

Course Learning Outcomes for Unit I

Upon completion of this unit, students should be able to:

1. Recognize the basic principles related to sport facility planning and management.

Reading Assignment

Chapter 1: History and Future of Sport and Public Assembly Facilities

Chapter 2: Facility Management

Human Kinetics. (n.d.). *Chapter 2* [Video file]. Retrieved from
<http://videos.humankinetics.com/services/player/bcpid4169931205001?bckey=AQ~~,AAAA0gHQG-E~,UzAFL1pLzn5Jod4t37rdq6LqsxFwTqc5>

- Click [here](#) to access the transcript for Video 2.1.
Click [here](#) to access the transcript for Video 2.2.
Click [here](#) to access the transcript for Video 2.3.
Click [here](#) to access the transcript for Video 2.4.
Click [here](#) to access the transcript for Video 2.5.
Click [here](#) to access the transcript for Video 2.6.

Chapter 3: Management Theory and Human Resources

Human Kinetics. (n.d.). *Chapter 3* [Video file]. Retrieved from
<http://videos.humankinetics.com/services/player/bcpid4169931206001?bckey=AQ~~,AAAA0gHQG-E~,UzAFL1pLzn4BAiEoUJuVvFqwJ7NK6fIA>

- Click [here](#) to access the transcript for Video 3.1.
Click [here](#) to access the transcript for Video 3.2.
Click [here](#) to access the transcript for Video 3.3.
Click [here](#) to access the transcript for Video 3.4.

Unit Lesson

What is sport facility management? Everyone has a different view of what this actually means. Could it mean that you have done an outstanding job of hosting a solid event, or could it mean that you have done your part to host a safe event? What about keeping your facility's operations under budget? Does it comprise building a new facility or maintaining an old facility in the best way possible?

You could say the definition for sport facility management encompasses all of these elements. Many aspects of management focus on the facility and on making sure that the facility is safe, well-designed, well-constructed, and well-maintained. Other issues that a facility faces are legal, financial, marketing, and human resource concerns. Regardless, the key to success in the management of a sport facility is having no problems or issues associated with the facility, and most of the time, this comes from having a solid team working together to ensure that all the elements fit together. Moreover, the financial growth that has been seen in the last 20 years in sport has led to bigger and better facilities. It is a billion dollar industry, and is only getting bigger.

Hiram College is an NCAA Division III college in Ohio. At one time, this college's sport facilities were the best in the nation. However, the facilities got older, and other schools passed them by with newer venues. In the

early 2000s, the college decided to renovate their facilities and built some new additions for \$13 million. At the same time, a rival college (Kenyon College) built a new \$75 million facility, the Kenyon Athletic Center (KAC). Hiram College could not truly compete with that (then again, not many NCAA Division I schools could!). Simply put, this has become a time where better facilities can lead to more students and more revenue.

While we all might not manage a facility like the KAC during our career, we will more than likely work in or manage some sort of facility, hence the importance of this course in relation to your career. It takes a commitment to providing the best experience possible for the attendees at a facility. A negative experience with the restrooms, concessions, parking, Wi-Fi, or other facility elements can forever harm a customer relationship. Facility managers can work with customers, both internal and external, to get feedback and develop ways to successfully run a facility.

If the employees of a facility are not happy with their jobs and do not feel pride in working for the facility or in making sure it runs correctly, even an optimal facility will not be a good facility. In contrast, a facility in poor condition can still attract people if management makes a strong enough effort (Fried, 2015).

The course starts in Chapter 1 of the textbook by looking at how to effectively run a facility. Learning from the past (both good and bad) can be a big factor in effectively running a modern facility. Sports management mentors often teach staff members to appreciate facilities.

One of the most awe-inspiring venues is the Colosseum in Rome, Italy. Knowing how facilities have evolved before and after the time of the Colosseum can give visitors an appreciation and better respect for the role of a facility manager. There is an interesting activity that involves the Colosseum in the Learning Activities (Non-Graded) segment—take a few minutes to check it out. It is certainly an educational experience.

Sport facilities have undergone significant changes over time, especially over the past two centuries (Fried, 2015). It is important to know this history and also know where the future of sport and public assembly facilities is heading. As the textbook suggests, the Greeks and Romans intertwined politics and religion to build large public assembly facilities (PAFs) to placate the masses. Like the Colosseum, many historic venues have evolved over the years into architectural and mechanical marvels. Today's PAFs serve as economic catalysts for growth to promote economic, geopolitical, and local political agendas (Fried, 2015).

Regardless of the size of the facility, the name of the game these days is marketability and economic viability. Like the examples of Hiram College and Kenyon College, many schools and organizations see how newer facilities can make a difference in their business. This growth will undoubtedly continue, and the trends seen in the growth of facilities in the United States will be repeated more prominently around the world (Fried, 2015).

Chapter 1 also examines numerous areas that are relevant for today's sport management student. In particular, pay attention to the interesting sections that discuss the history of sports facilities and the management of ancient facilities. If we do not know this history and the evolution of facilities, how can we comprehend the potential trends that will affect future facilities? Also, how can we shape those trends with our own practices and ideas once we become sport managers?

The unit also examines the hands-on skills needed to effectively manage a facility, specifically in Chapter 2 of the textbook. As we saw earlier in Chapter 1, sport facility management is varied, and most days are different. The ever-changing and significant responsibilities of facility managers are examined in Chapter 2. Of particular interest is what a manager needs to do to accomplish his or her job, such as the managerial functions of planning, organizing, implementing, and controlling.

