

I. LOGISTICS

- 1. Please indicate the name and email of the program contact person to whom feedback should be sent (usually Chair, Program Director, or Faculty Assessment Coordinator).**

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- 2. Please indicate if you are submitting report for (a) a Major, (b) a Minor, (c) an aggregate report for a Major and Minor (in which case, each should be explained in a separate paragraph as in this template), (d) a Graduate or (e) a Certificate Program. Please also indicate which report format are you submitting –Standard Report or Reflections Document**

This is for a Graduate Program (Sport Management Masters Program). This is a Standard Report.

- 3. Have there been any revisions to the Curricular Map in 2020-2021 academic year? If there has been a change, please submit the new/revised Curricular Map document.**

No changes, but the appendix contains the relevant files.

II. MISSION STATEMENT & PROGRAM LEARNING OUTCOMES

- 1. Were any changes made to the program mission statement since the last assessment cycle in October 2020? Kindly state “Yes” or “No.” Please provide the current mission statement below. If you are submitting an aggregate report, please provide the current mission statements of both the major and the minor program**

No changes were made.

Mission Statement (Major/Graduate/Certificate):

The core mission of the Sport Management Master’s Program is to promote learning through excellence in teaching and scholarship and through reasoned discourse in a cohesive, ethical, and communal environment. The Program offers students the knowledge and skills to develop into successful persons and professionals.

The Sport Management Master's Program will be internationally recognized as a premier Master's Program that provides professional preparation and educates leaders. The Program will utilize its configuration as an evening program and its locations in large urban settings to promote learning outside of the classroom through internships, jobs, field research and other practical experiences.

2. **Were any changes made to the program learning outcomes (PLOs) since the last assessment cycle in October 2020? Kindly state "Yes" or "No." Please provide the current PLOs below. If you are submitting an aggregate report, please provide the current PLOs for both the major and the minor programs.**

Note: Major revisions in the program learning outcomes need to go through the College Curriculum Committee (contact: Professor Joshua Gamson, gamson@usfca.edu). Minor editorial changes are not required to go through the College Curriculum Committee.

No changes, but the appendix contains the relevant files.

PLOs (Major/Graduate/Certificate):

- A. Solve problems innovatively, based on knowledge of the tools, concepts, and theories of each of the functional disciplines of sport management.
- B. Integrate the functional disciplines of sport management to make complex decisions, conduct the research necessary for long-term strategic decisions, and apply sport management skills.
- C. Successfully use leadership skills and other functional skills in the sport marketplace.
- D. Apply effective written, oral, and presentation skills.
- E. Conduct themselves in a professional and responsible manner as sport managers.

III. METHODS, RESULTS & MAJOR FINDINGS

What are the major takeaways from your assessment exercise?

This section asks you to highlight the results of the exercise. Pertinent information here would include:

- a. **how well students mastered the outcome at the level they were intended to,**
- b. **any trends noticed over the past few assessment cycles, and**
- c. **the levels at which students mastered the outcome based on the rubric used.**

To address this question, among many other options, one option is to use a table showing the distribution, for example:

Level	Percentage of Students
Complete Mastery of the outcome	10.5%
Mastered the outcome in most parts	21.7%
Mastered some parts of the outcome	58.3%
Did not master the outcome at the level intended	9.5%

Assessment Schedule

We measure each PLO every year as part of our typical sampling of student outcomes and indirect assessment.

Methods

During 2020-21, we used direct assessment methods as well as an indirect assessment method. In each cohort, we randomly select 10 students (without their knowledge) and follow them throughout their matriculation. This provides us with approximately 50 students to assess each year.

In each core course, the PLOs were assessed using our Rubrics and Measures. These are a combination of essays, exams, problem sets, presentations, term projects/papers, and case studies. The indirect assessment consists of a survey of alumni of a certain vintage.

Results (Major/Graduate/Certificate):

Interestingly, there were more lower scores and more higher scores (compared to 2018-19), so more spread in the data in terms of whether the learning outcomes were met. This is not surprising to us given the impact of the pandemic on teaching and learning. We heard from students that some were faring well learning remotely, while others faced various struggles including being able to spend enough time on school or lack of mental focus on school. The average score (on a scale of 1 to 5) was 4.4. This is comparable to previous years.

Overall, the assessment was slightly improved over 2019-20. A few of the specific sub-outcomes within the broader learning outcomes that are associated with and measured in the economics, law, and quantitative analysis were a struggle for some students. These include demand and supply, the legal system, contracts, regression analysis and determinants of statistical significance. We are in the midst of discussing whether this is idiosyncratic or not. The faculty plan to spend more time on these issues in the coming year.

Indirect Assessment

Based on an alumni survey (of certain cohorts depending on their vintage), 86% of our alumni are working full-time in sports within 6 months of graduation. The other alumni are either not working in sports, working part-time, or not working at all. The quality of our teaching is at 96.52 (on a 100-pt scale). This puts us in the top 10 (according to SportBusiness's assessment, the purveyor of the survey). The other assessments combined put us in the top 10 internationally, top 8 nationally, and #2 west of the Mississippi River.

Assessment of Remote Distance Learning

In general, remote distance learning has not been as fruitful as in-class learning. Student engagement and morale is simply harder to manage. There are some silver linings in terms of guest speakers being able to join who might not have otherwise. Here are some of our learnings and steps taken, and our hope is to utilize remote learning in limited fashion going forward.

1. Many asynchronous assignments that include watching a video and reading a short essay came to replace portions of lectures. This allowed class time to focus on students asking clarifying questions. This has continued as we've moved back to in-person teaching as additional optional learning resources.
2. Some courses took advantage of more opportunities for guest speakers than previously, and now that we're back in person, we've continued this.
3. Some courses that did not use Canvas much for the course are now fully utilizing its functions even as we've moved back to in-person (esp. courses taught by adjunct faculty)

IV. GOING FORWARD

We are in the process of creating a master of science in sport management with the possibility of making it STEM certified (with the additional emphasis on data science). As we build that out, we plan to address the few missed learning outcomes listed above.

The feedback from the 2019-20 assessment report was generally confirmatory and positive. Much of the changes the program made over the past year were in response to the pandemic and the effects it imposed on USF in general and our program in specific. We have kept some of the useful tactics employed during the pandemic (as described above).

