

FAIR OR FOUL? A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM AT THE UNIVERSITY OF HAWAII

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Report No. 2, 2008

Legislative Reference Bureau
State Capitol
Honolulu, Hawaii 96813

<http://www.hawaii.gov/lrb>

This report has been cataloged as follows:

Coke, Matthew

Fair or foul? A sports and entertainment management program at the University of Hawaii. Honolulu, HI: Legislative Reference Bureau, December 2008.

1. Sports – Management – Hawaii. 2. Entertainment events – Management – Hawaii.
3. University of Hawaii (System).

KFH421.5.L35 A25 08-2

FOREWORD

This study was prepared in response to Senate Concurrent Resolution No. 70 (2008). The Concurrent Resolution requested the Legislative Reference Bureau to study: (1) the feasibility and advisability of establishing a certificate or degree program in sports and entertainment management within the University of Hawaii; (2) other universities' sports and entertainment management programs; (3) the economic and non-economic benefits to the State of a sports and entertainment management program; and (4) the feasibility of creating workshop and seminar programs here in Hawaii for professionals in the sports and entertainment industries.

The Bureau extends its appreciation to the faculty and administration of the University of Hawaii, the staff of the Department of Business, Economic Development, and Tourism, the staff of the Hawaii Film Office, the staff of the Hawaii Tourism Authority, the faculty and administration at various universities that were contacted for this study, the members of Hawaii's sports and entertainment community who offered information and ideas, and to various other professionals who assisted the Bureau in this study.

Ken H. Takayama
Director

December 2008

TABLE OF CONTENTS

	<i>Page</i>
FOREWORD.....	<i>iii</i>
FACT SHEET.....	<i>vi</i>
1. SCOPE OF THE STUDY.....	1
2. SPORTS IN HAWAII	2
3. UNIVERSITY SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAMS	5
A. Summary of Programs Nationwide	5
B. Arizona State University, W.P. Carey School of Business	6
C. University of South Carolina.....	7
D. University of Nevada--Las Vegas	9
4. FEASIBILITY OF SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM WITHIN THE UNIVERSITY OF HAWAII AND ALTERNATIVES	10
A. Undergraduate or Graduate Degree.....	10
B. Other Options at the University of Hawaii.....	12
1. Certificate in Sports and Entertainment Management.....	12
2. Cooperative Program	13
3. Professional Golf Management	14
5. ECONOMIC AND NON-ECONOMIC EFFECTS OF A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM AT THE UNIVERSITY OF HAWAII	17
6. CREATING PROFESSIONAL EDUCATION PROGRAMS	20
7. SUMMARY AND CONCLUSIONS.....	21
Summary.....	21
Conclusions	22

Tables

1.	Estimated Economic Impact of Selected Major Sporting Events in Hawaii.....	3
2.	Sports-related Tourism in Hawaii.....	3
3.	Number of U.S. Colleges with Sports Management Programs	5

Appendices

A.	Senate Concurrent Resolution No. 70, Hawaii State Legislature, Regular Session of 2008, Requesting a Study on the Feasibility of Establishing a Degree Program for Sports and Entertainment Management at the University of Hawaii.....	27
B.	Breakdown by Visitors to Hawaii from Major Market Areas; DBEDT/READ 2007 Visitor Satisfaction and Activities Survey	30
C.	Primary and Secondary Purpose of Trip; DBEDT 2006 Visitor Satisfaction and Activity Report	31
D.	Listing of Institutions and Type of Degrees Offered; North American Society for Sports Management	32
E.	Sports Management Degree Requirements; George Mason University.....	36
F.	Graduate Sport Management Program; Old Dominion University, Darden College of Education	39
G.	Program and Specific Curriculum; W.P. Carey MBA; Sports Business Program.....	40
H.	University of South Carolina; Sports and Entertainment Management Undergraduate Degree Requirements.....	46
I.	University of South Carolina; Sports and Entertainment Management Graduate Program.....	48

FACT SHEET

- Currently, only 1.8% to 3.1% of visitors to Hawaii report a sporting event as a primary or secondary purpose for their trip.
- A sports and entertainment management degree program at the University of Hawaii would compete against more than 236 sports management programs at universities nationwide.
- Undergraduate sports management degree programs generally require students to complete general education courses along with specialized sports business and management courses and an internship. Master's degree programs tend to require specialized sports business and management programs and an internship. Sports business M.B.A. programs generally require the completion of core business programs, followed by specialized sports business courses.
- There are high costs associated with starting and operating a sports and entertainment management degree program at University of Hawaii, and the economic and non-economic benefits of a sports and entertainment management degree program are unknown.
- There appears to be little demand among students at the University of Hawaii for a sports and entertainment management degree program.
- There is no demand for a sports and entertainment management degree program among the administrations at the Shidler College of Business, Travel Industry Management School, or the College of Education at University at Manoa.
- The administrations of the University of Hawaii-West Oahu and University of Hawaii-Hilo have rejected proposals for a sports and entertainment management degree program in the past, but remain open to the possibility in the future when and if sufficient funds may be available.
- Opinions vary among sports and entertainment business professionals in Hawaii on the need for a sports and entertainment management degree program at University of Hawaii.
- Possible alternatives to a sports and entertainment management degree program include a sports management certificate program or a joint program between a University of Hawaii community college and another university that already has an established sports management program.
- A golf management program may be a feasible alternative in the future when and if sufficient funds are available. Such a program may provide benefits to Hawaii's golf tourism market.
- There are limited job opportunities in sports management and sports business throughout the United States, and there is no evidence that the creation alone of a sports and entertainment management degree program will correlate to the creation of new sports and entertainment management jobs in the State.
- Limited professional education programs in sports business have already taken place in Hawaii, and possibilities exist for them to continue.

Chapter 1

SCOPE OF THE STUDY

This study was prepared in response to Senate Concurrent Resolution No. 70 (2008) (copy attached as Appendix A). The Concurrent Resolution requested the Legislative Reference Bureau to study: (1) the feasibility and advisability of establishing a certificate or degree program in sports and entertainment management within the University of Hawaii; (2) other universities' sports and entertainment management programs; (3) the economic and non-economic benefits to the State of a sports and entertainment management program; and (4) the feasibility of creating workshop and seminar programs here in Hawaii for professionals in the sports and entertainment industries.

The primary focus of this study is to examine the feasibility of establishing a program to educate students in the University of Hawaii System in the business and management of large-scale, live sports and entertainment events. Senate Concurrent Resolution No. 70 (2008) specifically requested researching the sports and entertainment management program at the University of South Carolina. During an interview conducted in preparation for this study, the director of University of South Carolina's program suggested that, although many colleges' programs focus solely on sports management, the focus of the University of South Carolina's program is preparing students for the business and management of large-scale live events, regardless of whether they are sport or other entertainment venues. He noted that large live spectator events share so many common similarities and challenges that there is no emphasis on one type of event over the other.¹

The study also takes a look at features of sports management or sports and entertainment management curriculums at other colleges around the country. The study briefly explores several possible alternatives to a sports and entertainment management degree program at the University of Hawaii. This study also examines the economic and non-economic benefits of establishing a sports and entertainment management degree program at the University of Hawaii. Finally, this study explores the feasibility of options for professional education in sports and entertainment event management.

¹ Telephone interview with Frank Roach, Department Chair, Sport and Entertainment Management, University of South Carolina (June 30, 2008).

Chapter 2

SPORTS IN HAWAII

Sports and entertainment management includes the planning, organizing, implementing, and controlling of sports or entertainment projects in a manner that accomplishes the goals of the event, in most cases, revenue generation. The management of sports and entertainment events or organizations involves basic management principles, such as business information management, financial management, production management, marketing management, and human resources management, as applied to the specialized businesses of sports and entertainment.¹ In 2007, sports business was a \$213 billion industry in the United States. In addition to spectator fees, the sports business industry generates revenues in a variety of other areas, including advertising, endorsements, media broadcast rights, and licensing.²

Hawaii hosts a limited number of large sporting events each year. In 2007, the Honolulu Marathon resulted in a \$108.8 million impact to the State's economy.³ The National Football League's Pro-Bowl, held in Hawaii each February, brought \$28.03 million in visitor spending to the State in 2007.⁴ The Van's Triple Crown of Surfing series of surf contests generated \$14.6 million of economic activity in 2007.⁵ The 2007 Sheraton Hawaii Bowl generated approximately \$18 million in visitor spending.⁶ The X-Terra World Championship, an off-road triathlon held on Maui each year, had an economic impact of approximately \$2.5 million in 2007.⁷ The Ford Ironman World Championship held on the Big Island each fall brings in approximately \$25.9 million annually in visitor spending.⁸ The EA Sports Maui Invitational

¹ K. Kaser and J. Brooks, *SPORTS AND ENTERTAINMENT MANAGEMENT* at 4-10 (2005).

² Street and Smith's Sports Business Journal. <<http://www.sportsbusinessjournal.com/index.cfm?fuseaction=page.feature&featureId=43>> (last visited August 22, 2008).

³ Tsai, M., *Marathon Gives \$108.89M Boost*, Honolulu Advertiser (Mar. 4, 2008). (This represents an increase from 2006's impact of \$101.6 million. It is important to note that much of the Honolulu Marathon's impact is dependent on foreign visitor spending, due to the large number of foreign visitors that participate in the race. The article reports that the 2007 Honolulu Marathon had 27,827 participants, which included 17,056 participants from Japan, 2,089 participants from the Mainland U.S., and 792 participants from other countries. In addition, 3,334, race-day walkers from Japan participated in the event.

⁴ Dingeman, R., *Pro Bowl Numbers Decline*, Honolulu Advertiser. (Feb. 27, 2007). (It is important to note that there has been an annual decline in the number of visitors and the amount of visitor spending surrounding the Pro Bowl since 2005. The future of the game in Hawaii is uncertain as the NFL's contract with the State to host the game expires in 2009.) See also, Tsai, M., *Already Missing Pro Bowl*, Honolulu Advertiser (Feb. 9, 2008) and *Pro Bowl's Financial Clout Slips, Study Says*, Honolulu Star-Bulletin (Feb. 27, 2008).

⁵ Wiles, G., *Surf Contests Bring in \$14.6M*, Honolulu Advertiser (June 15, 2007).

⁶ Telephone interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Sept. 5, 2008). The economic impact of the Sheraton Hawaii Bowl tends to vary depending on whether or not the University of Hawaii is playing in the game. The 2007 Boise State University vs. East Carolina University game attracted more visitors than usual because both teams were visiting. In 2006, the University of Hawaii vs. Arizona State University game generated about \$11 million in visitor spending, ostensibly because fewer visitors from out-of-state attended the game.

⁷ Telephone interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Sept. 5, 2008).

⁸ E-mail correspondence from Diana Bertsch, Event Director, Ford Ironman World Championship (July 24, 2008). Ms. Bertsch estimates that approximately 15,000 visitors come to Hawaii each year to attend or participate in the race. This number does not include the visitor spending attributable to the Ironman training camps held throughout the year or the qualifying race held each spring.

college basketball tournament has an estimated economic impact each year of \$8.5 million.⁹ Finally, several men's and women's professional golf tournaments are held around the State each year, which, combined, have an average economic impact of about \$25 million.¹⁰

Table 1. Estimated Economic Impact of Selected Major Sporting Events in Hawaii

Event	Estimated Impact (\$m)
Honolulu Marathon	108.8
NFL Pro-Bowl	28.03
Van's Triple Crown	14.6
Sheraton Hawaii Bowl	18
X-terra World Championship	2.5
Ford Ironman World Championship	25.9
EA Sports Maui Invitational	8.5
Professional golf tournaments (combined)	25

For the purposes of this study, we can evaluate the economic impact of major sports events in Hawaii as measured by visitor impacts, that is, the amount of spending and revenue generated in the State by visitors here for the sporting event.

Based on data collected by the Department of Business, Economic Development, and Tourism, the number of visitors to Hawaii that report a sporting event as their primary purpose for visiting the State makes up a small percentage of total visitors, as shown in Table 2. In 2006 and 2007, just 1.8% of visitors to Hawaii reported coming specifically to attend or participate in a sports event.¹¹ This represents a slight decline from 2005, when 2.0% of visitors reported coming for a sports event.¹² Currently, 2008 projections show a further decline, with only 1.6% of visitors arriving for a sports event.¹³

Table 2. Sports Related Tourism in Hawaii

	2005	2006	2007	2008p (Jan.-Aug.)
Total Visitors	7,416,574	7,461,299	7,496,820	5,169,845
Sports Events	146,877	133,689	133,214	81,504
% of Total	2.0%	1.8%	1.8%	1.6%

Source: Hawaii Department of Business, Economic Development, and Tourism.

⁹ Telephone interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Sept. 5, 2008).

¹⁰ Telephone interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Sept. 19, 2008). Hawaii has traditionally been the site of the PGA Tour Sony Open, the PGA Tour Mercedes-Benz Championship, the Champions Tour MasterCard Championship, the Champions Tour Turtle Bay Championship, the PGA of America Wendy's Champions Skins Game, the LPGA SBS Open, and the LPGA Kapalua Classic. It should be noted, though, that the Turtle Bay Championship will not be held here after 2007.

¹¹ Department of Business, Economic Development, and Tourism (hereafter DBEDT), DBEDT Annual Research Report and Monthly Highlights Report.

¹² *Id.*

¹³ *Id.*

*FAIR OR FOUL? A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM
AT THE UNIVERSITY OF HAWAII*

Broken down by visitors to Hawaii from major market areas in 2007, 1.2% of visitors from the mainland United States (1.3% from the U.S. West and 0.9% from the U.S. East), 3% of the visitors from Japan, 1.2% of visitors from Canada, and 1.8% of visitors from Europe reported a sports event as their primary purpose for visiting Hawaii.¹⁴ (See Appendix B for 2007 data.) It should also be noted that of all visitors to Hawaii from these major market areas, 3.1% reported that attendance at a sports event was a secondary purpose of their trip to Hawaii.¹⁵ There appears to be no marked difference between the "primary purpose" data from 2007 and the previous year, however, the "secondary purpose" data from 2007 shows slight variations from 2006.¹⁶ (See Appendix C for 2006 data.)

