

**Commerce 4SM3
Strategic Sports Management
Winter 2021 Course Outline**

**Information, Marketing, Operations Area
DeGroot School of Business
McMaster University**

COURSE OBJECTIVE

As part of McMaster's Commerce program, this course is designed to introduce students to the sport industry and expand on your learning experience at the School of Business. It will further develop your strategic thinking skills while exposing you to an exciting and dynamic industry. The student will assess cases from the point of view of a general manager in all 3 areas of the sport industry – Professional Sports, Amateur Sports and Sporting Goods.

INSTRUCTOR AND CONTACT INFORMATION

Colleen Nichol

Instructor

nichol_colleen@yahoo.com

C01:

Wed. 7-10pm

Office Hours: after class

Class Location: online

Student TA:

Ben Keymer

benkeymer@outlook.com

(students with last names starting A-L)

Student TA:

Sofia Khaddadine.

sofiakhaddadine@gmail.com

(students with last names starting M-Z)

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): Yes

COURSE DESCRIPTION

This course explores the formation of the Sporting Goods and Sports Marketing industries with an entrepreneurial lesson from the industry's two giants, Nike and Adidas.

This class features an examination of social and digital strategies, their differences, and how large companies can use them. Additional topics discussed include: promoting, hosting and organizing sporting events; sponsorship and pandemic planning in professional sports; ambush marketing; integrated marketing campaigns; the growing use data analytics in professional sports; and Digital eSports.

This class is taught primarily through the case-method but also includes readings, lectures, guest speakers and videos.

LEARNING OUTCOMES

Upon completion of this course, students will be able to

- Set up an organization's structure in order to maximize future growth, while anticipating the problems it will face as it grows.
- Understand the relationship between sports marketing and corruption and how to avoid it.
- Identify and pursue new business opportunities. Lead a change in corporate strategy.
- Understand how to devise a communications strategy in a highly competitive environment.
- Identify strategic approaches in implementing social media campaigns. Distinguish a social strategy from a digital strategy on social platforms.
- Consider how a company assembles an integrated marketing campaign with multiple objectives and layers, and how the product and promotions pieces of the plan need to be aligned to constitute a cohesive strategy.
- Discuss the pay-offs and risks involved in celebrity endorsements and understand the reasons for choosing celebrities as a promotion strategy.
- Define a strategy for a well-established company to enter a new industry. Which paths of entry would synergize well and have a meaningful impact on long-term growth.
- How to segment the market in a new, fast growing industry.

COURSE MATERIALS AND READINGS

Required:

Custom Courseware: Strategic Sports Management

- Available at the bookstore
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EVALUATION

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases as well as out-of-class analysis. The balance of the learning results from the lectures on strategic concepts, from related readings, and from researching your presentations, cases, assignments, and projects. All work will be evaluated on an individual basis except in certain cases where group work is expected. Group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 30% for each day they are late. Your final grade will be calculated as follows:

Components and Weights

Case Analysis	Written Report (individual)	20%
Current Event	Written Report or Presentation (group)	20%
Take Home Case Exam (due week 8)	Written Report (individual)	20%
Integrated Strategic Plan (due week 11)	Based on Course Content (group)	25%
Participation	In-class Contribution + Quizzes (individual)	15%
Total		100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy.

Communication and Feedback

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #9 in the term. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Course Deliverables

Case Analysis

This assignment is worth **20%** of your final grade and will be marked individually. Questions will be provided in advance. The write up for each case should not exceed 800 words. Include the total word count on the title page.

Case selection + sign up will occur on week 1.

- The total report is limited to **800 words** of text;
- Your full name, student #, section #, must be on the cover page and on the top right corner of each page
- **NO** paper copies will be accepted
- Assignments must be submitted on Avenue
- Assignments must be converted into PDF format before being submitted. Only PDF's will be accepted
- 8.5 X 11 inch paper, 1 inch margins, 12 point font, line spacing should be 1.5 lines.
- Each assignment should contain a cover page. The cover page should include: your full name, student #, section #, name of case, total word count
- Assignments that are handed in late will receive a grade of **zero**

Current Events

Due: Beginning of class # 5, Wednesday February 10th, 2020 at 7:00pm Sharp

This individual assignment is worth **20%** of your final grade.

On week #1 students will be assigned their topic. This could be either a league, club, team, or event.

Students will produce a video of themselves speaking directly into the camera and answering the 2 questions below as it pertains to their specific topic. Students must keep their videos to a maximum length of 3 minutes (this allows roughly 1.5 minutes to answer each question).

