The Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management

NYU

{COMPREHENSIVE CURRICULUM}
At the Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, we are committed to a progressive curriculum that cultivates extensive industry connections, encourages industry research, and combines theory with practice to create a community of student entrepreneurs consistent with New York University’s standard of excellence. The Tisch Center is housed within NYU’s School of Continuing and Professional Studies and offers two Bachelor of Science degree programs: the Hotel and Tourism Management Program and the Sports Management Program. Building on the foundation of a liberal arts education, both programs offer innovative curricula as well as unparalleled networking opportunities that work in tandem to prepare you for your professional life. During your four years, you take professional development seminars that address a range of subjects, from dress and etiquette to interviewing and networking. From your first semester, you personally interact with business leaders and receive individual attention and support from faculty and administrators.

The challenging, interdisciplinary curricula and extraordinary programs at the Tisch Center shape independent and creative thinkers prepared to thrive in global business environments. Our exceptional faculty, diverse student body, and prime location in the heart of New York City—the world capital of the hospitality, tourism, and sports management industries—present you with infinite educational and professional possibilities.
Bachelor of Science in Hotel and Tourism Management

This program offers a comprehensive curriculum that develops skills in areas such as hotel development, destination marketing, management, and finance. You take a sequence of business courses to complete the major and choose a concentration from one of three areas: event management; marketing and revenue management; or organizations and operations. You complete your program by selecting electives from an evolving list of specialized courses.

CORE PROGRAM REQUIREMENTS

Tourism Impacts and Issues
This course is a survey of the dimensions, operations, and issues of the global tourism industry. Topics include tourism supply and demand; the geographic, economic, and sociocultural perspectives of travel; consumer behavior as it affects tourism; transportation and distribution systems; the segments of the industry (cruise lines, tour operations, attractions, government agencies); international and public policy; trade organizations; and technological impacts on tourism. Sustainable development and other key trends and new practices in tourism are also explored. 
Prerequisite: None.

Lodging Industry Structures and Strategies
This course is a survey of lodging industry history, practices, and trends through a review of the products, customers, suppliers, operators, and owners in this industry. The various organizational structures, including franchises, REITS, third-party management, and the types of hotels (geographic, service, and target market) are discussed relative to ownership objectives. Topics include managing operational departments such as human resources; food and beverage; rooms; revenue management; engineering and maintenance; technology; and sales, marketing, and accounting. 
Prerequisite: None.

Financial Management for Hospitality and Tourism
You examine the various financial instruments, structures, and strategies on which hospitality and tourism businesses operate. Topics include basic financial concepts; reporting requirements for the hotel and tourism industries; methods of raising capital; the time value of money; budgeting and forecasting; sources and uses of working capital; and differences between not-for-profit accounting and capital accounting. You use professional hotel and tourism business software. 
Prerequisite: Hotel and Tourism Accounting.

Hotel and Tourism Accounting
This course is an introduction to accounting principles, instruments, and structures by which hotel and tourism businesses operate. Topics include basic accounting concepts and principles; not-for-profit accounting principles; the creation of journal entries; balance sheets; income statements; owner’s equity statements; and statements of cash flow and their importance in making informed business decisions. You identify, record, and post accounting data using appropriate accounting and business software. 
Prerequisite: Sophomore status.

Human Resource Management
This course is an examination of the role of human resource management in hospitality and tourism operations from social, legal, competitive, and global perspectives. Topics include human asset planning and recruiting, selecting, hiring, orienting, training, retaining, motivating, developing, compensating, evaluating, and supporting employees. Legislation, regulations, labor unions, and organizational needs are discussed from both a functional and a strategic approach. 
Prerequisite: Lodging Industry Structures and Strategies.
Hospitality and Tourism Sales and Marketing
This course is an examination of marketing and sales concepts as applied to the hospitality and tourism industries with an emphasis on competitive and brand analysis, segmentation, revenue management, customer relationship management, traditional and contemporary promotional tactics, and sales. Topics include marketing principles and trends; sales; strategies; market positioning; product and service development; advertising and public relations; the sales cycle; strategic planning; Internet marketing; transient vs. group sales processes; and distribution channels.
Prerequisite: Lodging Industry Structures and Strategies.

