The University of South Dakota
School of Education
Division of Kinesiology and Sport Management

KSM 784 (U007, U820T)
Sport Budgeting and Finance
Fall 2017

Instructor: Andrew C. Pickett, PhD
Class Days: Tuesday (See Course Schedule)

Office: A311H Sanford Coyote Sports Center (SCSC)  Class Hours: 6:00 - 8:50 PM CT
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E-mail Address: drew.pickett@usd.edu  Office Hours: M, W, F  11:00 AM- 12:30PM

Course Description
This course is intended to provide students with a comprehensive understanding of the financial management principles used in sport organizations. Focus will be placed on financial budgeting and analysis as well as sources of revenue for sport organizations. The students will receive an in-depth exposure to more recent innovations related to licensing sport products, and corporate sponsorships along with conventional income sources such as tax support, municipal and corporate bonds, ticket sales, and concessions and fundraising.

Rationale
Learning and Leading through Reflective Practice is the shared vision of the USD School of Education for all of its programs. The underlying intent of the vision requires that students be exposed to learning experiences that will enhance their ability to engage in life-long learning and leadership roles anchored in reflective practice. Those who prescribe exercise must engage in many decision-making processes in the course of delivering a variety of services for all populations within the clinical and educational context. Therefore, students are expected to make data-driven decisions based on reflection of context, theory, research, inquiry, and culturally competent practice. The primary purpose of this course is to prepare reflective leaders through advanced supervised experience in providing services, in conjunction with classroom instruction and research geared toward enhancement of theoretical, ethical, and professional knowledge and professional development of Organization/Administration of Kinesiology and Sport Science.

Textbook and/or Resource Materials
Students will be required to use resources available through the library to conduct research. Scholarly, peer-reviewed articles will be used to enhance class lectures and provide students with relevant information.

The required textbook for the class is:

Other required written materials:
Subscription to Smith & Street’s Sport Business Journal (16 week - $73). Each student will be required to purchase their own subscription and submit confirmation to the instructor by the date indicated in the calendar below. Discounted subscription link is found below:
https://www.sportsbusinessdaily.com/College-University/Subscribe/College-Subscription.aspx
Learning Objectives
Upon completion of this course, you should be able to:

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<th>Program Outcomes</th>
<th>Course Outcomes</th>
<th>Assessment Techniques</th>
<th>Cross-Curricular Skills</th>
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<td><strong>Communication</strong> – use communication skills with individuals and groups; disseminate information in a variety of oral, written and electronic formats to diverse populations such as customers, clients, employees and managers.</td>
<td>▪ Exhibit ability to understand and generate basic financial statements</td>
<td>SBJ Assignments; Discussion Boards</td>
<td>1. Inquiry &amp; Analysis</td>
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| **Personal and Professional Decision Making** – apply critical and creative thinking skills to solve problems and make managerial decisions through the integration of theory and practice. | ▪ Understand financial and business trends in the sport industry  
▪ Ability to discuss macro level economic trends in the sport industry | Business Plan Project; Personal Budget Assignment; Exams | |
| **Continuing Ethical and Legal Practices** – promote ethical behavior and apply legal principles that exceed the expectations of the sport industry. | | | |
| **Practical and Theoretical Competence** – utilize current theoretical and practical research to develop sport management competencies that can be applied to the sport industry. | ▪ Understand the financial operations of sport organizations  
▪ Analyze economic impact of sport events and facility development  
▪ Interpret many of the commonly reported financial statistics in the sport industry  
▪ Confident understanding of finances, documents, and organizational business practices | SBJ Assignment; Business Plan Project; Personal Budget Assignment; Discussion Boards; Exams | 1. Inquiry & Analysis  
2. Critical & Creative Thinking  
3. Information Literacy |
| **Professional Development** – foster professional development through participation in professional organizations, practical experiences and volunteer activities. | ▪ Create and discuss a personal and organizational budget | Business Plan Project; Personal Budget Assignment | |
| **Self enhancement** – value diverse social and cultural environments and their impact on self-awareness and self-concept. | ▪ Better understand and manage your own personal finances | Personal Budget Assignment | 6. Foundational Lifelong Learning Skills |
Attendance Policy
The University views class attendance as the responsibility of an individual student. Attendance is essential to complete the course successfully. University rules related to excused and unexcused absences are located on-line at http://www.usd.edu/~media/files/policies/1004-excused-absence-policy.ashx?la=en.