¹⁴ DBEDT 2007 Visitor Satisfaction and Activity Report (draft awaiting publication). Data cited here is taken from the DBEDT/READ 2007 Visitor Satisfaction and Activities Survey. The Visitor Satisfaction and Activities Survey relies on self-reporting by visitors to the State. DBEDT interprets "primary purpose" responses to mean that those visitors specifically planned their trip to Hawaii to engage in or attend the activity, in this case, a sports event. DBEDT interprets "secondary purpose" responses to mean that those visitors included the secondary activity in their trip planning in addition to the primary purpose for the trip. For example, a visitor who responds that a sports event is a primary purpose for their trip may have traveled to Hawaii specifically to play in or watch a sports event. A visitor who responds that a sports event is a secondary purpose for their trip may have scheduled a vacation trip to Hawaii to coincide with a sports event so that he or she could attend the event in addition to their primary purpose of vacationing.

¹⁵ *Id.* Broken down by visitors to Hawaii from major market areas in 2007, 2.9% of visitors from the mainland United States (3.8% from the U.S. West and 1.5% from the U.S. East), 3.2% of visitors from Japan, 5.1% of visitors from Canada, and 4.3% of visitors from Europe reported a sports event as a secondary purpose for visiting Hawaii.

¹⁶ DBEDT 2006 Visitor Satisfaction and Activity Report, at 144 <<http://hawaii.gov/dbedt/info/visitor-stats/vsat/2006-vsai-final-web.pdf>> (last visited Oct. 21, 2008).

Chapter 3

UNIVERSITY SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAMS

A. Summary of Programs Nationwide

The North American Society for Sport Management indicates that 236 colleges and universities in the United States offer a degree program in sports management. (See Appendix D for a listing of institutions and type of degrees offered.) Among the programs that are available are undergraduate, master's, and doctorate degrees in sports management or sports administration. Schools that offer sports management degrees range from large public state universities to smaller regional and private colleges.¹

Table 3. Number of U.S. Colleges with Sports Management Programs

Undergraduate only	107
Graduate only (master's and/or doctorate)	44
Undergraduate and graduate	85

Source: North American Society for Sport Management.

There is some slight variation among the types of sports management programs that exist around the country. From the research prepared for this study, most schools' programs tend to concentrate exclusively on sports management, with a notable exception being the University of South Carolina, where the degree program has a broader focus on sports and entertainment management. Also, it appears that universities tend to place their sports management programs within a college of education, a college of travel and hospitality, or a business school.² A small number of universities offer an M.B.A. degree with a concentration in sports business. By and large, undergraduate degrees in sports management require completion of general education courses and specialized courses that focus on aspects of sports and law, economics and financing, and management skills. Almost all undergraduate and graduate level programs appear to require an internship or practicum.

George Mason University offers a fairly standard example of an undergraduate sports management curriculum. There, in addition to general education courses, undergraduate students

¹ North American Society for Sports Management (NASSM) < http://www.nassm.com/InfoAbout/SportMgmtPrograms/United_States > (last visited July 1, 2008). (It should be noted that Arizona State University, whose sports business M.B.A. program is discussed later in this study, does not appear on NASSM's list of schools with sports management programs. The reason for this is unknown.)

² Many sports management programs have traditionally been found in schools of education, but as the focus of sports management programs has shifted from athletics administration to sports business management, these programs increasingly are placed in schools of hospitality and tourism or in business schools where the curriculums could emphasize the development of business management, finance, and marketing skills.

are required to complete sixty-six credit hours of specialized coursework in sports management. Specialized courses include subject areas such as sport communications, sports and recreation law, sports and ethics, sports economics and financing, marketing, operations, and a sports management internship.³ (See Appendix E for a description of the degree requirements.)

Master's programs are also similar across the board, offering advanced courses in sports management, facilities operation and maintenance, marketing, and an internship. The graduate sport management program curriculum at Old Dominion University is a standard example that includes graduate level courses in sport sponsorship, event planning, leadership, management, sport marketing, and an internship. The program at Old Dominion University also offers a thesis option for students who are pursuing a doctoral degree in sport management.⁴ (See Appendix F for a description of specific curriculum in Old Dominion University's graduate sports management program.) As would be expected, the curricula of sports M.B.A. programs tend to include an emphasis on marketing, finance, and business skills more than two-year master's degree programs in sports management or sports administration.

B. Arizona State University, W.P. Carey School of Business

The W.P. Carey School of Business at Arizona State University offers an M.B.A. degree with a specialization in sports business; however, it does not offer an undergraduate major or certificate in sports business.⁵ This program is regarded in the sports business industry as one of the top sports business M.B.A. programs in the country.⁶ The W.P. Carey Sports Business M.B.A. program itself is small and admission into the program is extremely selective. Only fifteen new students are accepted into the program each year.⁷ A majority of the students that graduate from the Sports Business M.B.A. program go on to take jobs with professional sports organizations or corporate sponsorship departments, while a smaller number pursue careers in collegiate athletics. Because opportunities in sports business tend to be limited, most graduates of the Sports Business M.B.A. program take jobs outside Arizona.⁸

The two-year program at the W.P. Carey School of Business combines a traditional M.B.A. curriculum with courses that specialize in sports business. During the first year of the program, students must complete core business management courses, followed by a summer internship.⁹ During the second year, students must complete specialized courses that provide

³ George Mason University, School of Recreation, Health, and Tourism website < http://rht.gmu.edu/spmt/degree_requirements/ > (last visited July 28, 2008).

⁴ Old Dominion University, Darden College of Education, Department of Exercise Science, Sport, Physical Education, and Recreation website < <http://education.odu.edu/esper/academics/sportsman/graduate/curr.html> > (last visited July 28, 2008).

⁵ Arizona State University does not offer a sports management undergraduate or graduate degree through any of its other colleges.

⁶ King, Bill. "Class in Session" *Street & Smith's Sports Business Journal* at 18-22 (Nov. 29-Dec. 5).

⁷ Telephone interview with Jim Clayton, Senior Associate Director, Graduate Career Management Center, W.P. Carey School of Business, Arizona State University (July 2, 2008).

⁸ *Id.*

⁹ < https://wpcarey.asu.edu/sports/first_year.cfm > (last visited July 2, 2008); < <http://wpcarey.asu.edu/mba/ft/core-courses.cfm> > (last visited July 2, 2008).

"rigorous practice and training in the art and science of becoming a sports business professional." Those courses include:

- Sports Business and Revenue Generation;
- Customer Loyalty and Satisfaction Management;
- Revenue and Financial Management;
- Negotiation, Relationship, and Alliance Management;
- Elective course.

In addition to classroom work, students participate in internships and consulting projects for hands-on experience.¹⁰ (See Appendix G for more detailed information on the program and the specific curriculum.)*

***NOTE:** As this report was going to print, the Bureau learned that the W.P. Carey School of Business is currently in the process of transitioning its sports concentration into its evening M.B.A. program. The new format is designed to give students the opportunity to engage in full-time work in the sports business industry while enrolled in the M.B.A. program. (It is expected that the university will assist students with placement in sports industry jobs while they are in the program.) This change is designed to provide graduates with practical job experience in the sports industry prior to graduation. It is hoped that this new format will provide greater opportunities for graduates to transition into the sports industry and alleviate challenges that graduates have faced finding jobs due to a lack of sports business experience. Although the new format of the program is still in development, the required courses and educational requirements are not expected to change. The new sports business M.B.A. format is expected to be implemented with the incoming class in 2009.¹¹

C. University of South Carolina

The Bureau was specifically requested in Senate Concurrent Resolution No. 70 (2008) to examine the sports and entertainment management program at the University of South Carolina. The University of South Carolina offers both an undergraduate degree in sports and entertainment management and a Master of Science in sport and entertainment management. These programs are unique among the programs reviewed for this study because they combine the study of management of both live spectator sports and live entertainment events, instead of emphasizing one type of event over the other. The business and management of these types of spectator events share many similarities and challenges; therefore, the programs focus on preparation for both sporting events and entertainment events equally.¹²

¹⁰ < https://wpcarey.asu.edu/sports/second_year.cfm > (last visited July 2, 2008).

¹¹ Telephone interview with Jim Clayton, Senior Associate Director, Graduate Career Management Center, W.P. Carey School of Business, Arizona State University (Dec. 9, 2008).

¹² Telephone interview with Frank Roach, Department Chair, Sport and Entertainment Management, University of South Carolina (June 30, 2008).

Both the undergraduate and graduate degree programs are administered by the College of Hospitality, Retail, and Sport Management. Presently there are 575 undergraduate students majoring in sports and entertainment management, and approximately 140 students graduate from the program each year. Thirty students are currently enrolled in the sports and entertainment management master's degree program at the University of South Carolina.¹³

The undergraduate curriculum produces a "business-oriented degree tailored to meet the specific considerations and demands of the Sport and Entertainment industries."¹⁴ The undergraduate curriculum requires students to complete forty-six hours of general education courses, fifteen hours of general electives, and twenty-seven hours of fundamental business courses, including business administration, marketing, and economics. In addition, students must complete thirty-nine hours of sports and entertainment management and professional specialization course work.¹⁵ (See Appendix H for more specific details on the undergraduate degree requirements.) Prior to graduation, students must also complete an internship, which most students choose to complete out-of-state.¹⁶

The graduate program at the University of South Carolina is "designed to train students for middle management and leadership roles in the sport and entertainment industry in general, and the venue management industry in particular."¹⁷ (See Appendix I for more specific details on the master's degree requirements.) Graduates must complete thirty-six credit hours, and the program offers both a thesis option and a non-thesis option. Students selecting the thesis option must complete twenty-seven credit hours of required courses and nine hours of elective courses and also pass a written exam at the end of their last semester. Students selecting the non-thesis option must complete twenty-one credit hours of required courses, fifteen hours of elective courses, and pass a comprehensive oral exam at the end of their last semester. Non-thesis students may enroll in a field project for up to six elective credit hours. Required courses include sport and the law, facility management, facility programming and sales, facility operations and procedures, research in hospitality, retail, and sport management. Electives include courses in business principles, sport event development, event entrepreneurship, marketing, risk and security management, and strategic planning and policy development.¹⁸

Graduates of the sports and entertainment management program generally find employment with special events firms, professional sports teams, collegiate athletic departments, and event promotion companies.¹⁹ Because South Carolina has no major league professional sports franchises and there are limited opportunities for large-scale live event management and promotion in the state, a significant number of graduates find employment outside the state.²⁰ During an interview for this study, the chair of the University of South Carolina's sports and

¹³ *Id.*

¹⁴ < <http://www.hrsm.sc.edu/spte/undergraduate/degree requirements.html> > (last visited June 30, 2008).

¹⁵ *Id.*

¹⁶ Telephone interview with Frank Roach, Department Chair, Sport and Entertainment Management, University of South Carolina (June 30, 2008).

¹⁷ < <http://www.hrsm.sc.edu/spte/graduate> > (last visited Nov. 25, 2008).

¹⁸ *Id.*

¹⁹ Telephone interview with Frank Roach, Department Chair, Sport and Entertainment Management, University of South Carolina (June 30, 2008).

²⁰ *Id.*

entertainment management program expressed concerns that there are a limited number of jobs in the sports and entertainment management industry nationally. Consequently, it is becoming increasingly difficult for the job market to support the number of management graduates nationally who want to work in this industry.²¹ Indeed, those concerns are supported by federal Bureau of Labor Statistics data, which shows that, nationally, there are approximately 36,000 total jobs in management, business, and financial operations in the "performing arts, spectator sports, and related industries."²² This number is only expected to increase by about 6,500 additional jobs by 2016.²³

D. University of Nevada – Las Vegas

The University of Nevada – Las Vegas (UNLV) is another example of a university with both undergraduate and graduate degrees in sports management. However, in contrast to University of South Carolina, the primary focus at UNLV is on sports management. UNLV's programs are administered within the Harrah Hotel College. The undergraduate Recreation and Sport Management curriculum focuses on management concepts and theories related to the sports industry. A variety of courses are available that focus on management of sports facilities, legal issues in sport management, and administration of recreation and leisure studies.²⁴ Presently, the program emphasizes business processes and management skills that are applicable to sports management, but there is a growing interest in expanding this focus to include event management and sports tourism. UNLV is also beginning to focus on the internationalization of sports and event management through its affiliated hotel colleges in Dubai and Singapore.²⁵

The sports management program at UNLV is relatively new, and it currently enrolls about 50 undergraduate students, although the administration hopes to expand the program to about 150 students in the near future.²⁶ The graduate program is a two-year program that focuses on sports business, and it currently enrolls about 30 students. Las Vegas provides many opportunities for careers in event management, and most graduates of the program find jobs in Las Vegas or elsewhere in Nevada in sports management or event management. The department chair noted that an increasing number of graduates are finding jobs with city and municipal sports commissions.²⁷ Of the graduates that leave the state for work, the largest percentage pursues careers in California. Very few graduates matriculate into professional sports organizations, most likely, because of the limited number of management jobs available within these organizations.

²¹ *Id.*

²² United States Bureau of Labor Statistics, National Employment Matrix, 2006. < ftp://ftp.bls.gov/pub/special.requests/ep/ind-occ.matrix/ind_pdf/ind_711000.pdf > (last visited Sept. 18, 2008).

²³ *Id.*

²⁴ < <http://hotel.unlv.edu/recreation/undergrad-courses.html> > (last visited July 7, 2008).

²⁵ Telephone interview with Dan McLean, Department Chair, Sports Management Program, University of Nevada - Las Vegas (July 14, 2008).

