

AD068 Major Sport Event Management

Course Contents

DESCRIPTION

The event industry has grown and diversified dramatically during recent times. From the mega-events of the Olympic Games, FIFA World Cup and the Expo, to local-level celebrations, events are run with the same basic management and organisational principles. This course aims to provide students with an insight into these principles and is structured following established theories of event management, although a critical perspective is maintained throughout and innovation sought where possible. The defining characteristic of this course is the practical application of theory, provided through students participating in the organization of a real event.

OBJECTIVES

The objectives of this course are to:

1. Define the determinant characteristics of events
2. Understand the historical development of events
3. Analyse event management as a continuous learning process
4. Establish an effective organizational structure for an event
5. Experience the importance of the interrelationships and interdependence between the functional departments of event organizational structures
6. Improve planning, organisational and communication competencies in the practical organisation of an event
7. Adopt roles of leadership and team member in order to achieve collective goals
8. Leverage of event impacts and legacies
9. Evaluate the effectiveness of event management processes and improve on them

Methodology

The class sessions will involve a dynamic combination of theory and practice. Students will be provided with background theory sessions on event management processes after which the classes will become managerial meetings. Students define, plan, organise, execute and evaluate their own event by working in and between departments.

Readings

Core text:

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition.

Additional texts:

Graham, S et al. (2001) *The Ultimate Guide to Sports Marketing (2nd edition)*, New York: McGraw-Hill.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

Competences

- Critical Thinking.
- Basic theoretical knowledge of the subject.
- Problem-solving skills.
- Teamwork.
- Leadership.
- Creativity.
- Organization.
- Planning.
- Ability to integrate knowledge from different functional areas of the organization.
- Delivering quality results under resource pressure.
- Learning through practical experience.

Learning Outcomes

- Analyse event management as a continuous learning process
- Improve planning, organisational and communication competencies in the practical organisation of an event
- Adopt roles of leadership and team member in order to achieve collective goals
- Evaluate the effectiveness of event management processes and improve on them

Continuous Assessment

- **Retake Exam**
As this course is based on practical experiential learning, there is no re-take exam. Students failing the course will be required to re-take the entire subject.
- **Attend class.**
It is imperative that you are here. You CANNOT miss classes. This course is only effective if everyone participates actively.
If you have more than three absences for the semester, be prepared to earn a failing final grade for the course.
- **Be punctual.**
Come to class ON TIME. No excuses are allowed. Late arrivals disrupt the flow of the class. In addition, tardiness at work would not be tolerated. Anyone who arrives 5 minutes later than the starting of the session, won't be allowed to enter the class.
- **Participate.**
Class participation is a must for the grade. Therefore, it is important that students come to class with the readings, exercises, activities or other materials prepared, willing to interact and discuss them meaningfully. Some activities will be based on home prepared materials and others on brainstorming and in class activities. You will be assessed on the quality of your comments, the feedback provided to your colleagues and the way you do it.
- **Be prepared for every class.**
I expect you to come to class with the readings, take-home exercises, activities and assignments prepared in advance of the class devoted to them.

- **Meet deadlines.**
Meet due dates. This is the policy for ALL assignments, exercises, presentations, activities. Late stuff submissions are not accepted. For every piece of work not submitted when scheduled (oral presentations, in class exercises and activities, take home exercises and activities and the final exam) you will receive 0 points.
- **Demonstrate academic integrity in all of your work.**
If you are caught cheating in any form on exams, plagiarizing or rehashing in exercises, activities, assignments, presentations or handing in work you did not do, be prepared to receive a failing final grade for the course.

Be sure your work is your own. You are responsible for citing all sources on which you rely, using quotation marks when language is taken directly from others' work, and knowing how to use your own language to paraphrase a source (hint: changing a few words is not sufficient). If you cite a direct quote, you must provide a reference with a page number for the citation.

EVALUATION

The Course grade will be based on the following point breakdown:

25% Portfolio of 4 case studies – set over 4 weeks from 11th February and due in 31st March.