OPTIONAL ADDITIONAL MATERIALS

(Any relevant tables, charts and figures, if the program so chooses, could be included here)

Sport Management Program Curriculum Mapping -- Where the Assessed Program Learning Outcomes are Taught

I=Introduced, R=Reinforced, EC=Extended Coverage

<i>Program Learning Outcomes</i>		Leadership	Marketing	Accounting	Economics	Strat. Mgmt	Biz Dev	Law	Culture	Quantitative	Internship	Electives	MP
<i>Rubrics</i>													
A. Solve problems innovatively, based on knowledge of the tools, concepts, and theories of each of the functional disciplines of sport management.													
1	Recognize and apply leadership theory to the discipline of sport management.	IREC											
2	Identify and apply the major sport marketing theories.		IREC									EC	EC
3	Recognize, discuss, and assess the principles of sports marketing including branding, integrated marketing, sponsorship, sales, licensing and athlete marketing.		IREC		EC							EC	
4	Evaluate the core concepts of brand building in sport.		IREC									EC	
5	Apply microeconomic tools of demand and supply analysis to problems in sport management.				IREC								
6	Apply the tools of ratio analysis to compare the financial health of sport businesses and defend which businesses to invest in.			I	EC								
8	Describe the basic methods of financial valuation of a sports team or other sports asset.			I	EC								
9	Discuss the economics of college sports in terms of athlete remuneration and cartel economics.				IREC			REC					
10	Identify the various forms of financing and the pros and cons of using each form.			I	REC								
12	Discuss the sources of public finance for stadiums and the pros and cons of using those sources.				IREC				EC				
13	To be able to understand, classify, analyze and compare basic accounting concepts and apply that knowledge to the reading and comprehension of basic financial statements.			IREC	R								
14	To differentiate the approaches to Business Plan and Budget preparation through discussion.			IREC	EC							EC	
15	Apply the concepts of strategic management to a sports organization including identifying its present business position, long-term direction, its resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage.				I	REC							
16	Discuss how to assess business risk.					IREC							
17	Recognize the personal attributes that contribute to successful sport salespeople		I					IREC					
18	Develop an inventory of available ticket and sponsorship rights components							IREC				EC	
19	Conduct effective segmentation and prospecting for potential sales							IREC					
20	Diagnose sponsorship relationship quality weaknesses							IREC					
21	Recognize and classify the "Black-letter" law as applied to sport.							IREC					
22	Recognize, classify, and demonstrate understanding of the function, structure & procedure of the American legal system.							IREC					
23	Recognize, classify, and apply understanding of Contracts, Torts, Constitutional Law, Criminal Law, Anti-trust, Agents & Negotiation, Facilities Management, Licensing and Copyright, Employment							REC					
24	Assess, analyze, and be able to spot legal issues.							IREC					
25	Demonstrate the ability to identify legal issues in a fact pattern							IREC					
26	Demonstrate the ability to determine legal issues from case law, reading and discussion.							IREC					
27	Recognize and assess legal issues when reviewing contracts.							IREC					
28	Recognize and classify the hierarchy of legal precedent.							IREC					

Program Learning Outcomes		Leadership	Marketing	Accounting	Economics	Strat. Mgmt	Biz Dev	Law	Culture	Quantitative	Internship	Electives	MP
Rubrics													
29	Recognize and analyze the “new” sports marketplace within the global context of late capitalism.								IREC				
30	Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities.	I				R			REC				
31	Differentiate both the importance of individual thinking and collaborative work.		I		R	REC			REC	REC		R	
32	Recognize and apply how to interpret research findings and put them in writing.		I						R	REC			
33	Recognize, assess, and apply the various types of business research.		I						EC	REC		EC	EC
34	Conduct an analysis of published research.									IREC			
35	Create and develop a research plan.									IREC			EC
36	Recognize and apply the underlying knowledge needed to create a survey.				I					REC			
37	Demonstrate ability to use Excel to enter and code data.				I					REC			
38	Recognize and demonstrate ability to clean and organize data for use in analysis.				I					REC			
39	Recognize and demonstrate ability to use categorical data.				I					REC			
40	Demonstrate how to move data into SPSS.									IREC			
41	Recognize and apply central tendency (mean, mode, median, frequency tables, etc.), spread (standard deviation, range, quartiles, etc.).									IREC			
42	Analyze data using cross-tabs, contingency tables, and graphical analyses (scatter plot, bar chart, etc.).									IREC			
43	Recognize and apply correlation (table and correlation coefficient).									IREC			
44	Recognize and apply the comparison of more than one variable to other variables (T-tests).									IREC			
45	Recognize, apply and analyze regression (regression equation, R-squared, F-test, t-tests for coefficients, coefficient interpretation, forecasting, etc.)									IREC			
46	Recognize that it is possible to combine independent variables if there are too many variables compared to observations or if there is significant multicollinearity using cluster analysis, principal components, or factor analysis.									IREC			
B. Integrate the functional disciplines of sport management to make complex decisions, conduct the research necessary for long-term strategic decisions, and apply sport management skills.													
1	Identify, classify, demonstrate knowledge of, and learn to navigate the breadth and depth of the sport marketplace.	IREC											
2	Apply integrated marketing communication strategy to actual sport business contexts.		IREC										
3	Develop sport marketing and sponsorship plans.		IREC										
4	Identify and apply the elements of a business plan.				IREC							EC	
5	Describe the factors that are used to measure economic impact and apply them to measure the economic impact of a sporting event.				IREC								
6	To classify and discuss the basic budget formats and concepts and be able to apply those concepts into the development of an operating budget.			IREC									
7	To classify and demonstrate sources of financing and to integrate a business plan and budget.		IREC	REC									
8	Integrate strategic management concepts into the global market environment.					IREC							
9	Craft business strategy using what-if analysis to evaluate action alternatives, and making sound strategic decisions.					IREC							
10	Formulate a sales strategy and related techniques for a sports product.						IREC						
11	Diagram a ticket sales department structure.						IREC						
12	Explain and perform a negotiation.						IREC	EC					