²⁶ *Id.* (The administration hopes to limit undergraduate enrollment to around 150 students to avoid saturating the job market and to avoid placing graduates out of state.)

²⁷ *Id.*

Chapter 4

FEASIBILITY OF SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM WITHIN THE UNIVERSITY OF HAWAII AND ALTERNATIVES

A. Undergraduate or Graduate Degree

From information provided by University of Hawaii administration, it appears that, left to its own devices, the University is unlikely to establish a sports and entertainment management degree program, either at the undergraduate or graduate level, in the immediate future. At the Manoa campus, recent research by the Chancellor's office revealed that there is limited demand among students there for a sports and entertainment management program.¹ Furthermore, establishing a sports and entertainment management undergraduate or graduate degree program within the University of Hawaii would be a costly endeavor for the University. In an economic climate that threatens budgetary constraints for the University, a new program would appear to be that much more difficult to implement, especially when the need for such a program is unclear.²

Adding a concentration in sports and entertainment management to the M.B.A. program offered at the Shidler College of Business would require the addition of four new courses focused on sports management and marketing. This would necessitate the hiring of at least two new tenure-track faculty members and an administrator to administer the program. In addition, the University would incur costs to market the M.B.A. program with the new concentration. Considering that the University of Hawaii's sports and entertainment management concentration within the M.B.A. program would be in competition with a number of other universities' M.B.A. programs that also feature a sports business concentration, many of them already well-established, the marketing costs could be expected to be significant. The estimated cost of adding a concentration in sports and entertainment management to the existing M.B.A. program would be at least \$500,000 each year.³ This amount would include new faculty, a part-time program administrator, staff, and marketing costs.⁴

Establishing a new master's degree program in sports and entertainment management would be an even more costly endeavor. The Dean of the Shidler College of Business cites the upcoming inception of the new Master's of Financial Engineering program as an example of the costs involved in starting a new graduate-level degree program. This new program will involve start-up costs of approximately \$3 million spread over the first four years. The financial engineering program is not expected to begin to yield financial returns until its fifth year.

¹ Interview with Virginia Hinshaw, Chancellor, University of Hawaii at Manoa (July 17, 2008).

² *Id.*

³ For the purposes of this study the cost of a full-time tenure-track faculty member is estimated at \$150,000 each year, including salary and benefits.

⁴ Interview with V. Vance Roley, Dean, Shidler College of Business, University of Hawaii at Manoa (June 24, 2008).

*FEASIBILITY OF SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM
WITHIN THE UNIVERSITY OF HAWAII AND ALTERNATIVES*

Starting a new master's degree program in sports and entertainment management would likely encounter similar financial challenges.⁵

Establishing an undergraduate degree in sports and entertainment management would be a still more costly undertaking. Creating a twenty-four credit undergraduate major would require the addition of four full-time tenure track faculty. It would also require a full-time program director and administrative staff. Unlike the M.B.A. or master's programs discussed above, however, there would be no marketing costs for an undergraduate program. Still, the estimated annual cost of an undergraduate sports and entertainment management degree program would be \$1 million each year.⁶ It is unclear how long the program would need to operate before it would begin to recover that investment, if at all, as this would depend on unpredictable factors at this time, such as size of enrollment and ratio of in-state to out-of-state students enrolled in the program.

In addition, there seems to be limited interest among the administration for establishing a sports and entertainment management degree program at the University of Hawaii-Manoa. At many other universities that have a sports management program, the program is housed in a business school, a school of education, or a school of hospitality. The Shidler College of Business hopes to capitalize on Hawaii's strategic business location between the mainland United States and Asia, and it intends to focus on developing its reputation as a nationally-recognized center for pan-Pacific business studies. The Shidler College of Business has recently started several new programs, including a day-time M.B.A. curriculum, two M.B.A. extension programs in China and Vietnam, and a master's degree program in financial engineering that will begin in 2009. According to the Dean of the College, a sports and entertainment management program would not complement the College's focus on Asian business studies or its new degree programs. Furthermore, with so many other school's sports and entertainment programs providing competition, it would seem unlikely that a sports and entertainment management program would help to raise the Shidler College of Business's academic profile among other business schools.⁷ This is a sentiment echoed by the President of the University of Hawaii, who acknowledges that a sports management program may have a place somewhere within the University of Hawaii system in the future, but it does not fit within the mission of the business school at this time.⁸

Another option discussed for the purposes of this study was the administration of a sports and entertainment management program within the School of Travel Industry Management ("TIM School"). However, the position of the TIM School's administration is that sports and entertainment management does not fit within the school's primary focus on hospitality and resort management or its expanding focus on sustainable tourism. These areas of study contribute to the school's competitiveness among other schools of hospitality and hotel management, and it is considered that sports and entertainment management would not increase

⁵ *Id.*

⁶ *Id.*

⁷ *Id.*

⁸ Interview with David McClain, President, University of Hawaii (June 27, 2008).

its competitiveness.⁹ An inquiry with the College of Education also revealed that a sports and entertainment management curriculum, either at the undergraduate or graduate level, would not be among the school's priorities in the foreseeable future. In the face of looming budget constraints, the College of Education would choose to focus its resources on its core mission of training teachers and other educational professionals.¹⁰

The University of Hawaii would face similar financial challenges in establishing a sports and entertainment management degree program within one of its other colleges, although at some point in the future, it may be worthwhile to consider creating an undergraduate degree program at another University of Hawaii campus. The University of Hawaii at West Oahu only recently began to offer four-year degrees and is currently searching for new majors for which there is an interest among students and a need in the community for graduates. Currently, UH-West Oahu offers recreation management courses, but not a degree in sports and entertainment management. The Chancellor acknowledges that someday a sports and entertainment management degree program may be a possibility at the UH-West Oahu campus; however, in the foreseeable future, the costs involved in establishing a new program combined with present budgetary constraints would limit the feasibility of starting a sports and entertainment degree program there at this time.¹¹ The University of Hawaii at Hilo recently explored the option of adding a sports and entertainment management degree program to its offerings. Like UH-West Oahu, UH-Hilo sees possible benefits in such a program, but without committed funds, it cannot envision a sports and entertainment management program there in the near future.¹² In both cases, the financial challenges of starting a new sports and entertainment management degree program would be similar to those involved in starting a program at the UH-Manoa campus.

B. Other Options at the University of Hawaii

1. Certificate in Sports and Entertainment Management

One option, investigated for the purposes of this study, for increased sports and entertainment curriculum offerings within the University of Hawaii System is the establishment of a certificate program. Recently, the Shidler College of Business, through the Pacific Asian Management Institute, offered a certificate in sports and entertainment management to M.B.A. students and selected undergraduate students who completed additional summer coursework.¹³ To qualify, students were required to successfully complete Sports and Entertainment Management (MGT 344) and Legal Aspects of Sports and Entertainment Management (MGT650/LAW 520).¹⁴ Continuing this summer program at the Shidler College of Business

⁹ Interview with Frank Haas, Acting Assistant Dean, School of Travel Industry Management, University of Hawaii at Manoa (July 10, 2008).

¹⁰ Interview with Christine Sorenson, Dean, College of Education, University of Hawaii at Manoa (Nov. 24, 2008).

¹¹ Interview with Gene Awakuni, Chancellor, University of Hawaii at West Oahu (July 22, 2008.)

¹² Interview with Rose Tseng, Chancellor, University of Hawaii at Hilo (Sept. 3, 2008).

¹³ In 2007 and 2008, the sports and entertainment certificate courses were taught by Howard Wittenberg, a lecturer at the Shidler College of Business and a strong proponent of a sports and entertainment management degree program. By the time this report was prepared, however, Mr. Wittenberg was no longer with the university faculty.

¹⁴ Interview with Howard Wittenberg, Lecturer, Shidler College of Business, University of Hawaii at Manoa (May 12, 2008); Pacific Asian Management Institute, Sports and Entertainment flyer.

appears to be the most practical immediate option for providing an academic credential for students interested in sports and entertainment management.¹⁵ To continue this program, the University's primary logistical challenge would be to locate instructors for the sports and entertainment management courses. Depending on whether the University chose to hire adjunct faculty or use existing tenure-track faculty to teach the courses and administer the internship program, the estimated costs of the certificate program would range from \$30,000 to \$70,000 each year.¹⁶ The Dean of the Shidler College of Business did not specifically endorse the certificate program.¹⁷ Nonetheless, the Dean acknowledged that a certificate may add value to a graduate's earning potential, and he further recognized that continuing the certificate program may be simplest and least costly means for the Shidler College of Business to provide a sports and entertainment management credential for students who are interested in that field.¹⁸

2. Cooperative Program

Another option, investigated for the purposes of this study, for integrating a sports management curriculum into the University of Hawaii System would be to form a cooperative training program with another university that already has an established sports management degree program. An example of this type of program currently exists at Honolulu Community College. The Music and Entertainment Learning Experience program (MELE Program) offers students an Associate in Science degree in Music Business and Production. The curriculum combines general education courses along with specialized courses in music production and music business management.¹⁹ Many of the specialized courses are taught in partnership with Belmont University in Nashville, Tennessee. Honolulu Community College faculty use synchronized video and data linkups with faculty at Belmont University to team-teach courses to students here in Hawaii.²⁰ The program has been in operation for a year and has been successful in providing local students with educational opportunities that previously were not available in Hawaii. The director of the MELE Program reports that establishing a joint program involved start-up costs to acquire the staff and technology infrastructure needed for music production, but those costs were much less than starting a new program from scratch without the assistance of another university.²¹

If there is interest among students and available faculty, a joint program, set up along the lines of the MELE Program, within one of the University of Hawaii's community colleges may be an option for establishing a sports and entertainment degree program. Many universities and colleges already have sports management programs, and it may be worthwhile to approach another school about cooperating with the University of Hawaii on a joint program.

¹⁵ Interview with V. Vance Roley, Dean, Shidler College of Business, University of Hawaii at Manoa (June 24, 2008).

¹⁶ *Id.*

¹⁷ *Id.*

¹⁸ *Id.*

¹⁹ < <http://honolulu.hawaii.edu/mele/home.html> > (last visited July 29, 2008).

²⁰ Interview with Keala Chock, Program Director, MELE Program, Honolulu Community College (July 28, 2008).

²¹ *Id.*

3. Professional Golf Management

One notable alternative to instituting a sports and entertainment management program at the University of Hawaii may be to start a golf management program. A new sports management program would need to be competitive with many other established programs in the mainland United States. Hawaii currently has a limited sports event industry when compared to many other areas of the country; however, golf is one sport area where the State has a strong comparative advantage over many other parts of the country, as it has over eighty public and private courses and hosts several professional golf tournaments each year. From the outside, it would appear that golf and golf tourism spending make up a distinct part of Hawaii's tourism revenue. A recent golf study prepared for the Hawaii Tourism Authority and the Hawaii Visitors and Convention Bureau revealed that, among visitors from the Mainland United States, Hawaii is the fourth most popular golf destination in the world. The study further revealed that, of Mainland visitors who identify as golfers, 63% of them played golf on their last trip to Hawaii. In addition, the study revealed that the average golf expenditures by visitors who reported playing golf on their last visit to Hawaii was \$553.05 on rounds of golf, \$157.07 on golf merchandise, and \$114.25 on food and beverage while playing golf.²²

The Professional Golfers' Association of America offers accreditation to colleges and universities for its Professional Golf Management program.²³ The program proclaims to "integrate the curriculum requirements of a business/hospitality/recreation major with the knowledge base of the PGA's Professional Golf Management Program including sixteen months of structured Co-Operative Education/Internship experiences and a Playing Ability Test."²⁴

The University of Idaho's School of Business and Economics offers the undergraduate degree in professional golf management that is certified by the Professional Golfers' Association of America. The University of Idaho's program is one of only twenty PGA-accredited professional golf management programs in the United States.²⁵ PGA/PGM™ students there must complete a five-year program that combines the academic curriculum of a business marketing major, a minimum sixteen-month internship, and the PGA's Professional Golf Management Program.²⁶ However, if the University of Hawaii considers adding the PGA/PGM™ program, it should be aware that the PGA/PGM™ program is currently undergoing a curriculum update over

²² "A Golf Research Presentation." Prepared for the Hawaii Tourism Authority and the Hawaii Visitors and Convention Bureau by Market Trends Pacific, Inc. (Nov. 5, 2003).

²³ The following are universities with PGA-accredited Professional Golf Management programs and their dates of accreditation: Arizona State University (1999), Campbell University (1999), Clemson University (2001), Coastal Carolina University (1999), Eastern Kentucky University (2006), Ferris State University (1975), Florida Gulf Coast University (2005), Florida State University (1999), Methodist University (1999), Mississippi State University (1985), New Mexico State University (1987), North Carolina State University (2002), Penn State University (1990), Sam Houston State University (2005), University of Central Oklahoma (2008), University of Colorado – Colorado Springs (2003), University of Idaho (2002), University of Maryland -Eastern Shore (2008), University of Nebraska – Lincoln (2004), and University of Nevada – Las Vegas (2002).

²⁴ Professional Golf Management Program materials provided for the purposes of this study by the Professional Golfers' Association, revised November 15, 2006.

²⁵ < <http://www.cbehome.uidaho.edu/pgm> > (last visited Oct. 29, 2008).

²⁶ *Id.* See also University of Idaho PGA/PGM™. < <http://careernet.pgalinks.com/helpwanted/empcenter/pgaandyouniversities.cfm> > (last visited March 4, 2008).

*FEASIBILITY OF SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM
WITHIN THE UNIVERSITY OF HAWAII AND ALTERNATIVES*

the next 18-24 months. Until the curriculum is updated, the PGA will not admit any new colleges or universities into its professional golf management accreditation process.²⁷

In the past, advocates of offering a professional golf management program within the University of Hawaii suggested that Hawaii's respected standing in the golf industry makes the State an ideal location for establishing such a program.²⁸ Furthermore, the Aloha Section of the Professional Golfers' Association of America (PGA) had endorsed the placement of a professional golf management program within the University of Hawaii at Hilo.²⁹ The organization had suggested that this would make an ideal home for the program due to the extensive internship opportunities available to students and job opportunities available to graduates at the many premier golf courses and facilities on the island of Hawaii.³⁰ It should be noted that it is uncertain what the present economic outlook would have on such opportunities, however.

