

BUS MHR 4627: Leveraging athletics for business and personal success

Spring—2018

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   **(work through**  
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**Office hours:**                    **By appointment**

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**GENERAL COURSE INFORMATION**

**Course Description**

BUSMHR 4627 is an elective course intended to create a classroom experience and provide readings and assignments that allow each student to understand the complexities that confront professional athletes. Most people are intrigued by the glamour surrounding professional sports, there are incalculable examples of former stars who became directionless and penniless after their playing careers ended. In the context of the complexity of professional sports, we explore how this can occur to both understand and offer activities and behaviors that lead to life success.

The objectives of this course are to:

1. To understand and appreciate the life of a professional athlete;
2. To comprehend the skills—outside of athletics—that facilitate success during and after a professional athletic career;
3. To understand the web of factors that surround and are part of all professional sports, including media, the leagues, endorsements, negotiations, financial incentives, as well as outside of sports per se;
4. To develop life skills and strategies needed to attain career goals;
5. To recognize the intangible value of ethics and integrity

**Course Information on CARMEN**

**URL:** <http://www.carmen.osu.edu>

BUS-MHR 4627 uses Carmen to post documents, make announcements, and post grades. For information on accessing Carmen, see “Class Information: Using Carmen” below. A class discussion board will be available.

**Username and password:** You will use the same username and password to log in to Carmen as you use to check your OSU e-mail, register online for classes, and enable Internet access in OIT student computer labs. The username utilized is known as your **OSU Internet username**, which takes the form of “lastname.#” (for example, “brutus.2002”).

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**GENERAL EXPECTATIONS**

1. You are expected to attend *all* classes

2. Your performance will be judged in each class. Attendance and participation at each class will contribute to your final grade.
3. All work must be completed on time. **All assignments are required to be completed.**
  4. A final exam will cover the material that is discussed in lecture and material in the assigned readings. You will have to be in lecture for the material covered in lecture. The take-home exam is an INDIVIDUAL assignment and so there can be no collaboration with others. **There will be no curve for the final.**
5. This is a management course where each of us has responsibility to a high standard of personal, professional and academic conduct. We will hold every student accountable to an equally high standard of personal, professional, and academic conduct.

## REQUIRED MATERIALS

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These will be rolled out over the course of the term.

## DISABILITY SERVICES

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([http://ods.osu.edu/faculty\\_syllabus.asp](http://ods.osu.edu/faculty_syllabus.asp))

Any student who feels s/he may need an accommodation based on the impact of a disability should contact me privately to discuss your specific needs. Please contact the Office for Disability Services at 614-292-3307 in room 150 Pomerene Hall to coordinate reasonable accommodations for students with documented disabilities.

## ACADEMIC MISCONDUCT

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(<http://oaa.osu.edu/coam/faq.html#academicmisconductstatement>)

**This policy will be strictly followed both in and out of class.**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so students should review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If a professor suspects that a student has committed academic misconduct in this course, he or she is obligated by University Rules to report suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

**GRADING**

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Participation	20%
Group Project:	35%
Exam:	45%

**GROUP PROJECT**

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To be described

## COURSE SCHEDULE

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### A. SETTING THE STAGE:

#### 1. JAN 8, 2017. Overview and Introduction

Understanding the big picture: The Business of Professional Sports  
 In class: ESPN's 30 x 30: **Broke**

Wickersham, S. (2017). Cursed by the body that was his blessing, Greg Oden is headed back to Ohio State. ESPN The Magazine. July 10, 2017.  
[http://www.espn.com/nba/story/\\_/id/19868061](http://www.espn.com/nba/story/_/id/19868061)

Pennington, B. (2016). The Long, Lonely Fall of a Heisman Trophy Winner. New York Times. [http://www.nytimes.com/2016/12/21/sports/rashaan-salaam-death-heisman-trophy-cte.html?\\_r=0](http://www.nytimes.com/2016/12/21/sports/rashaan-salaam-death-heisman-trophy-cte.html?_r=0)

Faust, L. (2016). Believe it or not, professional athletes are actually underpaid. SI The Cauldron. October 20, 2016. <https://www.si.com/thecauldron/2016/10/20/professional-athletes-underpaid>

Steinberg, L. (2017). Pro Athletes have every Resource for Success in 2<sup>nd</sup> Career (Multi-part Series). <https://www.forbes.com/sites/leighsteinberg/2017/02/22/pro-athletes-have-every-resource-for-success-in-2nd-career-multi-part-series/#6009daf466f3>