With the push for updated facilities comes the need for skilled management of the facilities. The manager of any facility and his or her team has a big responsibility in terms of the overall success. They can have a positive or negative effect on financial success and the quality of the overall facility and services offered, and they can affect costs by using leadership strategies that keep their employees engaged and motivated (Fried, 2015).

The final chapter in the unit, Chapter 3, focuses on the tasks a manager undertakes when working with others: how to hire the right people and how to both promote and terminate employees. The chapter also discusses different theories, technologies, and strategies that are put to the test when a facility manager

becomes a leader. Of particular relevance today is the practice of outsourcing—the practice of hiring experts to help accomplish critical jobs.

One of the areas that is very time consuming is the actual management of your most valuable resource—your people. This is a field that is very hands on, so you will more than likely work with various types of employees during your management career. As Fried (2015) suggests in the textbook, a facility manager many times serves as the mediator in disputes involving other administrators, employees, patrons, external contractors, government officials, the media, and many others who can affect those working in a facility. Include also being the middle person in any disagreements between other outside constituents associated with the venue, and you see how this position is something that can take considerable time. However, it is paramount for the success of the facility.

Management is not suited for every person, as it takes a specific skill set to be successful. Many times, it takes a team of professionals who blend existing staffers with other relevant sport facility information and experts to assist a manager in his or her quest to be more comfortable in supervising and directing others (Fried, 2015). Simply stated, managing people is an art and an acquired skill.

By combining current employees and industry professionals, along with using information from industry associations, a manager can increase his or her skills and comfort level in managing and leading others (Fried, 2015). The result will hopefully be a better facility and work environment for everyone.

Of course, we have all seen our fair share of people who were good managers, but not good leaders. I would encourage you to think about some examples of each of these from your own career and life; being able to share your own story is also a great skill for reaching your employees. Managing and leading are two different concepts, but each is intertwined when you look at successful facilities in sport. Leadership entails making tough decisions; one of the most difficult decisions is whether to use an outsourcing company rather than existing personnel. If current employees are not doing a good job or costs are too high, a facility owner or manager may need to make the tough decision to focus on core competencies and retain an outside company to provide services (Fried, 2015). The difference in managerial skills and leadership skills is explored in the chart below.

| Managerial Skills vs. Leadership Skills | |
|--|---|
| <ul style="list-style-type: none">- Coercive- Time-management skills- Organizational skills- Seeks stability- Focuses on managing tasks- Has subordinates- Maintains control- Appeals to the head- Transactional style | <ul style="list-style-type: none">- Charismatic- Leads by example- Looks for potential (hires good employees)- Seeks change for the better- Focuses on leading people- Has followers- Maintains passion- Appeals to the heart- Transformational style |

(Fried, 2015)

Facility managers are also tasked with inspiring their employees to provide quality service. Meeting this expectation requires managing the actual facility as well as motivating and retaining staff leaders (Fried, 2015).

Another major element that managers oversee comprises all the legal requirements related to hiring, training, promoting, and terminating employees. Issues from unionization to sexual harassment take up a significant amount of a manager's time, and there is never downtime when it comes to legal concerns. Facility managers must manage facilities and the people who are in them. Although facilities cannot be motivated or fired, the

employees can, and that is why facility managers have to spend a significant amount of time managing employees.

Having a good understanding of the legal concerns associated with the facility is paramount to the success of any sport facility manager; these would include the laws related to the Occupational Safety and Health Administration (OSHA), the Americans with Disabilities Act (ADA), and workers' compensation (Fried, 2015). Some of you may have already taken the Sport Legal Liability and Risk Management course and have learned about these laws. Being versatile can help any sport manager climb the ladder in this profession.

Prior to reading Chapters 1, 2, and 3, it is recommended that you watch this introductory video by Dr. Tim Rice, who serves as a faculty member at Columbia Southern University (and developed this course). He has worked in higher education for over 15 years at colleges across the country and has served as a collegiate head coach in basketball, cross-country, soccer, and golf during his career. He earned his Bachelor of Science degree in Physical Education from the University of Mobile (1993), a Master of Sport Science degree in Sport Management from the United States Sports Academy (1999), and a Doctor of Sports Management degree in Sport Management/Human Resource Management from the United States Sports Academy (2005).

Click [here](#) to watch the Unit I video, or you may navigate to:

Rice, T. (2015, Oct. 15) *Unit I Sport Facilities Overview* [Video file]. Retrieved from https://www.youtube.com/watch?v=8oMGJWW3_9U

To turn on closed captioning in the video, click the captions icon at the bottom of the video.

Click [here](#) to access a transcript of the Unit I video.

Reference

Fried, G. (2015). *Managing sports facilities* (3rd ed.). Champaign, IL: Human Kinetics.

Suggested Reading

To learn more about the information presented in Chapter 1, view this PowerPoint presentation.

Click [here](#) to access a PowerPoint presentation of the Chapter 1 material.

Click [here](#) to access a PDF version of this presentation.

This supplemental PowerPoint will provide you with additional information about the material found in Chapter 3.

Click [here](#) to access a PowerPoint presentation of the Chapter 3 material.

Click [here](#) to access a PDF version of this presentation.

Learning Activities (Nongraded)

Take a virtual field trip of the ancient sport facility, the Roman Colosseum, in Rome, Italy. Visit <http://www.italyguides.it/us/roma/colosseum.htm> and click the small British flag in the top right portion of the screen in order to enter the English version of the site. Next, click on the different images to tour the different views of the coliseum offered. Be sure to read the information provided regarding the original use of the facility.

Nongraded Learning Activities are provided to aid students in their course of study. You do not have to submit them. If you have questions, contact your instructor for further guidance and information.