Furthermore, the University of Hawaii should be aware that the PGA currently maintains strict standards for accreditation for its PGA/PGM™ program that may require significant compliance costs on the part of the University.³¹ One university department chair interviewed for this study reported that the PGA/PGM™ program at his school is a popular program within his department and attracts many students; however, he cautions that maintaining the required additional PGA-certified faculty and staff and maintaining ongoing compliance with the PGA's accreditation standards make it a costly program for that university to maintain.³²

There has been past interest in starting the PGA/PGM™ program within the University of Hawaii system. In 2006, the University of Hawaii at West Oahu researched the feasibility of accrediting the program; however, the rigorous accreditation standards and the initial costs involved in starting the program suggested that the program would not be feasible there.³³ Also in 2006, the University of Hawaii at Hilo investigated the opportunity to establish the PGA/PGM™ program at that university.³⁴ Faculty research concluded that, although there was popular support for the program and local golf facility managers would support the program's internship requirements, the cost of the program would be prohibitive. Financial projections suggested that the program would require a significant start-up investment and could be self-sustaining within three to four years of its inception; but would not provide significant financial investment returns for the University.³⁵

If the PGA-accredited golf management program is not a feasible option for the University of Hawaii system, another alternative to explore would be to augment the University

²⁷ Correspondence from the PGA, June 24, 2008.

²⁸ Interview with Jim Haugh, Executive Director, Aloha Section PGA (May 16, 2008).

²⁹ "Focus on the Economy: PGA in Hawaii" < <http://www.kpua.net/focus040603.php> > (last visited June 20, 2008).

³⁰ *Id.*

³¹ Telephone interview with Dan McLean, Department Chair, Sports Management Program, University of Las Vegas - Nevada (July 14, 2008).

³² *Id.*

³³ Telephone interview with University of Hawaii at West Oahu Chancellor (July 22, 2008).

³⁴ Interview with Rose Tseng, Chancellor, University of Hawaii at Hilo (Sept. 3, 2008).

³⁵ Report of the University of Hawaii at Hilo, College of Business and Economics (June 30, 2006).

*FAIR OR FOUL? A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM
AT THE UNIVERSITY OF HAWAII*

system's existing golf-oriented programs to include aspects of golf management. For example, Windward Community College and Maui Community College currently offer a certificate of completion in turfgrass management.³⁶ It may be worthwhile to assess whether these community college programs could be supplemented with business management courses and internship opportunities to create a certificate program or an associates' degree program in golf management.

³⁶ Windward Community College website < <http://windward.hawaii.edu/> >; Maui Community College website < <http://maui.hawaii.edu/programs/programs.php> >.

Chapter 5

ECONOMIC AND NON-ECONOMIC EFFECTS OF A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM AT THE UNIVERSITY OF HAWAII

Senate Concurrent Resolution No. 70 (2008) requests that this study examine the economic and non-economic benefits of a sports and entertainment degree program. While major sporting events in Hawaii clearly contribute to the State's economy,¹ it is uncertain what the specific economic and non-economic benefits of instituting an academic sports and entertainment management program at the University of Hawaii would be. In preparing this study, the Bureau was unable to locate any studies or data on the benefits, economic or non-economic, of instituting a university sports and entertainment management degree program. The Bureau lacks the expertise to determine how these types of benefits could be predicted and quantified, if at all. Furthermore, the Department of Business, Economic Development, and Tourism, was unable to provide the Bureau with a reliable method to accurately predict the economic benefits of such a program.

Generally speaking, however, there is some economic data showing that University of Hawaii programs overall have positive direct and indirect impacts on the State's economy. According to a recent study conducted by the University of Hawaii at Hilo, every educational dollar spent on instructional units in the University of Hawaii System results in \$1.42 of total business sales, \$0.90 of employee earnings, and \$0.09 in state taxes.² This information should be considered cautiously, however, as it does not specify the impacts of any specific programs and it does not indicate the timeframe in which economic benefits are realized by the economy. In short, there is no specific information to indicate that moneys invested in a sports and entertainment management degree program would yield similar economic benefits.

Opinions on the subject of the economic benefits of a sports and entertainment management degree program vary. Proponents of a sports management program suggest that the creation of such a program would create a skilled event management workforce that would attract profitable sport and entertainment venues to the State. Others are less optimistic and suggest that the creation of a program will not necessarily create jobs in Hawaii or attract events to the State. They point to the limited number of recurring sporting events currently held in the islands and the absence of professional teams or large sports branding companies as evidence of limited job opportunities in sports and entertainment management. Some industry professionals contacted for this study explained that the bulk of the management of large signature events that take place in Hawaii is handled by out-of-state firms or by the out-of-state offices of the event sponsors. Furthermore, it should be noted that some of these major sports events may not or will

¹ See discussion at pages 2 and 3, notes 3-10, and accompanying text.

² Hammes, D. and Schieven, C. *The Contribution of the University of Hawai'i to Hawai'i's Economy in 2006*. University of Hawaii at Hilo, Department of Economics, September 2007, at 7. (The report notes that moneys spent on organized research units have a higher return on investment than instructional units.)

not be held in Hawaii in the future.³ Still others have suggested that a general sports and entertainment management program would not have as many benefits as a specialized golf management program that capitalizes on the State's existing golf facilities and status as a premier golf destination.

The Hawaii Film Office was contacted to learn what, if any, beneficial impact the creation of a sports and entertainment management program might have on the film production in the State. While it was determined that the type of sports and entertainment management program described in this study would not generally encompass film production, it is worth noting that the Hawaii Film Commissioner imparted that there is little need for more management personnel in the film production industry here. Rather, there exists a demand for technical and production skills. At any given time in Hawaii, there are three to four commercials, two movies, and one television show shooting in the State, and consequently, the demand for skilled production workers is high. The Commissioner expressed the view that if Hawaii is to continue to attract high-budget film productions to the State that generate significant economic impacts for the local economy, there need to be greater efforts made to provide workforce training to support these productions.⁴

It seems improbable that the current market in Hawaii would support graduates of a sports and entertainment management program. As both proponents and skeptics alike have pointed out, Hawaii has no professional sports teams or major sports product branding companies located here.⁵ Additionally, relatively few recurring large sporting events are held in the State each year. Accordingly, it would seem that there are very few internship or employment opportunities present within the State. By way of comparison, the state of South Carolina also has no professional sports franchises and a small number of recurring sports events each year. The director of the sports and entertainment management program at the University of South Carolina has expressed concern that this may require many students in the program there to leave that state to find jobs and internship opportunities.⁶ A similar observation was made with respect to the graduates of the Sports Business M.B.A. program at the W.P. Carey School of Business (Arizona State University) leaving to take jobs out-of-state.⁷ Furthermore, it has been noted that nationwide there are a limited number of job opportunities in the sports management industry.⁸

Of the signature sporting events held in Hawaii each year, most are assisted by the Hawaii Tourism Authority (HTA).⁹ However, while the HTA will assist with event financing if approached by event promoters that are interested in bringing an event to Hawaii, it does not

³ See discussion at pages 2 and 3, notes 4, 6, and 10.

⁴ Interview with Donne Dawson, Hawaii Film Commissioner (July 7, 2008).

⁵ In an interview conducted for this study, Dean V. Vance Roley pointed out that part of the success of top sports business M.B.A. programs, such as those at the University of Oregon and San Diego State University, may be attributed to the active support and partnerships from area professional sports franchises and athletic equipment branding companies. (June 24, 2008.)

⁶ See discussion at page 8, note 20 and accompanying text.

⁷ See discussion at page 6, note 8, and accompanying text.

⁸ See discussion at page 9, notes 21-23, and accompanying text.

⁹ Hawaii Tourism Authority website: < http://www.hawaiitourismauthority.org/print_friendly.cfm?page=what_sporting > (last visited Sept. 26, 2008).

actively solicit bringing more sports and entertainment events to Hawaii.¹⁰ This is due, in part, to the high costs associated with marketing and bidding on many major sporting events to bring them to Hawaii.¹¹ On the other hand, the HTA notes that televising of sports events in Hawaii has a positive off-setting economic impact, in that the broadcasting of these events to viewers outside of Hawaii helps market the State as a tourism destination.¹² Another major difficulty cited in attracting sports events to the State traditionally has been the travel distance required for participants, organizers, and spectators to reach Hawaii and the higher costs associated with such travel.¹³

It is unclear if simply the generation of home-grown sports and entertainment management expertise will be able to overcome these obstacles to bringing sporting events to Hawaii in the future. This "if you build it, they will come" approach does not appear to have produced such results in South Carolina.¹⁴ As an alternative to instituting a sports and entertainment management degree program, one approach that may yield better results in attracting spectator sports and entertainment events to the State would be to provide the Hawaii Tourism Authority with the authority and additional staff and financial resources needed to heavily market Hawaii as a sports and entertainment destination and actively solicit events to be held here. Furthermore, as part of an overall plan to attract events, the State may consider increased investment and improvements in event venues and infrastructure that would support large scale spectator events. Then, with more events being held in the islands, perhaps there would be an increased need for a sports and entertainment management degree program to provide management skills to the industry. However, this issue appears to be the proverbial chicken or egg dilemma, with no objective data to support either position.

¹⁰ Interview with Rex Johnson, former president, Hawaii Tourism Authority (July 19, 2008).

¹¹ Interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Oct. 2, 2008).

¹² Interview with Rex Johnson, former president, Hawaii Tourism Authority (July 19, 2008).

¹³ *Id.*

¹⁴ See discussion at page 8, note 20, and accompanying text.

Chapter 6

CREATING PROFESSIONAL EDUCATION PROGRAMS

While it is not possible, at this time, to state what specific economic benefits the creation of an academic sports and entertainment management professional program would have on the State, it may be feasible to establish at least some level of professional education programs on sports and entertainment management here in Hawaii. By way of illustration, the Hawaii Tourism Authority (HTA), in conjunction with the International Festivals and Events Association, sponsors a program that offers training for festival and event organizers and managers.¹ The HTA, while not specifically endorsing educational conferences for sports management, sees the potential benefit of hosting conferences to offer training to sports and entertainment managers and promoters in Hawaii and to introduce national sports sponsors to the local sporting event community.² The HTA also sees a benefit in more frequent, perhaps quarterly, meetings or forums for local promoters and managers to discuss ideas and meet with speakers or guests from outside Hawaii. The cost of either of these options is unknown and depends largely on the size and scope of the meetings or conferences to be held. One possible option worth exploring that may minimize costs and encourage greater participation would be to hold sports management conferences at times that coincide with larger industry conferences or sporting events that are taking place in Hawaii.³

Also of interest to proponents of the idea of some level of professional education programs on sports and entertainment management is the East-West Center conference on the growth and globalization of sports in Asia that was held in 2007. The conference was designed for industry leaders from many countries to learn about opportunities and challenges in Asia-Pacific sports markets and to network with international participants.⁴ There reportedly is some interest in holding another similar conference in the future, and it may be worthwhile to investigate additional organizations and state entities that may be available to offer support and expand the scope of the conference.

¹ Telephone interview with Muriel Anderson, Vice President, Tourism Product Development, Hawaii Tourism Authority (Sept. 29, 2008).

² Telephone interview with Michael Story, Sports Manager, Hawaii Tourism Authority (Oct. 2, 2008).

³ *Id.*

⁴ East West Sports Summit: Growth and Globalization of Sports in the Asia Pacific Region. Nov. 7-9, 2007. < <http://www.eastwestsportssummit.org> > (last visited Oct. 6, 2008).

Chapter 7

SUMMARY AND CONCLUSIONS

Summary

- Although resulting in tens of millions of dollars in revenue and visitor spending, sports events in Hawaii play a limited part in the overall economic impact of tourism to the State. Currently only 1.8% to 3.1% of visitors to Hawaii report a sporting event as either a primary purpose or a secondary purpose for their trip.
- There are more than 236 sports management programs at colleges and universities throughout the country. These programs include four-year undergraduate degree programs, master's degree programs, doctoral programs, and sports business M.B.A. programs. These programs tend to be placed within universities' schools of business, schools of tourism and hospitality, or schools of education.
- Undergraduate sports management programs tend to require completion of general education courses, along with specialized business and sports management courses and an internship. Master's degree programs generally tend to require the completion of specialized sports business and management courses and an internship. M.B.A. programs that offer a sports business concentration generally require completion of core business management, marketing, and finance courses along with specialized sports business courses.
- The University of South Carolina is fairly unique among sports management degree programs in that it emphasizes both sports and entertainment management due to similarities in organizing both types of large-scale live spectator events.
- There are limited job opportunities in sports management and sports business throughout the United States. Simply having a well-established academic program is no guarantee that jobs will be available in the state for graduates. Indeed, even many graduates of such well-respected programs as University of Arizona and University of South Carolina leave the state to find employment.
- There appears to be little demand among students at the University of Hawaii for a sports and entertainment management degree program. It is certain that there is no demand for such a program among the administration of the Shidler College of Business, the Travel Industry and Management School, or the College of Education at the University of Hawaii at Manoa. The administrations of the University of Hawaii at West Oahu and the University of Hawaii at Hilo have rejected proposals for a sports and entertainment management program in the past, but remain open to the possibility at some point in the future when economic conditions are better and sufficient funds can be dedicated for such a program.

