TISCH CENTER B.S. IN SPORTS MANAGEMENT
COURSE DESCRIPTIONS

2011


MAJOR CORE

Introduction to Sports Management – TCSM1 - DC 1000
An overview of the history of leisure and sports as a cultural phenomenon. Topics include: the nature of leisure behavior; historical, ethical, social, and economic aspects of the sports industry; the terminology of sports; and the forces that have effected the growth of sports as a business.
Prerequisite: None

Organizations in Sports – TCSM1 - DC 1010
A survey of businesses, organizations, and political entities that work within and affect the sports industry. Topics covered include: the function and organization of: governing bodies; professional leagues; individual franchises; conferences; broadcast entities; sporting goods manufacturers; sports agencies; and marketing firms.
Prerequisite: None

Consumer Behavior – TCSM1 - DC 1020
A survey of consumer behavior in sports. Topics covered include: social factors shaping how individuals perceive and use leisure time and discretionary income, ways consumers manifest interest in sports, impact of group dynamics and decision making, the role of media in shaping consumer choices and opinions, fan affinity and avidity.
Prerequisite: TCSM1 – DC 1000 Introduction to Sports Management

Applied Research – TCSM1 - DC 1060
A review of the processes of obtaining and analyzing relevant, reliable, valid, and current information necessary for the examination of the sports industry practices and trends. Topics to be covered 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: TCSM1-DC 1000 Introduction to Sports management, TCSM1-DC 1010 Organizations in Sports

Professional Seminar I – TCSM1 - DC 1071
An introduction to college and to the educational culture, policies, procedures, resources, and programs of the Tisch Center and New York University. Topics to be covered include: self assessment, educational goals, study skills, an introduction to library resources, the process of finding materials, and a tour of University resources, including the Bobst Library.
Prerequisite: Freshman status

Professional Seminar II – TCSM1 - DC 1072
An explanation of and preparation for Internship I and II. Topics to be covered include: identifying professional skills and interests, writing resumes, preparing cover letters, basic interviewing, searching for an internship, networking skills, writing business letters, and learning business etiquette.
Prerequisites: TCSM1 - DC.1071 Professional Seminar I

Professional Seminar III – TCSM1 - DC 1073
An introduction to public speaking and interviewing. Topics to be covered include: preparing formal and informal speeches, platform skills, presenting ideas, presenting yourself professionally, and interviewing skills. Students will revise their resumes, participate in mock interviews, and make a public presentation.
Prerequisites: TCSM1 - DC.1072 Professional Seminar II

Professional Seminar IV – TCSM1 - DC 1074
An examination of the process of transitioning from college to full-time career positions or graduate school. Topics to be covered include: selecting job opportunities, continuing professional education, balancing personal and professional lives, managing transitions, identifying role models, and managing...
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Leadership for Crisis Situations – TCSM1 - DC 1350
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 to be covered include: leading, managing, negotiating, planning for emergencies, team building, motivating, and communicating in a multicultural, changing global industry environment. Students will analyze at least one major industry case.
Prerequisite: TCSM1-DC 1602 Business Development III

Business Development I – TCSM1 - DC 1600
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 covered 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: None

Business Development II – TCSM1 - DC 1601
An examination of the principles of organizing, operating, financing and operating single and mixed use projects from the perspectives of business operators, investors, and owners. Topics covered 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 will be integrated into the course.
Prerequisite: TCSM1 – DC 1600 Business Development I

Business Development III – TCSM1 - DC 1602
An analysis of the challenges faced and skills necessary in running a small organization or making changes within a large one from the perspectives of marketing, finance, law, and human
resources. Topics covered included: the principles and procedures for starting a business, changing corporate structures, franchising, media strategies, making businesses successful over the long term, making effective changes in organizations, leading an organization, the dimensions of entrepreneurial behavior.

**Prerequisite:** TCSM1 – DC 1601 Business Development II

**Sports Law – TCSM1 - DC 2320**

A survey of the legal system and the ways it intersects with organized sports. Topics covered 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, gender equity and discrimination.

**Prerequisite:** TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

**Marketing of Sports and Events – TCSM1 - DC 3660**

Examination of marketing concepts and methods available for sports businesses and sports events marketers. Topics covered include: the societal marketing philosophy; marketing research; market segmentation; and marketing mix strategies related to programming, distribution, pricing and promotion of sports and sporting events.

**Prerequisite:** TCSM1 - DC.1020 Consumer Behavior

**CONCENTRATIONS**

**EVENT MANAGEMENT**

**Food, Beverage, and Catering Operations – TCSM1 - DC.2340**

An examination of the challenges in operating food and beverage outlets as well as on- and off-premise catering. Topic to be covered 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, costing, and the role of the food and beverage manager. Actual case studies of operations will be used.

**Prerequisite:** TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

**Licensing and Merchandising – TCSM1 - DC 2540**

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

**Prerequisite:** TCSM1 - DC.2320 Sports Law

**Event Design and Production – TCHT1-D C 3255**

An examination of the planning strategies, production realities, and technology involved in staging a variety of events or meetings. Topics to be covered include: needs assessment, budgeting, planning and coordinating, design and preparation, staffing, equipment management, video and film production, and vendor negotiating and contracting.