Students will be evaluated on the thoroughness of their presentation content, how convincing they are with their argument, and on their overall communication skills. Creativity will not be evaluated on this assignment. Therefore, there is no need to insert fancy graphics or video footage to the clip – just keep it simple with you on the screen speaking into the camera.

These videos should be uploaded to www.YouTube.com (it is your choice to make the video public or unlisted). Before the deadline, students will submit their YouTube video URL via Avenue. Do not miss the deadline as outlined in Avenue. Late submissions will not be accepted and will receive a zero grade.

Each week, 2 or 3 of these videos will be shown to the class during our lecture.

Questions:

- 1) What were the implications of the COVID-19 pandemic shutdown on their operations? (i.e., describe the impact, how long it lasted, the financial implications, and the “strategic pivot” if there was one)
- 2) As a management consultant to this organization, what would be your recommendations for a “return to play” strategy? (i.e., be specific and provide tactics for the short-, medium- and long-term)

Take Home Case Exam

Due: Beginning of class # 8, Wednesday March 3rd, 2020 at 7:00pm Sharp

This case exam is worth **20%** of your final grade, and will be completed individually.

Questions will be provided in advance. The full write up for the case exam should not exceed 1,000 words. Include the total word count on the title page.

- The total report is limited to **1,000 words** of text;
- Your full name, student #, section #, must be on the cover page and on the top right corner of each page
- **NO** paper copies will be accepted
- Assignments must be submitted on Avenue
- Assignments must be converted into PDF format before being submitted. Only PDF's will be accepted
- 8.5 X 11 inch paper, 1 inch margins, 12 point font, line spacing should be 1.5 lines.
- Each assignment should contain a cover page. The cover page should include: your full name, student #, section #, name of case, total word count
- Assignments that are handed in late will receive a grade of **zero**

Integrated Strategic Plan (ISP)

Due: Beginning of class # 11, Wednesday March 24th, 2020 at 7:00pm Sharp

This assignment is worth **25%** of your final grade, and will be completed as a group (max 6 people). Group selection will occur at the beginning of week #2.

This plan draws from the learnings in each case as covered in class. Groups can choose to represent either: a new start-up company, an existing fictitious company, or an existing real company. The plan should detail how the organization is going to either gain new market share in their existing market or reach out into a new market.

Topics to cover:

- Financing decisions (how to acquire the capital required to roll out the new plan).
- Detail the challenge of going up against the market leaders (or how to deal with smaller niche competitors) and how to overcome this obstacle.
- What will the corporate strategy be and will it need to be changed in order to pursue the new opportunity?
- Detail the social strategy behind your plan and which social platforms you will be using. Will this strategy give you a sustainable competitive advantage? Identify the benefits and limitations associated with your strategy (fully developed, innovative ideas are key here).
- Will your plan incorporate a major sporting event?
- Will your plan involve a Celebrity Endorsement (if so, be sure to discuss the appropriate fit between the chosen celebrity and your brand)?
- Could corruption within the sports marketing industry could be an issue and if so, how it will be addressed?
- How could data analytics be used to help determine the best course of action?

Not every topic listed above will be relevant for each group's plan however it must be clearly stated if the team does not believe a topic will be applicable to their plan (for example "Our team has chosen not to use a celebrity to endorse our new product line at this time).

Students will be evaluated on the thoroughness of presentation content, creativity and on communication skills. Teams are encouraged to be as **creative** as possible when making these presentations and may use any presentation theme or format they wish as long as each team member has relatively equal presentation time.

The final product must be in **video** format. These videos should be uploaded to www.YouTube.com (it is your choice to make the video public or unlisted). Before the deadline, students will submit their YouTube video URL via Avenue. Do not miss the deadline as outlined in Avenue. Late submissions will not be accepted and will receive a zero grade.

Video presentations must be between **8-13 minutes** in length.

Participation

In class participation is worth **15%** of your final grade.

The **case-method** requires students to be cooperative in sharing their views. Instructors and TAs will feel free to **cold-call** on anyone at any time. Hence, it is imperative that you prepare for each and every case and reading. In general, contributions are evaluated in an ascending order from good chip shots, to quite substantial comments, to case cracking contributions. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. However, using **air-time** involves an obligation to actually contribute. None of us has time for recitation of case facts, bland summaries of prior discussion, and so on, that are devoid of implications. Before you speak, always answer the question **so-what?** Participation will **NOT** be graded by counting each contribution a student makes. Participation will be graded by examining the quality of contributions in each class.