Leadership for Crisis Situations
This course is an analysis of the challenges and processes involved in making an intervention, including leading a team or organization through a difficult period, crisis, or major change as well as promoting solutions to stakeholders and the public. Topics include leading; managing; negotiating; planning for emergencies; team building; motivating; and communicating in a multicultural, changing, global industry environment. You analyze at least one major industry case.
Prerequisite: Senior status.

Hospitality and Travel Law
This course is a review of statutes, regulations, and case law and their application to hospitality and tourism operations. Topics include basic legal principles and procedures; the hotel-guest relationship; laws regarding food and beverage operations; legal standards of employee contracts; government regulations; management and franchise agreements; and commercial and case law. Emphasis is placed on understanding negotiations, mediation, arbitration, and contract relationships between unions and management and among hospitality and tourism vendors, suppliers, and concessionaires.
Prerequisite: Junior status.

Applied Research
This course is a review of the processes of obtaining and analyzing relevant, reliable, valid, and current information necessary for the examination of hospitality and tourism industry practices and trends. Topics include assessing scholarly research; analyzing industry reports; staying current with industry trends; designing a coherent research project; analyzing data; and applying research findings to specific managerial problems.
Prerequisite: Sophomore status.

Internship I
Course work consists of 300 hours in a supervised and structured work experience in a hospitality or tourism organization accompanied by regular class discussion sessions. Topics include organizational orientation and training; time management; supervision structures; internal communication; and corporate culture. You attend class sessions to discuss your internship experience and to complete your assignments.
Prerequisite: Junior status.

Internship II
Course work consists of 400 hours in a supervised and structured work experience in a hospitality or tourism organization accompanied by regular class sessions. Topics include corporate cultures; business structures; time management; project management; roles and responsibilities of professionals; and business communication. You attend class sessions to discuss your experience and to complete your assignments and evaluations.
Prerequisite: Internship I.

Professional Seminar I
This course is an introduction to college and to the educational culture, policies, procedures, resources, and programs of the Tisch Center and New York University. Topics include self-assessment; educational goals; study skills; library resources; the process of finding materials; and a tour of University resources, including Bobst Library.
Prerequisite: Freshman status.

Professional Seminar II
This course is an explanation of and preparation for Internship I and II. Topics include identifying professional skills and interests; writing résumés; preparing cover letters; basic interviewing; searching for an internship; networking skills; writing business letters; and learning business etiquette.
Prerequisites: Sophomore status, Professional Seminar I

Professional Seminar III
This course is an introduction to public speaking and interviewing. Topics include preparing formal and informal speeches; platform skills; presenting yourself professionally; and interviewing skills. You revise your résumés, participate in mock interviews, and make a public presentation.
Prerequisites: Junior status, Professional Seminar II.
Professional Seminar IV
This course is an examination of the process of transitioning from college to full-time career positions or graduate school. Topics include selecting job opportunities; continuing professional education; balancing personal and professional lives; managing transitions; identifying role models; and managing career and finances. You update your résumé and networking database.
Prerequisites: Senior status, Professional Seminar III.

Tourism Planning and Policy
This course focuses on the evolution of modern tourism policy at the national and international level; formulation of new policy; and implementation of policy as it relates to planning and management of tourism. You learn to conduct a comprehensive review of the tourism planning process used to develop or modify a travel destination area. Aspects of the strategic tourism planning process include the development of goals and objectives; the identification of natural, cultural, social, and recreational resources; and the control procedures needed to ensure implementation and measure impacts.
Prerequisite: Junior status.