*FAIR OR FOUL? A SPORTS AND ENTERTAINMENT MANAGEMENT PROGRAM
AT THE UNIVERSITY OF HAWAII*

- Opinions among sports and entertainment business professionals interviewed for this study vary on the need for a sports and entertainment management degree program at the University of Hawaii.
- There are high costs associated with starting and operating a sports and entertainment management degree program at the University of Hawaii. These costs range from at least \$500,000 per year to add a sports business concentration to its M.B.A. program to over \$1,000,000 each year for an undergraduate degree program.
- There are feasible alternatives to a sports and entertainment management degree program that may be less costly to implement. These include continuation of the sports management summer certificate program at the Shidler College of Business and establishing a joint program between a University of Hawaii community college and another university with an established sports management degree program.
- Another notable alternative to a sports and entertainment management degree program would be the establishment of a professional golf management program. This may help capitalize on Hawaii's standing as a premier golf destination and help to increase Hawaii's lucrative golf tourism market. The PGA Professional Golf Management program requires significant costs to become accredited and to maintain accreditation, but if funds are available and demand exists, along with demonstrated benefits to Hawaii's economy, then such a program may be an option to explore in the future.
- Although there is evidence that University of Hawaii programs in general produce economic benefits for the State, it is unknown what specific economic and noneconomic benefits would result from the creation of a sports and entertainment management degree program. Furthermore, no method was available to accurately predict the benefits of such a program.
- There is no evidence that the creation alone of a sports and entertainment management degree program will result in the creation of sports management jobs in the State or that the development of sports and entertainment management expertise will result in attracting sports and entertainment events to the State.
- Professional education programs in sports and entertainment event management may be a feasible option and have already occurred to a limited extent in Hawaii.

Conclusions

1. **Limited interest, significant costs, and limited job opportunities make it inadvisable to start an undergraduate or graduate sports and entertainment management degree program within the University of Hawaii at this time.**

SUMMARY AND CONCLUSIONS

From the research prepared for this study, it appears that there is limited interest among both administration and students in creating an undergraduate or graduate degree program in sports and entertainment management. The Chancellor's office at the University of Hawaii at Manoa has investigated this in the past and has found little demand from students for a sports and entertainment management program. Further, the administration of the Shidler School of Business cites the high cost in its opposition to instituting the program. In addition, the School believes that a sports and entertainment management program would not advance the current mission of the business school in areas where it is more competitive with other universities' business programs. This is a sentiment echoed by the President of the University of Hawaii system. Although a sports and entertainment program may be an attractive offering for the West Oahu or Hilo campuses (where somewhat more interest was expressed) in the future, the institution of such a program at either of those campuses is unlikely given the current lack of dedicated funding. Further, with the relatively low number of large-scale sporting and entertainment events held in the State, it seems unlikely that the sports and entertainment management market would provide adequate job opportunities for graduates. As one university program director contacted for this study casually explained, "Many students enter the program wanting to be the manager of a major league baseball team when they graduate, and I have to remind them that there are only thirty of those jobs in the country."

There are significant costs associated with establishing an undergraduate degree program within the University of Hawaii system, and it is unclear what, if any, the return on the investment of those funds would be. In addition, the administrations of the schools where a sports and entertainment program would likely be located have expressed skepticism to outright opposition to establishing a program. These factors, taken as a whole along with limited demand among students for such a program and a limited number of available jobs for graduates, lead the Bureau to conclude that it would not be advisable to establish a sports and entertainment management degree program at the University of Hawaii at this time.

2. There is no evidence that the creation alone of a university sports and entertainment management degree program will attract spectator sporting and entertainment events to the State or result in the production of sports management jobs in the State.

While it is clear that sports visitors to Hawaii contribute to the State's economy, such visitors are a small percentage of all visitors to the State. One of the common hypotheses of proponents of a sports and entertainment management degree program is, "If you build it they will come," meaning that the training and production of sports and entertainment management professionals will attract lucrative sports and entertainment events and thus more visitors to the State. However, the Bureau found no evidence that a university sports and entertainment management degree program alone will attract large-scale spectator events or create more jobs in sports and entertainment management here in Hawaii. Indeed, from the experiences of other states, it appears likely that graduates of a degree program would leave the State to compete for rather limited number of jobs in the industry. Consider, in particular, the experience of the sports and entertainment management degree program at the University of South Carolina. Like Hawaii, South Carolina has no professional sports teams or major branding companies, and a

limited number of large-scale spectator sporting events take place there each year. Consequently, there are a limited number of jobs within the state in that industry, and a majority of graduates from the University's sports and entertainment management degree program leave the state to find jobs. Likewise, the sports business M.B.A. program at Arizona State University, despite being one of the top programs in the country and located in a state with several professional sports franchises, also places most of its graduates in jobs located outside of the state.

3. There are feasible alternatives to the creation of a sports and entertainment management undergraduate or graduate degree program that may be easier to implement and less costly to fund.

If interest in a sports and entertainment management program continues to grow, then other options should be explored further. The most obvious of these alternatives is to continue the summer sports and entertainment management certificate program that was previously available through the Shidler College of Business. Both proponents and opponents of a full-fledged sports and entertainment management degree program agree that this would be the least costly and most practical option at present to providing an academic credential to students who are interested in sports and entertainment management. Continuing this program has advantages in that it provides valuable sports and entertainment management courses to those students that express an interest, but without the considerable expense of funding and staffing a new academic program. A second option would be to explore a joint education program that pairs a University of Hawaii community college with a sports management program that is already established. This type of joint program already exists at Honolulu Community College as the MELE Program, which provides courses in music production and business in conjunction with Belmont University in Tennessee. Either of these formats would build on existing programs instead of instituting an entirely new program. In any event, despite the reduced costs of these options, care should be taken to ensure that the University of Hawaii System has the necessary resources to provide for the creation and implementation of these programs.

4. A golf management program is an alternative to a sports and entertainment management degree program that could be considered at some point in the future.

With over 200 sports and entertainment management degree programs at colleges and universities around the country, there is considerable competition among these programs to attract students, and then considerable competition among graduates for a relatively limited number of jobs. As an unknown newcomer to the field of sports and entertainment management degree programs, the University of Hawaii would be at a disadvantage. On the other hand, Hawaii may have a competitive advantage among other areas of the country due to its premiere golf facilities and locations for professional golf tournaments. As opposed to a generic sports and entertainment management degree program, there may be more long-term benefits to the economy of the State if efforts were made to create more educational opportunities for the marketing, management, and promotion of the golf industry here, both as a spectator event and a participant sport. It may be worthwhile in the future for the Department of Business, Economic

Development, and Tourism to investigate the potential economic impacts of a golf management program on Hawaii's tourist golf industry to determine if such a program fits within a strategy to further enhance the revenue generating capacity of this industry in the State.¹ Although there is a high cost associated with it, a PGA-certified professional golf management program is one option that may deserve consideration in the future when dedicated funds could be made available for such an undertaking. Another, possibly less costly, option would be to modify existing turfgrass management certificate programs at University of Hawaii community colleges to include golf business and event management courses.

5. **If the State wishes to recognize the economic benefits of more and larger sports and entertainment events taking place in Hawaii, perhaps it would be more beneficial to first focus on attracting those events to the State rather than creating a sports and entertainment management university degree program.**

One approach would be to provide the Hawaii Tourism Authority with the authority and additional staff and financial resources needed to specifically market Hawaii as a sports destination and actively solicit events to be held here. This would need to be combined with sufficient investment in the infrastructure and facilities that could support large scale spectator events. With more events being held in the islands, perhaps there would be an increased need for a sports and entertainment management degree program to provide management skills to the industry. Given the current economic outlook, however, this option may not be feasible in the near term.

6. **It may be feasible to hold professional education conferences and programs on sports and entertainment here in Hawaii.**

The Hawaii Tourism Authority already sponsors a certification program on festival planning, and the East-West Center recently hosted a pan-Pacific conference on sports business and reportedly is interested in hosting another such conference. A conference or conferences devoted to sports and entertainment management remains a possibility, although the costs and benefits of such an event remain unknown and depend largely on the size, scope, and timing of the event.

¹ The Hawaii Tourism Strategic Plan established as an objective focusing marketing programs on vertical markets, such as golf, to achieve marketing support and increase visitor spending in those markets. Hawaii Tourism Authority, Hawaii's Tourism Strategic Plan 2005-2015 at 22. < http://hawaii-tourismauthority.org/pdf/tsp2005_2015_final.pdf > (last visited Sept. 29, 2008).

Appendix A

THE SENATE
TWENTY-FOURTH LEGISLATURE, 2008
STATE OF HAWAII

S.C.R. NO. 70

FEB 28 2008

SENATE CONCURRENT RESOLUTION

REQUESTING A STUDY ON THE FEASIBILITY OF ESTABLISHING A DEGREE
PROGRAM FOR SPORTS AND ENTERTAINMENT MANAGEMENT AT THE
UNIVERSITY OF HAWAII.

1 WHEREAS, the entertainment and sports industries comprise a
2 large portion of the United States economy and are fast becoming
3 areas of global prominence; and
4

5 WHEREAS, in 2004, the United States sports industry was
6 estimated at \$213 billion, which is more than double the size of
7 the United States automobile industry and seven times the size
8 of the film industry; and
9

10 WHEREAS, the sports and entertainment industries in Hawaii
11 combine for an estimated \$500 million and play a vital role in
12 providing jobs, creating positive media exposure, and enhancing
13 the quality of life for the community; and
14

15 WHEREAS, Hawaii's unique culture, picturesque setting, and
16 supporting industries combine to establish the State as a
17 premier destination for entertainment and sports productions and
18 events; and
19

20 WHEREAS, the need for qualified individuals to support
21 every aspect of these industries, particularly from a business
22 standpoint, is of paramount importance within the State as well
23 as throughout the nation and the world; and
24

25 WHEREAS, the State must take an active role in the
26 development and promotion of these multi-million dollar
27 industries as a means of utilizing our natural environment,
28 assets, and resources in establishing a strong economy; and
29

30 WHEREAS, the development of a qualified workforce in the
31 fields of sports and entertainment management will help to
32 strengthen and grow Hawaii's sports and entertainment

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1 industries, thereby strengthening the State's economy through
2 the promotion and development of productions, events, and other
3 related activities in the State, including establishing Hawaii
4 as a site for international sports and entertainment activities;
5 and
6

7 WHEREAS, among others, the University of South Carolina has
8 established a Sports and Entertainment Management Department,
9 which prepares undergraduate and graduate students for positions
10 in the sports and entertainment industry; and
11

12 WHEREAS, eighty-seven universities and colleges, such as
13 the University of Tennessee and the University of Michigan,
14 maintain separate programs for Sport Management, while others,
15 such as Missouri State University, have established a separate
16 program for Entertainment Management; and
17

18 WHEREAS, the University of Hawaii and the State could
19 greatly benefit from the institution of a degree program for
20 Sports and Entertainment Management within the University of
21 Hawaii; now, therefore,
22

23 BE IT RESOLVED by the Senate of the Twenty-fourth
24 Legislature of the State of Hawaii, Regular Session of 2008, the
25 House of Representatives concurring, that the Legislative
26 Reference Bureau is requested to prepare a report on the
27 advisability and feasibility of establishing certificate,
28 undergraduate, and graduate degree programs within the
29 University of Hawaii for the study of Sports and Entertainment
30 Management, including possible changes in organization and
31 staff, applicable funding estimates, organizational impacts,
32 benefits to the University and the State, differences of
33 opinions, potential problems or issues, and any other relevant
34 information; and
35

36 BE IT FURTHER RESOLVED that the Legislative Reference
37 Bureau examine the feasibility of incorporating continuing
38 education programs, which may include seminars, workshops, and
39 conferences, for professionals in the entertainment and sports
40 industry, including athletic coaches, event promoters, and parks
41 and recreation administrators, to study best practices in the
42 sports and entertainment industry; and
43



S.C.R. NO. 70

1 BE IT FURTHER RESOLVED that the Legislative Reference
2 Bureau analyze the economic and non-economic benefits of
3 establishing sports and entertainment management programs within
4 the University of Hawaii, including the potential impact upon
5 the sports and entertainment industry within the State; and
6

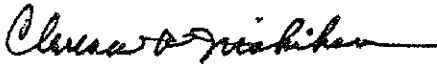

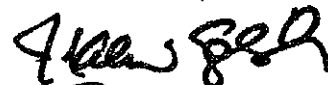
7 BE IT FURTHER RESOLVED that the Legislative Reference
8 Bureau examine similar programs of other colleges or
9 universities, including but not limited to the University of
10 South Carolina, in conducting its study and understanding the
11 scope of the type of program that is most feasible and
12 appropriate for the University of Hawaii; and
13

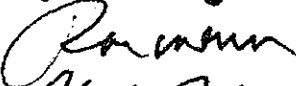

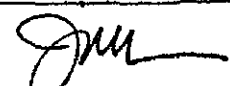
14 BE IT FURTHER RESOLVED that the administration of the
15 University of Hawaii system is requested to cooperate with the
16 Legislative Reference Bureau by furnishing all pertinent data
17 and information requested and submitting recommendations and
18 opinions with respect to issues for which the Legislative
19 Reference Bureau may seek input in relation to this measure; and
20

21 BE IT FURTHER RESOLVED that the Legislative Reference
22 Bureau is requested to submit a report of its findings and
23 recommendations to the Legislature no later than twenty days
24 prior to the convening of the Regular Session of 2009; and
25

26 BE IT FURTHER RESOLVED that certified copies of this
27 Concurrent Resolution be transmitted to the Director of the
28 Legislative Reference Bureau, the President of the University of
29 Hawaii, and the Chair of the Board of Regents of the University
30 of Hawaii.
31
32
33

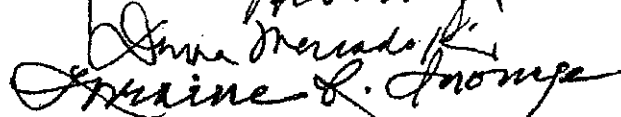
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Appendix B

