

Special Topics: Human Resources Management in the Sports Industry
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Rutgers University
School of Management and Labor Relations
Human Resources Management
Fall 2023

Instructor:

Ryan Greenbaum

Class Day/Location: Tuesday, 10:20-1:20 pm, Tillett Hall 204

Contact Information:

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Overview of the Course

This course will provide a broad overview of the sport industry from the human resource management perspective. We will discuss the basic management skills necessary in the operation of sport organizations. Also, we will examine the social, behavioral and managerial foundations of sport management, talent acquisition, and performance evaluation in the sport industry. We will use several methods to build our knowledge base, including short lectures, in-class discussions, presentations, group activities and game simulations.

Course Prerequisites N/A

Course Objectives

By the end of the course, the students are expected to be able to:

- discuss the role of sports in historical, economic, political, & cultural perspectives.
- compare and contrast financial and management differences in sport leagues.
- evaluate effective sponsorship and activation approaches.
- analyze sports marketing and ticket sales strategies as well as the use of technology in sports advertising and exposure.

Course Goals

This course fulfills the following learning objectives outlined by the School of Management and Labor Relations:

Knowledge of Theory, Practice and Application

IV. Theoretical Perspectives – Demonstrate an understanding of relevant theories and apply them given the background of a particular work situation.

- Demonstrate an understanding of the practical perspectives, theories and concepts in the management field of study
- Evaluate and apply theories from social science disciplines to workplace issues

V. *Understanding Context* – Evaluate the context of workplace issues, public policies, and management decisions

- Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work
- Analyze a contemporary global issue in the management field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues related to selection, motivation, and development of talent in a global context

Texts and Supplementary Materials

Required Materials: Top Hat Class Response System (free of charge)

Moneyball: The Art of Winning an Unfair Game. Lewis.

ISBN: 0393324818

Additional articles provided in Canvas

This course is delivered Face-to-Face in a classroom. However, we will be utilizing the Canvas learning management system to access learning materials, post announcements, submit assignments, and communicating via the Inbox feature.

Note: Whenever anything is posted to this site, you will automatically receive a notification to your rutgers.edu email account. Checking that email account frequently is highly recommended as well.

Grading Policy

The grades in this class break down as follows (maximum available points):

| | | |
|------------------------------|-----|-----|
| Attendance & Participation | | 50 |
| Fantasy Football Assignment: | | 100 |
| Pre-Draft Goals & Strategies | 25 | |
| Final Paper | 60 | |
| Participation | 15 | |
| Exam 1 | | 100 |
| Exam 2 | | 100 |
| Team Analysis | | 150 |
| Chat GPT Version | 50 | |
| Final Analysis | 100 | |
| Total Points | | 500 |

Letter grades will be assigned according to the standard scale. You earn your grade; do not expect a curve or extra credit assignments.

| | |
|-----------------|------------------|
| 450-500 pts. | = A (90-100%) |
| 435-449.99 pts. | = B+ (87-89.99%) |
| 400-434.99 pts. | = B (80-86.99%) |
| 385-399.99 pts. | = C+ (77-79.99%) |
| 350-384.99 pts. | = C (70-76.99%) |
| 300-349.99 pts. | = D (60-69%) |
| Below 300 pts. | = F (Below 60%) |

Description of Course Requirements

Participation and attendance (50 points)

Regularly attending class is important for you to do well in this class. Because of this, I will take attendance during each lecture. This will be done through class participation, utilizing the Top Hat website and app, attendance checks, and discussion participation. Every question you answer and every activity you participate in will go toward this portion of the class, so the more you come to class, the better off you will be.

In order for me to keep track of who responds to the polls (and for you to get credit for attending class), you will need to register with the Top Hat website at least 24 hours prior to attending our first class session. This means you must be registered by Tuesday, September 6th.

Keep in mind that in order to participate, you will need to bring a cell phone, laptop, iPad or other tablet with you to class. You are not penalized if you do not have access to any of these devices, but please email me at ryan.greenbaum@rutgers.edu so we can figure something else out.

Exams (100 points each)

Each exam is approximately 50 multiple-choice and true-false questions. See schedule for exact break points on lecture materials and dates.

Make-up policy: The dates of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. If I determine that a student should be allowed a make-up for a non-excused reason, there will be an automatic 20% penalty taken from the exam score.

Rutgers policy on religious holidays:

<https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

Fantasy Football Assignment (100 points)

We will have a class-wide fantasy football league that will be done through Yahoo!. This will be an exercise to demonstrate how a manager needs to work around restrictions such as a salary cap and try to successfully manage a team. This will be done as a team exercise and will be handled in a group setting. This means that team decisions will need to be made together. If you choose to appoint someone on your team to be General Manager or CEO of your team, it needs to be decided by the team as a whole. Don't just let one person run the show, it may cost you points.

