The multi-billion dollar business of sports & entertainment has become pervasive in our economy and society. The business is increasingly global, reflected in the worldwide coverage of the business dimensions of mega-events such as the Olympics and the World Cup, blockbuster movie releases, global concerts, and new media market entrants.

Understanding the landscape of the business of sports & entertainment calls for both the recognition of how to apply broad business principles to sustain and grow the industry, as well as successfully analyze the technology, marketing and distribution trends that are redefining the business of sports & entertainment.

Course Objectives
The objective of this course is to introduce students to the concepts, analyses, and activities that comprise the management of global sports & entertainment enterprises and brands, and to provide practice in assessing and solving related business problems. This course provides students with unique learning opportunities to gain insight into various management functions within the sports & entertainment industry. As such, the course provides a balanced approach to the business, providing a value-added, “real world” education in the marketing of sports & entertainment products with a considerable focus on customer or user experience.

Students will:
- Gain a framework for understanding sports & entertainment management strategies in the global marketplace
- Gain familiarity with key strategic issues that cut across the entire sports & entertainment and business landscape
- Understand the basic economic principles underlying the aspects of the entertainment industry
- Appreciate the challenge involved in marketing and managing sports & entertainment in rapidly changing technological and global environments
The course content is designed to lend theoretical with practical applications. Through the use of reading material, case study analysis, lecture and guest speakers, this course will also meet the following objectives:

- Provide a comprehensive overview of the sports & entertainment industries and related business issues
- Provide a general understanding of the functional aspects of managing global sports & entertainment enterprises

**Course Materials**
The reading and case study material will consist of a course reader available at UCLA.

As much of the class discussion centers on content timely in nature, students will be required to keep up with current events in the sports & entertainment industry. Students of sports & entertainment management should make every attempt to learn about current issues facing sports & entertainment executives.

**GRADING:**
**This is a fast-paced immersion course designed to cover many aspects of the sports and entertainment business. You need to attend every class, be prepared to participate in class discussions, and read the materials provided.**

- Attendance and Participation 10%
- Homework Assignments 10%
- Instructor Assessment 10%
- Case Study Analysis 30%
- FINAL Exam 40%

**CONDUCT AND CULTURE:**

1. **Critical Thinking:** There are many ‘right’ answers in the sports & entertainment business. What works for one company may not work for another. It is important to think strategically and demonstrate critical thinking that describes “why” and “how”, not just “what”.

2. **Clarity:** Clear communications are essential in business. Please make sure you are communicating clearly in class.

3. **Attendance:** You are expected to attend all class sessions – plan to arrive 5 MIN EARLY and to stay until the end. If absence is unavoidable, please contact the instructor beforehand. More than two absences will result in an incomplete.

4. **Respect:** I will treat you with respect and expect the same. Accord your classmates, guest speakers, instructors, and staff with courtesy. Since this is a class on sports, entertainment, and media, computers and smartphones are encouraged. However, please keep your activities associated with class – do not check email, play games, or type anything but lecture notes. Snacks are welcome, but please do not eat while guest speakers are present.

5. **Professionalism:** Professionalism for this class means giving every project and assignment your best possible effort; it means being on time and meeting deadlines; and it means conducting yourself in a manner that is appropriate to the policies and culture of a particular environment.

**PLEASE NOTE THAT ALL COURSE GRADES ARE FINAL**
| Week 1 Marketing | **Course Overview, Introductions**  
| Class 1 | *There’s No Business Like Show Business* – Understanding the Business of Sports & Entertainment  
| |  
| | Prolouge – Show Business, A Business of Blockbusters  
| | Blockbusters, Anita Elberse (reading)  
| | 4Ps of Marketing (reading)  
| | Adidas Case Study Due Class 3  
| | Under Armour Case Study Due Class 3  
| Class 2 | **Who is the Audience**  
| | Global Marketing of Sports & Entertainment  
| | Brand Building  
| | Digital and Mobile Marketing  
| | Big-Bang Disruption White Paper/Accenture  
| | Tesla Dealerships  
| | Case Studies Due Class 9  
| | 5 Forces / Blue Ocean (reading)  
| Week 2 Strategy | **The Sports & Entertainment Value Chain**  
| Class 3 | **Big-Bang Disruption**  
| | **Competitive Strategies**  
| | Investing in Superstars, Chapter 3 / Blockbusters (reading)  
| Class 4 | **Strategic Content Creation**: Movies, Sports, Music, News, TV, Streaming, Digital Entertainment  
| | The Blockbuster Strategy  
| | The Franchise Strategy  
| | Strategic Star Power  
| Week 3 Financing | **Who Makes Money and How?**  
| Class 5 | **Funding a Project**  
| | **Pricing Considerations**  
| | ROI & Break Even (reading)  
| | Tesla / Kiosk Case Study  
| Class 6 | **Merchandising and Monetization**  
| | **Re-Market Opportunities**  
| Week 4 Distribution | **Domestic Market**  
| Class 7 | **Global Market**  
| | **Digital and Mobile Market (MCN)**  
| Class 8 | **The Distribution Lifecycle of Sports & Entertainment Properties**  
| | **Syndication**  
| Week 5 Organizational Operations | **Organizational Structure**  
| Class 9 | **Operational Considerations**  
| | **Managing Projects, Motivating People**  
| | Case Study Analysis DUE Class 8  
| | 2-3 Page analysis of each case study, original thinking, writing skills  
| Class 10 | **Leadership and Vision – Making It Happen**  
| | **Solving Problems, Removing Bottlenecks**  
| | **Careers in Sports & Entertainment**  
| | Key Components of Organizational Leadership (reading)  
| Week 6 Review and Exam | **Review for FINAL EXAM**  
| Class 11 |  
| | Exam ONLINE  
| Class 12 | **Wrap Up / Certificate Ceremony**  
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