Table 8.10 Primary Purpose of Trip [Percentage/Count of Visitors by MMA]
2007 Col%

	Visitors to Is US		Major Market Areas				
	All Visitors	U.S. Total	U.S. West	U.S. East	Japan	Canada	Europe
Primary Purpo Vacation	65.9%	65.2%	67.2%	61.9%	64.7%	79.7%	69.5%
Business meeting/conduct business	5.2%	6.5%	6.6%	6.5%	0.9%	1.8%	1.5%
Convention, conference, seminar	2.8%	3.3%	2.6%	4.5%	0.8%	2.9%	4.5%
Incentive/reward	1.5%	1.4%	1.0%	2.1%	2.1%	0.8%	0.6%
Visit friends/relatives	8.1%	9.8%	9.9%	9.8%	2.3%	3.8%	5.8%
Get married	1.0%	0.7%	0.8%	0.5%	2.4%	0.5%	0.9%
Attend/participate in wedding	4.0%	3.3%	3.3%	3.4%	7.2%	2.5%	1.9%
Honeymoon	3.9%	2.7%	1.6%	4.6%	8.5%	3.1%	8.8%
Anniversary/birthday	3.3%	3.6%	3.3%	4.2%	2.0%	2.6%	3.2%
Sports event	1.5%	1.2%	1.3%	0.9%	3.0%	1.2%	1.8%
Cultural/musical event	0.5%	0.4%	0.3%	0.4%	1.0%	0.1%	0.2%
Medical treatment	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
Shopping/fashion	0.6%	0.0%	0.0%	0.0%	2.8%	0.2%	0.0%
Other	1.8%	1.8%	2.1%	1.3%	2.1%	0.9%	1.2%

Table 8.11 Secondary Purpose of Trip [Percentage/Count of Visitors by MMA]
2007 Col%

	Visitors to Is US		Major Market Areas				
	All Visitors	U.S. Total	U.S. West	U.S. East	Japan	Canada	Europe
Secondary Pur Vacation	37.3%	40.6%	38.0%	44.8%	23.4%	33.7%	38.6%
Business meeting/conduct business	3.4%	4.0%	4.1%	4.0%	0.9%	3.6%	1.7%
Convention, conference, seminar	1.8%	2.0%	2.1%	1.8%	0.9%	1.5%	1.8%
Incentive/reward	3.0%	3.4%	3.3%	3.8%	1.6%	1.2%	1.2%
Visit friends/relatives	19.2%	22.5%	24.6%	18.9%	4.7%	19.2%	17.0%
Get married	0.4%	0.2%	0.2%	0.3%	0.9%	0.4%	0.3%
Attend/participate in wedding	1.9%	1.7%	1.9%	1.3%	3.0%	1.0%	1.3%
Honeymoon	1.9%	1.4%	1.3%	1.7%	3.9%	1.6%	3.1%
Anniversary/birthday	11.6%	12.8%	11.7%	14.8%	4.8%	16.9%	14.4%
Sports event	3.1%	2.9%	3.8%	1.5%	3.2%	5.1%	4.3%
Cultural/musical event	1.6%	1.5%	1.3%	1.7%	2.1%	1.9%	2.7%
Medical treatment	0.4%	0.4%	0.5%	0.1%	0.5%	0.2%	0.5%
Shopping/fashion	10.4%	2.4%	2.8%	1.7%	46.9%	7.3%	6.3%
Other	4.1%	4.2%	4.4%	3.7%	3.1%	6.3%	6.8%

Source: DBEDT/READ 2007 Visitor Satisfaction and Activities Survey (draft report awaiting publication)
9/2/2008

Appendix C

Table 8.14 Primary Purpose of Trip [Percentage of 2006 Visitors by MMA]

	U.S. Total	U.S. West	U.S. East	Japan	Canada	Europe
PRIMARY PURPOSE						
Vacation	66.1	68.4	62.4	62.9	77.2	71.0
Business meeting/conduct business	6.8	6.5	7.2	1.7	2.5	2.5
Convention, conference, seminar	3.1	2.2	4.7	0.9	3.2	4.0
Incentive/reward	1.2	1.1	1.4	1.8	1.0	1.0
Visit friends/relatives	9.4	9.4	9.4	2.4	4.6	5.0
Get married	0.6	0.4	0.9	2.1	0.7	1.6
Attend/participate in wedding	3.6	3.8	3.3	7.8	3.1	2.0
Honeymoon	4.1	3.3	5.3	8.4	3.5	8.2
Sports event	1.1	0.9	1.4	3.0	1.9	1.9
Cultural event	0.5	0.6	0.4	0.9	0.6	0.5
Medical treatment	0.0	0.0	0.0	0.0	0.0	0.0
Shopping/fashion	0.0	0.0	0.0	4.4	0.0	0.0
Other	3.5	3.5	3.5	3.6	1.6	2.3

Table 8.15 Secondary Purpose of Trip [Percentage of 2006 Visitors by MMA]

	U.S. Total	U.S. West	U.S. East	Japan	Canada	Europe
SECONDARY PURPOSE						
Vacation	45.7	41.4	52.8	22.1	43.9	40.9
Business meeting/conduct business	4.4	5.2	3.0	1.3	2.2	3.1
Convention, conference, seminar	1.9	2.3	1.4	0.5	1.8	1.8
Incentive/reward	3.9	3.7	4.3	1.2	2.0	1.6
Visit friends/relatives	22.4	25.5	17.3	3.9	20.2	15.0
Get married	0.6	0.7	0.5	1.1	1.2	0.5
Attend/participate in wedding	1.7	2.2	0.9	3.8	1.5	1.9
Honeymoon	2.6	1.7	4.1	3.5	1.5	4.3
Sports event	2.0	1.8	2.2	3.7	3.5	4.9
Cultural event	1.7	1.8	1.6	1.9	1.1	4.5
Medical treatment	0.2	0.2	0.3	0.6	0.0	0.9
Shopping/fashion	4.2	4.6	3.7	50.8	10.6	9.3
Other	8.6	9.0	8.0	5.6	10.4	11.3

Appendix D



North American Society for Sport Management

Information For...

- ▶ Current Members
- ▶ Prospective Members
- ▶ Students

Information About...

- ▣ NASSM 2009 Conference
- ▶ NASSM Conferences
- ▶ Journal of Sport Management
- ▣ Sport Management Education Journal
- ▶ NASSM
- ▶ International Sport Management Alliance
- ▶ Sport Management Programs
 - ▣ United States
 - ▣ Canada
 - ▣ Europe
 - ▣ Australia
 - ▣ New Zealand
 - ▣ India
 - ▣ Africa
- ▶ Other Communications
- ▣ Resume Bank & Professional Village

Join/Renew

- ▣ Join NASSM
- ▣ Renew Your Membership

NASSM Conference Abstract Archive

- ▣ Overview
- ▣ Search
- ▶ Browse By Category
- ▶ Browse By Year

News & Press Releases

- ▣ 2009 NASSM Conference Website Has Been Launched
- ▣ NASSM Conference Abstract Archive
- ▣ 2008/2009 Elections

Sport Management Programs: United States

Below is a list of the universities offering sport management programs in United States. The programs that have been reviewed by the Sport Management Program Review Council (SMPRC) and have met the required NASSM/NASPE approval standards are indicated with an "A".

Name	Bachelor's	Master's	Doctoral
Alvernia College	✓		
American Military University	✓	✓	
American Public University	✓	✓	
Aquinas College, MI	✓		
Arkansas State University	✓		
Ashland University	✓	✓	
Averett University	✓		
Baldwin-Wallace College	✓		
Ball State University	✓	✓	
Barry University, FL	✓	✓	
Baylor University			A
Belmont University		✓	
Bemidji State University	✓		
Bowling Green State University	A	A	
Cal State University - Bakersfield	✓		
California Baptist University		✓	
California State University - Long Beach		✓	
California State University, Fresno		✓	
California University at Pennsylvania	A	✓	
Canisius College			A
Cardinal Stritch University	✓	✓	
Castleton State College	✓		
Cazenovia College	✓		
Cedarville University	✓		
Centenary College	✓		
Central Michigan	✓	✓	
Chowan College, NC	✓		
Clemson University	✓		
Cleveland State University	✓	✓	
Coastal Carolina University	✓		
Colby-Sawyer College	✓		
College Misericordia	✓		
College of Mount St. Joseph	✓		
College of Saint Rose, Albany, NY	✓		
Columbia College Chicago	✓		
Coppin State College	✓		
Daemen College	✓		
Dakota Wesleyan University	✓		
Daniel Webster College, NH	A		
Delaware State University	✓	✓	
DeSales University	A		

Search

Enclose phrases in double quotes ("").

User login

Username:

Password:

- ▣ Request new password

Who's online

There are currently 0 users and 12 guests online.

- Underway
- ☐ Conference News
- ☐ NASSM 2008 Conference Registration

more...

Dowling College	A		
Drexel University	✓	✓	
East Carolina University		A	
East Central University		✓	
East Stroudsburg University of Pennsylvania	✓	✓	
East Tennessee State University	✓	✓	
Eastern Illinois University	✓	✓	
Eastern Kentucky University	✓	A	
Eastern Michigan University		✓	
Elms College	✓		
Elon University	✓		
Endicott College, MA	A		
Flagler College	A		
Florida A&M University		✓	
Florida Atlantic University		✓	
Florida Southern College	✓		
Florida State University	✓	A	A
George Mason University	✓		
Georgia Southern University	A	A	
Georgia State University		A	
Grambling State University	✓	✓	
Gulford College	✓		
Hampton University	✓		
High Point University	✓	✓	
Idaho State University		✓	
Illinois State University		✓	
Indiana State University	A	A	
Indiana University of Pennsylvania	✓	✓	
Indiana University, Bloomington	✓	✓	✓
Ithaca College	A	✓	
James Madison University	✓	✓	
Judson College, IL	✓		
Kennesaw State University	A		
Kent State University	✓	✓	
Keystone College	✓		
Lees-McRae College	✓		
Lewis University	✓		
Liberty University, VA	A		
Limestone College	✓		
Livingstone University	✓		
Lock Haven University of Pennsylvania	A		
Loras College, IA	A		
Louisiana State University		✓	
Loyola University, Chicago	✓	✓	
Luther College	✓		
Lynchburg College	A		
Lynn University	✓	✓	
Marian College	✓		
Marian College of Fond du Lac	✓		
Marshall University	✓	✓	
Martin Methodist College	✓		
Maryville University	✓		
Massachusetts College of Liberal Arts	✓		
Medaille College	✓		
Menlo College	✓		
Mesa State College	✓		
Michigan State University		✓	
Middle Tennessee State University		✓	

<u>Minnesota State University, Mankato</u>	<u>A</u>	<u>A</u>	
<u>Mississippi State University</u>		✓	
<u>Missouri Baptist University</u>	<u>A</u>	✓	
<u>Mitchell College</u>	✓		
<u>Montana State University - Billings</u>		✓	
<u>Morehead State University</u>	<u>A</u>	<u>A</u>	
<u>Mount Ida College</u>	✓		
<u>Mount Union College</u>	<u>A</u>		
<u>Nebraska Wesleyan University</u>	✓		
<u>Neumann College, PA</u>	<u>A</u>	<u>A</u>	
<u>New York University</u>	✓	✓	
<u>Newberry College</u>	✓		
<u>Niagara University</u>	✓		
<u>Nichols College</u>	✓		
<u>North Carolina State</u>	✓	✓	
<u>North Dakota State University</u>	✓	✓	
<u>North Greenville University</u>	<u>A</u>		
<u>Northcentral University</u>	✓	✓	✓
<u>Northern Illinois University</u>	✓	✓	
<u>Northern Kentucky University</u>	✓		
<u>Northwestern University, School of Continuing Studies</u>		✓	
<u>Northwood University</u>	✓		
<u>Northwood University Florida Campus</u>	<u>A</u>		
<u>Nova Southeastern University</u>	✓		
<u>Ohio State University</u>		✓	✓
<u>Ohio University</u>	<u>A</u>	✓	
<u>Old Dominion University</u>	<u>A</u>	<u>A</u>	
<u>Olivet Nazarene University</u>	✓		
<u>Palm Beach Atlantic University</u>	✓		
<u>Radford University</u>	✓		
<u>Rice University</u>	<u>A</u>		
<u>Robert Morris College</u>	✓	✓	
<u>Rogers State University</u>	✓		
<u>Rutgers University</u>	✓		
<u>Sacred Heart University</u>	✓		
<u>Saint John Fisher College</u>	<u>A</u>		
<u>Saint Leo University, FL</u>	<u>A</u>	✓	
<u>Saint Mary's College of California</u>	✓	✓	
<u>Salem State College, MA</u>	<u>A</u>		
<u>Salem-Teikyo University</u>	✓		
<u>San Diego State University</u>		✓	
<u>San Jose State University</u>	✓	✓	
<u>Seattle Pacific University</u>		✓	
<u>Seton Hall University</u>	✓	✓	
<u>Shawnee State University</u>	✓		
<u>Shepherd College, West Virginia</u>	✓		
<u>Siena Heights University</u>	✓		
<u>Slippery Rock University</u>	<u>A</u>	✓	
<u>Southeast Missouri State University</u>	<u>A</u>	✓	
<u>Southern Illinois University</u>	✓	✓	
<u>Southern Nazarene University</u>	✓		
<u>Southern New Hampshire University</u>	<u>A</u>	<u>A</u>	
<u>Southwest Missouri State University</u>	✓		
<u>Southwestern Oklahoma State University</u>	✓	✓	
<u>Sport Business University</u>	✓		
<u>Sports Management Worldwide</u>	✓	✓	✓
<u>Springfield College</u>	<u>A</u>	<u>A</u>	

