic 13: Managing Teams</b>		
4/24, 4/29	▪ Coach K & Coach Knight	
5/1	▪ The Army Crew Team	▪ Topic 13 articles
<b>Topic 14: Managing Experts (EXAM #2)</b>		
5/6	▪ <b><i>Exam Preparation – No Class!</i></b>	
5/8	▪ <b><i>EXAM #2 DUE:</i></b> International Management Group (IMG)	▪ Topic 14 articles
5/13	▪ Class wrap-up	