Program Learning Outcomes		Leadership	Marketing	Accounting	Economics	Strat. Mgmt	Biz Dev	Law	Culture	Quantitative	Internship	Electives	MP
Rubrics													
13	Employ skills and conduct a legal research.							IREC					
14	Recognize and create a research design, from background and objectives, through methodology.									IREC			EC
15	Recognize, differentiate, and assess the organizational and operational aspects of a sport organization.	I				REC						REC	
16	Recognize and apply knowledge, theory, and understanding from academic courses and other life experiences to the professional environment.											IREC	
17	Identify, plan, implement, and evaluate independent projects that benefit the organization.											IREC	EC
18	Formulate written goals and measurable objectives to be accomplished during the Internship.											IREC	
C. Successfully use leadership skills and other functional skills in the sport marketplace.													
1	Identify the major sources of sport marketing information.		IREC										
2	List, classify, and assess an overview of careers in sports marketing through direct interaction with professionals in the field.		REC									I	
3	Classify, organize and assess strengths which may be developed and weaknesses which can be improved.											IREC	R
D. Apply effective written, oral, and presentation skills.													
1	Develop and apply communication and presentation skills.	IREC	REC			REC	REC		REC	R		REC	EC
2	Develop a management plan for running a professional baseball team that includes the concepts of corporate objectives, strategies, and tactics.												
3	Develop written plans including business plans, marketing plans, sponsorship plans, strategic plans, sport case studies, and team management plans		IREC	REC	REC	REC	REC		REC	R		EC	
4	Recognize and apply the following skills and techniques, which are common in practice within an organization: communication skills, motivation of others, marketing skills, and related strategic organizational skills.	IREC	REC			REC						IREC	
E. Conduct themselves in a professional and responsible manner as sport managers.													
1	Recognize the importance of ethical principles, core values, and responsible management practices to the conduct of a company's business.	IREC	R	R	R	R	R	R	R	R			
2	Demonstrate ability to build a network of contacts with professionals in the Sport Marketplace.											IREC	

Sport Management Program Mapping of PLOs to ILOs

Program Goals								
Program Learning Outcomes (letters)	Institutional Learning Outcomes ----->	1. Students reflect on and analyze their attitudes, beliefs, values, and assumptions about diverse communities and cultures and contribute to the common good.	2. Students explain and apply disciplinary concepts, practices, and ethics of their chosen academic discipline in diverse communities.	3. Students construct, interpret, analyze, and evaluate information and ideas derived from a multitude of sources.	4. Students communicate effectively in written and oral forms to interact within their personal and professional communities.	5. Students use technology to access and communicate information in their personal and professional lives.	6. Students use multiple methods of inquiry and research processes to answer questions and solve problems.	7. Students describe, analyze, and evaluate global interconnectedness in social, economic, environmental and political systems that shape diverse groups within the San Francisco Bay Area and the world.
	Rubrics (numbers) ↓ v							
A. Solve problems innovatively, based on knowledge of the tools, concepts, and theories of each of the functional disciplines of sport management.								
1	Recognize and apply leadership theory to the discipline of sport management.							
2	Identify and apply the major sport marketing theories.							
3	Recognize, discuss, and assess the principles of sports marketing including branding, integrated marketing, sponsorship, sales, licensing and athlete marketing.							
4	Evaluate the core concepts of brand building in sport.							
5	Apply microeconomic tools of demand and supply analysis to problems in sport management.							
6	Apply the tools of ratio analysis to compare the financial health of sport businesses and defend which businesses to invest in.							
8	Describe the basic methods of financial valuation of a sports team or other sports asset.							
9	Discuss the economics of college sports in terms of athlete remuneration and cartel economics.							
10	Identify the various forms of financing and the pros and cons of using each form.							
12	Discuss the sources of public finance for stadiums and the pros and cons of using those sources.							
13	To be able to understand, classify, analyze and compare basic accounting concepts and apply that knowledge to the reading and comprehension of basic financial statements.							
14	To differentiate the approaches to Business Plan and Budget preparation through discussion.							
15	Apply the concepts of strategic management to a sports organization including identifying its present business position, long-term direction, its resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage.							
16	Discuss how to assess business risk.							
17	Identify the differences between selling sports and other industries.							
18	Recognize different sales strategies in sports.							
19	Categorize the different methods for selling the different inventories of sports products.							
20	Determine how to identify potential leads.							
21	Recognize and classify the "Black-letter" law as applied to sport.							
22	Recognize, classify, and demonstrate understanding of the function, structure & procedure of the American legal system.							
23	Recognize, classify, and apply understanding of Contracts, Torts, Constitutional Law, Criminal Law, Anti-trust, Agents & Negotiation, Facilities Management, Licensing and Copyright, Employment							
24	Assess, analyze, and be able to spot legal issues.							
25	Demonstrate the ability to identify legal issues in a fact pattern							
26	Demonstrate the ability to determine legal issues from case law, reading and discussion.							
27	Recognize and assess legal issues when reviewing contracts.							
28	Recognize and classify the hierarchy of legal precedent.							
29	Recognize and analyze the "new" sports marketplace within the global context of late capitalism.							
30	Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities.							
31	Differentiate both the importance of individual thinking and collaborative work.							
32	Recognize and apply how to interpret research findings and put them in writing.							
33	Recognize, assess, and apply the various types of business research.							
34	Conduct an analysis of published research.							
35	Create and develop a research plan.							
36	Recognize and apply the underlying knowledge needed to create a survey.							
37	Demonstrate ability to use Excel to enter and code data.							
38	Recognize and demonstrate ability to clean and organize data for use in analysis.							
39	Recognize and demonstrate ability to use categorical data.							
40	Demonstrate how to move data into SPSS.							
41	Recognize and apply central tendency (mean, mode, median, frequency tables, etc.), spread (standard deviation, range, quartiles, etc.).							
42	Analyze data using cross-tabs, contingency tables, and graphical analyses (scatter plot, bar chart, etc.).							
43	Recognize and apply correlation (table and correlation coefficient).							
44	Recognize and apply the comparison of more than one variable to other variables (T-tests).							
45	Recognize, apply and analyze regression (regression equation, R-squared, F-test, t-tests for coefficients, coefficient interpretation, forecasting, etc.)							
46	Recognize that it is possible to combine independent variables if there are too many variables compared to observations or if there is significant multicollinearity using cluster analysis, principal components, or factor analysis.							

Program Learning Outcomes (letters)	Institutional Learning Outcomes -----> Rubrics (numbers) ↓ v	1. Students reflect on and analyze their attitudes, beliefs, values, and assumptions about diverse communities and cultures and contribute to the common good.	2. Students explain and apply disciplinary concepts, practices, and ethics of their chosen academic discipline in diverse communities.	3. Students construct, interpret, analyze, and evaluate information and ideas derived from a multitude of sources.	4. Students communicate effectively in written and oral forms to interact within their personal and professional communities.	5. Students use technology to access and communicate information in their personal and professional lives.	6. Students use multiple methods of inquiry and research processes to answer questions and solve problems.	7. Students describe, analyze, and evaluate global interconnectedness in social, economic, environmental and political systems that shape diverse groups within the San Francisco Bay Area and the world.
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B. Integrate the functional disciplines of sport management to make complex decisions, conduct the research necessary for long-term strategic decisions, and apply sport management skills.

