USC Marshall
School of Business

RISK 387 – Risk Management in Entertainment, Sports, & the Arts
Syllabus Spring 2025

Professor: Lanore Larson
Class time: T Th 2:00-3:50
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Office Hours: Thursdays 9:00-10:00 on Zoom or in BRI204B or by appointment

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Course Description

The business of entertainment, sports, and the arts continues to face significant disruption with new market entrants, unforeseen events, and novel products and technologies, like artificial intelligence, compelling traditional market participants to react, innovate, and change. Risk management has never been more critical to these industries. This course aims to equip students with the knowledge and skills to identify, analyze, control, finance, and report on the risks particular to these industries. Through case studies, guest lectures, and research students will explore issues such as assessing the risks of casting celebrities in film and television productions, securing an open-air stadium, and protecting an invaluable art collection from fires, earthquakes, and theft.

Learning Objectives

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

1. Define the concept of "risk" and how it applies to organizations and individuals involved in the entertainments, sports, and art industries.
2. Identify significant risks within the entertainment, sports, and art industries.
3. Demonstrate an understanding of the methods and tools commonly used in the entertainment, sports, and art industries to identify, analyze, control, finance, and communicate risks.
4. Draft a memorandum to a venue's security executive to communicate a significant risk and measures to control that risk relating to an event the venue is hosting.
5. Write a report to a celebrity business manager on the risks a particular celebrity faces and control measures to mitigate those risks; and
6. Develop a report to communicate key risk information relating to an event in the entertainment, sports, and art industries.

To achieve these learning objectives, we will use a combination of background reading, films, videos, podcasts, interactive discussion and lecture, guest speakers, cases and field trips.

Required Materials

Required materials will be posted to Brightspace. Individual assignments and team assignments will be provided during class sessions or posted to Brightspace.

This syllabus, including the course calendar, may be subject to change.

Prerequisites and/or Recommended Preparation

Although not a formal requirement for this course, regular reading of a general business periodical or newspaper's financial section will aid in your business education. Students can access The Wall Street Journal for free through the USC Libraries: https://libraries.usc.edu/databases/wall-street-journal. In addition, The Wall Street Journal now offers a daily email feed, the Morning Risk Report, that can be accessed with a subscription. See https://blogs.wsj.com/riskandcompliance/. Regular reading of entertainment, sports, and arts news will also enhance your understanding of the materials in this course.

In addition, you may want to join a risk management group online. You can find several thoughtful risk management groups through LinkedIn (www.linkedin.com) or the Insurance Thought Leadership group (www.insurancethoughtleadership.com). The Risk & Insurance Management Society (www.rims.org) has an active Los Angeles chapter and provides a variety of resources related to risk management, including particular to entertainment, sports, and the arts. Reviewing posts relating to risk management from any of these sources can give you a view on the issues that risk management professionals in these industries face on a daily basis.

Course Notes

Course communications will take place through announcements in class, announcements posted to Brightspace, and emails sent through Brightspace. The professor's class presentations will be posted to Brightspace. All students must have a fully operational Brightspace account.

Grading Policies

Your relative performance related to contribution and professionalism, discussion board, guest speaker questions and take-aways, individual exercises, the team presentation, and the final exam presentation will determine your grade in this class. The weights listed below determine your overall course grade for this class:

Assignments	Points	Weight
Contribution and Professionalism	60	8%
Discussion Board Posts	50	6.66%
Guest Speaker Questions and Take-Aways	60	8.%

Individual Exercise	150	20%
Individual Exercise	150	20%
Team Presentation	250	33.33%
Final Exam Presentation (Course Take-Aways)	30	4%
Total	750	100%

The grade of "W" is allowed only if a student withdraws after the official add period and before the end of the drop period during the semester. The grade of incomplete (IN) can be assigned only if there is work not completed because of a documented illness or unforeseen emergency occurring after the drop period of the semester that prevents the student from completing the semester. An "emergency" is defined as a serious documented illness or an unforeseen situation that is beyond the student's control that prevents a student from completing the semester. Prior to the end of the drop period, the student still has the option of dropping the class so incompletes will not be considered. Arrangements for completing an IN must be initiated by the student and agreed to by the instructor prior to the final examination. All work required to replace the IN with a final grade must be completed within one calendar year from the date the IN was assigned. If the student does not complete the work within the year, the IN will automatically be converted to a grade of F.

Assignments and Grading Detail

Expectations regarding your performance are as follows:

Contribution and Professionalism

Contribution and professionalism are integral components of this course. Students are required and expected to attend and participate actively in all class sessions. This is a residential class and in-person attendance is expected. Unless students provide an accommodation letter from the Office of Student Accessibility Services requiring remote attendance, there is no option to attend class via Zoom. In each circumstance that the student needs to be absent, the student is expected to notify the professor prior to the start of class. Failure to notify the professor results in a reduction of points. If an emergency or illness arises, the student should take care of himself or herself or the loved one and notify the professor as soon as practicable.

