5111. Applied Research (3 s.h.)

The course equips the student with an understanding of the process of pure and applied research and the scientific method, including an introduction to statistics and computer applications. It prepares the student to analyze critically the scientific literature of sport, recreation, tourism, hospitality, and leisure. The course will address the major ways of conceptualizing and designing research, and acquiring, interpreting, and disseminating data. It will focus on applied research, with the expectation that the students will learn the practical application of research uses in the professional setting.

Learning Objectives

Upon completing the course, students will be able to:

- describe the components of survey research.
- demonstrate an understanding of sampling and of sampling techniques.
- compare and contrast data collection methods.
- design and evaluate survey questions.
- develop appropriate interview strategies.
- design a reliable and valid survey instrument.
- demonstrate an understanding of how to analyze survey data.
- discuss the ethical and legal challenges inherent in survey research.

Topics List

- Current status of research in sport management & tourism
- Understanding and evaluating published research
- Research process
- Data base searching and literature reviews
- Role of theory
- Creating surveys
- Validity and reliability
- Research Design
- Sampling
- Basic data analysis
- Ethical issues in research
- Preparing a research proposal
5212. Legal Issues in Sport and Recreation (3 s.h.)

The course addresses the legal aspects of sport, recreation, and leisure services, with a focus on tort liability, human rights liability, criminal liability, and contractual liability. Legal concepts of negligence, situations which give rise to lawsuits, and principles of risk management will be covered. Legal issues related to use of equipment, facility management, and accommodation for special populations will also be addressed.

Learning Objectives

Upon completion of this course students are expected to successfully:

1. Demonstrate an understanding of both federal and state judicial systems
2. Demonstrate an understanding of legal terminology
3. Demonstrate an understanding of legal ethics
4. Demonstrate an understanding of tort, labor, antitrust, tax, contract, patent, copyright, trademark, and Constitutional law, and their respective applications to the sport industry
5. Demonstrate an understanding of discrimination in terms of race, sex, and disability particularly as it pertains to sport and recreation activities
6. Demonstrate an understanding of the various governing bodies that regulate sport and recreation organizations and how these governing bodies obtain their authority
7. Demonstrate an understanding of sport agent regulations and current issues influencing the profession.

Topics List

- Federal and State Legal System
- Legal Research
- Negligence
- Risk Management
- Intentional Torts
- Contract Law
- Alternate Dispute Resolution
- Intellectual Property Law
- Anti-trust and Labor Law
- Athlete Agent Regulation
- Title IX
- Employment and Constitutional Law
5221. Sport Governance and Policy (3 s.h.)

The course addresses the various approaches to organizing and governing sport and athletic programs from school sports to professional sports, from individual conferences to international organizations. Principles, issues, and problem areas associated with the governance of individual athletic departments will be addressed as well as the principles, issues, and problem areas associated with athletic conferences, and national and international governing bodies. Specific problems in relation to the size, structure, and staff of athletic departments and sport governing bodies will be analyzed.

Learning Objectives

Upon completion of this course students are expected to successfully:

1. Develop an understanding of the structures of various sport governing bodies in amateur and professional sport.
2. Understand organizational policy development and their roles in the management of sport organizations.
3. Acquire the skills necessary to develop policies within a sport organization.
4. Understand the social, legal, ethical, economical, political and educational implications of organizational policies and decisions.
5. Develop an understanding of the principles and bylaws of the NCAA.
6. Understand how individual sport managers impact organizational policy decisions.
7. Understand the relationship between government and sport.

Topics List

- Olympic Movement, IOC – Structure & Processes, Hosting Requirements
- International Federations
- National Governing Bodies / National Sport Organizations
- Intercollegiate Sport
- NCAA – Structure, Processes, History, Bylaws
- Interscholastic Sport - National Federation, State High Athletic Associations
- PIAA – Structure & Processes
- Governmental & Quasi Governmental Organizations
- Sports Commissions – State & County
- Park & Recreation Commissions
- Professional Sport Organizations – Structure & Processes
- Player’s Associations, CBAs
- Youth and Amateur sport
5222. Facility Management  (3 s.h.)

The principles of planning areas and facilities for sports, recreation, and parks are explored. In addition to the design and construction of specific sport and recreation facilities, approaches to standards and regional planning will be discussed. Problems and issues related to funding, maintenance, and use of sport and recreation facilities will be analyzed. The course will also include trends in facility design, construction, and maintenance.

Learning Objectives

After completing the course stadium and arena management students should be able to:

1. Cite the needs assessment necessary for selecting the types of facility renovations or retrofits needed and how to evaluate the renovation or retrofit plan.

2. Outline, state and summarize needs assessment, feasibility studies, governmental regulations, financial and budgeting considerations surrounding the design, construction and operation of a sport and recreation facility.