1	Identify, classify, demonstrate knowledge of, and learn to navigate the breadth and depth of the sport marketplace.							
2	Apply integrated marketing communication strategy to actual sport business contexts.							
3	Develop sport marketing and sponsorship plans.							
4	Identify and apply the elements of a business plan.							
5	Describe the factors that are used to measure economic impact and apply them to measure the economic impact of a sporting event.							
6	To classify and discuss the basic budget formats and concepts and be able to apply those concepts into the development of an operating budget.							
7	To classify and demonstrate sources of financing and to integrate a business plan and budget.							
8	Integrate strategic management concepts into the global market environment.							
9	Craft business strategy using what-if analysis to evaluate action alternatives, and making sound strategic decisions.							
10	Formulate a sales strategy and related techniques for a sports product.							
11	Diagram a ticket sales department structure.							
12	Explain and perform a negotiation.							
13	Employ skills and conduct a legal research.							
14	Recognize and create a research design, from background and objectives, through methodology.							
15	Recognize, differentiate, and assess the organizational and operational aspects of a sport organization.							
16	Recognize and apply knowledge, theory, and understanding from academic courses and other life experiences to the professional environment.							
17	Identify, plan, implement, and evaluate independent projects that benefit the organization.							
18	Formulate written goals and measurable objectives to be accomplished during the Internship.							

C. Successfully use leadership skills and other functional skills in the sport marketplace.

1	Identify the major sources of sport marketing information.							
2	List, classify, and assess an overview of careers in sports marketing through direct interaction with professionals in the field.							
3	Classify, organize and assess strengths which may be developed and weaknesses which can be improved.							

D. Apply effective written, oral, and presentation skills.

1	Develop and apply communication and presentation skills.							
2	Develop a management plan for running a professional baseball team that includes the concepts of corporate objectives, strategies, and tactics.							
3	Develop written plans including business plans, marketing plans, sponsorship plans, strategic plans, sport case studies, and team management plans							
4	Recognize and apply the following skills and techniques, which are common in practice within an organization: communication skills, motivation of others, marketing skills, and related strategic organizational skills.							

E. Conduct themselves in a professional and responsible manner as sport managers.

1	Recognize the importance of ethical principles, core values, and responsible management practices to the conduct of a company's business.							
2	Demonstrate ability to build a network of contacts with professionals in the Sport Marketplace.							

Sport Management Program Rubrics - The Score for Each Program Learning Outcome (scale is 1-5)

