

SPM 5107 – Sport Event Management: Principles and Applications Fall 2021

Instructor	Dr. Cynthia Willming
Phone Number	352-294-1662
Email	The best method to contact me is via email at willming@hhp.ufl.edu . <i>Expect a response within 24 hours M – F until 4 pm and 48 hours after 4 pm F, Sat. and Sun.</i>
Office Hours	Mondays 11:00 am – 12:00 pm, Thursdays 10:30 am – 12:30 pm, & by appointment
Office Location	Florida Gymnasium, Room 301 (Third floor.)
Credit Hours	3 credits
Course Meeting Times	This course will not have scheduled meeting times, although assignments and quizzes will be due on scheduled dates and times.
Course Website	Canvas: http://elearning.ufl.edu

Late or Emailed assignments are NOT accepted. No exceptions.

Course Description

Sport Event Management introduces students to the planning and management of sport events through the strategic and systematic process of event management that includes phases and structural domains associated with the EMBOK model. Students learn key managerial issues associated with project management, logistics, risk management, sustainability, sponsorship, human resources, and contracts among other topics through case studies, readings, discussions, lectures, and assignments.

Course Objectives

By the end of the course, student will be able to:

- Apply the event management process to sport events.
- Develop leadership behaviors to successfully manage diverse populations.
- Create risk management solutions to minimize, transfer, or avoid risks related to sport events.
- Respond appropriately to managerial challenges facing sport event managers.

Course Requirements

1. Required Textbook: Greenwell, C., Danzey-Bussell, L., & Shonk, D. (2020). *Managing Sport Events* (2nd Edition). Human Kinetics: Champagne, IL.

2. Prerequisites: None.

3. Minimum Technology Requirements: The University of Florida expects students to acquire computer hardware and software appropriate to his or her degree program. Most computers are capable of meeting the following general requirements. A student’s computer configuration should include:

- Broadband connection to the Internet and related equipment (Cable/DSL modem)

- Microsoft Office Suite installed (provided by the university)

4. Minimum Technical Skills: To complete your tasks in this course, you will need a basic understanding of how to operate a computer, and how to use word processing software.

5. Materials/Supply Fees: There is no supply fee for this course.

6. Zoom: Zoom is an easy-to-use video conferencing service available to all UF students, faculty, and staff that allows for meetings of up to 100 participants. You can find resources and help using Zoom at

<https://ufl.zoom.us>.

Course Assignments

It is my goal to grade the assignments within one week of the due date.

Evaluation of Grades or Assessments:

Assignments	Points	Grade
1. Syllabus Quiz (individual work)	5	1%
2. Mid-Course Survey (individual work)	10	2%
3. Discussion Boards 4 x 10 pts (individual work)	40	7%
4. Active Shooter Certificate (individual work)	75	12%
5. Special Events Contingency Planning for Public Safety Agencies Certificate (individual work)	75	12%
6. EMBOK Sport Event Reflection Paper (individual work)	50	9%
7. Quizzes I and II (100 pts each) (individual work)	200	34%
8. Group Work/Assignments A-F (group work)	135	23%
Total Points	590	100%

Grading Scale and Rubric

Grading Scale

Percent	Grade	Grade Points
92.5 – 100.0	A	4.00
89.5 – 92.4	A-	3.67
86.5 – 89.4	B+	3.33
83.5 – 86.4	B	3.00
79.5 – 83.4	B-	2.67
76.5 – 79.4	C+	2.33
73.5 – 76.4	C	2.00
69.5 – 73.4	C-	1.67
66.5 – 69.4	D+	1.33
63.5 – 66.4	D	1.00
59.5 – 63.4	D-	0.67
0 – 59	E	0.00

Grading Rubric

- **A & A- Outstanding:** The work far surpasses the assignment requirements, it is well organized, analytical rather than descriptive, and includes excellent grammar.
- **B+, B, & B- Very Good:** The work exceeds the minimal requirements of the assignment, it is organized, descriptive rather than analytical, and includes good grammar.
- **C+, C, & C- Average:** The work may not meet all criteria of the assignment, organization is below average, the work is far too descriptive, and includes poor grammar.
- **D+, D, & D- Below Average:** The work barely meets minimum criteria.
- **E Fail:** The work does not meet the minimum criteria.