Business Development I
This course is an examination of business management principles (planning, organizing, staffing, directing, and controlling) and organizational structures (single proprietorship, partnership, limited liability corporation, C corporation, and S corporation) from human, legal, and financial perspectives. Topics include life cycles of businesses; financial and risk analysis for businesses; legal issues in business operations; premises liability; franchising arrangements; analysis of physical assets; industry practices; managerial strategies; and current governmental regulations.
Prerequisites: Tourism Impacts and Issues, Hotel and Tourism Accounting.

Business Development II
This course is an examination of the principles of organizing, financing, and operating single and mixed use projects from the perspectives of business operators, investors, and owners. Topics include project finance; market analysis; facility contracts; leaseholder agreements; models of mortgages and public financing; sources of capital and their impact on projects; and public and private partnerships. A case study analyzing a particular project is integrated into the course.
Prerequisite: Business Development I.

Business Development III
This course is an analysis of the challenges faced and skills necessary in running a small organization and making changes within a large organization from marketing, finance, law, and human resources perspectives. Topics include the principles and procedures for starting a business; changing corporate structures; franchising; media strategies; making business successful over the long term; effective changes in organizations; leading an organization; and the dimensions of entrepreneurial behavior.
Prerequisite: Business Development II.

Sports Tourism and Mega Events
This course is an examination of the development of sports tourism, including the challenges of developing and operating sports events and venues for mega events. Topics include the historical development of events and venues; the nature of special mega events; the infrastructures of tourism events; the financial, facility, environmental, and planning aspects of large-scale events; volunteer management; and the economic and sociocultural impacts of sports tourism.
Prerequisites: Junior status, Business Development I.

Concentration-Specific Courses

Food, Beverage, and Catering Operations
This course is an examination of the challenges in operating food and beverage outlets as well as on- and off-premise catering. Topics include menu development; beverage operations; levels and types of service; structures of kitchens and dining rooms; in-room dining; marketing; customer service; purchasing; inventory management; labor scheduling; pricing; and the role of the food and beverage manager. You examine actual case studies of operations.
Prerequisite: Junior status.

Conferences and Special Events
This course is an introduction to the challenges of planning, organizing, and executing conferences and meetings. Topics include types of meetings and events; facility types; the role of the planner; setting conference objectives; lodging and transportation issues; site selection negotiations; program design; budgeting; vendor management; speaker selection; creative merchandising; registration; on-site logistics; vendor contracts; staffing; transportation; and security.
Prerequisite: Junior status.
Marketing of Conferences and Special Events
This course is an analysis of strategies used to market conferences, meetings, and special events on a regional, national, and global scale. Topics include planning to market the entire event; developing and using market research for profit versus not-for-profit marketing; sales techniques; target and niche markets; marketing images for organizations; strategic partnership development; and interactive marketing techniques.
Prerequisite: Conferences and Special Events.

Customer Relationship Management
This course explores the structures, cultures, and goals of organizations with the purpose of developing effective strategies for managing their customer relationships. Active management of relationships requires thorough analysis of customer demands, expectations, and needs. Creating strategies to assess and satisfy customer demands and needs are the basis of a systematic approach to relationship management. Topics include customer behaviors and expectations; service delivery strategies; customer value; guest satisfaction; service quality; continuous improvement processes and communication skills; technological applications; and reward and loyalty programs.
Prerequisite: Hospitality and Tourism Sales and Marketing.

Rooms Division Management
This course is an analysis of the room division within hotels and the role of revenue management in successful operations. Topics include revenue management; pricing patterns and models; rooms division staffing; departmental structures; cost containment; customer data analysis; revenue optimization; and the integrated operation of lodging departments (rooms division, front office, guest services, sales and marketing, night audit, accounting, housekeeping, reservations, engineering/maintenance, and security). Current hotel software is used.
Prerequisite: Elementary Statistics.