<i>Program Learning Outcomes</i>		Very Poor Achievement=1	Poor Achievement=2	Average Achievement=3	Good Achievement=4	Very Good Achievement=5
<i>Rubrics</i>						
A. Solve problems innovatively, based on knowledge of the tools, concepts, and theories of each of the functional disciplines of sport management.						
1	Recognize and apply leadership theory to the discipline of sport management.	Does not know leadership theory at all	Understands some major theories, but not how to apply them	Understands major theories, but not how to apply them	Can explain the major theories and how they apply	Can explain the various theories of leadership and how they apply to sport management
2	Identify and apply the major sport marketing theories.	Does not know marketing theory at all	Understands some major theories, but not how to apply them	Understands major theories, but not how to apply them	Can explain the major theories and how they apply	Can explain the various theories of marketing and how they apply to sport management
3	Recognize, discuss, and assess the principles of sports marketing including branding, integrated marketing, sponsorship, sales, licensing and athlete marketing.	Does not know these principles at all	Understands some major principles, but not how to apply them	Understands these principles, but not how to apply them	Can explain the major principles and how they apply	Can explain the various principles of marketing and how they apply to sport management
4	Evaluate the core concepts of brand building in sport.	Does not know these concepts at all	Understands some concepts, but not how to apply them	Understands these concepts, but not how to apply them	Can explain the major concepts and how they apply	Can explain the various concepts of brand building and how they apply to sport management
5	Apply microeconomic tools of demand and supply analysis to problems in sport management.	Cannot draw demand and supply curves properly	Cannot properly conduct static analysis using demand and supply	Can answer basic D&S questions	Can reasonably shift demand and supply correctly to get the right answer	Can use demand and supply analysis to answer complex sports economics questions
6	Apply the tools of ratio analysis to compare the financial health of sport businesses and defend which businesses to invest in.	Do not know tools	Can list the tools but not apply them	Can apply some of the tools	Can apply all of the tools	Can apply all of the tools and understand when they are more relevant
8	Describe the basic methods of financial valuation of a sports team or other sports asset.	Cannot name the basic methods of valuation	Can name the basic methods of valuation	Can explain the general concepts of valuation, incl. present value	Can explain the methods of valuation and most fundamental concepts associated	Can explain how the methods of valuation would work under various circumstances
9	Discuss the economics of college sports in terms of athlete remuneration and cartel economics.	Doesn't know the basics of the NCAA structure	Knows only simple re-stated facts	Can explain cartel, monopsony, comp. balance, unions, amateurism, and how they relate to NCAA	Can understand the structure of the NCAA and how it creates market power for it	Can explain the impact of changes in NCAA rules
10	Identify the various forms of financing and the pros and cons of using each form.	Cannot list the forms of financing	Can list the forms of financing	Can explain the various forms and how they work	Can explain the basic pros and cons	Can explain the full set of pros and cons of each form
12	Discuss the sources of public finance for stadiums and the pros and cons of using those sources.	Cannot explain the basic concepts of stadium financing	Can explain the basic concepts	Can list most of the sources of stadium financing and explain what they are	Can explain how the basic process works	Can explain the sources of and the pros and cons of each source
13	To be able to understand, classify, analyze and compare basic accounting concepts and apply that knowledge to the reading and comprehension of basic financial statements.	Does not know the concepts or the financial statements	Can name the basics of each of the financial statements or a few concepts	Understands each financial statement basics and some concepts	Understands each statement and many concepts	Understands each financial statement and most of the accounting concepts
14	To differentiate the approaches to Business Plan and Budget preparation through discussion.	Does not know a single approach	Understands some factors involved in building a plan and budget	Understands the basic tenets of a budget and a plan	Can discuss some ways to build a budget or a plan	Can explain various ways to build a budget or a business plan
15	Apply the concepts of strategic management to a sports organization including identifying its present business position, long-term direction, its resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage.	Does not know any strategic management concepts	Knows a few concepts and how they apply	Knows some concepts and how they apply	Knows many concepts and how they apply	Knows most of the concepts and how to apply them
16	Discuss how to assess business risk.	Does not know what business risk is	Can identify business risk	Can explain business risk with a few examples	Can determine how to assess some types of business risk	Can assess business risk (and understand the factors and steps involved)
17	Identify the differences between selling sports and other industries.	Cannot name any differences	Can name the basic differences	Can name many differences	Can name many differences and how to adjust to them	Can name most differences and how to adjust to them
18	Recognize different sales strategies in sports.	Cannot name more than one strategy	Can name a few strategies	Can name the common different strategies	Can name the common strategies and how to create tactics for them	Can name them, create tactics, and how to implement them
19	Categorize the different methods for selling the different inventories of sports products.	Cannot name the different inventories	Can name the different inventories and aspects of them	Can name inventories and some different selling methods	Can name the inventories and many different selling methods	Can name the inventories, selling methods, and tactics
20	Determine how to identify potential leads.	Cannot think of any methods	Can think of some methods	Can identify some types of leads and some methods	Can identify most types of leads	Can identify leads and methods for generating leads
21	Recognize and classify the "Black-letter" law as applied to sport.	Cannot recognize Black-letter law	Can recognize and classify more than one Black-letter law	Can recognize and classify some Black-letter law	Can recognize and classify many Black-letter laws and apply some to sports	Can recognize, classify, and apply most Black-letter law to sports
22	Recognize, classify, and demonstrate understanding of the function, structure & procedure of the American legal system.	Does not know the structure or function	Knows the basic structure and some function	Knows some structure and function	Knows the structure and function, but not a full understanding	Knows most structure and function of the legal system and understanding
23	Recognize, classify, and apply understanding of Contracts, Torts, Constitutional Law, Criminal Law, Anti-trust, Agents & Negotiation, Facilities Management, Licensing and Copyright, Employment	Cannot recognize the various legal aspects	Can recognize the legal aspects and classify some	Can recognize and classify the legal aspects and understand most at a basic level	Can classify the aspects and understand each one at a medium level	Can classify and understand each one at an in-depth level
24	Assess, analyze, and be able to spot legal issues.	Cannot spot legal issues	Can spot legal issues, but not analyze them.	Can spot and generally analyze common or basic legal issues	Can spot, assess, and analyze many legal issues	Can spot, assess, and analyze most legal issues related to sports
25	Demonstrate the ability to identify legal issues in a fact pattern	Does not know what a fact pattern is	Can identify a fact pattern and identify one legal issue	Can list and understand a fact pattern and the simple legal issues involved	Can identify some legal issues in a fact pattern (and organize the fact pattern)	Can identify legal issues in a fact pattern in depth and breadth
26	Demonstrate the ability to determine legal issues from case law, reading and discussion.	Cannot determine any legal issues	Can identify case law and relevant readings for some topics	Can identify case law and relevant readings and make some determination	Can identify case law and relevant readings and make a determination	Can identify the full case law, readings, and make a legal determination with backup and opposing issues
27	Recognize and assess legal issues when reviewing contracts.	Does not understand the basic structure of contracts	Knows the basic structure of contracts	Can identify a failure in a contract	Can identify multiple legal issues in a contract	Can identify many legal issues in a contract
28	Recognize and classify the hierarchy of legal precedent.	Does not know legal precedent	Knows the point of legal precedent, but not its structure	Understands the basics of legal precedent	Understands legal precedent without much detail as to why.	Understands the full hierarchy of legal precedent in the U.S.
29	Recognize and analyze the "new" sports marketplace within the global context of late capitalism.	Does not understand one aspect of the new sports marketplace	Understands some aspects of the new sports marketplace	Generally understands globalization, capitalism, and the new sports marketplace	Can recognize and analyze the new sports marketplace under multiple contexts	Can recognize and analyze the new sports marketplace under multiple contexts (and communicate it well)
30	Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities.	Cannot critically evaluate industry	Can interpret a few obvious elements	Can interpret basic industry directions	Can interpret the industry, but not communicate the findings well	Can evaluate industry directions using interpretive techniques to create a coherent argument
31	Differentiate both the importance of individual thinking and collaborative work.	Cannot understand any important differences	Can understand a few differences	Understands the basic differences between the two and some reasons for them	Understands the bulk of the differences and reasons for using them	Understands the need for both and why they apply to sport management in theory and practice
32	Recognize and apply how to interpret research findings and put them in writing.	Cannot interpret research findings	Can interpret very simple research findings	Can interpret basic findings	Can interpret mid-level research findings (and write fairly well about them), but may not be able to understand how sport management should apply the findings	Can interpret research findings and explain them (in writing) to a lay audience, and understand how sport management should apply them
33	Recognize, assess, and apply the various types of business research.	Cannot recognize different types of research methods	Can name some different types of research methods with rudimentary knowledge	Can name the common methods and how to assess which ones to use	Understands the various methods available and how to use them, but not how to interpret the results or apply to SM context	Can apply business research methods to sport management
34	Conduct an analysis of published research.	Cannot determine the point or findings	Can determine the objective and basic findings	Can determine the objective, some findings, evidence	Can determine objective, findings, evidence, and limitations, but not how to apply it	Can determine objective, findings, evidence, and limitations and how to apply it to sport management
35	Create and develop a research plan.	Does not know the parts of a research plan	Can name the sections of a research plan	Understands the fundamentals of a research plan and can develop a literature review and objectives	Understands how to develop each section except one or two	Can develop a fully functional research plan with how to implement it and its shortcomings
36	Recognize and apply the underlying knowledge needed to create a survey.	Most questions are ambiguous or unintelligible or misleading	Can develop some questions	Can develop simple questions for a survey, but not know exactly what to do upon conducting it	Does a fair job of survey development on all aspects	Can develop survey in terms of order, questions, how it will be used, length, etc.
37	Demonstrate ability to use Excel to enter and code data.	Cannot enter information into Excel	Can enter data and do simple math	Can enter data, perform simple math with data, use some shortcuts, and show results	Can do some more complicated Excel actions including sorting, filtering	Can enter, clean, code, and manipulate data in Excel using shortcuts
38	Recognize and demonstrate ability to clean and organize data for use in analysis.	Cannot organize data	Can organize data, but not clean it	Can org. and clean simple data	Can org., clean, and handle missing values	Can set up data for analysis

