



**THE GLOBAL BUSINESS OF
MEDIA, ENTERTAINMENT, AND SPORTS**

Course Syllabus and Agenda

Class Time: Monday and Wednesdays
9:30 - 12 Noon
June 20 – July 29, 2016
Cornell Hall, Room D313, UCLA Anderson

Course Instructor: Beverly Macy
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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

	TOPIC	Guests Speaker/NOTES
Week 1 Marketing Class 1	<ul style="list-style-type: none"> Course Overview, Introductions <i>There's No Business Like Show Business</i> – Understanding the Business of Sports & Entertainment 	<p>Prolouge – Show Business, A Business of Blockbusters Blockbusters, Anita Elberse (reading) 4Ps of Marketing (reading)</p> <p>Adidas Case Study Due Class 3 Under Armour Case Study Due Class 3</p>
Class 2	<ul style="list-style-type: none"> Who is the Audience Global Marketing of Sports & Entertainment Brand Building Digital and Mobile Marketing 	<p>Big-Bang Disruption White Paper/Accenture Tesla Dealerships Case Studies Due Class 9</p> <p>5 Forces / Blue Ocean (reading)</p>
Week 2 Strategy Class 3	<ul style="list-style-type: none"> The Sports & Entertainment Value Chain Big-Bang Disruption Competitive Strategies 	<p>Investing in Superstars, Chapter 3 / Blockbusters (reading)</p>
Class 4	<ul style="list-style-type: none"> Strategic Content Creation: Movies, Sports, Music, News, TV, Streaming, Digital Entertainment The Blockbuster Strategy The Franchise Strategy Strategic Star Power 	
Week 3 Financing Class 5	<ul style="list-style-type: none"> Who Makes Money and How? Funding a Project Pricing Considerations 	<p>ROI & Break Even (reading) Tesla / Kiosk Case Study</p>
Class 6	<ul style="list-style-type: none"> Merchandising and Monetization Re-Market Opportunities 	
Week 4 Distribution Class 7	<ul style="list-style-type: none"> Domestic Market Global Market Digital and Mobile Market (MCN) 	
Class 8	<ul style="list-style-type: none"> The Distribution Lifecycle of Sports & Entertainment Properties Syndication 	
Week 5 Organizational Operations Class 9	<ul style="list-style-type: none"> Organizational Structure Operational Considerations Managing Projects, Motivating People 	<p>Case Study Analysis DUE Class 9 2-3 Page analysis of each case study, original thinking, writing skills</p>
Class 10	<ul style="list-style-type: none"> Leadership and Vision – Making It Happen Solving Problems, Removing Bottlenecks Careers in Sports & Entertainment 	<p>Key Components of Organizational Leadership (reading)</p>
Week 6 Review and Exam Class 11	<ul style="list-style-type: none"> Review for FINAL EXAM 	<p>Exam ONLINE</p>
Class 12	<ul style="list-style-type: none"> Wrap Up / Certificate Ceremony 	