As part of this assignment, you will write a **5-page paper** explaining how different elements of the course played a part in how you determined your team strategy and how you worked together. Check Canvas for additional details.

The other part of the assignment is the play of the league itself. To make the league less “fantasy”-like and more like managing an actual team, you will work within the restraints of a hard salary cap of \$100 to spend on your players. This means that all players you draft and pick up need to be done within your \$100. Any player that is on your team will count against your team’s cap. Even if you drop a player, you still need to pay for him. For example, if you draft Patrick Mahomes for \$12 and decide to cut him later on in the season, his \$12 does not come off the books when you drop him. All initial player values will be based on the figures set by FFToolbox.com - FFToolbox.com (10 team, \$100 budget settings).

In order to receive the participation points, it needs to be apparent that you have actually played a role in your group’s decision-making process. We will play a 10-week regular season that will begin on Thursday, September 22nd (NFL Week 3) and end on Monday, November 27th (NFL Week 12). There will then be a 4-team playoff that will occur during weeks 13 and 14 of the NFL season. The four (4) teams with the best record will make the playoffs. **The team that wins the championship will receive 5 points of extra credit per person.**

****There will also be extra credit points awarded for:**

- Most points per dollar spent ratio (5 per person)
- Best regular season record (5 per person)
- Most points each week (1 point per person each week in the regular season)

We will cover other specifics about league play in class and the league rules and scoring setup will be located on Yahoo!.

Team Analysis Assignment (150 points)

The objective of this assignment is to conduct a comprehensive analysis of a sports franchise, focusing on its overall organizational strategic analysis, managerial decisions over a 5-year period, performance evaluation, talent acquisition, and compensation structure. Through this analysis, you will gain insights into the factors contributing to the franchise's success or challenges, and develop recommendations for improvement.

As a part of this assignment, you will research a professional sports franchise from any major sport (e.g., NFL, NBA, MLB, NHL, etc.) that interests you. You will analyze the following areas:

- Overall current strategic direction and goals
- Managerial decisions
- Performance evaluations
- Talent Acquisition
- Compensation structure
- Recommendations for improvements

Be sure to check Canvas for full assignment details and rubric.

Expectations of Students

1. That you feel free to express your ideas in class. To succeed in your future careers, you need to develop the ability to discuss your ideas with

- and in front of others. Think of this class as a safe laboratory in which you can experiment.
2. That you come prepared for class.
 3. That you try to show some interest in the course.
 4. That you come and speak to me if you have any problems with me, the course, or any other students.

Professional Communication

I will communicate regularly via email because it is the most prominent means of communication in the workplace today. If you need to reach me, please utilize e-mail so that we have documentation and so that I can receive messages from you while I am away from the office. I will check e-mail routinely and I will hold you to the same standard. That is, I expect that you will check email and Canvas regularly for course information (this is vital as it is the only way that I can communicate with all of you in a timely manner). It is your responsibility to make sure that any messages sent from the Canvas system are reaching you. Additionally, your communications will need to be professional.

Unprofessional communications include:

- Asking questions in which the answer is readily obtained from an accessible resource, such as:
 - What is my grade? When is the test? Where is the test? What is on the test? How do I calculate my grade?
- *These types of questions and those similar to them waste valuable time and will result in my not responding.* Further, you would not ask these questions in a work setting since you could readily attain the answer yourself. The working world is tough - begin creating value now by showing that you work independently to obtain answers and solve problems

Although I am generally informal and will not be offended if you use bad e-mail etiquette, you should develop the habit of addressing emails properly – managers, coworkers, businesspeople and customers that you interact with will judge you on this necessity.

Professional communication will:

1. Include the point in the subject line
2. Start with a salutation and if appropriate, greeting
3. Provide relevant information
4. Provide actionable items.
5. Be brief, but appropriate
6. Include your name/section/etc.

Class Policy for Late Work

All late assignments lose 20% per 24-hour period following the due date, unless the instructor has granted prior approval for late submission of an assignment. Approval for late submissions must be obtained from the instructor in advance, or be based on a documented medical emergency.

University Guidelines and Resources

Academic Honesty

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation. In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

Counseling

CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high-quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://rhscaps.rutgers.edu/services/counseling>

Additional Services

This link provides students with access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies): <https://smlr.rutgers.edu/academic-programs/current-students>