Program Learning Outcomes		Very Poor Achievement=1	Poor Achievement=2	Average Achievement=3	Good Achievement=4	Very Good Achievement=5
Rubrics						
39	Recognize and demonstrate ability to use categorical data.	Does not know what categorical data are	Knows what categorical data are and why they're used	Can set up basic variables and do simple analyses (average, median, etc.)	Can perform more advanced analyses (correlation, cross-tabs, contingency tables)	Fully understands use of categorical data and how to analyze it
40	Demonstrate how to move data into SPSS.	Cannot move data into SPSS	Can enter data into SPSS, but not from Excel	Can move data into SPSS, but many issues wrt variable names	Can move data in to SPSS with variable names	Can move data into SPSS and keep the variable names and descriptions working and data is in correct format
41	Recognize and apply central tendency (mean, mode, median, frequency tables, etc.), spread (standard deviation, range, quartiles, etc.).	Does not know what these mean	Knows what they mean, but can't calculate them	Can calculate some of them	Can calculate most of them	Can calculate all of them
42	Analyze data using cross-tabs, contingency tables, and graphical analyses (scatter plot, bar chart, etc.).	Cannot do these.	Can do a simple cross-tab	Can do a simple cross-tab, contingency table, and graph	Can do some more complicated ones and sometimes know when to use them	Can do many complex ones and know when to use them
43	Recognize and apply correlation (table and correlation coefficient).	Cannot do this	Can do a simple correlation	Can do a simple correlation and know what the coefficient means	Can do a simple correlation and know what the coefficient and p-value mean	Can do a correlation of both continuous and categorical data and understand findings
44	Recognize and apply the comparison of more than one variable to other variables (T-tests).	Cannot do this	Understands why doing it and theory.	Can perform it in SPSS	Can do it in SPSS for each of the types of T-tests	Can do it in SPSS for each of the types of T-tests and interpret the results
45	Recognize, apply and analyze regression (regression equation, R-squared, F-test, t-tests for coefficients, coefficient interpretation, forecasting, etc.)	Cannot do this	Can run a regression in SPSS, but not know what it means	Can run it in SPSS and know what the R ² means	Can set it up properly and run it multiple times and kick out unimportant variables and re-run it (know what coef, t-stat, and R ² mean)	Can set it up properly and run it multiple times and kick out unimportant variables and re-run it (know what coef, t-stat, and R ² mean), and do one diagnostic test
46	Recognize that it is possible to combine independent variables if there are too many variables compared to observations or if there is significant multicollinearity using cluster analysis, principal components, or factor analysis.	Does not know what this means	Can explain multicollinearity or what too many variables means	Understands the problem it is trying to solve	Can explain multicollinearity, what too many variables means, and one of factor analysis, PC, or cluster analysis	Understands the result of lowering the number of variables
B. Integrate the functional disciplines of sport management to make complex decisions, conduct the research necessary for long-term strategic decisions, and apply sport management skills.						
1	Identify, classify, demonstrate knowledge of, and learn to navigate the breadth and depth of the sport marketplace.	Has narrow view of sports marketplace	Has broader view of sport marketplace	Has very broad view and can navigate the sport marketplace reasonably well	Has very broad view and can navigate the sport marketplace well	Understands the breadth and depth of the marketplace and the growth areas and can navigate it very well
2	Apply integrated marketing communication strategy to actual sport business contexts.	Does not understand what that means	Understands the need for a strategy	Understands the basic elements of the strategy	Can create some sections of the strategy	Can take existing situation and create strategy
3	Develop sport marketing and sponsorship plans.	Cannot identify the purposes of a marketing plan	Understands the purposes and can name the general concepts included	Can list the sections of a marketing plan	Understands why each section exists and basic info in it	Can create an effective marketing plan outline
4	Identify and apply the elements of a business plan.	Cannot identify the purposes of a business plan	Understands the purposes and can name the general concepts included	Can list the sections of a business plan	Understands why each section exists and basic info in it	Can create an effective business plan outline
5	Describe the factors that are used to measure economic impact and apply them to measure the economic impact of a sporting event.	Does not know what economic impact is about	Can explain EI, but not how to apply it	Can explain the goals and general procedure of EI	Can apply the procedures of EI reasonably well	Can measure economic impact using survey data
6	To classify and discuss the basic budget formats and concepts and be able to apply those concepts into the development of an operating budget.	Does not know how to understand a basic budget	Can understand a basic budget	Can understand more than one type of budget and related concepts	Can develop most of a budget of one of the types	Can choose the correct budget type and create a budget in practice
7	To classify and demonstrate sources of financing and to integrate a business plan and budget.	Does not know various sources of financing	Understands different sources of financing	Can integrate a source of financing into a budget	Can integrate a source of financing into a business plan	Can integrate various sources of financing into a budget and business plan
8	Integrate strategic management concepts into the global market environment.	Does not understand how the global market environment differs from domestic environment	Does understand differences	Understands some strategic management concepts and can integrate them into global market environment	Understands many strategic management concepts and can integrate them into global market environment	Understands most strategic management concepts and can integrate them into global market environment
9	Craft business strategy using what-if analysis to evaluate action alternatives, and making sound strategic decisions.	Cannot perform what-if analysis	Can perform what-if analysis, but loses the big picture of building strategy	Can perform what-if, but also can begin to develop a strategy	Can perform what-if analysis, test some alternatives, but only partially create a strategy	Can perform what-if analysis, test different alternatives, and develop a strategy
10	Formulate a sales strategy and related techniques for a sports product.	Cannot create a single tactic	Can create many tactics, but not strategy or one strategy, but not tactics	Can develop simple strategy and some tactics	Understands theoretically how to do this by knowing strategies, etc., but cannot fully do this for an actual product	Can create a strategy, tactics, and implementation procedures for actual product
11	Diagram a ticket sales department structure.	Cannot develop any pieces of this	Understands some elements of the structure	Understands the elements of the structure	Can diagram simple structure	Can diagram an effective structure and show strengths and weaknesses
12	Explain and perform a negotiation.	Cannot determine list of negotiating elements	Can list many elements, but not actual skill in carrying out negotiation	Can explain some elements of negotiation with limited practical skill	Can explain most negotiation issues	Understands how to set up and perform a negotiation for a real product
13	Employ skills and conduct a legal research.	Cannot find relevant cases or laws	Can find some cases and laws	Can find relevant information and begin organization into a research result	Can find relevant information and develop some research findings	Can find relevant information and effectively organize into a research result
14	Recognize and create a research design, from background and objectives, through methodology.	Understands objective of research	Understands the components of the research design	Can begin to formulate a design	Can formulate a design understanding necessary data needs and simple analysis	Can formulate a design with data needs, analytical tools needed, hypothesis, and limitations, etc.
15	Recognize, differentiate, and assess the organizational and operational aspects of a sport organization.	Cannot do this for any organizations	Can understand organizational aspects and some operational aspects	Can understand organizational aspects and operational aspects in general	Can assess how to organize a sport organization	Can assess how to organize and test operational efficiency of a sport organization
16	Recognize and apply knowledge, theory, and understanding from academic courses and other life experiences to the professional environment.	Cannot link the classroom to the industry	Can link some obvious learnings to industry	Can link some learnings to internships and jobs	Can find ways to link some learnings to become useful in jobs and internships	Can find ways to link many learnings to become useful in jobs and internships
17	Identify, plan, implement, and evaluate independent projects that benefit the organization.	Cannot think of how to help organization	Can think of helping organization within structure of existing internships or jobs	Can think of some limited incremental projects to help an organization	Can think of new projects that can help the organization thrive	Can think of new projects that can help the organization thrive and how to implement them and evaluate them
18	Formulate written goals and measurable objectives to be accomplished during the Internship.	Cannot formulate tangible goals	Can formulate some tangible goals, but not how to get there	Can formulate goals and some sense of how to get there	Can formulate goals and how to get there	Can formulate goals, how to get there, who to talk to, determine feasibility of goals and timelines
C. Successfully use leadership skills and other functional skills in the sport marketplace.						
1	Identify the major sources of sport marketing information.	Does not know where to look	Understand some types of information needed and some sources	Can understand the types of information needed and can find some of it	Can find many of the sources needed, both internally and externally	Can explain and find marketing information within a company and from external sources
2	List, classify, and assess an overview of careers in sports marketing through direct interaction with professionals in the field.	Cannot explain different careers	Can explain a few careers	Can explain the common careers	Can explain most of the careers and what they entail	Can explain the breadth and depth of sport marketing careers
3	Classify, organize and assess strengths which may be developed and weaknesses which can be improved.	Cannot determine one's own strengths or weaknesses	Can determine some strengths and weaknesses, but not how to improve them	Can generally determine how to improve weaknesses	Can assess how to build on most strengths and weaknesses	Can determine strengths and weaknesses and how to improve weaknesses
D. Apply effective written, oral, and presentation skills.						
1	Develop and apply communication and presentation skills.	Cannot present or communicate at a very fundamental, casual level	Can either present or communicate (written or other) at a basic novice level	Does a fairly good job of communicating across all comm. methods	Can communicate at a high level in some areas, but not all areas (or methods of communication)	Can present and communicate at a very high level commensurate with mid- to upper-level management expectations
2	Develop a management plan for running a professional baseball team that includes the concepts of corporate objectives, strategies, and tactics.	Does not understand objectives, strategies, and tactics and how to integrate those into a plan.	Can provide simple written explanation of how portions of how to run a team	Can lay out basic obj., strategies, and tactics and show how team can achieve them	Can provide most of the aspects of writing a plan for running a team	Can understand all of the aspects of running a team and write a report that provides full coverage.
3	Develop written plans including business plans, marketing plans, sponsorship plans, strategic plans, sport culture assessments, and team management plans	Cannot put together a coherent plan at all	Can cover some areas of a plan.	Can provide the basic structure of a plan covering each aspect, but is not very convincing	Can provide a plan that covers most of the concepts.	Can develop a fully functional and integrated plan that is well written
4	Recognize and apply the following skills and techniques, which are common in practice within an organization: communication skills, motivation of others, marketing skills, and related strategic organizational skills.	Cannot do these.	Does not do them well, but does each one.	Does at least one of them well and the others at an average level	Does some of them well	Does all of them well