**Prerequisite:** TCHT1-DC.3600 Conferences and Special Events

**Sports Tourism and Mega Events – TCSM1 - DC 3430**

An examination of the development of sports tourism, including the challenges of developing and operating sports events and venues for mega events. Topics to be covered 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 socio-cultural impacts of sport tourism.

**Prerequisites:** TCSM1-DC 1600 Business Development I
Conferences and Special Events – TCSM1 - DC 3600
An introduction to the challenges of planning, organizing and executing conferences and meetings. Topics to be covered 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: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Marketing of Conferences and Special Events – TCSM1 - DC 3655
An analysis of strategies used to market conferences, meetings, and special events on a regional, national, and global scale. Topics to be covered 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: TCHT1-DC.3600 Conferences and Special Events, TCSM1-DC 3660 Marketing of Sports and Events

ORGANIZATIONAL MANAGEMENT

Human Resource Management – TCSM1 - DC 1200
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 will be discussed from the perspective of both functional and strategic approaches.
Prerequisite: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Sports Facility Management – TCSM1 - DC 2330
An examination of the issues related to public assembly sports facilities (stadiums, aquatic centers, and arenas). Topics to be covered include planning, managing, operating, maintaining and pricing events at a variety of different facilities. Also considered are issues related to the maximizing of revenue from new and existing facilities; event security and patron flow.
Prerequisite: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Collegiate Athletic Departments – TCSM1 - DC 2380
An analysis of individual collegiate athletic departments and their impact on the sports industry. Topics to be covered include: the departmental structures of NCAA Division I, II and Division III member institutions; the role of the athletic director; departmental staffing; trends in coaching; coaching contracts; financial trends in collegiate athletics; scholarship and facility funding; NCAA and conference compliance; conference realignment; Title IX and Gender Equity.
Prerequisites: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Professional Sports Franchises – TCSM1 - DC 2470
An examination of the basic business unit of American professional sports, the individual franchise. Topics of discussion 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; customer knowledge and relationship strategies. Via a case study method, students will review the success and failure of a variety of sports franchises.
Prerequisites: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports
Sports Media Strategies – TCSM1 - DC 2500
An in depth examination of the different channels of media distribution necessary to adequately market and promote sports activities. Topics to be covered 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: TCSM1 - DC.3660 Marketing of Sports and Events

Licensing and Merchandising – TCSM1 - DC 2540
An examination of the laws and regulations protecting intangible creations and how those creations are disseminated as part of sports commerce and the principles involved in the branding and sales of licensed property. Topics covered include the protection of: inventions; discoveries; trade secrets; business concepts; artistic works; computer software; brand names; product designs; celebrity image/persona; and various types of license agreements; and the principles of production, inventory and preparation for sale of licensed products.
Prerequisite: TCSM1 - DC.2320 Sports Law

Contract and Negotiations – TCSM1 - DC 2450
An in-depth examination 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 to be covered 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 and terms and their enforceability.
Prerequisite: TCSM1 - DC.2320 Sports Law

Antitrust and Collective Bargaining – TCSM1 - DC 2460
An in-depth examination of the intersection between antitrust, labor law and the major professional sports leagues which operate as natural monopolies and as such, technical violators of antitrust laws. Topics covered 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. Students will also examine primary source material from the collective bargaining agreements of the major sports leagues.
Prerequisite: TCSM1 - DC.2320 Sports Law

Professional Sports Franchises – TCSM1 - DC 2470
An examination of the basic business unit of American professional sports, the individual franchise. Topics of discussion 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; customer knowledge and relationship strategies. Via a case study method, students will review the success and failure of a variety of sports franchises.
Prerequisites: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

International Sports Governance – TCSM1 - DC 2440
An examination of the international and national governing bodies that control sports. Topics to be covered 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; drug testing administration and procedure.
Prerequisite: TCSM1 - DC.2320 Sports Law
Leagues and Governing Organizations – TCSM1 - DC 2480
An examination of American sports leagues, conferences and governing bodies. Topics to be covered 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: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Sports Media Strategies – TCSM1 - DC 2500
An in depth examination of the different channels of media distribution necessary to adequately market and promote sports activities. Topics to be covered 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: TCSM1-DC.3660 Marketing of Sports and Events

SPORTS MEDIA

Professional Sports Franchises – TCSM1 - DC 2470
An examination of the basic business unit of American professional sports, the individual franchise. Topics of discussion 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; customer knowledge and relationship strategies. Via a case study method, students will review the success and failure of a variety of sports franchises.