Given the limited in-class time available in the hybrid format of this course, students in the hybrid section are required to attend **ALL** live meetings. Each unexcused absence will result in a full letter grade being dropped from the student’s grade (i.e. having 1 unexcused absence will mean the student can earn no higher than a B for the course, 2 absences will result in the student earning no higher than a C, etc.).

Make-Up Policy
If an absence is excused, the instructor will either provide the student an opportunity to make up any quiz, exam or other work that contributes to the final grade or provide a satisfactory alternative by a date agreed upon by the student and instructor. If the instructor has a regularly scheduled make up exam, students are expected to attend unless they have a documented, university approved excuse. The make-up work must be completed in a timeframe not to exceed 30 calendar days from the last day of the initial absence. The reasons absences are considered excused by the university are listed below.

The fact that these are university-excused absences does not relieve the student of responsibility prior notification and documentation. **Failure to notify and/or document properly may result in an unexcused absence.** Falsification of documentation is a considered Academic Misconduct and will be reported as such.

Among the reasons absences are considered excused by the university are the following:
1. Participation in an activity that is required for a class or otherwise university excused
2. Death or major illness in a student’s immediate family
3. Illness of a dependent family member
4. Participation in legal proceedings or administrative procedures that require a student’s presence
5. Religious holy day NOTE: Prior notification is NOT required.
6. Injury or illness that is too severe or contagious for the student to attend class
   a. Student will provide a medical confirmation note from his or her medical provider within one calendar week of the last date of the absence, including date/ time information of visit.
7. Required participation in military duties
8. Mandatory admission interviews for profession or graduate school that cannot be rescheduled

Other absences may be excused at the discretion of the instructor with prior notification and proper documentation. In cases where prior notification is not feasible (e.g., accident or emergency) the student must provide notification by the end of the second working day after the absence, including an explanation of why notice could not be sent prior to the class.

Grading Procedures
There will be a number of assignments and activities throughout the semester that comprise student grades. **Late assignments will be penalized 50% on the first day, with an additional 10% penalty per day thereafter.**

Assessments
1. **Syllabus Acknowledgment:** Students will complete a short assignment acknowledging having read and understood course documents and expectations. Found on the D2L site, under Quizzes.
2. **SBJ Assignments:** Students will be expected to read and critically evaluate current events related to sport finance. Therefore, students will complete 10 SBJ summary assignments. For each article students will write a 400-600 word summary of the article and its relation to sport finance topics covered in course material. For this assignment,
you will also need to submit one multiple choice question (with four answer choices, the correct answer indicated, and a page reference) pertaining to the article. Questions will be compiled into a single document and returned to students prior to each exam, several of which will then appear on exams. These assignments will be turned in using the D2L site and are due each week by Sunday evening at 11:59 PM.

3. **Discussion Board Posts**: Students will be required to participate in several online discussions throughout the semester. Further detail is provided in the discussion board instructions attached to this document.

4. **Personal Budget Assignment**: Students will be required to create a personal financial plan and budget. This assignment will help students evaluate their own personal financial situation. Students will submit completed Excel spreadsheets and a short paper discussing a personal financial plan. Further detail will be provided.

5. **Business Plan Assignment**: Students will be required to complete a strategic business plan for an intercollegiate sport team. In particular, groups will be tasked with developing a plan for a major capital investment (stadium construction/renovation), operating expenditures (payroll, facility management, etc.), and taxes. Plans will be presented near the end of the semester. Further detail will be provided in class.

6. **Exams**: Two examinations will be given during the course of the semester. The examinations will consist of multiple choice and short answer/essay questions. Material will come from readings in the text, lectures, and SBJ.
   a. For students in the online only section: you will complete these exams using Respondus Lockdown Browser software. You will need to download and setup the software prior to taking the exams. I recommend setting this up now, long beforehand. Access is available from the following link: [http://www.respondus.com/lockdown/download.php?id=579736524](http://www.respondus.com/lockdown/download.php?id=579736524).