Tierney, M. (2017). Todd Marinovich, Football's Cautionary Tale, Is Playing Again at 48. NYTimes, September, 13, 2017  
[http://p.nytimes.com/email/re?location=pMJKdIFVI6og8d+ofNlzGypK5rGwvCeL&user\\_id=0ae5816e04543748dc57fff2bb014224&email\\_type=eta&task\\_id=1507144605759048&egi\\_id=0](http://p.nytimes.com/email/re?location=pMJKdIFVI6og8d+ofNlzGypK5rGwvCeL&user_id=0ae5816e04543748dc57fff2bb014224&email_type=eta&task_id=1507144605759048&egi_id=0)

Background Reading: Study of Retired NFL Players (2009) Institute for Social Research—Univ. of Michigan.  
<http://ns.umich.edu/Releases/2009/Sep09/FinalReport.pdf>

#### 2. JAN. 15—Martin Luther King Day—NO CLASS

Ringel, P. (2017). The Insidious Logic of “Stick to Sports.” The Atlantic. October 2, 2017. <https://www.theatlantic.com/entertainment/archive/2017/10/the-insidious-logic-of-stick-to-sports/541629/>

Reagan, B. & Schwartzel, E. (2017). How a Hollywood Powerhouse Built a High-School Football Factory. Wall Street Journal, October 27, 2017.  
<https://www.wsj.com/articles/how-a-hollywood-powerhouse-built-a-high-school-football-factory-1509122949>

Wickersham, S. & Van Natta, D. (2017). Gaffes, TV Ratings Concerns Dominated as NFL, Players Forged Anthem Peace. ESPN The Magazine, November 13, 2017.  
[http://www.espn.com/espn/otl/story/\\_/id/21170410/gaffes-tv-ratings-concerns-dominated-nfl-players-forged-anthem-peace-league-meetings](http://www.espn.com/espn/otl/story/_/id/21170410/gaffes-tv-ratings-concerns-dominated-nfl-players-forged-anthem-peace-league-meetings)

B. HOW TO OVERCOME OBSTACLES TO BE SUCCESSFUL AS A PROFESSIONAL ATHLETE

3. JAN. 22. Setting the stage: Understanding the life of the professional athlete. Introducing the actors and how they fit together. Guest: Bo Jackson
- a. Theme: Everyone wants to obtain value from the players
    - i. Players
    - ii. Agents
    - iii. Owners
    - iv. General managers
  - b. Average careers across professional sports

Readings: King (1989). Views of sport: Do agents help or hurt?; Dependency leads to abuse. New York Times, March 5, 1989.

<http://www.nytimes.com/1989/03/05/sports/views-of-sport-do-agents-help-or-hurt-dependency-leads-to-abuse.html?pagewanted=print>

Torre, P.S. (2009). How (and Why) Athletes Go Broke. Sports Illustrated Vault. March 23, 2009. <https://www.si.com/vault/2009/03/23/105789480/how-and-why-athletes-go-broke>

Steinberg, L. (2017). Pro Athletes Have Resources for 2<sup>nd</sup> Career (Part 4 Agents). <https://www.forbes.com/sites/leighsteinberg/2017/02/27/pro-athletes-have-resources-for-2nd-career-part-4-agents/#3494a1b316f8>

JAN. 29: The unions perspective

Readings: Dryer, R. T. (2008), Beyond the box score: A look at collective bargaining agreements in professional sports and their effect on competition—Comment, Journal of Dispute Resolution, p. 267-292.

<http://heinonline.org/HOL/Page?handle=hein.journals/jdisres2008&div=14&gsent=1&collection=journals>

Steinberg, L. Pro Athletes Provided Resources For 2<sup>nd</sup> Career Part III Leagues, Players Associations. Forbes, February 24, 2017.

<https://www.forbes.com/sites/leighsteinberg/2017/02/24/pro-athletes-provided-resources-for-2nd-career-part-iii-leagues-player-associations/#5d9af5cc247b>

4. FEB 5: Life skills training I: Guest: Zac Minor

Background Reading: Dohrmann, G. (2016). Hooked for Life: Inside the NFL's relentless, existential, Big-Tobacco style pursuit of your children. The Huffington Post Highline. <http://highline.huffingtonpost.com/articles/en/nfl-football-moms-kids/>

5. FEB 12. The league's perspective. Guest: Fred Whitfield—President, Charlotte Hornets

Ejiochi, I. (2014). How the NFL makes the most money of any pro sport. CNBC.com. September 4, 2014. <https://www.cnbc.com/2014/09/04/how-the-nfl-makes-the-most-money-of-any-pro-sport.html>

Carlson, K., Kim, J. Lusardi, A., and Camerer, C.F., (2015). Bankruptcy rates among NFL players with short-lived income spikes. American Economic Review: Papers and Proceedings. 105(5), 381-384.