Attendance will be taken at the beginning and end of every class. Students must remain online / in class for the entire lecture. Partial attendance will not count for participation marks.

Each week there will be a quiz based on the last week's lecture / guest speaker. Quiz grades will count towards participation marks.

Effective communication is a prerequisite to success in the business world. For that reason, all marks in this course will be based on both the substance of your work and the quality of your written and oral communication. Particularly poor communication could result in a reduction in your overall final mark as great as one or two letter grades. With respect to case discussions in particular, try to contribute comments that:

- get the discussion off to a productive start by highlighting the key characters in the case and the main decisions that still need to be made,
- shape the discussion through the meaningful introduction of theoretical concepts, current events, financial calculations or alternative analysis,
- triangulate case discussions with current events or readings and by matching or referring to previous points made during the class;
- link or contrast the main highlights of this particular case with previous cases,
- change or reverse the direction of the discussion when appropriate and support the alternative hypothesis or opposing view, and
- summarize and bridge the comments of others without undue repetition.

Immerse yourself in each discussion case by reading it twice, the first time to obtain an overview, the second to flesh out the detail. Make notes to facilitate your contribution to the class discussion. Work with other students when preparing for a case discussion in order to learn from each other. You will get next to nothing out of a case discussion if you are not fully prepared, and you run the risk of being embarrassed if you are called upon to contribute. Your TA will be assigning a grade for participation after each case discussion. Case discussion marks cannot be made up if you miss a class. An interim participation grade will be posted mid-term.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy*, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to;

www.mcmaster.ca/academicintegrity.

ONLINE COURSE COMPONENTS

In this course we will be using e-mail, Avenue to Learn, Zoom, Google Docs, YouTube, etc. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below. However, it should be noted that the instructor will **NOT** provide full relief of any component via re-weighting. Instead, the instructor will provide an alternative piece of work.

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

POTENTIAL MODIFICATION TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4SM3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 4SM3
Strategic Sports Management
Winter 2021 Course Schedule**

WEEK	DATE	ASSIGNMENT
1	Wed. Jan. 13	Discuss: Course outline schedule, participation, grading, expectations Assign: Receive topic for current events presentations Lecture: Introduction to The Business of Sport
2	Wed. Jan. 20	Case 1: Knight the King: The Founding of Nike Lecture: Leadership and entrepreneurship Prepare: Case for class discussion Due: Group selection for ISP presentations
3	Wed. Jan. 27	Case 2: Horst Dassler, Adidas, and the Commercialization of Sport Lecture: The beginning of sports marketing, corruption, and succession planning. Prepare: Case for class discussion Due: Case for submission (1/2 the class)
4	Wed. Feb. 3	Case 3: Nike Football: World Cup 2010 South Africa Lecture: Integrated marketing campaigns, across various categories and products. Guest Speaker: Dr. Nick Bontis – Canadian Soccer + WC2026 Prepare: Case for class discussion Due: Case for submission (1/2 the class)
5	Wed. Feb. 10	Lecture: Surviving the Pandemic and then Getting Back to Sport. Event Planning Guest Speakers: Matt Heidstra – Hamilton Tiger-Cats Due: Current Events Assignment

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6	Wed. Feb. 17	No Classes (mid-term recess)
7	Wed. Feb. 24	Lecture: The role and importance of Corporate Partnerships in Sport. The rise of eSports. Guest Speaker: Kyle Ferguson Case 4: MID TERM EXAM is handed out
8	Wed. March 3	No Lecture. Take Home MID TERM EXAM is DUE
9	Wed. March 10	Lecture: What are Data Analytics + Visualizations, How are they used in Professional Sport What is the future of Data Analytics? Guest Speaker: Sean Tierney Prepare: Review website www.chartinghockey.ca Download Tableau + CSV file from Avenue Optional: Watch the movie Moneyball
10	Wed. March 17	Lecture: Change Management: When the Fundamentals are broken The role of Social Media in Sport & Digital Strategy Guest Speaker: Meghann O'Hara-Fraser – MLSE Matt Tierney – Toronto Raptors Prepare: Review the various Raptors social media platforms. (Raptors.com, Facebook, Instagram, Twitter, YouTube)
11	Wed. March 24	Due: Presentations for Integrated Strategic Plan
12	Wed. March 31	Due: Presentations for Integrated Strategic Plan

Note that all synchronous sessions will be recorded.