<i>Program Learning Outcomes</i>		Very Poor Achievement=1	Poor Achievement=2	Average Achievement=3	Good Achievement=4	Very Good Achievement=5
<i>Rubrics</i>						
E. Conduct themselves in a professional and responsible manner as sport managers.						
1	Recognize the importance of ethical principles, core values, and responsible management practices to the conduct of a company's business.	Cannot explain any of these concepts	Can name a few ethical principles, or core values, or responsible practices	Understands the basic reasons for these considerations	Can explain examples of each of ethical principles, core values, and responsible management	Can explain whether and how a company's practices are consistent with ethical and responsible management
2	Demonstrate ability to build a network of contacts with professionals in the Sport Marketplace.	Cannot make any contacts	Makes only a few novice-level contacts	Makes a few mid-level contacts	Makes some contacts at all levels	Makes many contacts at all levels

Sport Management Program Assessment Measures/Tools - The Course Assignments on Which We Will Do the Assessment

<i>Program Learning Outcomes</i>		Leadership	Marketing	Accounting	Economics	Strat. Mgmt	Biz Dev	Law	Culture	Quantitative	Internship	Electives	MP
<i>Rubrics</i>													
A. Solve problems innovatively, based on knowledge of the tools, concepts, and theories of each of the functional disciplines of sport management.													
1	Recognize and apply leadership theory to the discipline of sport management.	Essays				Paper or case analysis							
2	Identify and apply the major sport marketing theories.		Exam and marketing plan									Various	Project
3	Recognize, discuss, and assess the principles of sports marketing including branding, integrated marketing, sponsorship, sales, licensing and athlete marketing.		Exam and marketing plan		Problem Set							Various	
4	Evaluate the core concepts of brand building in sport.		Exam and marketing plan									Various	
5	Apply microeconomic tools of demand and supply analysis to problems in sport management.				Problem Set								
6	Apply the tools of ratio analysis to compare the financial health of sport businesses and defend which businesses to invest in.			Class Exercise	Stock Project								
8	Describe the basic methods of financial valuation of a sports team or other sports asset.			Case Study									
9	Discuss the economics of college sports in terms of athlete remuneration and cartel economics.							Case Study, Exam					
10	Identify the various forms of financing and the pros and cons of using each form.			Case Study									
12	Discuss the sources of public finance for stadiums and the pros and cons of using those sources.				A's simulator								
13	To be able to understand, classify, analyze and compare basic accounting concepts and apply that knowledge to the reading and comprehension of basic financial statements.			Case Study, Quizzes, Budget Exercise	Business Plan								
14	To differentiate the approaches to Business Plan and Budget preparation through discussion.			Budget Exercise	Business Plan							Various	
15	Apply the concepts of strategic management to a sports organization including identifying its present business position, long-term direction, its resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage.				A's simulator	Strategic Plan, Strategy Game							
16	Discuss how to assess business risk.					Strategic Plan							
17	Identify the differences between selling sports and other industries.		Marketing Plan				Homework						
18	Recognize different sales strategies in sports.						Homework					Various	
19	Categorize the different methods for selling the different inventories of sports products.						Report						
20	Determine how to identify potential leads.						Homework						
21	Recognize and classify the "Black-letter" law as applied to sport.							Case Study, Exam					
22	Recognize, classify, and demonstrate understanding of the function, structure & procedure of the American legal system.							Case Study, Exam					
23	Recognize, classify, and apply understanding of Contracts, Torts, Constitutional Law, Criminal Law, Anti-trust, Agents & Negotiation, Facilities Management, Licensing and Copyright, Employment							Case Study, Exam					
24	Assess, analyze, and be able to spot legal issues.							Case Study, Exam					
25	Demonstrate the ability to identify legal issues in a fact pattern							Case Study, Exam					
26	Demonstrate the ability to determine legal issues from case law, reading and discussion.							Case Study, Exam					
27	Recognize and assess legal issues when reviewing contracts.							Case Study, Exam					
28	Recognize and classify the hierarchy of legal precedent.							Case Study, Exam					
29	Recognize and analyze the "new" sports marketplace within the global context of late capitalism.							Case Study					
30	Develop interpretive techniques by which to analyze and critically evaluate current and future industry directions, opportunities and possibilities.	Essays, Res. Paper, Game Plan						Case Study					
31	Differentiate both the importance of individual thinking and collaborative work.		Marketing Plan		Group and Individual Projects	Group Project			Group Project	Group Project		Various	
32	Recognize and apply how to interpret research findings and put them in writing.		Marketing Plan					Case Study	Research Paper				
33	Recognize, assess, and apply the various types of business research.		Marketing Plan					Case Study	Article Review		Various	Project	
34	Conduct an analysis of published research.								Article Review				
35	Create and develop a research plan.								Research Paper			Project	
36	Recognize and apply the underlying knowledge needed to create a survey.				Problem Set				Research Paper				
37	Demonstrate ability to use Excel to enter and code data.				Problem Set				Research Paper				
38	Recognize and demonstrate ability to clean and organize data for use in analysis.				Problem Set				Research Paper				
39	Recognize and demonstrate ability to use categorical data.				Problem Set				Research Paper				
40	Demonstrate how to move data into SPSS.								Research Paper				