Frydman, C. & Camerer, C.F. (2016). The psychology and neuroscience of financial decision making. Cell Press: Trends in Cognitive Sciences. 661-675. <http://www.sciencedirect.com/science/article/pii/S1364661316300997?via%3Dihub>

6. FEB 19: Negotiations in sports. Guest: Jeff Diamond—former President, Tennessee Titans; former GM—Minnesota Vikings

Reading: Dale, A., (2014). The challenges of advising pro athletes, The Wall Street Journal, April 14, 2014. <http://www.wsj.com/articles/SB10001424052702304117904579501340429887148>

7. FEB. 26: Personal finances: How can players build “nest eggs”. Guest: Greg Eastman, Wealth Manager
- a. NFL versus NBA contracts: How are they similar/do these differ? Why is this the case?
  - b. Guarantees—actual income versus fake income
  - c. Escalator clauses
  - d. Incentives/bonuses
  - e. Cash flow
    - i. Short term
    - ii. Long term
    - iii. Dead periods
  - f. Spending habits—fast pace
    - i. How to build nest eggs
    - ii. What happens when spend continues without income: Bankruptcy—
  - g. Case study: Adidas

Carlson, K. Kim, J., Lusardi, A, Camerer, C. (2015). Bankruptcy rates among NFL players with sort-lived income spikes, NBER Working Paper 21085. <http://www.nber.org/papers/w21085>

Collins, J. (2017). Five Reasons Why Pro Athletes Go Broke. LinkedIn. May 22, 2017. <https://www.linkedin.com/pulse/5-reasons-why-pro-athletes-go-broke-jedidiah-collins>

Brooks, R. (2017). Pro Athletes need Financial Advice before the First Snap. The Undefeated. April 24, 2017. [https://theundefeated.com/features/pro-athletes-need-financial-advice-before-the-first-snap/?ex\\_cid=TUemail](https://theundefeated.com/features/pro-athletes-need-financial-advice-before-the-first-snap/?ex_cid=TUemail)

Steinberg, L (2017). Pro Athletes Have Resources for 2<sup>nd</sup> Career (Part V Financial Planners). Forbes, February 28, 2017.  
<https://www.forbes.com/sites/leighsteinberg/2017/02/28/pro-athletes-have-resources-for-2nd-career-part-v-financial-planners/#72f56deb5a2f>

Dale, A. (2014). The Challenges Advising Pro Athletes. Wall Street Journal, April 14, 2014. <https://www.wsj.com/articles/the-challenges-for-financial-advisers-with-pro-athletes-as-clients-1397482553>

Background reading: Balsam, J. (2016). "Free my agent:" Legal implications of professional athletes' self-representation. Wake Forest Journal of Business and Intellectual Property. Summer, 2016,  
<http://brooklynworks.brooklaw.edu/cgi/viewcontent.cgi?article=1809&context=faculty>

8. MAR 5: Traps/distractions outside of sports and life skills training to deal with these. Life Skills—II: Guest: Zac Minor

Traps/distractions outside of sports

- i. Women/Men
- ii. Bling
- iii. Cars
- iv. Family
- v. Entourage
- vi. Child support
- vii. Extra support
- viii. Depreciating assets

Readings:

Keown, T. (2014). Financial requests overwhelm Smith. ESPN.com, November 26, 2014. <http://www.espn.com/espn/print?id=11930155>

Nixon, H. (1992). A social networking analysis of influences on athletes to play with pain and injury. Journal of Sport and Social Issues, 127-135.  
<http://jss.sagepub.com/content/16/2/127.full.pdf+html>

Dubner, S.J. (2015). Should kids pay back their parents for raising them? A New Freakonomics Radio Episode. October 8, 2015.  
<http://freakonomics.com/podcast/should-kids-pay-back-their-parents-for-raising-them-a-new-freakonomics-radio-episode/>

Sherman, R. & Thompson, R.A. (2001) Athletes and disordered eating: Four major issues for the professional psychologist. Professional Psychology: Research and Practice. 32 (1), pp 27-33