St. Edwards University		✓	
St. John's University	A	✓	
St. Thomas University, FL	A	A	
Stetson University	✓		
SUNY at Brockport	✓	✓	
SUNY at Cortland	✓	✓	
Syracuse University	✓		
Temple University	A	A	✓
Texas A & M	✓	✓	✓
Texas Tech University		A	
Texas Woman's University		✓	✓
Towson State University, MD	✓		
Troy University	✓	✓	
Tusculum College	✓		
U.S. Sports Academy, AL	A	A	A
University of Alabama		A	
University of Arkansas at Little Rock		✓	
University of Arkansas, Fayetteville		✓	
University of Charleston	✓		
University of Cincinnati	✓		
University of Colorado at Colorado Springs	✓		
University of Connecticut	✓	✓	✓
University of Dallas Graduate School		✓	
University of Dayton	✓		
University of Delaware	✓	✓	
University of Denver		✓	
University of Florida	✓	✓	✓
University of Georgia	✓	✓	✓
University of Houston	✓	✓	
University of Illinois	✓	✓	✓
University of Indianapolis	✓		
University of Kentucky		A	
University of Louisiana at Lafayette	✓		
University of Louisville	A	A	✓
University of Mary Hardin-Baylor	✓		
University of Maryland		✓	✓
University of Massachusetts	A	A	A
University of Memphis	A	A	
University of Miami	✓	A	
University of Michigan	✓	✓	✓
University of Minnesota	✓	✓	✓
University of Nebraska at Kearney	✓		
University of Nevada - Las Vegas (College of Education)		✓	✓
University of Nevada - Las Vegas (College of Hotel Administration)		✓	
University of New Hampshire	✓	✓	
University of New Haven	A	✓	
University of New Mexico		A	A
University of New Orleans	✓	✓	
University of New York - Brockport	✓	✓	
University of North Carolina		✓	
University of North Florida	✓		
University of Northern Colorado		A	✓
University of Oklahoma		✓	
University of Oregon	✓	✓	
University of Pittsburgh-Bradford	✓		
University of Saint Mary	✓	✓	

University of San Francisco	✓		
University of South Carolina	✓		
University of Southern Maine	✓		
University of Southern Mississippi	A	A	
University of St. Francis	✓		
University of St. Thomas, MN		✓	
University of Tampa	A		
University of Tennessee	✓	A	✓
University of Tennessee at Chattanooga	✓		
University of Texas	A	A	A
University of the Incarnate Word	✓	✓	
University of the Pacific	A		
University of Washington		✓	
University of West Florida	✓		
University of West Georgia	✓		
University of Wisconsin-LaCrosse	✓	A	
University of Wisconsin-Parkside	✓		
Virginia Commonwealth University		✓	
Warner Southern College	✓		
Washington State University	✓	✓	
Wayne State College (NE)	A	✓	
Wayne State University		✓	
Webber International University	✓	✓	
West Virginia University	A	A	
Western Carolina University	A		
Western Illinois University		A	
Western Kentucky University	✓	✓	
Western Michigan University		✓	
Western New England College, MA	✓		
Wichita State University	A	A	
Widener University	✓		
Wilmington College	✓		
Wingate University	A		
Winston-Salem State University	A		
Winthrop University	A		
Xavier University, OH	A	A	
York College of PA	A		

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[Home » Sport Management Programs](#)

If you have any comments or questions about this site, please send an email to web@nassm.com.

Appendix E



School of Recreation,
Health, and Tourism

College of Education and Human Development

[Skip to main content](#)

Sport Management

Degree Requirements

In addition to George Mason University General Education requirements, the Sport Management concentration includes 66 credit hours of required courses based upon the NASSM content standards for Sport Management. The additional 17 credit hours of elective course credits allow students to incorporate one of any number of minor programs that may enhance their professional preparation.

The following courses are required for all students entering the Sport Management program for the 2008-09 calendar year. Current students should confirm their program requirements with the RHT academic advisor.

B.S. (HFRR)	
Sport Management	
37	General Education
66	SPMT Requirements
17	Electives
<hr/> 120	Total Credits

[Each course number below is linked to a sample syllabus, which includes a detailed course description. Keep in mind that although the course title, description, and objectives remain constant, other aspects of the course may differ from one semester and/or section to another.]

Required Courses:

HEAL 323	Program Leadership & Evaluation	3 credits
PHED 200	Professional Dimensions of Health, Recreation, & P.E.	3 credits
PRLS 310	Program Planning and Design	3 credits
PRLS 410	Administration of HFRR Organizations I	3 credits
PRLS 450	Research Methods	3 credits
PRLS 460	Sport and Recreation Law	3 credits
SPMT 201	Introduction to Sport Management	3 credits
SPMT 241	Practicum	3 credits
SPMT 302	Sport and Ethics	3 credits
SPMT 304	Sport, Culture, and Society	3 credits
SPMT 320	Psychology of Sport	3 credits
SPMT 405	Sport Operation and Planning	3 credits
SPMT 412	Sport Marketing	3 credits
SPMT 420	Economics and Financing in the Sport Industry	3 credits
SPMT 430	Sport Communications & Public Relations	3 credits
SPMT 440	Global Perspective in Sport	3 credits
SPMT 455	Governance and Policy in Sport Organizations	3 credits
SPMT 475	Sport Management Professional Development	3 credits
SPMT 490	Internship in Sport Management	12 credits

Print out the **Sport Management Checksheet 2008-09** to track your degree progress.

Consult the current **George Mason University catalog** for descriptions of courses and degree requirements. Students will be cleared for graduation using the degree requirements for the catalog year they matriculated into the SPMT concentration.


School of Recreation, Health, and Tourism | phone: 703-993-2060 | fax: 703-993-2025 | srht@gmu.edu |
Rm 201 Bull Run Hall, Prince William Campus of George Mason University
Mailing Address: 10900 University Blvd. MSN 4E5, Manassas, VA 20110

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Appendix F

A to Z Index Directories		Search ODU	GO
<u>Darden College of Education</u>			
<u>Department of Exercise Science, Sport, Physical Education, and Recreation</u>			
Graduate Sport Management Program	Program Resources		
	Admission		
	Graduate Assistantships		
	Graduate Curriculum		
	Employment & Internships		
	Program Details		
ESPR 635 - Research Methods, Fall Semester, 3 Credits			
SMGT 638 - Fiscal Planning and Management, Fall Semester, 3 Credits			
SMGT 660 - Legal Aspects of Sport, Fall Semester, 3 Credits			
ESPR 634 - Statistics, Spring Semester, 3 Credits			
SMGT 652 - Sport Facility Management, Spring Semester, 3 Credits			
SMGT 553 - Sport Sponsorship & Event Planning, Spring Semester, 3 Credits			
SMGT 675 - Management and Leadership in Sport, Spring Semester, 3 Credits			
SMGT 555 - Sport in Contemporary Society, Summer Session, 3 Credits			
SMGT 550 - Ethics in Sport Management, Summer Session, 3 Credits			
SMGT 646 - Sport Marketing, Summer Session, 3 Credits			
SMGT 664 - Field Experience in Sport Management (Internship), Fall, Spring, or Summer, 6 Credits			
Total Program Credits 36			
(Please note: A thesis option is available for students pursuing doctoral study.)			
If you would like to read about individual courses within the curriculum, click here to view the current course catalog. Courses such as SMGT 646, Sport Marketing, are described in detail. Students are expected to enter the graduate sport management program with a basic level of computer literacy.			
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Appendix G



W. P. CAREY
SCHOOL of BUSINESS





Knowledge @ W. P. Carey



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[W. P. CAREY](#)
[INFORMATION](#)
[ACADEMICS](#)
[RESEARCH](#)
[COMMUNITY](#)

 Search



W. P. Carey MBA Sports Business Program

Home Top MBA The Team Curriculum Practical Experience Alumni Join our Team Phoenix Sports Community Newsletter Contact Us Contact Info Ray Artigue Executive Director sportsbusinessmba@asu.edu	<h2 style="text-align: center;">Curriculum</h2> <h3 style="text-align: center;">FIRST YEAR CURRICULUM</h3> <p>As a W. P. Carey MBA student, the first year is largely devoted to our strong general management core courses. The W. P. Carey MBA emphasizes case-based and team-oriented learning. Courses are taught in three ten-week trimesters, vigorously ushering students through a comprehensive program of study. Integration and strategy are key to the W. P. Carey MBA curriculum. Students learn how these business disciplines relate to one another to build successful and innovative solutions for companies. During the first year, students develop skills in:</p> <ul style="list-style-type: none"> → Accounting → Economics → Ethics → Finance → Information Systems → Marketing → Supply Chain Management → Statistics → Strategy <p style="text-align: center;">In the last trimester, students take their first required Sports Business class: Foundations of Sports Business. This class provides an overview of the specialization, preparing students to distinguish themselves in their internships.</p>	<h3 style="text-align: center;">Noteworthy</h3> <p>"We have been very impressed with everyone associated with the ASU Sports Business program, especially the caliber of students it attracts. They are serious about the work and have demonstrated a desire to learn and contribute so that their time in the Fellowship is meaningful for them and a contribution to our organization. The quality of the students is what you might expect from a more seasoned industry manager."</p> <p style="text-align: right;">-Debbie Wardrop, President & CEO, Arizona Super Bowl Host Committee</p>
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W. P. Carey MBA Sports Business Program

Home

Top MBA

The Team

Curriculum

Practical Experience

Alumni

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Phoenix Sports
Community

Newsletter

Contact Us

Contact Info

Ray Artigue
Executive Director
sportsbusinessmba@asu.edu

Curriculum

SECOND YEAR CURRICULUM

In their second year, students take an intensive mix of courses that provide cutting-edge experience, "insider" insights, and rigorous practice and training in the art and science of being a sports business professional. Since W.P. Carey prides itself on offering a comprehensive and innovative education, the Sports Program is continually updating and improving its courses. Thus, the following description of the curriculum could be slightly altered from year to year. Courses offered to Sports Business students include:

🏆 Sports Business and Revenue Generation

This course focuses on the strategic role of marketing programs and activities in generating sports business revenues. Through application of marketing tools and frameworks, students will gain skills necessary to:

- Identify revenue-generating opportunities.
- Develop criteria to compare and analyze alternatives.
- Make strategically sound business decisions in the sports business context.
- Evaluate the impact and effectiveness of marketing activities.

🏆 Customer Loyalty and Satisfaction Measurement

Sports businesses are confronting an increasing need for gathering and analyzing data about their fans and sponsors. This need is driven by increasing competition across sports for fan attention and loyalty, the growing demand of sponsors for evidence of sponsorship effectiveness, and the scope and sophistication of sports market initiatives. In this course, students learn state-of-the-art methods for collecting, analyzing, and implementing market research data which can be applied to sports marketing including:

- Qualitative methods (focus groups)
- Quantitative methods (fan loyalty and sponsorship impact studies)
- The newest technologies for CRM, database mining, and e-commerce research
- Learning is advanced through an applied project. Past participants include Miller Brewing Company, Seattle Seahawks, and the Phoenix Suns.

🏆 Revenue and Financial Management

The primary objective of this course is to provide students with an improved understanding of sports-related finance issues. Ideally, students will further acquire skills in financial planning and analysis while simultaneously developing an appreciation for the financial decision-making process in the complex world

Noteworthy

"The small class size allowed me to not only develop personal relationships with our program's executives and professor-of-practice, but also to make lasting friendships with my classmates."

~Karina Bohn, Class of 2005,
Senior Director- Marketing, The
Arizona Diamondbacks

of sports business. Using a number of case studies and selected readings, the course cover the following topics: accounting issues in sports, compensation theory and practice, capital budgeting, raising capital and ownership issues (including facility financing), and valuation of sports-related businesses.

Negotiation, Relationship, and Alliance Management

Sports business managers work in complex networks of negotiated partnerships and alliances. Competing effectively for the best talent, support, funding, venues, sponsorships, media, audiences, and even retail and advertising space, involves superior negotiation and relationship management skills as well as in-depth knowledge of the dynamic opportunities and constraints of network and alliance structures in sports.

Consultative Projects

As part of their course and program experiences, students participate in in-depth consulting for leading organizations within the sports industry. The projects provide valuable information and solutions for the industry and hands-on learning experiences for the students.

Elective Course Work

Students are required to take two W. P. Carey MBA elective courses, yet they may consider taking additional courses. Elective courses allow students to enhance skills and build knowledge about topics related to their specific interests and industry needs. Advanced courses in finance, services marketing and management, information technology management, supply chain management, economics, business consulting, e-commerce, and international business can be considered, as well as, selective topics outside of the business curriculum.

MBA Full-time

MBA >> Full-time >> Sport Business Specialization

Sports Business Specialization

Learn the business-side of sports and the sports-side of business.

Success in sports business requires comprehensive and innovative approaches to decision-making and networking while effectively relating to the market landscape. A W. P. Carey MBA with a specialization in sports business offers students a market advantage by delivering sophisticated business skills with practical industry knowledge and experience.

Our mission is to be the premier graduate sports business program in the country by attracting and educating experienced students. The goal for graduating students is to develop and demonstrate a deeper understanding of the sports industry within the context of business. Students immerse themselves in intensive sports-oriented courses that include exposure to the business side of professional sports franchises, corporations vested in sports markets, college athletics, and leading sports product retailers. Courses include:

- Sports Business Revenue Generation and Marketing
- Law and Politics of Sports Business
- Negotiation, Relationship and Alliance Management In Sports Business

Often described as a Mecca of sports, Metropolitan Phoenix provides an exceptional environment for a student to pursue a degree in sports business. Phoenix offers a diverse sports community, with the Fiesta Bowl, intercollegiate sports, professional golf tournaments, eight baseball spring training complexes, women's professional basketball, auto racing, soccer, and arena football.