3. Recognize and differentiate considerations related to land acquisitions, site preparation, the construction process (planning committee, proposal process, funding, construction bid factors and bidding) and demolition of any previously existing facility.

4. Apply, categorize and interpret the impact and importance of the Americans with Disabilities Act (ADA) upon sport and recreational facilities.

5. Describe, evaluate, and recommend types of natural and synthetic turfs employed in sport and recreation activities.

6. Identify potential risk, assess risk, compensate for risk, remove risk and be able to recommend standard operating procedures for sport and recreation facilities.

Topics List

- Planning Principles, Planning Units and Area Types
- Land Acquisition, Design, and Financing
- Traffic and Crowd Management
- Climate, Energy and Environment Control
- Lighting, Playing Surface
- Construction and Technology
- Service and Ancillary Areas
- Security and Risk Management
- ADA
- Current trends
- Career Requirements and Preparations
5411. Management of Organizations (3 s.h.)

The course addresses the basic functions of management as they pertain to the administration of organizations that function in primarily service industries like those represented by STHM. Management theory, principles, current issues, and problem areas will be addressed as they apply to all levels of programs and in all types of organizations, including public, private, and voluntary.

Learning Objectives

Upon completion of this course students are expected to successfully:

1. Identify the opportunities/challenges of assuming administrative positions within STHM oriented organizations.
2. Demonstrate an understanding of contemporary and classical theories of organizational structure and management.
3. Demonstrate an understanding of the various skills, functions, and roles of management.
4. Demonstrate an understanding and appreciation for strategies intended to provide professional development for sport administration professionals.
5. Demonstrate an understanding of how to effectively recruit and manage a diverse workforce.

Topics List

- Distinct elements of managing in sport
- Leadership
- Planning
- Organizing
- Evaluation
- Staffing
- Change
- Ethics
- Diversity
- Organizational Culture
- Decision Making
- Motivation
- Communication
- Conflict Resolution
- Negotiation
- Power & Politics
- Organization and workforce structures
5413. Financial Management (3 s.h.)

The course will analyze managerial accounting and financial management, along with management strategies for financing ventures and expansion. Topics will include accounting systems and internal control, financial statement analysis and interpretation, operational analysis, cost behavior, budgeting and forecasting, pricing and feasibility analysis. Computer applications will be highlighted.

Learning Objectives

At the end of the class, the student should be able to:

a) Understand fundamental financial concepts and their application to the hospitality and sport industry;

b) Read and understand the components of major financial statements;

c) Perform various financial statement analyses including horizontal and vertical analysis, and financial ratio analysis,

d) Learn and analyze two main hospitality business expansion strategies; franchising and management contracts;

e) Prepare operational budgeting;

f) Understand and perform a feasibility study for a hospitality and sport business;

g) Understand concepts of revenue management, and,

h) Understand international and corporate social responsibility issues.

Topics List

- Current economic issues
- Basic financial concepts
- Fundamental financial analysis
- Capital structuring and risk
- Valuation
- Economic Impact analysis
- Sources of capital
- Budgeting
- Managing assets and liabilities
- Profit and Loss statements
5415. Service Marketing (3 s.h.)

The marketing mix (promotions, public relations, sales, advertising, operations, pricing) as applied to various settings will be analyzed, as well as marketing segmentation and targeting. The application of the principles specific to service marketing will be a primary focus of the course, which will employ case study methods in addition to traditional content delivery. Current issues and problem areas associated with marketing and public relations will be analyzed.

Learning Objectives

The course is designed to:
   a) create an awareness and understanding of the concepts and theories of marketing in tourism and hospitality;
   b) provide an in-depth understanding of the scope and ramification of the marketing function and marketing management and its relationships to corporate strategies; and
   c) provide an understanding of the basic techniques and tools of marketing management as applied to the international and national tourism and hospitality marketing environment.

Topics List

- Basic principles
- Service elements
- Sport specific service
- Emergence of sport marketing discipline
- Contingency frameworks
- Database management
- Market research process
- Segmentation
- Targeting
- Positioning
- Sport sponsorship concepts
- Evaluation
- Web-based applications
5421. Event Management (3 s.h.)

An experience-based course, this course will present principles of event management, along with a broad overview of opportunities in the industry. There will be a special focus on current trends and technology, risk management, staffing, and budgeting. A wide diversity of experiences will be available.

Learning Objectives

At the end of the class, the student should:

- Acquire an understanding of the role and purpose(s) of special events in sport oriented organizations.
- Acquire an understanding of the techniques and strategies required to plan successful special events.
- Acquire the knowledge and competencies required to promote, implement and conduct special events.
- Acquire the knowledge and competencies required to assess the quality and success of special events.