75% Final Practical based assessment – set on 4th March and on going until final exam week when the final presentation will be made. The specific details of this practical managing of an event are broken down into the following sections:-

- A. EVENT REPORT STRUCTURES (35%)
- Brief introduction to the event, its mission and objectives
 - Detailed departmental reports (marketing, finance and operations) – established in separate brief. Also consider:
 - Put your departments in the context of the event management process
 - What does the theory say about how you should manage your departments?
 - Review the relevant chapters in the books provided
 - The Event Managers (EM) should produce a section in the report that critically analyses the overall performance of the team throughout the event management process: objective setting; planning; organization; implementation; event execution. Consider the following:
 - Event management structure
 - Explain the structure of your team (based on tasks and responsibilities)
 - Explain the communication tools used and the channels of communication established
 - Event objectives
 - What were your key objectives?
 - Event Masterplan
 - Explain, in detail what were all of the tasks performed, who performed them and the calendar for the completion of the tasks
 - Conclusion - identify what you would do differently next time and why
 - Include all planning documents
 - References

Hand-in ONE copy per group.
1,500 words (absolute minimum) – 3000 words
Deadline: During final exam period

- B. INDIVIDUAL CRITICAL ANALYSIS (15% of final grade)

Write an individual report that critical analyses your team's actions, considering the following questions:

- What were the positive and negative aspects of the following:
 - Objective setting and achievement (did you achieve your objectives?)
 - The planning process (was it effective?)
 - Organisation (organizational structure; management of human resources; inter-departmental relations; leadership and teamwork)
 - Implementation (the success of your actions)
- Evaluation of the event organization as a whole
 - Did we achieve our objectives? Why?
- What did you learn from this experience?
- Identify 10 key messages for effective event management
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Hand-in one copy per person.

1,500 words

Deadline: May 22nd

C. PRESENTATIONS (10%)

Final evaluation presentations containing:

- Explanation of progress since midterm
- Event execution evaluation
- Critical analysis of event management process
- Suggestions for future improvement if the event were to be repeated

20 minute presentations coordinated by EMs.

Dates: Final exam week

D EVENT EXECUTION (40%)

The remaining 25% of the final grade will be allocated based on the successful execution of the event evaluated in relation to the achievement of the objectives established by the group.

Agenda Sessions and Course Syllabus

Themes Objectives and Topics by Session

1 **Objective:** Introduction: defining events

The objectives, methodology, content and organization of the course are presented in detail. Different definitions of events are analysed and discussed.

Reading to undertake after class:

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 1.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

2 **Objective:** A history of (sports) events

Discussion of the historical development of events from ancient times to the post modern sports event

experience. Case: the Ancient and Modern Olympic Games.

Required readings:

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 1.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

- 3 **Objective:** The sports event management process: getting started

Overview of the different steps in the event management process. Environmental analysis.

Required readings:

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapters 2 and 10.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

- 4 **Objective:** Answering the key event questions, partners and activities

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 5.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

- 5 **Objective:** Event design and key resources, costs and revenues. Start the masterplan.

- 6 **Objective:** Marketing events

How to develop a marketing plan for an event (customer behaviour, segmentation, positioning, 4Ps).

Required readings:

Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 8.

Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1

- 7 **Progress presentations.** Event design, draft master plan and draft marketing plan,

Progress presentations. Event design, draft master plan and draft marketing plan,

- 8 **Objective:** Financing events
- Keys to successful financial management of events (revenues, costs, management processes). Innovation and fundraising.
- Required readings:**
- Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 6.
- Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1
- 9 **Objective:** Operations and logistics
- The keys to successful management of logistics..
- Required readings:**
- Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 7.
- Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1
- 10 **Objective:** Executing events
- Keys to successful event execution: the importance of event day.
- Required readings:**
- Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapters 9 and 11.
- Masterman, G (2004) *Strategic Sports Event Management: An international approach*, Elsevier. ISBN 0 7506 5983 1
- 11 **Practical session objective:** event preparation and execution
- 12 **Practical session objective:** event preparation and execution
- 13 **Objective:** Evaluating events: impacts and legacies
- How to evaluate the success of events. Analysis of major events impacts and long-term legacies.
- Required readings:**
- Shone, A with Parry, B (2010) *Successful Event Management: A practical handbook*, London: Thompson Learning 3rd Edition. Chapter 12.
- Kennett, C and Moragas, M (2006) "Barcelona 1992: evaluating the Olympic legacy", in A. Tomlinson y C. Young (eds.), *National Identity and Global Sports Events Culture, Politics, and Spectacle in the Olympics and the Football World Cup*. Albany: SUNY Press, p. 177-195

Observations

CONTACT INFORMATION

Professor: Dawn hiscock

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Office Hours: Tuesdays and Thursdays by appointment.

Class Meeting Time: Tuesdays and Thursdays 12:40 – 14:00

About the Professor:

Dawn Hiscock has an MA from Maryland University, USA and her Bachelor degree from Leeds Metropolitan University, United Kingdom.

Having worked in both the public and private sector in industry in the UK, USA and Spain she has developed a rounded understanding of the functioning of a range of business models from small voluntary businesses to international private organizations. Currently she is the Director of an International MBA programme and also responsible for the training and recruitment of staff at ESERP Business School.