Sports Business Highlights

- Top-ranked MBA: Read about the top-ranked W. P. Carey Sports Business MBA program in the December 2004 issue of Street & Smith's Sports Business Journal.
- Summer Associates Program: Students are required to participate in a sports-related internship between the first and second years of study. This experience provides students immediate knowledge of the industry and an opportunity to demonstrate and enhance their new skill set.
- National Sports Forum - Second-year students represent the W. P. Carey MBA at the largest annual conference of top team sports marketing, sales, promotions and event entertainment executives in North America. This is a valuable opportunity for students to gain current industry knowledge and network with sports industry leaders.
- Employment Profile - ASU sports affiliated alumni and the executive director of the sports business specialization play a strong role in linking graduates with rewarding career opportunities.
- Talk to a Student about the W. P. Carey MBA with a specialization in sports business

Admissions

Admission into the Sports Business specialization requires a separate interviewing process from the general MBA program. To learn more about applying please contact Ray Artigue.

Contact Information

Ray Artigue
Executive Director
480-965-5533
sportsbusinessmba@asu.edu

MBA Full-time

MBA >> Full-time >> Core Courses

MBA Full-time Core Courses

Full-Time Core Course - Year One

Trimester 1 (Aug 25 - Oct 31)	Trimester 2 (Nov 10 - Feb 20)	Trimester 3 (March 2 - May 15)
Financial Accounting (ACC 502) - 3 credits	Managerial Economics (ECN 502) - 3 credits	Managerial Accounting (ACC 503) - 3 credits
Organization Theory and Behavior (MGT 502) - 3 credits	Managerial Finance (FIN 502) - 3 credits	Management Information and Decision Support Systems (CIS 502) - 3 credits
Strategic Leadership (MGT 588) - 3 credits	Marketing Management (MKT 502) - 3 credits	Course in specialization or elective
Managerial Statistics (ECN 501) - 3 credits	Operations and Supply Chain Management (SCM 502) - 3 credits	Course in specialization or elective
Career Leadership (BUS 594) - .5 credits	Career Leadership (BUS 594) - .5 credits	
Leadership Skills and Perspectives* (MGT 591) - .5 credits	Leadership Skills and Perspectives* (MGT 591) - .5 credits	

Summer

Internship Experience*
(MGT 584)
1 credit

* Internship Experience is mandatory for all full-time students. The course extends beyond the normal 8 week summer session period due to the academic requirements needed to complete the course. This course will be assessed summer tuition and fees.

* Leadership Skills and Perspectives will take place on occasional Friday's throughout the two trimesters.

Full-Time Core Courses - Year Two

Trimester 4	Trimester 5	Trimester 6
Courses in specialization or elective	Legal and Ethical Issues for Business (LES 579) - 3 credits	Strategic Management (MGT 589) - 3 credits
Courses in specialization or elective	Courses in specialization or elective	Courses in specialization or elective
Courses in specialization or elective	Courses in specialization or elective	Courses in specialization or elective

Course Descriptions


- ACC 502 Financial Accounting Financial accounting concepts and procedures for external

reporting.

- **ACC 503 Managerial Accounting** Managerial accounting concepts and procedures for internal reporting.
- **BUS 594 Career Leadership** Key skills necessary to identifying a career path, exploring career opportunities and self-marketing. Formulation of a career action plan including resumes, cover letters and interview preparation.
- **CIS 502 Management Information and Decision Support Systems** The impact of information systems and how they are used within organizations to complement and enhance Business Strategies.
- **ECN 501 Managerial Statistics** Fundamentals of quantitative analysis to aid managerial decision making under uncertainty.
- **ECN 502 Managerial Economics** Application of microeconomics analysis to managerial decision-making at the firm-level in areas of supply and demand, production, cost and pricing. Evaluation of competitive strategies.
- **FIN 502 Managerial Finance** Theory and practice of financial decision-making, including risk analysis, valuation, capitol budgeting, cost of capitol, and working capital management.
- **LES 579 Legal and Ethical Issues for Business** Study of legal, ethical and political components of business decisions; self-regulation and social responsibility as regulatory and political strategies.
- **MGT 502 Organization Theory & Behavior** Concepts and applications of management including motivation, leadership, group dynamics, organization design, decision-making, communication and organization change.
- **MGT 584 Internship Experience** Course focuses on the development and enhancement of Emotional Intelligence competencies most sought after by MBA employers. Course includes application of a 360 (degree) feedback instrument and the creation and implementation of a developmental action plan.
- **MGT 588 Strategic Leadership** An overview of strategy and policy in the organization, emphasizing the integration of decisions in functional areas.
- **MGT 589 Strategic Management** Formulation of strategy and policy in the organization, emphasizing the integration of decisions in functional areas.
- **MKT 502 Marketing Management** Managing the marketing function; market and environmental analysis; marketing planning, strategy, and control concepts. Development and management of marketing programs.
- **SCM 502 Operations and Supply Chain Management** Conceptual foundations for operational and logistic functions for all types of organizations. Application of analytical methods to production problem.

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Appendix H




University of
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SPORT AND ENTERTAINMENT MANAGEMENT UNDERGRADUATE PROGRAM

FUTURE STUDENTS UNDERGRADUATE ADMISSIONS GRADUATE ADMISSIONS COLLEGE OF HRSM

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- About Sport and Entertainment Management
- Course Descriptions
- Degree Requirements
- Advising and Timeline
- Recommended Schedule
- Internship and Practicum
- Minor
- Student Profiles
- Undergraduate Program Home
- News and Events
- Faculty and Staff
- Alumni
- Sport, Entertainment, and Venues Tomorrow Conference (formerly ICSEB)
- Journal of Venue and Event Management
 - Call for Manuscripts
 - Research Topic Areas
 - Submission Guidelines for Authors
 - Author Publication Agreement
- Other Events
 - Carolina Splash
 - Legends Golf
- Search
 - More search options



The University of South Carolina College of Hospitality, Retail and Sport Management (HRSM) is a world-class teaching and research institution producing management-level graduates for the hospitality, restaurant, tourism, retail, sport and entertainment, and technology industries.

DEGREE REQUIREMENTS

Our curriculum is a business oriented degree tailored to meet the specific conditions and demands of the Sport and Entertainment industries.

Grading Requirements

A grade of "C" or higher must be earned in basic English ENGL 101 and ENGL 102 as well as all Sport and Entertainment Management courses.

All students must complete the following requirements:

1. **General Education Requirements (46 hours)**
 - English (12 hours)**
 - a. ENGL 101
 - b. ENGL 102
 - c. ENGL 282-289 (select one course)
 - d. TSTM 342 or ENGL 463 or MKTG 250
 - Humanities and Social Sciences (21 hours)**
Seven courses with a maximum of two courses in each field.
Courses must include:
 - a. SPCH 140
 - b. ARTH 105 or ARTH 106 or ARTE 101 or MUSC 110 or THEA 200 (select one course)
 - c. at least one course in history
 - Foreign Languages**
Students shall demonstrate in one foreign language the ability to comprehend the topic and main ideas in written and, with the exception of Latin and Ancient Greek, spoken texts on familiar subjects. This ability can be demonstrated by achieving a score of two or better on a USC foreign language proficiency test. Those failing to do so must satisfactorily complete equivalent study of foreign language at USC.
 - Mathematics and Sciences (13 hours)**
Six hours in preferably statistics or business calculus are required.
This requirement may be fulfilled in any of the following ways:
 - a. STAT 110 or MATH 122 or higher and STAT 201 or a second higher MATH course above MATH 122, except MATH 221, 222
 - b. MATH 122 or higher and one course in statistics
 - c. two courses in statistics STAT 110 and STAT 201 (recommended)
 - Two science courses (one of which must have a laboratory) from the following sciences: astronomy, biology, chemistry, geological sciences, marine science, physics, and environmental studies (7 hours).
2. **Major Requirements (66 hours)**
 - Fundamental Knowledge (27 hours)**

Business Administration

- a. MKTG 350 - Principles of Marketing
- b. FINA 363 – Introduction to Finance
- c. MGMT 371 - Principles of Management
- d. TSTM 240 - Business Law

Economics

- a. ECON 224 Principles of Economics

Hospitality, Retail, and Sport Management

- a. HRSM 301 Professional Development Seminar

Retailing

- a. RETL 261 - Functional Accounting I
- b. RETL 262 - Functional Accounting II
- c. RETL 344 - Personnel Organization and Supervision


Sport and Entertainment Management and Professional Specialization Course Work (39 hours)

- a. SPTE 201 - Introduction to Sport and Entertainment Management
- b. SPTE 274 - Computer Applications in Sport and Entertainment Management
- c. SPTE 295 (6) - Practicum
- d. SPTE 380 - Sport and Entertainment Marketing
- e. SPTE 440 - Sport and Entertainment Business and Finance
- f. SPTE 444 - Sport and Entertainment Event Management
- g. SPTE 495 (6) - Internship in Sport and Entertainment Management
- h. and four of the following courses with advisor's consent:
 - SPTE 110 - Sport and Entertainment in American Life
 - SPTE 202 – Introduction to Live Entertainment
 - SPTE 302 – Artist Representation and Management
 - SPTE 303 – Live Entertainment Tour Management
 - SPTE 325 - Resort and Club Recreation Programming
 - SPTE 340 - The Sporting Goods Industry
 - SPTE 399 - Independent Study
 - SPTE 402 – Entertainment and the Law
 - SPTE 404 – Promoting Entertainment Events
 - SPTE 430 - Sport and Entertainment Services Marketing
 - SPTE 435 - Spectator Facilities Management
 - SPTE 490 - Special Topics in Sport and Entertainment Management
 - SPTE 530 - Sport and the Law
 - SPTE 580 - Business Principles in Athletic Management
 - SPTE 635 - Sport and Entertainment Event Development
 - SPTE 650 - Integrated Marketing Communication in Sport and Entertainment
 - JOUR 328 - Principles of Public Relations
 - JOUR 458 - Creative Strategy in Advertising

3. General Electives with Consent of Advisor (15 hours)

[Return to Top](#) [USC LINKS:](#) [USC Directory](#) [USC Map](#) [Events](#) [VIP](#) [Site Information](#)
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Appendix I



University of
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SPORT AND ENTERTAINMENT MANAGEMENT GRADUATE PROGRAM

FUTURE STUDENTS **UNDERGRADUATE ADMISSIONS** **GRADUATE ADMISSIONS** **COLLEGE OF HRSM**

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About Sport and Entertainment Management

How to Apply

Course Descriptions

Curriculum

Graduate Program Home

News and Events

Faculty and Staff

Alumni

Sport, Entertainment, and Venues Tomorrow Conference (formerly ICSEB)

Journal of Venue and Event Management

Call for Manuscripts

Research Topic Areas

Submission Guidelines for Authors

Author Publication Agreement


Other Events

Carolina Splash

Legends Golf

Search

More search options



The University of South Carolina College of Hospitality, Retail, and Sport Management (HRSM) is a world-class teaching and research institution producing management-level graduates for the hospitality, restaurant, tourism, retail, sport and entertainment, and technology industries.

CURRICULUM

Thesis Option (36 credit hours)
Students electing the thesis option must complete 27 credit hours of required courses and complete at least 9 credit hours of elective course work. The thesis option requires students to pass a written comprehensive examination toward the end of their last semester of coursework.

Non-Thesis Option (36 credit hours)
Students electing the non-thesis option must complete 21 credit hours of required courses and complete at least 15 hours of elective course work. The non-thesis option requires students to pass an oral comprehensive examination toward the end of their last semester of coursework. Students selecting the non-thesis option may enroll in HRSM 798 – Field Project, for 3-6 elective credit hours.

Credit hours are noted in parentheses for each course.

I. Required Courses

Non-Thesis Option
36 credit hours

- SPTE 530 -- Sport and the Law (3)
- SPTE 701 -- Management in the Sport and Entertainment Industry (3)
- SPTE 740 -- Public Assembly Facility Management (3)
- SPTE 770 -- Public Assembly Facility Management Programming and Sales (3)
- SPTE 780 -- Public Assembly Facility Operations and Procedures (3)
- STAT 515 -- Statistical Methods I (3)
- HRSM 788 -- Research in Hospitality, Retail, and Sport Management(3)
- Plus fifteen (15) hours of electives

Thesis Option
36 credit hours

- SPTE 530 -- Sport and the Law (3)
- SPTE 701 -- Management in the Sport and Entertainment Industry (3)
- SPTE 740 -- Public Assembly Facility Management (3)
- SPTE 750 -- Strategic Planning and Policy Development in Sport and Entertainment Management (3)
- SPTE 770 -- Public Assembly Facility Management Programming and Sales (3)
- SPTE 799 -- Thesis Preparation (6)
- STAT 515 -- Statistical Methods I (3)
- HRSM 788 -- Research in Hospitality, Research, and Sport Management (3)
- Plus nine (9) hours of electives

II. Electives

A minimum of 15 elective credit hours for non-thesis option students and a minimum of 9 elective credit hours for thesis option students are available with advisor approval. In both the thesis and non-thesis options a maximum of 9 credit hours may be earned from courses outside of the Sport and Entertainment Management Department, and at least one elective course must be at the 700 level or above. Regularly offered departmental electives are listed

below. Additional electives are offered periodically.

- **SPTE 580 -- Business Principles in Athletic Administration (3)**
- **SPTE 635 -- Sport Event Development (3)**
- **SPTE 650 -- Integrated Marketing Communication in Sport and Entertainment (3)**
- **SPTE 736 -- Sport and Entertainment Event Entrepreneurship (3)**
- **SPTE 746 -- Risk and Security Management in Public Assembly Facilities (3)**
- **SPTE 750 -- Strategic Planning and Policy Development in Sport and Entertainment Management (3)** Note: SPTE 750 is an elective in the non-thesis option only; it is a required course in the thesis option.
- **SPTE 780 -- Public Assembly Facility Operations and Procedures. (3)** Note: SPTE 780 is an elective in the thesis option only; it is a required course in the non-thesis option.

[Return to Top](#)

[USC LINKS:](#)

[USC Directory](#)

[USC Map](#)

[Events](#)

[VIP](#)

[Site Information](#)

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