While contribution and professionalism are not graded based on attendance only, punctual attendance is a prerequisite for receiving a positive contribution and professionalism grade. High-quality contributions and professionalism include but are not limited to: thoughtfully responding to the professor's prompts; asking questions; answering other students' questions; sharing personal or professional experiences related to course content; actively participating in in-class team exercises; demonstrating respectful and courteous behavior towards class members during class discussions and team exercises; and arriving to class on time. In addition, minute papers provide opportunities for students to quickly (typically, in one to two minutes) organize their thoughts

and respond to a significant question or evaluate the most important or surprising facts introduced during a class session. Minute papers, if given, will factor into the grade for contribution and professionalism.

This will be an in-person class; it will not be possible to attend this class remotely or asynchronously. Learning is fundamentally a multi-dimensional, experiential process, much of which occurs outside of purely formal and informational channels. For this reason, being physically present in class on a consistent basis is essential for getting the most out of this course. *Due to the nature of the course, attending less than 75% of class sessions will result in a grade of F.*

Discussion Board

Several Discussion Board assignments posted to Brightspace will be used to engage students in social learning. These assignments provide opportunities for students to post thoughtful reflections on assigned topics or questions, as well as to consider and respond to classmates' posts on these topics or questions. Discussion Board assignments evidencing thoughtful reflections, fulfilling all of the stated requirements, and submitted on time will receive the full five points. A Discussion Board assignment fulfilling most, but not all, of the stated requirements and/or posted after the deadline but before the start of the next class session will receive a reduction of two points. A Discussion Board assignment not fulfilling most of the stated requirements and/or posted after the start of the next class session will receive no points.

Guest Speaker Questions and Take-Aways

We will have several guest speakers during the semester. For particular guest speakers, students will be required to submit by 7:00 pm Pacific the day before the guest speaker's appearance in the class session two questions on the materials provided for that class session. Questions reflecting a thorough review of the materials with citations submitted on time will receive the full four points. Questions submitted after the deadline, but before the start of the relevant class session will receive a reduction of two points. Questions submitted after the start of the relevant class session will receive no points. Students will also be required to submit one take-away regarding the guest speaker session after the class session and no later than 7:00 pm Pacific the following day. Take-aways that reflect new facts, issues, and considerations that are key to understanding the guest speaker's presentation and discussion and submitted on time will receive the full one point. A take-away submitted after the deadline, but before the start of the next class session will receive a reduction of half a point. A takeaway submitted after the start of the next class session will receive no points.

Individual Exercises

The individual exercises will be posted to Brightspace and discussed during a relevant class session. Each student must complete these exercises without collaboration with others. Individual exercises are meant to test the student's understanding of the material recently covered during

the course. Superficial answers that only demonstrate a topical understanding of the material will be graded accordingly.

Team Presentation (Risk Report)

The team presentation assignment will be discussed during a class session towards the end of the semester. The assignment is a research-based project that will require each team to evaluate the risks of a particular event, service, product, or transaction in the entertainment, sports, and art industry. This presentation will include identifying key risks, developing a process to evaluate the significance of the risks, and presenting recommendations on how to control and/or finance the identified risks. Each team will orally provide the presentation to the class members and any guests attending the particular class session and submit the presentation to the professor on the day prior to the day of the first team presentations.

Final Exam Presentation (Course Take-Aways)

In lieu of a final exam, each student will develop and deliver on the appointed date and time of the final exam (Thursday, May 8, 2:00 pm – 4:00 pm) a presentation on overall course takeaways. This assignment will be discussed during a class session towards the end of the semester. This assignment provides students with the opportunity to reflect on the readings and other background materials, guest speakers, case studies, and individual and team exercises, which have been most meaningful to them and share their thoughts with their classmates and the professor.

ADDITIONAL INFORMATION

Add/Drop Process

Students may drop via Web Registration to receive a refund at any time prior to **January 31**. Please note that if a student drops after **January 31 the student's** STARS report and student record will show a "W" for the class. Students may add the class as space becomes available via Web Registration through **January 31**.

Dates to Remember:

Last day to add classes or drop without a "W":	January 31
Last day to change enrollment from P/NP to Letter Grade:	February 28
Last day to drop with "W":	April 11

Retention of Graded Coursework

All graded work which affected the course grade will be retained for one year after the end of the course *if* the graded work has not been returned to the student. If a graded paper is returned to the student, it is the student's responsibility to file it.