Course Policies

The instructional methods for this course consist of asynchronous lectures, readings, and discussions to provide students with a variety of learning methods. You are responsible for observing all posted due dates and are encouraged to be self-directed and take responsibility for your learning. The following outline my expectations for this course:

1. **Professional Behavior:** Professional behavior is expected from all students. This includes respect and consideration for other students and the professor. Use respectful language through written and verbal communications and make relevant points about the course content. Avoid us all caps in emails.
2. **Attendance:** Requirements for attendance are consistent with University policy:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.
3. **Excused Absences:** Students are considered excused from class for the following reasons: Documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions or observance of religious holidays, as noted by the UF:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.
4. **Unexcused Absences:** Unexcused absences include but are not limited to outside extracurricular activities, work, family, or personal vacations, or choosing not to participate. Requirements for unexcused absences are consistent with University policy:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.
5. **Assignments:** There will be three types of assignments that make up the majority of your grades for this course: PlayPosit interactions, discussion boards, and quizzes. You are also required to complete the Syllabus quiz and surveys. These count as points in your final grade. Assignments must be uploaded using Word and follow **APA guidelines** (https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html) and use appropriate grammar, spelling, punctuation, and sentence structure; otherwise, points are deducted. Please proofread all assignments. Plagiarism is not tolerated in this course. Assignments must be **TYPED and double spaced**, using 12-point font, Times New Roman typeface, and 1-inch margins. Include your first and last name and date in the upper right corner of the first page of the assignment. Center the title immediately after the information in the upper right corner and above the first line of text. Include citations, if necessary. Technology problems are not acceptable excuses for late assignments. Refer to the Course Schedule and/or Canvas for assignment due dates. **Late, emailed, or handwritten assignments are NOT accepted** unless in accordance with UF's Make-Up Policy.
6. **Make-Up Policy:** There are NO make-ups for missed assignments, discussion boards, quizzes, or exams unless the absence is in accordance with UF's excused absence policy. Requirements for make-up

exams, assignments, and other work in this course are consistent with university policies that can be found at catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/.

7. **Grades:** Grades are dependent on the student's performance measured by, but not limited to, exams, assignments, in-class activities, and attendance. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale located at the beginning of the syllabus. Grades ending in .5 will be rounded up. The grading scale is strictly enforced and unchangeable. The professor will NOT change grades at the end of the semester because the student is unhappy with their academic performance. Grades are posted in Canvas.
8. **Technology:** Cell phones are NOT permitted in live sections of this course. All electronic devices must be turned off (not on vibrate) and put away so these devices are NOT visible during class. *Students are strictly prohibited from recording (audio or video) course lectures.*
9. **Course Evaluations:** Students can provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.
10. **Changing Name Display in Canvas:** It is important to the learning environment that you feel welcome and safe in this class; and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together. You may also change your "Display Name" in Canvas. Canvas uses the "Display Name" as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as "Ally" instead of "Allison." To update your display name, go to one.ufl.edu, click on the dropdown at the top right, and select "Directory Profile." Click "Edit" on the right of the name panel, uncheck "Use my legal name" under "Display Name," update how you wish your name to be displayed, and click "Submit" at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.
11. **Netiquette and Communication Courtesy:** All members of the class are expected to follow [rules of common courtesy](#) in all email messages, threaded discussions, and chats.
12. **In response to COVID-19, the following practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to further the health and safety of ourselves, our neighbors, and our loved ones.**
 - **If you are not vaccinated, get vaccinated. Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: <https://coronavirus.uflhealth.org/vaccinations/vaccine-availability/>. Students who receive the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.**
 - **You are expected to wear approved face coverings at all times during class and within buildings even if you are vaccinated. Please continue to follow healthy habits, including best practices like frequent hand washing. Following these practices is our responsibility as Gators.**
 - **Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.**
 - **Hand sanitizing stations will be located in every classroom.**
 - **If you sick, stay home and self-quarantine. Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began. Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161 (or email covid@shcc.ufl.edu) to be evaluated for**

testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the [UF Health Screen, Test & Protect website](#) for more information.

- Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.
 - If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.
- Continue to regularly visit coronavirus.UFHealth.org and coronavirus.ufl.edu for up-to-date information about COVID-19 and vaccination.

UF Policies

1. Disability Resource Center (DRC) Accommodations: It is important to me that I accommodate students with disabilities. If you are aware of your disability or might be concerned you have a disability, register with the Disability Resource Center at 352-392-8565, online <https://accessibility.ufl.edu/>, or in the Dean of Students Office. Once registered, schedule a meeting with me during the first two weeks of class and provide me with a copy of your letter of accommodation to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in the classroom.

2. Academic Conduct: University of Florida students are required to abide by the Honor Code pledge: *"We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."* You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida. The following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."* It is assumed all students will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g., assignments, papers, quizzes, exams, etc.). As part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>. If you have any questions or concerns, please consult with the instructor. **Violations of the Honor Code at the University of Florida will not be tolerated.** Any violation of the Academic Honor Code will result in a zero (0) for the assignment, and the student will be reported to the Dean of Students Office. There are no exceptions to this policy.

3. Student Privacy: There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: <http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html>

4. In-Class Recording: Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, **students may not publish recorded lectures** without the written consent of the instructor. A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. **A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.**

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. **A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student.**

Student Support

1. U Matter, We Care: The U Matter, We Care initiative is committed to creating a culture of care by encouraging members of the UF community to look out for one another and to reach out for help. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. If you or a friend needs help, please call 352-1575 or send an email to umatter@ufl.edu. Please remember that asking for help is a sign of strength. In case of emergency, call 911.

2. Counseling and Wellness Center: Visit counseling.ufl.edu or call 352-392-1575 for information on crisis services as well as non-crisis services.

3. Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need or visit shcc.ufl.edu.

4. Sexual Assault Recovery Services (SARS): Student Health Care Center, 392-1161.

5. University Police Department: Visit police.ufl.edu or call 352-392-1111 (or 9-1-1 for emergencies).

6. UF Health Shands Emergency Room/Trauma Center: For immediate medical care in Gainesville, call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; ufhealth.org/emergency-room-trauma-center.

Academic Support

1. Technical Difficulties: For issues with technical difficulties for Canvas, please contact the UF Help Desk at:

- <http://helpdesk.ufl.edu>
- (352) 392-HELP (4357)
- Walk-in: HUB 132

Any requests for make-ups due to technical issues should be accompanied by the ticket number received from the Help Desk when the problem was reported to them. The ticket number will document the time and date of the problem. You **MUST** e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

2. E-learning technical support: 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.

3. Career Connections Center: 352-392-1601. Career assistance and counseling services career.ufl.edu/.

4. Library Support: Various ways to receive assistance with respect to using the libraries or finding resources. cms.uflib.ufl.edu/ask

5. Teaching Center: 352-392-2010 General study skills and tutoring: teachingcenter.ufl.edu/

6. Writing Studio: 352-846-1138. Help brainstorming, formatting, and writing papers: writing.ufl.edu/writing-studio/

7. Student Complaints Campus: https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

8. On-Line Students Complaints: <http://www.distance.ufl.edu/student-complaint-process>.

Course Evaluations

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.a.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.a.ufl.edu/public-results/>.