Scott-Reid, J. (2015). 'Expat Hockey Wives': Far-flung but linked by shared experiences. The Wall Street Journal, December 17, 2015.  
<http://blogs.wsj.com/expat/2015/12/17/expat-hockey-wives-far-flung-but-linked-by-shared-experiences/>

Karp, H. (2008). Entourage economics. April 11, 2008. The Wall Street Journal.  
<https://www.wsj.com/articles/SB120787358981806577>

Entourage: <https://www.youtube.com/watch?v=7jqlgpAB0Yg>

Merida, K. & Harris, H. 2000. The leaders and their packs: A Pro athlete's entourage of hangers-on offers adulation and headaches, Washington Post, Feb 21, 2000, Page C01. <http://www.washingtonpost.com/wp-srv/WPcap/2000-02/21/029r-022100-idx.html>

Richardson, C. (2003). Jock Talk 101: Teaching pro athletes to mind their P's & Q's. New York Daily News. Monday September 15, 2003. <http://www.nydailynews.com/archives/news/jock-talk-101-teaching-pro-athletes-mind-p-q-article-1.521955>

Background: Kramer, R. (2009). Rethinking trust. Harvard Business Review, June 2009. <http://web.a.ebscohost.com.proxy.lib.ohio-state.edu/ehost/pdfviewer/pdfviewer?vid=1&sid=0c578bca-8b20-423d-b2ad-814a09a4255c%40sessionmgr4006>

Galford, R.M. & Drapeau, A. S. (2003). The enemies of trust. Harvard Business Review. Feb. 2003. <https://hbr.org/2003/02/the-enemies-of-trust>

9. MAR. 12—NO CLASS—Spring Break

#### C. MAKING THE TRANSITION

10. March 19: Life after sports, including CTE, and obstacles to accomplishing ones' goals & becoming a leader.

Drahota, J. A. T. & Eitzen, D. S. (1998). The role exit of professional athletes. *Sociology of Sport Journal*. 15, 263-278. <http://journals.humankinetics.com/doi/abs/10.1123/ssj.15.3.263>

Goldman, T. (2016). For pro athletes, knowing when its time to call it quits. NPR, February 5, 2016. <https://www.npr.org/2016/02/05/465559096/for-pro-athletes-knowing-when-its-time-to-call-it-quits>

Steinberg, L. (2017). Pro Athletes Have Resources for 2<sup>nd</sup> Career (Part 2—Universities). *Forbes*. February 23, 2017. <https://www.forbes.com/sites/leighsteinberg/2017/02/23/pro-athletes-have-every-resource-for-2nd-career-part-ii-universities/#5b770817172b>

Baillie, P. H. F. (1993). Understanding Retirement from Sports: Therapeutic Ideas for Helping Athletes in Transition. *The Counseling Psychology*. July 1993, 399-410. <http://journals.sagepub.com/doi/pdf/10.1177/0011000093213004>

Glock, A. 2017. When the Game is Over. ESPN. October 3, 2017. <http://www.espn.com/espnw/feature/20826369/espnw-former-wnba-great-chamique-holdsclaw-shattered-facades-reclaimed-purpose?addata=espn:frontpage>

Dubner, S. (2017). *Freakonomics* September 14, 2017....How Much Brain Damage Do I Have? <http://freakonomics.com/podcast/much-brain-damage/>

Weigand, S., Cohen, J. & Merenstein, D. (2013). Susceptibility for Depression in Current and Retired Student Athletes. *Sports Health*. May-June 2013. [https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3658399/pdf/10.1177\\_1941738113480464.pdf](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3658399/pdf/10.1177_1941738113480464.pdf)



Mumm, G. (2017). How to Avoid An Amateur Life After Professional Sport. The Huffington Post—AU. April 26, 2017. [http://www.huffingtonpost.com.au/greg-mumm/how-to-avoid-an-amateur-life-after-professional-sport\\_a\\_22052514/](http://www.huffingtonpost.com.au/greg-mumm/how-to-avoid-an-amateur-life-after-professional-sport_a_22052514/)

Wertheim, J. (20-17). The after-party: Inside the life of the professional athlete after retirement. Sports Illustrated. July 3, 2017. <https://www.si.com/nba/2017/07/04/retired-athletes-life-money-health>