Program Learning Outcomes		Leadership	Marketing	Accounting	Economics	Strat. Mgmt	Biz Dev	Law	Culture	Quantitative	Internship	Electives	MP
<i>Rubrics</i>													
41	Recognize and apply central tendency (mean, mode, median, frequency tables, etc.), spread (standard deviation, range, quartiles, etc.).									Research Paper			
42	Analyze data using cross-tabs, contingency tables, and graphical analyses (scatter plot, bar chart, etc.).									Research Paper			
43	Recognize and apply correlation (table and correlation coefficient).									Research Paper			
44	Recognize and apply the comparison of more than one variable to other variables (T-tests).									Research Paper			
45	Recognize, apply and analyze regression (regression equation, R-squared, F-test, t-tests for coefficients, coefficient interpretation, forecasting, etc.)									Research Paper			
46	Recognize that it is possible to combine independent variables if there are too many variables compared to observations or if there is significant multicollinearity using cluster analysis, principal components, or factor analysis.									Research Paper			
B. Integrate the functional disciplines of sport management to make complex decisions, conduct the research necessary for long-term strategic decisions, and apply sport management skills.													
1	Identify, classify, demonstrate knowledge of, and learn to navigate the breadth and depth of the sport marketplace.	Essays, Res. Paper, Game Plan, Presentation											
2	Apply integrated marketing communication strategy to actual sport business contexts.		Marketing Plan										
3	Develop sport marketing and sponsorship plans.		Marketing Plan										
4	Identify and apply the elements of a business plan.				Business Plan							Various	
5	Describe the factors that are used to measure economic impact and apply them to measure the economic impact of a sporting event.				Problem Set								
6	To classify and discuss the basic budget formats and concepts and be able to apply those concepts into the development of an operating budget.			Budget Exercise, Case Study									
7	To classify and demonstrate sources of financing and to integrate a business plan and budget.			Case Study	Business Plan								
8	Integrate strategic management concepts into the global market environment.					Strategic Plan							
9	Craft business strategy using what-if analysis to evaluate action alternatives, and making sound strategic decisions.					Simulator							
10	Formulate a sales strategy and related techniques for a sports product.						Proposal						
11	Diagram a ticket sales department structure.						Proposal						
12	Explain and perform a negotiation.						Exercise	Project					
13	Employ skills and conduct a legal research.							Project					
14	Recognize and create a research design, from background and objectives, through methodology.									Research Paper			Project
15	Recognize, differentiate, and assess the organizational and operational aspects of a sport organization.	Essays, Research Report				Strategic Plan					Internship		
16	Recognize and apply knowledge, theory, and understanding from academic courses and other life experiences to the professional environment.										Internship Evaluation		
17	Identify, plan, implement, and evaluate independent projects that benefit the organization.										Internship	Various	
18	Formulate written goals and measurable objectives to be accomplished during the Internship.										Internship		
C. Successfully use leadership skills and other functional skills in the sport marketplace.													
1	Identify the major sources of sport marketing information.		Marketing Plan										
2	List, classify, and assess an overview of careers in sports marketing through direct interaction with professionals in the field.		Exam								Internship		
3	Classify, organize and assess strengths which may be developed and weaknesses which can be improved.										Internship Evaluation, Job Placement	Various	
D. Apply effective written, oral, and presentation skills.													
1	Develop and apply communication and presentation skills.	Written Assignments, Presentations	Marketing Plan			Strategic Plan	Proposal		Case Study	Research Paper		Various	Project
2	Develop a management plan for running a professional baseball team that includes the concepts of corporate objectives, strategies, and tactics.				A's simulator								
3	Develop written plans including business plans, marketing plans, sponsorship plans, strategic plans, sport culture case studies, and team management plans		Marketing Plan	Case Study	Business Plan	Strategic Plan	Proposal		Case Study	Research Paper		Various	
4	Recognize and apply the following skills and techniques, which are common in practice within an organization: communication skills, motivation of others, marketing skills, and related strategic organizational skills.	Essays, Res. Paper, Game Plan, Presentation	Marketing Plan			Strategic Plan					Internship		
E. Conduct themselves in a professional and responsible manner as sport managers.													
1	Recognize the importance of ethical principles, core values, and responsible management practices to the conduct of a company's business.	Essays, Res. Paper, Game Plan, Presentation	Discussion	Discussion	Discussion	Discussion	Discussion	Case Study	Case Study	Discussion			
2	Demonstrate ability to build a network of contacts with professionals in the Sport Marketplace.										Internship		