Tips for Success

1. Schedule "class times" for yourself. It is important to do the coursework on time each week.
2. Read ALL of the material contained on this site. There is a lot of helpful information that can save you time and help you meet the objectives of the course.
3. Print out the Course Schedule located in the Course Syllabus and check off things as you go.
4. Ask for help or clarification of the material if you need it.
5. Do not wait to ask questions! Waiting to ask a question might cause you to miss a due date.
6. Do your work well before the due dates. Sometimes things happen. If your computer goes down when you are trying to submit an assignment, you will need time to troubleshoot the problem.
7. To be extra safe, back up your work to an external hard drive, thumb drive, or through a cloud service.

Tentative Course Syllabus

Weeks & Dates	Modules & Topics	Readings	Assignments Due
#1 8-23 to 8-28	Module 1 <i>Event Terminology</i>	Course Syllabus Chapter 1 Understanding the Sport Event Industry Gammon, Sean (2011) Sports events: Typologies, people, and place. In: The Routledge Handbook of Events. Routledge, pp. 104-118. http://cloak.uclan.ac.uk/4988/13/Gammon01.pdf or PDF.	
#2 8-30 to 9-3	Module 2 Sport Events as Projects <i>Project Management</i>	Munteanu, S. Project and Sport Events Management. Review of International Comparative Management. (1). 441-446. http://rmci.ase.ro/no12volls/Vol-12_No-1S_Article-68.pdf Sousa, M. et. al. (2016). Models for Project Management in 2016 Olympic Games, International Journal of Economics and Statistics, Vol 4, pages 32-38. http://www.naun.org/main/NAUN/economics/2016/a122015-167.pdf or PDF. Jinquan, Z. (2016). Special Event Project Management and Marketing: A Case	<i>Discussion Board #1</i> <i>Post #1 Due:</i> Wed, Sept 1 at 11:59 pm <i>Posts #2 & #3 Due:</i> Fri, Sept 3 at 11:59 pm Due:

		Study of the 59 th Grand Prix 2012 in Macau. Asia Pacific Journal of Sport and Social Science. Vol. 5 (3), pages 187-201. https://www.tandfonline.com/doi/pdf/10.1080/21640599.2016.1232339?needAccess=true or PDF.	Fri, Sept 3 at 11:59 pm • <i>Syllabus Quiz</i>
#3 9-7 to 9-10	Module 2 Sport Events as Projects <i>Event Management</i>	<i>Grabher, G., & Thiel, J.</i> Projects, people, professions: Trajectories of learning through a mega- event (the London 2012 case). <i>Geoforum</i> (2015). https://www.researchgate.net/publication/302559036_Projects_people_professions_trajectories_of_learning_through_a_mega-event_the_London_case or PDF. <i>Julia Rutherford Silvers – EMBOK and Event Management</i> http://www.juliasilvers.com/embok.htm	Due: Fri, Sept 10 at 11:59 pm • <i>A. Sport Event Title & Description (group work)</i>
#4 9-13 to 9-17	Module 3 Event Management: Initiate <i>Mission Statement</i> <i>SMART Goals</i> <i>Data Collection</i>	Chapter 2 Event Conceptualization <i>Kriemadis, T.</i> (2009). Strategic Planning in University Athletic Departments in the United Kingdom. <i>The Sport Journal.</i> , pages 1-14. http://thesportjournal.org/article/strategic-planning-in-university-athletic-departments-in-the-united-kingdom/ or PDF.	Due: Fri, Sept 17 at 11:59 pm • <i>B. SMART Goals (group work)</i>
#5 9-20 to 9-24	Module 3 Event Management: Initiate <i>SWOT, 5Ws</i> <i>Stakeholders</i>	Chapter 2 Event Conceptualization <i>Comana, A. & Ronenb, B.</i> (2009). Focused SWOT: diagnosing critical strengths and weaknesses. <i>International Journal of Production Research</i> Vol. 47, No. 20, pages 5677–5689. https://en-coller.tau.ac.il/sites/nihul_en.tau.ac.il/files/RP_145_RonenBoaz.pdf or PDF.	Due: Fri, Sept 24 at 11:59 pm • <i>C. 5Ws (group work)</i>
#6 9-27 to 10-1	Module 3 Event Management: Initiate <i>Market Segmentation</i>	Chapter 6 Event Marketing <i>Schmid, B., Kexel, C., & Djafarova, E.</i> (2016). Multidimensional Sports Spectators Segmentation and Social Media Marketing. <i>World Academy of Science, Engineering and Technology International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering</i> , Vol:10, (8). Pages 2657-2660. https://pdfs.semanticscholar.org/292d/2875c28e4d5273493ea06295e8d36879b1c0.pdf	<i>Discussion Board #2</i> <i>Post #1 Due:</i> Wed, Sept 29 at 11:59 pm <i>Posts #2 & #3 Due:</i> Fri, Oct 1 at 11:59 pm
#7 10-4 to 10-7	Module 4 Event Management: Planning <i>Organizational Structure</i> <i>Work Breakdown Structure (WBS)</i> <i>Gantt Chart</i> <i>Critical Path Analysis</i>	Ch 10 Event Staffing <i>Kenley, R. & Harfield, T.</i> (2014). Reviewing the IJPM for WBS The Search for Planning and Control. <i>Procedia – Social and Behavioral Sciences</i> , (119), pages 887-893. https://reader.elsevier.com/reader/sd/pii/S1877042814021909?token=5BE773366A84D0AA8F0FD6BC4418FC6ECF599336C5F1177D15AAF7789A09C395CC2D7473CD79A7D84690B42C271EE89D or PDF. <i>Ahmadya, G., Mehrpourb, M., & Nikooraveshb, A.</i> (2016). Organizational Structure. <i>Procedia – Social and Behavioral Sciences</i> , 230, pages 455 – 462. https://reader.elsevier.com/reader/sd/pii/S1877042816311582?token=1C878E86DA47440768BFC885B7E1E946B95D81ED68BA48A9D51049873ED803B9E40DADA190DBE453B1BC2CE095CD4FC4F or PDF. <i>Wallace, C.</i> (1922). <i>The Gantt Chart: A Working Tool of Management</i> . New York: The Ronald Press Company. *Google this book to download.*	Due: Thurs, Oct 7 at 11:59 pm • <i>D. Gantt Chart (group work)</i>