Strategic Pricing and Revenue Management
This course is an examination of the principles and practices involved in hospitality industry pricing strategies from economic, systems, marketing, distribution, and brand perspectives. Topics include yield management; technological trends; pricing theory; benchmarking and reporting matrices; transparency in group and transient market pricing; hurdle rates; pricing fences; and the process of competitive analysis. Current hotel software is used.
Prerequisite: Rooms Division Management.

Casino Operations and Management
This course is an examination of the organizational structures and management challenges of operating a gaming business. Casino and gaming operations are structured and managed differently from other hospitality operations. Topics include the history of casino gaming; the economics of gaming; management structure of casinos; rules and regulations that affect day-to-day operations; government restrictions; clientele; marketing strategies; employee licensing; legislation concerning types of games; entertainment; and the legal requirements for operating a facility.
Prerequisite: Junior status.

Management of Private Clubs and Resorts
This course is an exploration of the managerial challenges involved in operating clubs and resorts. Topics include customer service; current consumer trends; industry developments; selecting and training staff; budgeting; departmental communication; expense control; revenue strategies; fee structures; geographical influences; governmental regulations; long-term growth; and strategic management. Special attention is given to recreational programming, sporting activities, food and beverage operations, social events, educational activities, private parties, and profit-oriented versus not-for-profit enterprises.
Prerequisite: Junior status.

Event Design and Production
This course is an examination of the planning strategies, production realities, and technology involved in staging a variety of events or meetings. Topics include needs assessment; budgeting; planning and coordinating; design and preparation; staffing; equipment management; video and film production; and vendor negotiating and contracting.
Prerequisite: Hospitality and Tourism Sales and Marketing.

Distribution and Channel Management
This course examines the evolution of the distribution of hospitality and tourism products. The increasing complexity and sophistication of distribution requires that managers be able to define the issues and challenges associated with successful channel management. Topics include distribution intermediaries; channel optimization; pricing integrity; dynamic packaging; competitive distribution analysis; and integration of marketing in distribution outlets. We examine negotiation of third-party providers, technological enhancements, and group and transient systems.
Prerequisite: Hospitality and Tourism Sales and Marketing.
**ELECTIVES**

**Independent Study**
This course provides an opportunity to work with a faculty mentor on a research project. Approved topics should be extensions of existing courses previously taken or knowledge areas of study in which no courses are offered. Independent research is intended to extend the student’s knowledge in an area where his or her interest is more specialized than the norm. A written paper is required at the end of the project. An academic adviser must grant prior approval for the research topic and the number of credits for which the student may register.

*Prerequisite: Junior status.*

**Emerging Issues in Hospitality and Tourism**
This course is a review and analysis of important current trends and issues in hospitality and tourism through the perspective of operations, marketing, finance, human resources, law, leadership, technology, and strategic management. Topics include strategic thinking, sustainability; global perspectives; trend analysis; and practical business research. You work in teams analyzing the topic and developing a range of management strategies for a specific case or set of issues.

*Prerequisite: Senior status.*

**Entrepreneurship**
This course examines the challenges and opportunities associated with starting a new hospitality or tourism business venture. Emphasis is on planning and developing a hospitality or tourism business as either a private or not-for-profit venture. Topics include fundamentals of entrepreneurship; business planning and development strategies; tax policies; legal forms of ownership; and sales techniques and marketing strategies. Case studies are incorporated in the course work throughout the semester. For the final class project, you develop an entrepreneurial business plan.

*Prerequisite: Business Development II.*

**Investment Analysis and Financing**
This course explores the issues, techniques, and strategies involved in investment analysis and financing of lodging development. We also discuss acquisitions necessary to achieve success in developing, owning, and operating lodging assets. The course includes general and industry specialized investment; financial analysis methods, including current asset performance; prospective performance; application of time value of money concepts; ratio analysis; and capital budgeting. Topics include success attributes; risk evaluation; market analysis; cash-flow analysis and preparation; break-even; degree of operating leverage; rates of return; appraisal and valuation; debt, equity, and lease financing; public-private ventures; taxation; portfolio theory; exit strategies; and use of specialized software.

