COURSE DESCRIPTION

The course is designed to study the business dynamics of the four major sports leagues in North America (Major League Baseball, National Basketball Association, National Football League, National Hockey League). It will compare and contrast the different leagues and select franchises (e.g., large market vs. small market, National Football League vs. Major League Baseball, etc.). There will also be a discussion on leadership in the business of sports.

A subsection of the course will explore valuation methodologies, labor relations and sports as media content. The course will be highly interactive, and I intend to have a number of guest speakers during the semester, representing franchises and leagues in each of the four major sports.

6-WEEK COURSE OUTLINE

Preparation for Session 1 Textbook Chapter 2: Leagues: Structure and Background
and Chapter 7: Stadiums and Arenas

Session 1 October 23rd (1) An overview of the four major leagues describing the differences in cash flow dynamics, labor relations and value as media content.
(2) Stadium Finance: Techniques used to finance the building of new venues.
(3) Two Case Studies:
   (1) San Diego Padres: PETCO Park as a Catalyst for Urban Redevelopment.
   (2) Dallas Cowboys: Financing a New Stadium

Preparation for Session 2 Textbook Chapter 9: Labor Matters: Unions

Session 2 October 30th Major League Baseball.
(1) Guest Speaker: Presentation by an owner or team executive of a MLB franchise discussing the challenges and opportunities in MLB.
(2) History and background of MLB.
(3) Concentration on the economic issues and challenges facing baseball, specifically the disparity in revenues between large market and small market teams and labor issues.
(4) Classroom Discussion on the Texas Rangers bankruptcy: “Limits To MLB’s Power or The Object That Would Not Be Moved”.

<table>
<thead>
<tr>
<th>Preparation for Session 3</th>
<th>Textbook Chapter 5: <em>Revenue Sharing and Competitive Balance</em>, pages 159-171, “Revenue Sharing in the NFL”</th>
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<tbody>
<tr>
<td>Session 3 November 6th</td>
<td>National Football League and Leadership&lt;br&gt; (1) A Guest Speaker will discuss the NFL and its future.&lt;br&gt; (2) NFL overview discussing the collective bargaining agreement, league economics, franchise values.&lt;br&gt; (3) Case Study: <em>The Globalization of the NFL.</em></td>
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<td>Preparation for Session 4</td>
<td>Textbook Chapter 11: <em>Sports Franchise Valuation</em></td>
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<td>Session 4 November 13th</td>
<td>Professional Sports Franchise Valuation Methodology&lt;br&gt; (1) A Guest Speaker will give a presentation on the valuation of sports franchises.&lt;br&gt; (2) Case Study: <em>San Francisco Giants Leadership Discussion</em>&lt;br&gt; (1) What makes a successful franchise, manager, general manager, coach, etc.?&lt;br&gt; (2) Case Study: <em>Bill Belichick and the Cleveland Browns</em></td>
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<td>Session 5 November 20th</td>
<td>National Basketball Association&lt;br&gt; (1) A Guest Speaker will discuss the collective bargaining agreement, labor negotiating, etc.&lt;br&gt; (2) Overview of the NBA, including labor relations, valuation and financing techniques.</td>
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<td>Session 6 December 4th</td>
<td>National Hockey League&lt;br&gt; (1) Guest Speaker. Presentation by an owner or team executive of a NHL franchise discussing the challenges and opportunities in the NHL.&lt;br&gt; (2) Overview of the NHL, including labor relations and opportunities and challenges facing the NHL, as well as valuation and franchise financing techniques.&lt;br&gt; (3) Two Case Studies:&lt;br&gt; (1) <em>Negotiating on Thin Ice: The 2004-2005 NHL Dispute</em>&lt;br&gt; (2) <em>The Chicago Blackhawks: Greatest Sports Business Turnaround Ever?</em></td>
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TEXTBOOK

CLASS PROJECT - M&A EXERCISE
The class will be broken up into sell-side teams and buy-side teams and will negotiate the sale of a professional sports franchise.

The groups will submit the results of their negotiations in a PowerPoint presentation, with top honors going to the sellers who achieve the highest price and the buyers who present the best reasoning and logic for their bids.

METHOD OF EVALUATION
Class Participation 30%
Class Project 70%

OFFICE HOURS
Office Hours will be arranged as needed at my Midtown offices.