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### Point Structure

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Syllabus Acknowledgement Assignment</td>
<td>10</td>
</tr>
<tr>
<td>SBJ Assignments (10 x 10 points each)</td>
<td>100</td>
</tr>
<tr>
<td>Discussion Board Posts and Participation (4 x 25 points each)</td>
<td>100</td>
</tr>
<tr>
<td>Personal Budget Assignment</td>
<td>40</td>
</tr>
<tr>
<td>Group Business Plan Project</td>
<td>150</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
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**Out of 600 possible points**

A = 540-600 points  
B = 480-539 points  
C = 420-479 points  
D = 360-419 points  
F = <360 points

*Grades are NOT rounded based on percentage of possible points earned. That is, a student that earns 539 points will receive a course grade of B, despite accumulating 89.80% of all possible points.*

### Extra Credit

Any opportunity for extra credit throughout the semester will be announced by the instructor in class. These opportunities are rare (and NOT guaranteed) and should be taken advantage of when available. Further, any extra credit opportunity must be available to ALL students, such that there will be no individual options for credit at the end of the semester.
University Policies

1. Board of Regents Statements and University of South Dakota Requirements:
   *Freedom in Learning:* Under Board of Regents and University policy student academic performance may be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards. Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled. Students who believe that an academic evaluation reflects prejudiced or capricious consideration of student opinions or conduct unrelated to academic standards should contact the dean of the college which offers the class to initiate a review of the evaluation.

2. Academic Honesty:
   No credit can be given for a dishonest assignment. At the discretion of the instructor, a student caught engaging in any form of academic dishonesty may be:
   a. Given a zero on the assignment.
   b. Allowed to rewrite and resubmit the assignment for credit.
   c. Assigned a reduced grade for the course.
   d. Dropped from the course.
   e. Failed in the course.

   If an instructor suspects academic misconduct, there are a series of formal steps that he/she need to perform, per SDBOR Policy 2:33.
   *Relevant policy links follow below:*
   - sdbor.edu/policy/Documents/3-4.pdf
   - sdbor.edu/policy/Documents/2-33.pdf
   - sdbor.edu/policy/documents/2-9.pdf

3. Disability Services:
   USD is committed to a systematic, intentional, comprehensive, and holistic approach to diversity and inclusiveness. To learn more about USD’s diversity and inclusiveness initiatives, please visit the website for the Office of Diversity. Any student who feels s/he may need academic accommodations or access accommodations based on the impact of a documented disability should contact and register with Disability Services during the first week of class.

   Disability Services is the official office to assist students through the process of disability verification and coordination of appropriate and reasonable accommodations. Students currently registered with Disability Services must obtain a new accommodation memo each semester.
   For further information, please contact:
   - Ms. Ernetta L. Fox, Director of Disability Services
   - 119 Service Center
   - (605) 677-6389
   - http://www.usd.edu/ds/
   - dservices@usd.edu

4. Diversity Statement:
   The University of South Dakota strives to foster a globally inclusive learning environment where opportunities are provided for diversity to be recognized and respected.
Additional Course Policies and Expectations

Syllabus and Course Information
This syllabus provides useful information that is necessary to successful completion of this course. Please review it carefully prior to contacting the instructor with logistical questions, as many common questions are answered in this document.

Professionalism Statement
Students are expected to conduct themselves in a professional manner. As such, students are expected to express opinions in a manner that is respectful of others. All assignments should be completed on-time, should be proofread thoroughly, and written in APA (6th Edition) format.

As an instructor, it is my role to provide you with all of the information that you need to be successful. I will, therefore, respond to all messages and requests within 2 business days of receipt. Please note that I will not respond to student e-mails outside of business hours. As such, a message sent on a Friday evening may not receive response until the following Tuesday.

Further, I understand that e-mail is a primary mode of communication. When sending a professional e-mail, students should (a) use a subject line that is relevant to your message; (b) clearly state your question or concern; (c) use standard English and complete sentences, as opposed to using abbreviations and texting-style communications; (d) include a signature block containing your name, phone number, and email address; and (e) proofread your email prior to sending it. Any e-mail received that does not meet these minimum requirements of professionalism will be returned to the sender prior to response.