*Prerequisite: Junior status.*

**Marketing of Tourism Destinations**
This course is a review of the processes used to develop, modify, or promote a tourism destination. Topics include strategic tourism planning; natural, cultural, social, and recreational tourism resources; analysis of destinations; destination marketing; tourism control models; promotion strategies in tourism; national and international forces; and models of integrated destination marketing.

*Prerequisite: Junior status.*

**Special Interest Tourism**
This course is an analysis of the issues involved in developing destination and tourism products that are sensitive to the natural and cultural resources of the area. Topics include sustainable development; rural tourism; poverty tourism; heritage and cultural tourism; adventure tourism; and urban tourism.

*Prerequisite: Junior status.*

**Advanced Seminar in Hospitality and Tourism Management**
This course is a review and analysis of an important current issue through operations, marketing, finance, human resources, law, and strategic management perspectives. Topics include strategic thinking; global perspectives; and practical business research. You work in teams analyzing the topic and developing a range of management strategies for a specific problem.

*Prerequisite: Senior status.*

**Seminar in Experiential Learning**
This course offers a study of the history and theory of experiential learning. You identify your own educational goals and analyze how your prior college-level learning fits into the curriculum of your overall degree plan. You document, write, and edit your portfolio of prior learning. At the discretion of the instructor, you may use one additional semester to complete your portfolio without an additional fee. You may not register for this course more than once.

*Prerequisites: Permission of prior learning coordinator and Writing Workshop I.*
In the B.S. in Sports Management Program, you learn the business of sports and the management of sporting events and athletic facilities. You study with scholars and experienced professionals in courses that develop skills in management, merchandising, marketing, and promotions. To complete your major, you take electives from a variety of offerings and choose a concentration in one of three areas: sports law; organizational management; or event management.
Professional Seminar III
This course is an introduction to public speaking and interviewing. Topics include preparing formal and informal speeches; platform skills; presenting ideas; presenting yourself professionally; and interviewing skills. You revise your résumé, participate in a mock interview, and make a public presentation.
Prerequisites: Junior status, Professional Seminar II.

Professional Seminar IV
This course is an examination of the process of transitioning from college to full-time career positions or graduate school. Topics include selecting job opportunities; continuing professional education; balancing personal and professional lives; managing transitions; identifying role models; and managing career and finances. You update your résumé and networking database.
Prerequisites: Senior status, Professional Seminar III.

Internship I
Course work consists of 300 hours in a supervised and structured work experience in a sports organization accompanied by regular class discussion sessions. Topics include organizational orientation and training; time management; supervision structures; internal communication; and corporate culture. You attend class sessions to discuss your internship experience and to complete your assignments.
Prerequisite: Junior status.

Internship II
Course work consists of 400 hours in a supervised and structured work experience in a sports organization accompanied by regular class sessions. Topics include corporate cultures; business structures; time management; project management; roles and responsibilities of professionals; and business communication. You attend class sessions to discuss your experience and to complete your assignments and evaluations.
Prerequisite: Internship I.

Sports Management Accounting
This course is a survey of accounting instruments and statements utilized within the sports industry. Topics include accounting principles that govern a business life cycle; cash basis versus accrual basis accounting; original, adjusting, and closing journal entries; creating balance sheets; income, owner’s equity, and cash-flow statements; contra-asset accounts; and depreciation calculations.
Prerequisite: Sophomore status.

Financial Management for Sports Organizations
This course is a survey of financial instruments utilized when analyzing the fiscal stability of various sports entities, organizations, and governing bodies. Topics include basic financial concepts and reporting requirements that apply to the sports industry; financial markets and institutions; ratio analysis; the time value of money; raising and investing capital; budgeting, forecasting, planning, and managing long-term investments; debt and equity management; and risk assessment.
Prerequisite: Sports Management Accounting.