		<p>Read: Chapter 1 – The Principles of the Gantt Chart. Pages 1-8. Chapter 2 – How to Draw a Gantt Chart. Pages 9-16. Chapter 3 – The Application and Use of the Gantt Chart. Pages 17-21. Chapter 5 – The Man Record Chart. Pages 35-52. Chapter 10 – Conclusion. Pages 137-140.</p> <p>Dugalic, S. (2013). Management of activities in the opening of sporting events through the techniques of network planning. SportLogia, 9(2), 69-79. https://www.sportlogia.com/no8engl/eng2.pdf or PDF.</p>	
#8 10-11 to 10-15	Module 4	Quiz 1 – Covers weeks 1-7.	<p>Due: Thurs, Oct 14 – Fri, Oct 15 at 11:59 pm (You have 50 minutes to complete the quiz in canvas in one sitting.)</p>
#9 10-18 to 10-22	Module 4 Event Management: Planning <i>Leadership Theories</i> <i>Emotional Intelligence</i>	<p>R. Müller, R. Turner. (2010). Leadership Competency Profiles of Successful Project Managers. International Journal of Project Management, 28 (5) (2010), pp. 437-448. https://busm1271.files.wordpress.com/2010/05/leadership-competency-profile1.pdf or PDF.</p> <p>Obradovic, V., Jovanovic, P., Petrovic, D., Mihic, M. & Mitrovic, Z. (2013). Project Managers' Emotional Intelligence – A Ticket to Success. Social and Behavioral Sciences, Vol 74, pp. 274- 284. https://www.researchgate.net/publication/257718822_Project_Managers'_Emotional_Intelligence_-_A_Ticket_to_Success or PDF.</p> <p>Trivellas, P. & Drimoussis, C. (2013). Investigating Leadership Styles, Behavioural and Managerial Competency Profiles of Successful Project Managers in Greece. Social and Behavioral Sciences, Vol 73, pp. 692-700. https://www.researchgate.net/publication/257718791_Investigating_Leadership_Styles_Behavioural_and_Managerial_Competency_Profiles_of_Successful_Project_Managers_in_Greece or PDF.</p>	<p>Due: Fri, Oct 22 at 11:59 pm</p> <ul style="list-style-type: none"> • <i>Mid-Course Survey (individual work)</i> • <i>EMBOK Sport Event Reflection Paper (individual work)</i>
#10 10-25 to 10-29	Module 4 Event Management: Planning <i>Volunteers Recruitment</i> <i>Training</i> <i>Evaluation</i> <i>Recognition</i>	<p>Ch 10 Event Staffing</p> <p>Koutrou, Niki. (2014). Measuring Olympic Volunteers' Motivation. Edited Volume of 12th International Conference of Olympic Research. Retrieved from: https://www.researchgate.net/publication/309704968_Measuring_Olympic_Volunteers'_Motivation</p> <p>Lee, CK, Reisinger, Y, Kim, MJ. (2014) The influence of volunteer motivation on satisfaction, attitudes, and support for a mega-event. International Journal of Hospitality Management 40: 37– 48. https://www.researchgate.net/publication/261371481_The_influence_of_volunteer_motivation_on_satisfaction_attitudes_and_support_for_a_mega-event</p> <p>Noordegraaf, M. & Celebi, M. (2015). The Challenges of Volunteering During International Sport Organizations/Events. International Journal of Human Sciences, Vol 12: 1, 1263-1279. Doi:10.14687/ijhs.v12i1.3238 https://www.researchgate.net/profile/Mueberra_Celebi/publication/276083410_The_challenges_of_the_volunteerism_process_during_international_sport_organizations_events/links/56d5aefb08aee1aa5f73070e/The-challenges-of-the-volunteerism-process-during-international-sport-organizations-events.pdf</p> <p>Warner, S. Newland, B.L. & Green, C. Beyond motivation, considering volunteer management tools. Journal of Sport Management. 25, 391-407. https://journals.humankinetics.com/doi/pdf/10.1123/jsm.25.5.391 or PDF.</p>	<p><u>Discussion Board #3</u> Post #1 Due: Wed, Oct 27 at 11:59 pm</p> <p>Post #2 & #3 Due: Fri, Oct 29 at 11:59 pm</p>