Professionalism is further demonstrated by a student’s effort in completing an assignment. Therefore, assignments that only meet the minimum expectations are not exceptional and do not warrant A grades. Meeting only the minimum requirements of an assignment is average, which will warrant an “average” grade, which is a C. Exceptional work, which demonstrates critical thinking and attention to detail, will warrant an A grade.

Students in this course are working towards an advanced degree; thus, expectations regarding the quality of work submitted will reflect a similar advanced rigor.

University Support Services
Students are encouraged to use the resources provided by the Academic & Career Planning Center, especially the Writing Center. The University's library is also a great resource for technical support when writing and conducting research (www.usd.edu/library).

Plagiarism Statement
As commonly defined, plagiarism consists of passing off as one’s own ideas, words, writings, etc., those which belong to another. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you have the permission of that person. Plagiarism is one of the worst academic sins, for plagiarists destroy the trust among colleagues without which research cannot be safely communicated. If you have questions regarding plagiarism, please consult http://www.usd.edu/student-life/srr/academic-integrity.

Copyright Statement
The materials used in this course are copyrighted. These materials include, but are not limited to, the syllabi, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy the handouts, unless permission is expressly granted.

Online students - For information about the university's technical, academic, and student support services, as well as how to take advantages of these services, please refer to the Online Student Handbook linked in the USD getting started widget.
on the course home page. This document also contains important information pertaining to minimum technology requirements, registration information, as well as other university services and policies.

**Online students** – This course will be facilitated entirely online via Desire2Learn ([https://d2l.sdbor.edu](https://d2l.sdbor.edu)), which you will use to:

a. Communicate with your classmates and the instructor  
b. View lecture notes  
c. View and complete exams  
d. Submit coursework  
e. Access all required course materials and supplemental materials  
f. Access your course progress and grade information
Discussion Posts

There will be several discussions throughout the course. Each discussion will consist of two parts with separate deadlines. The main post will be due by Thursday at midnight in the week assigned. Responses will be due by Sunday night at 11:59 PM. Complete topic prompts will be found in the discussion forum.

I will assess your Discussion Post based on the following:

1. The quality of content of your initial post. Your information should be between 200-300 words (for a “C”). As you will notice, the quality posts will be longer and will therefore be graded accordingly.

2. The relevance of your posted research to the question I pose.

3. A minimum (I encourage you to use multiple sources) of two references that will support your statements must be included at the end of your initial post. The idea behind requiring a reference is to get you to use some of the resources available to you. Demand evidence and think critically!

4. You must cite all non-inherent information (information you acquired from another source).

5. I hope everyone knows that Wikipedia is NOT a legitimate reference resource. The information on Wikipedia has been found to be inaccurate and sometimes completely false. So please use quality research resources.

6. Your initial post must contain a minimum of 200-300 words of material; this is the minimum……it is worth a “C” grade not an “A”. Do not expect to receive the full point value if you provide less than 200 words of information.

7. Proper grammar, sentence structure, spelling and punctuation will also be evaluated. Spelling errors will be penalized 1 point per error. Some of you may lose unnecessary points as a result of failing to proof-read your posts.

8. After presenting all your information I am interested in your opinion. However, this is NOT meant to be an opinion assignment. The main information must be supported with FACTS; followed by the appropriate citation (and reference) of where the material came from. After that I would like to read your opinion about the information.

9. You must also respond to at least two (2) other posts with responses that are well thought out and contain a minimum of 3-4 sentences of content. I do not expect to see comments such as “that was interesting” or “really good information” or “good job”. I do expect to see specific reasons why you thought the information was interesting or pertinent to the initial question that I posed. You may use additional referenced material if you so desire.

10. Up to a total of fifteen (15) points will be awarded for your initial research post. An additional ten (10) points will be awarded for quality responses to two of your peer’s research posts (five points each). While I realize you are all busy I expect the Initial Posts to be posted no later than 11:59 on Thursday. This will give everyone the chance to submit their Peer Posts in a timely fashion. In order to receive full point value I expect everyone to read ALL Initial as well as Peer Posts. Failure to do so will result in a three point penalty.

11. Successful completion of this Discussion Board is worth 25 points towards your grade.

12. Do NOT submit your post as an attachment.