Leadership for Crisis Situations
This course is an analysis of the challenges and processes involved in making an intervention, or leading a team or organization through a difficult period, crisis, or major change, as well as promoting solutions to stakeholders and the public at large. Topics include leading; managing; negotiating; planning for emergencies; team building; motivating; and communicating in a multicultural, changing global industry environment. You analyze at least one major industry case.
Prerequisite: Senior status.

Sports Law
This course is a survey of the legal system and the ways it intersects with organized sports. Topics include legislative processes; common and civil law systems; contractual analysis and interpretation; constitutional rights; remedies; the powers of commissioners; player contractual issues; regulation of agents; fiduciary relations; collective bargaining agreement, arbitration, and negotiation; tort liability; defamation; and gender equity and discrimination.
Prerequisite: Applied Research.
**Marketing of Sports and Events**

This course is an examination of marketing concepts and methods available for sports businesses and sports events marketers. Topics include the societal marketing philosophy; marketing research; market segmentation; marketing mix strategies related to programming, distribution, and pricing; and sports and sporting events promotion.

*Prerequisite: Consumer Behavior.*

**Business Development I**

This course is an examination of business management principles (planning, organizing, staffing, directing, and controlling) and organizational structures (single proprietorship, partnership, limited liability corporation, C corporation, and S corporation) from human, legal, and financial perspectives. Topics include life cycles of businesses; financial and risk analysis for businesses; legal issues in business operations; premises liability; franchising arrangements; analysis of physical assets; industry practices; managerial strategies; and current governmental regulations.

*Prerequisites: Introduction to Sports Management, Sports Management Accounting.*

**Business Development II**

This course is an examination of the principles of organizing, financing, and operating single- and mixed-use projects from the perspectives of business operators, investors, and owners. Topics include project finance; market analysis; facility contracts; leaseholder agreements; models of mortgages and public financing; sources of capital and their impact on projects; and public and private partnerships. A case study analyzing a particular project is integrated into the course.

*Prerequisite: Business Development I.*

**Business Development III**

This course is an analysis of the challenges faced and skills necessary in running a small organization and making changes within a large organization from marketing, finance, law, and human resources perspectives. Topics include the principles and procedures for starting a business; changing corporate structures; franchising; media strategies; making business successful over the long term; effective changes in organizations; leading an organization; and the dimensions of entrepreneurial behavior.

*Prerequisite: Business Development II.*

**CONCENTRATION-SPECIFIC COURSES**

**Sports Media Strategies**

This course is an in-depth examination of the different channels of media distribution necessary to adequately market and promote sports activities. Topics include broadcast distribution of sports properties via rights fee as compared to time buy in all forms of traditional and digital media; the value of local and international endorsements; using media distribution for direct marketing or indirect public relations; the impact of new technology on sports media strategy formulation; and legal ramifications of defamation, false light, and unfair use of proprietary material.

*Prerequisite: Marketing of Sports and Events.*

**Human Resource Management**

This course is an examination of the role of human resource management in sports management operations from social, legal, competitive, and global perspectives. Topics include human asset planning; recruiting; selecting; hiring; orienting; training; retaining; motivating; developing; compensating; evaluating; and supporting employees. Legislation, regulations, labor unions, and organizational needs are discussed from the perspective of both functional and strategic approaches.

*Prerequisite: Junior status.*

**Sports Facility Management**

This course is an examination of the issues related to public assembly sports facilities (stadiums, aquatic centers, and arenas). Topics include planning, managing, operating, maintaining, and pricing events at a variety of different facilities; issues related to maximizing revenue from new and existing facilities; event security; and patron flow.

*Prerequisite: Junior status.*

**Licensing and Merchandising**

This course is an examination of the laws and regulations protecting intangible creations and how those creations are disseminated as part of sports commerce. The course also addresses the principles involved in the branding and sales of licensed property. Topics include the protection of inventions, discoveries, trade secrets, business concepts, artistic works, computer software, brand names, product designs, and celebrity image/persona; various types of license agreements; and principles of production, inventory, and preparation for sale of licensed products.