Topics List

- Planning Principles
- Staffing
- Budgeting
- Sales/Ticketing
- Marketing
- Volunteerism
- Risk Management and Insurance
- Vendors
- Contracts
- Event tourism
- Economic impact
- Ethics and professionalism
- Careers in event management
- Technology and Coordination
5216. Business Strategy in Sport and Recreation (3 s.h.)

This course focuses on the strategic challenges confronting firms that compete in the global economy within the sport and recreation industry. It provides students a forum in which to apply and integrate business theories, practices and skills in a global environment. The course examines opportunities for entrepreneurs in the industry through business plan development.

Learning Objectives

Upon completion of the course, the student will be able to:

A. Discuss thoroughly the basic tenets of strategic management.
B. Integrate strategy theory into an analysis of their chosen sport organizations.
C. Distinguish among the different types of corporate and business level strategies.
D. Develop a comprehensive strategic plan for their chosen sport organization.
E. Recognize and identify key concepts with regards to strategic management.
F. Confidently assume a leadership position within a sport organization with regards to strategy analysis and development.
G. Demonstrate effective communication skills.
H. Knowledgeably discuss the strategic issues relevant in sport organizations today.

Topics List

- Basic theories of strategy and business concepts
- Business models
- SWOT analysis for business
- Organizational Effectiveness
- Formulation, Implementation and Evaluation of Strategic Business Plans
- Negotiation
- Corporate-level & Business-level strategy
- Organizational design
- Managing Technology, Innovation & Diversity
- Strategy Issues for Entrepreneurs, Non-Profits & Small Business
- Corporate Social Responsibility
- Sources of Competitive Advantage
- Business ethics
5226. Consumer Behavior in Sport and Recreation (3 s.h.)

This course is designed to provide knowledge of the psychological foundations of consumer behavior, the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly their actions, and how to engage these mechanisms in building persuasive communications. The focus of this class will be on the scientific research (of behavioral scientists from multiple disciplines) that illuminates the psychological processes underlying consumer behavior, with specific focus on spectator and participant based sport and recreation activities.

Learning Objectives

Upon completion of the course, the student will have the ability to:

- Understanding of the theories and concepts of buyer behavior
- Apply buyer behavior concepts to what customers do in "the real world"
- Improve skills in the research and analysis of customer segments, demand, and market potential
- Utilize knowledge of buyer behavior to enhance strategic decision making

Topics List

- Participants
- Spectators
- Consumer Behavior models
- Decision making models
- Psychological inventories
- Sociological factors
- Attendance factors
- Involvement Theories
- Identification Theories
- Persuasion Theories
- Consumer Research
5225. Sales and Development in Sport and Recreation (3 s.h.)

The course analyzes and produces skills essential to revenue production and sales processes commonly found in the sport and recreation businesses. Sales and development theory, principles, current issues, and problem areas will be addressed as they apply to all levels of programs and in all types of contexts. Experiential learning will be infused into the content delivery.

Learning Objectives

Upon completion of the course, the student will have the ability to:

- Understand personal and B2B selling as a systematic process.
- Provide insights into how people are motivated - both salespeople and prospective buyers.
- Understand the basic activities of sales management: evaluation, compensation, forecasting, budgeting, time and territory management.

Topics List

- Basic Selling Principles
- Forecasting
- Selling personality/motives
- Communication/persuasion principles
- The approach, presentation, and demonstration
- Product knowledge
- Prospecting
- Tactics, solutions
- Designing territories
- Quotas, compensation
- Managing a sales force
- Corporate vs. individual sales
- Closing
- Post-sale service
- Ethical and Legal issues
- Current trends
5220. Special Topics in Sport and Recreation Management (3 s.h.)

This seminar is designed to provide an in-depth exploration of special topics, current issues, and trends in sport and recreation as they relate to topics such as interpretation of international multiculturalism; concepts of strategic management, the use of information technology and its impact on destinations, competitive strategy and marketing; environmental trends, planning, and development; policy formulation; and the social and economic impact of sport and recreation. Relevant industry problems and issues facing management and personnel in the related industries will be discussed.

5485. Graduate Internship (3 s.h.)

The Graduate Internship utilizes a field placement with emphasis on acquisition and application of practical skills. One hundred and eighty contact hours will take place in an agency, under supervision of both the University internship coordinator and the agency-designated supervisor.

9995. Master's Project (3 s.h.)

Sessions will be scheduled by arrangement with the Master's Project adviser. The Master's Project is limited to those who plan to earn the master's degree by completing a project.

9996. Master's Thesis (3 s.h.)

Sessions will be scheduled by arrangement with the Master's Thesis adviser. The Master's Thesis is limited to those who plan to complete the master's degree by writing a thesis.