Prerequisites: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Leagues and Governing Organizations – TCSM1 - DC 2480
An examination of American sports leagues, conferences and governing bodies. Topics to be covered 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: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

Sports Media Strategies – TCSM1 - DC 2500
An in depth examination of the different channels of media distribution necessary to adequately market and promote sports activities. Topics to be covered 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: TCSM1-DC.3660 Marketing of Sports and Events

Media and Global Technology – TCSM1 - DC 2520
This course is designed to explore information management and the technological methods used to collect and process the abundance of information and to apply it in marketing sports products and entertainment services. The course will explore the advances in computer technology, which are revolutionizing the way new public facilities are being designed, presented and marketed. Topics to be covered include: data collection, sport market research, database management, forecasting, advanced media and Internet marketing.
Prerequisite: TCSM1-DC 2500 Sports Media Strategies

TCSM1-DC 2530 – Sports and Entertainment Packaging
An examination of the components necessary to package sports and entertainment events into entertainment products and programming which can be sold to and sold by media, local marketers, sponsors and tourism interests. Topics to be covered include: methods of analyzing a sports event’s scope and broadcast distribution possibilities; identification of an event’s stakeholders; entities and techniques used to create or enable the sale of these events to media and sponsors; way ratings and other metrics are used to analyze the viability of sports entertainment product, and economic impacts on specific locations or destinations.

Prerequisite: TCSM1 – DC 3660 Marketing of Sports and Events

Licensing and Merchandising – TCSM1 - DC 2540
An examination of the laws and regulations protecting intangible creations and how those creations are disseminated as part of sports commerce and the principles involved in the branding and sales of licensed property. Topics covered include the protection of: inventions; discoveries; trade secrets; business concepts; artistic works; computer software; brand names; product designs; celebrity image/persona; and various types of license agreements; and the principles of production, inventory and preparation for sale of licensed products.

Prerequisite: TCSM1 - DC.2320 Sports Law

ELECTIVES

Entrepreneurship in Sports – TCSM1 - DC 1050
Students develop an idea for a sports business and then determine whether or not the idea is feasible. Special emphasis is placed on discovering and evaluating opportunities, developing appropriate business concepts; determining and acquiring needed resources, and managing the start-up and growth phases of new business creation. The operational requirements of a wide range of sports businesses are considered.

Prerequisite: TCSM1 – DC 1601 Business Development II

Advanced Seminar in Sports Management – TCSM1 - DC 1080
A review and analysis of an important current issue through the perspectives of operations, marketing, finance, human resources, law, and strategic management. Topics covered include: strategic thinking, global perspectives, and practical business research. Students will work in teams on analyzing the topic and develop a range of management strategies for a specific problem.

Prerequisite: TCSM1-DC 1060 Applied Research

Internship II – TCSM1-DC 1092
Nine hundred (900) hours in a supervised and structured work experience in a hospitality, tourism, or sports organization under the supervision of a Faculty Advisor. A student may register for this course three times. Students can register for one unit (300 hours) or two credits (600 hours), or three units (900 hours). A student registering for one unit (300 hours) should complete the course work in one semester or two consecutive semesters. The students can also complete two units (600 hours) or three units (900 hours) in one semester or two consecutive semesters. Course assignments are submitted on-line.

Prerequisite: TCSM1-DC1091 Internship I and Faculty Advisor Approval

Customer Relationship Management – TCSM1 - DC 1360
An analysis of expectations and strategies to assess and satisfy customer demands. Topics to be covered include: customer behaviors and expectations, service delivery strategies, customer value, guest satisfaction, service quality, continuous improvement processes, customer communication skills, technological applications, and reward and loyalty programs.

Prerequisites: TCSM1 - DC 3660 Marketing of Sports and Events

Investment and Finance of Sporting Events – TCSM1 - DC 2430
Knowledge of investment analysis and financing is a vital necessity in sports development, property acquisition and the planning of events. This course
will focus 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 the use of software programs as a tool of financial analysis.

Prerequisite: TCSM1 – DC 1601 Business Development II

**Management of Private Clubs and Resorts – TCHT1-DC 3640**

An exploration of the managerial challenges involved in operating clubs and resorts. Topics to be covered 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 vs. not-for-profit enterprises.

Prerequisite: TCSM1-DC 1000 Introduction to Sports Management, TCSM1-DC 1010 Organizations in Sports

**Emerging Issues in Sports Business – TCSM1 - DC 3950**

A review and analysis of important current trends and issues in sports through the perspectives of operations, marketing, finance, human resources, law, leadership, technology, and strategic management. Topics to be covered include: strategic thinking, sustainability, global perspectives, trend analysis, and practical business research. Students will work in teams analyzing the topic and develop a range of management strategies for a specific case or set of issues.

Prerequisite: TCSM1 – DC 1601 Business Development II

**Seminar in Experiential Learning – Y41.9801 – 2 units**

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: Faculty Advisor Permission

**Independent Study – TCSM1 - DC 3900 – 0 to 3 units**

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 in which no courses are offered. Independent research is intended to extend the student’s knowledge in an area in which his or her interest is more specialized than the norm. A written paper is required at the end of the project. Prior approval by an academic advisor as to the number of credits for which the student may register and the topic of the research is required.

Prerequisite: TCSM1-DC 1060 Applied Research and Divisional Dean Permission