*Prerequisite: Sports Law.*
Food, Beverage, and Catering Operations
This course is an examination of the challenges in operating food and beverage outlets as well as on- and off-premise catering. Topics include menu development; beverage operations; levels and types of service; structures of kitchens and dining rooms; in-room dining; marketing; customer service; purchasing; inventory management; labor scheduling; pricing; and the role of the food and beverage manager. You examine actual case studies of operations.
Prerequisite: Junior status.

Sports Tourism and Mega Events
This course is an examination of the development of sports tourism, including the challenges of developing and operating sports events and venues for mega events. Topics include the historical development of events and venues; the nature of special mega events; the infrastructures of tourism events; the financial, facility, environmental, and planning aspects of large-scale events; volunteer management; and the economic and sociocultural impacts of sports tourism.
Prerequisites: Junior status, Business Development I.

Conferences and Special Events
This course is an introduction to the challenges of planning, organizing, and executing conferences and meetings. Topics include types of meetings and events; facility types; the role of the planner; setting conference objectives; lodging and transportation issues; site selection negotiations; program design; budgeting; vendor management; speaker selection; creative merchandising; registration; on-site logistics; vendor contracts; staffing; transportation; and security.
Prerequisite: Junior status.

Marketing of Conferences and Special Events
This course is an analysis of strategies used to market conferences, meetings, and special events on a regional, national, and global scale. Topics include planning to market the entire event; developing and using market research for profit versus not-for-profit marketing; sales techniques; target and niche markets; marketing images for organizations; strategic partnership development; and interactive marketing techniques.
Prerequisite: Conferences and Special Events.

Contracts and Negotiations
This course is an in-depth analysis of contractual theory, interpretation, and enforcement combined with an examination of the theory of negotiation and creativity in developing solution-oriented processes for achieving results in sports, events, and entertainment businesses. Topics include valid contractual formation; rules of interpretation and conflict resolution applied by courts; rules of remedy and measures of damages; forms of alternative dispute resolution; the process of developing negotiating priorities and outcomes; BATNA and other theoretical processes; and creative contractual provisions, their terms and enforceability.
Prerequisite: Sports Law.

Antitrust and Collective Bargaining
This course is an in-depth examination of the intersection between antitrust, labor law, and the major professional sports leagues, which operate as natural monopolies in technical violation of antitrust laws. Topics include antitrust and labor law and their application to the sports setting; the history of sports leagues’ violations of antitrust laws; and how sports leagues use a variety of legal exceptions to permit their activities. You also examine primary source material from the collective bargaining agreements of the major sports leagues.
Prerequisite: Sports Law.

Professional Sports Franchises
This course is an examination of the basic business unit of American professional sports—the individual franchise. Topics include the nature of ownership; franchise exclusivity; rights vested in the franchise; the creation of local broadcast rights and the building of regional sports networks; the reasons for building and upgrading venues and facilities; revenue maximization; hiring of skilled professional staff; strategic pricing; and customer knowledge and relationship strategies. You examine the success and failure of a variety of sports franchises by reviewing case studies.
Prerequisites: Organizations in Sports, Business Development II.

Leagues and Governing Organizations
This course is an examination of American sports leagues, conferences, and governing bodies. Topics include the formation of governance organizations; problems faced in governing professional and amateur sports; the relationship between member institutions and governing organizations; the role of the commissioner; the ability of a governing organization to discipline member entities; realignment and expansion; collective marketing; public relations; licensing; sponsorship; and the collective sale of media rights.
Prerequisite: Conferences and Special Events.

Collegiate Athletic Departments
This course is an analysis of individual collegiate athletic departments and their impact on the sports industry. Topics include the departmental structures of NCAA Division I, II, and III member institutions; the role of the athletic director; departmental staffing; coaching trends and contracts; financial trends in collegiate athletics; scholarship and facility funding; NCAA and conference realignment; and Title IX and Gender Equity.
Prerequisites: Organizations in Sports, Business Development II.