11. MAR. 26— The complex life of the professional athlete.

Buckner, C. (2017). The NBA's secret power brokers. The Washington Post, December 21, 2017. [https://www.washingtonpost.com/graphics/2017/sports/nba-power-brokers/?tid=ss\\_mail&utm\\_term=.a77b1617c375](https://www.washingtonpost.com/graphics/2017/sports/nba-power-brokers/?tid=ss_mail&utm_term=.a77b1617c375)

Osborn, Z.H., Blanton, P.D., Schwebel, D.C. (2009). Personality and injury risk among professional hockey players. Injury and Violence Research, July 1(1) 15-

Jessiman-Perreault, G. & Godley, J. 2016. Playing through the Pain: A University-Based Study of Sports Injury. Advances in Physical Education, 6, 178-194. <http://dx.doi.org/10.4236/ape.2016.63020>

Cameron, R. (2012). The Mental and Emotional Stresses of an NFL Athlete. Huffington Post Blog. December 3, 2012. [https://www.huffingtonpost.com/ronnie-cameron/jovan-belcher\\_b\\_2229770.html](https://www.huffingtonpost.com/ronnie-cameron/jovan-belcher_b_2229770.html)

Kroshus, E. Mind, Body, and Sport: Risk Factors in the Sport Environment. (An excerpt from the Sport Science Institute guide...) NCAA. <http://www.ncaa.org/sport-science-institute/mind-body-and-sport-risk-factors-sport-environment>

12. APR. 2. Developing your personal brand.

Peters, T. (1997). The brand called you. Fast Company, August 31, 1997. <http://www.fastcompany.com/28905/brand-called-you>

Sherman, A. (2017). Steve Young is an Athlete Who's Actually Good at Finance. Bloomberg Businessweek. Feb. 9, 2017. <https://www.bloomberg.com/news/features/2017-02-09/steve-young-is-an-athlete-who-s-actually-good-at-finance>

Arnovit, K. (2015). The battle within Larry Sanders. ESPN.com. [http://espn.go.com/nba/story/\\_/id/12354422/larry-sanders-battle-anxiety-depression](http://espn.go.com/nba/story/_/id/12354422/larry-sanders-battle-anxiety-depression)

Krumer, A., Shavit, T, Rosenboim, M. (2011) Why do professional athletes have different time preferences than non-athletes., Judgment and Decision-Making, 6, 542-551. <http://journal.sjdm.org/11/11315/jdm11315.html>

Garcia, S., Tor, A, Schiff, T. (2013). The psychology of competition: A social comparison perspective. Perspectives on Psychological Science, 20, 1-17. [http://scholarship.law.nd.edu/law\\_faculty\\_scholarship/941](http://scholarship.law.nd.edu/law_faculty_scholarship/941)

- Thomas, K. Sports Stars Seek Profit in Catchphrases. New York Times. December 9, 2010. <http://www.nytimes.com/2010/12/10/sports/10trademark.html>
- Boudway, I. (2017). The new off-court play for NBA stars is startup equity. August 24, 2017. Bloomberg Businessweek. <https://www.bloomberg.com/news/features/2017-08-24/the-new-off-court-play-for-nba-stars-is-startup-equity>
- Background: Reading: Stephan, Y., Bilard, J., Ninot, G., & Delignieres, D. (In press) Repercussions of Transition Out of Elite Support on Subjective Well-Being: A One Year Study. Journal of Sport Psychology.
- Webb, W.M., Nasco, S.A., Riley, S. & Neadrick, B. Athletic Identity and Reactions to Retirement from Sports. Journal of Sport Behavior, 21, 3, pp. 338-362.
13. APR. 9: New directions in media: How athletes can communicate directly with their fans.
- Badenhausen, K. (2017). LeBron James' Uninterrupted Launches New Show with Athletes Talking about Their Money. Forbes. March 9, 2017. <https://www.forbes.com/sites/kurtbadenhausen/2017/03/09/lebron-james-uninterrupted-launches-new-show-with-athletes-talking-about-their-money/#188d0ea645c9>
- Green, M. A. (2016). Meet Maverick Carter, the Man Behind LeBron's Billion-Dollar Nike Deal. GQ Style. <http://www.gq.com/story/lebron-james-nike-deal-billion-maverick-carter>
- Stephen Curry, LeBron James and other NBA champs are investing in start-ups. CNBC. July 28, 2017. <https://www.cnbc.com/video/2017/07/28/stephen-curry-lebron-james-and-other-nba-champs-invest-in-start-ups.html>
14. APR 16: Team Presentations
15. APR 23 (9 pm)—TAKE-HOME EXAM DUE