<p>#11</p> <p>11-1 to 11-5</p>	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Logistics, Site Plan, Suppliers F&B, Security, Crowd Management, Emergency Plan, & Communication</i></p>	<p>Chapter 11 Event Services and Logistics</p> <p>Chapter 12 Event Day Management</p> <p>Martella, C., Li, J., Conrado, C., & Vermeeren, A. (2017). On current crowd management practices and the need for increased situation awareness, prediction, and intervention, Journal of Safety Science. PDF</p>	<p>Due: Fri, Nov 5 at 11:59 pm</p> <ul style="list-style-type: none"> E. Site Plan <i>(group work)</i>
<p>#12</p> <p>11-8 to 11-12</p>	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Risk Management Risk Assessment Other Responses to Risk</i></p>	<p>Ch 9 Risk Management and Negligence</p> <p>Ramón Spaaij (2016) Terrorism and Security at the Olympics: Empirical Trends and Evolving Research Agendas, The International Journal of the History of Sport, 33:4, 451-468, https://doi.org/10.1080/09523367.2015.1136290</p> <p>Managing Major Events: Best Practices from the Field. (2011). Police Executive Research Forum, Washington, D.C. 20036. *Please read Chapter 9: Post-Event Litigation: Strategies to Prevent Lawsuits While Ensuring Accountability – 40-48. https://www.policeforum.org/assets/docs/Critical_Issues_Series/managing%20major%20events%20-%20best%20practices%20from%20the%20field%202011.pdf</p> <p>Toohey, K. & Taylor, T. (2008). Mega Events, Fear, and Risk: Terrorism at the Olympic Games,” Journal of Sport Management 22 (4), 451-469. https://opus.lib.uts.edu.au/bitstream/10453/12892/1/2007002471.pdf or PDF.</p> <p>Rahmat, N. et. al. (2011). Crowd Management Strategies and Safety Performance among Sports Tourism Event Venue Organizers in Kuala Lumpur and Selangor. World Applied Sciences Journal 12 (Special Issue On Service Sector Transforms the Economy): 47-52. http://www.idosi.org/wasj/wasj12(SSTE)/8.pdf</p>	<p>Due: Fri, Nov 12 at 11:59 pm</p> <ul style="list-style-type: none"> F. Risk Assessment Plan <i>(group work)</i>
<p>#13</p> <p>11-15 to 11-19</p>	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Contracts Insurance</i></p>	<p>Ch 8 Contract Considerations</p>	<p>Due: Fri, Nov 19 at 11:59 pm</p> <ul style="list-style-type: none"> IS-107 Active Shooter: What You Can Do Certificate <i>(individual work)</i>
<p>#14</p> <p>11-22 to 11-26</p>	<p>Module 5</p> <p>Event Management: Execute</p> <p><i>Sustainability Economic Environmental Social</i></p>	<p>Muller, M. (2014). After Sochi 2014: Costs and Impacts of Russia’s Olympic Games. Eurasian Geography and Economics, Vol. 55 (6), pages 628-655. http://www.tandfonline.com/doi/pdf/10.1080/15387216.2015.1040432?needAccess=true</p> <p>Sotiriadou, P. & Hill. B. (2015). Raising Environmental Responsibility and Sustainability for Sport Events: A Systematic Review. International journal of event management research, 10, pgs. 1-14. https://www.researchgate.net/publication/282948326_RAISING_ENVIRONMENTAL_RESPONSIBILITY_AND_SUSTAINABILITY_FOR_SPORT_EVENTS_A_SYSTEMATIC_REVIEW</p> <p>Cantelon, H. & Letters, M. (2000), ‘The Making of the IOC Environmental Policy as the Third Dimension of the Olympic Movement’, International Review for the Sociology of Sport, 35/3, pp. 294–308.</p>	<p><u>Discussion Board #4</u> Post #1 Due: Mon, Nov 22 at 11:59 pm</p> <p>Post #2 & #3 Due: Tues, Nov 23 at 11:59 pm</p>

		https://journals.sagepub.com/doi/pdf/10.1177/101269000035003004 Popi, S. & Hill, B. Raising Environmental Responsibility and Sustainability for Sport Events: A Systematic Review. Vol. 10 (1). 1-11.	
#15 11-29 to 12-3	Module 6 Quiz II	Quiz II covers weeks 9-14.	Due: Thurs, Dec 2 – Fri, Dec 3 at 11:59 pm (You have 50 minutes to complete the quiz in canvas in one sitting.)
#16 12-6 to 12-8	End of Course	Complete the Federal Emergency Management Association (FEMA) Special Events Contingency Planning for Public Safety Agencies Certificate.	Due: Wed, Dec 8 at 11:59 pm • <i>Federal Emergency Management Association (FEMA)IS-15.b Special Events Contingency Planning for Public Safety Agencies Certificate (individual work)</i>

The course schedule is tentative and could be changed based on the pace of the lectures and student needs. Changes to the syllabus will be announced through Canvas. The instructor bears no responsibility of announcing the changes to each individual student.