Event Design and Production
This course is an examination of the planning strategies, production realities, and technology involved in staging a variety of events or meetings. Topics include needs assessment; budgeting; planning and coordinating; design and preparation; staffing; equipment management; video and film production; and vendor negotiating and contracting.
Prerequisite: Conferences and Special Events.

International Sports Governance
This course is an examination of the international and national governing bodies that control sports. Topics include the structure of the International Olympic Committee (IOC); the range of international sports governing bodies (IGBs); the relationship of the IOC with IGBs; National Governing Bodies (NGBs); other organizations, including the NCAA and AAU; concurrent governance between diverse organizations on the international and national levels; athlete rights; privacy; and drug testing administration and procedure.
Prerequisite: Sports Law.
**ELECTIVES**

**Advanced Seminar in Sports Management**
This course is a review and analysis of an important current issue through the perspectives of operations, marketing, finance, human resources, law, and strategic management. Topics include strategic thinking; global perspectives; and practical business research. You work in teams analyzing the topic and developing a range of management strategies for a specific problem. **Prerequisite:** Senior status.

**Independent Study**
This course provides an opportunity to work with a faculty mentor on a research project. Approved topics should be extensions of existing courses previously taken or knowledge areas of study in which no courses are offered. Independent research is intended to extend the student’s knowledge in an area where his or her interest is more specialized than the norm. A written paper is required at the end of the project. An academic adviser must grant prior approval for the research topic and the number of credits for which the student may register. **Prerequisite:** Junior status.

**Customer Relationship Management**
This course is an analysis of expectations and strategies to assess and satisfy customer demands. Topics include customer behaviors and expectations; service delivery strategies; customer value and communication skills; guest satisfaction; service quality; continuous improvement processes; technological applications; and reward/loyalty programs. **Prerequisites:** Junior status, Business Development I.

**Entrepreneurship in Sports**
In this course, you develop an idea for a sports business and then determine whether or not the idea is feasible. Topics include discovering and evaluating opportunities; developing appropriate business concepts; determining and acquiring needed resources; and managing the start-up and growth phases of new business creations. The operational requirements of a wide range of sports businesses are also discussed. **Prerequisite:** Consumer Behavior.

**Investment and Finance of Sporting Events**
Knowledge of investment analysis and financing is a vital necessity in sports development, property acquisition, and the planning of events. This course focuses on the various investments and financial analysis methods used to decide on investment in sports facility projects and events. Topics include cash-flow analysis as it relates to property investment; methods of measuring the rate of return; income-property analysis; exploration of public and private markets; equity and debt sources of funds; and software programs as a tool for financial analysis. **Prerequisite:** Junior status.

**Media and Global Technology**
This course is designed to explore information management and the technological methods used to collect and process an abundance of information. You also learn how to apply this knowledge to marketing sports products and entertainment services. The course explores the advances in computer technology that are revolutionizing the way new public facilities are being designed, presented, and marketed. Topics include data collection; sport market research; database management; forecasting; advanced media; and Internet marketing. **Prerequisite:** Consumer Behavior.

**Seminar in Experiential Learning**
This course offers a study of the history and theory of experiential learning. Students identify their own educational goals and analyze how their prior college-level learning fits into the curriculum of their overall degree plan. Students document, write, and edit their portfolios of prior learning. At the discretion of the instructor, students may use one additional semester to complete their portfolios without an additional fee. Students may not register for this course more than once. **Prerequisites:** Permission of prior learning coordinator and Writing Workshop I.

**Management of Private Clubs and Resorts**
This course explores unique aspects of managing a club or resort. Maintaining an attractive program of offerings is crucial for both types of businesses. You explore the development of recreation programming, social events, education, and improvement activities. Topics include personnel; special services; coordination efforts among departments; legal regulations imposed on such types of operations; and current consumer trends and issues. **Prerequisite:** None.
For more information, please contact us:
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