Technology Policy

Laptop and Internet usage is not permitted during speakers, student presentations and certain other academic or professional sessions unless otherwise stated by the professor. Use of personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. Any e-devices (cell phones, tablets, other texting devices, laptops) must be completely turned off during class time. Upon request, you must comply and close your devices.   Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

Artificial Intelligence Usage Policy

Students can use AI (e.g., ChatGPT and image generation tools) in this class. Learning to use AI is an emerging skill. Students should keep in mind the following:

AI tools may help students brainstorm topics or revise work students have already written.
If students provide minimum-effort prompts, students will obtain low-quality results. Students will need to refine their prompts to obtain good outcomes. Students will still need to meet any grading rubric requirements. This will take work.

Students should proceed with caution when using AI tools and not assume the information provided is accurate or trustworthy. If an AI tool gives students a number or fact, students should assume it is incorrect unless students either know the correct answer or can verify its accuracy with another source. Students will be responsible for any errors or omissions provided by the tool. It works best for topics students understand.

AI is a tool, but one that students need to acknowledge using. Students must include a paragraph at the end of any assignment that uses AI explaining how (and why) students used AI and indicate/specify the prompts students used to obtain the results. Failure to do so is a violation of academic integrity policies.

Students should be thoughtful about when AI is useful. Students should consider AI's appropriateness for each assignment or circumstance. The use of AI tools requires attribution. Students are expected to clearly attribute any material generated by the tool used.

Students should ask the instructor if students are unsure about what constitutes unauthorized assistance on an assignment, or what information requires citation and/or attribution.

- Collaboration. In this class, students are expected to submit work that demonstrates students' individual mastery of the course concepts.
- Group work. Unless specifically designated as a 'group project,' all assignments are expected to be completed individually.

- Computer programs. Plagiarism includes the submission of code written by, or otherwise obtained from someone else.

If found responsible for an academic violation, students may be assigned university outcomes, such as suspension or expulsion from the university, and grade penalties, such as an "F" grade on the assignment and/or in the course.

Use of Recordings

Pursuant to the *USC Student Handbook* (https://policy.usc.edu/studenthandbook/, pages 13 and 27), students may not record a university class without the express permission of the instructor and announcement to the class. In addition, students may not distribute or use notes, recordings, exams, or other intellectual property based on USC classes or lectures without the express permission of the instructor for purposes other than personal or class-related group study by students registered for the class. This restriction on unauthorized use applies to all information that is distributed or displayed for use in relationship to the class. Distributing course material without the instructor's permission will be presumed to be an intentional act to facilitate or enable academic dishonesty and is strictly prohibited. Violation of this policy may subject an individual or entity to university discipline and/or legal proceedings.

Open Expression and Respect for All

An important goal of the educational experience at USC Marshall is to be exposed to and discuss diverse, thought-provoking, and sometimes controversial ideas that challenge one's beliefs. In this course we will support the values articulated in the USC Marshall "[Open Expression Statement](.)."

Statement on Academic Conduct

The University of Southern California is foremost a learning community committed to fostering successful scholars and researchers dedicated to the pursuit of knowledge and the transmission of ideas. Academic misconduct is in contrast to the university's mission to educate students through a broad array of first-rank academic, professional, and extracurricular programs and includes any act of dishonesty in the submission of academic work (either in draft or final form).

This course will follow the expectations for academic integrity as stated in the [USC Student Handbook](.). All students are expected to submit assignments that are original work and prepared specifically for the course/section in this academic term. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s). Students suspected of engaging in academic misconduct will be reported to the Office of Academic Integrity.

Other violations of academic misconduct include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

The impact of academic dishonesty is far-reaching and is considered a serious offense against the university and could result in outcomes such as failure on the assignment, failure in the course, suspension, or even expulsion from the university.

For more information about academic integrity see the USC Student Handbook or the Office of Academic Integrity's website, and university policies on Research and Scholarship Misconduct. Students should ask the instructor if students are unsure what constitutes unauthorized assistance on an exam or assignment, or what information requires citation and/or attribution.

Statement on Academic and Support Systems

Students and Disability Accommodations:
USC welcomes students with disabilities into all of the University's educational programs. The Office of Student Accessibility Services (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Student Financial Aid and Satisfactory Academic Progress:
To be eligible for certain kinds of financial aid, students are required to maintain Satisfactory Academic Progress (SAP) toward their degree objectives. Visit the Financial Aid Office webpage for undergraduate- and graduate-level SAP eligibility requirements and the appeals process.

Support Systems

Counseling and Mental Health - (213) 740-9355 - 24/7 on call
https://sites.usc.edu/counselingandmentalhealth/
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

988 Suicide and Crisis Lifeline - 988 for both calls and text messages – 24/7 on call
https://988lifeline.org/
The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) pro-vides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national

standards and best practices. The new, shorter phone number makes it easier for people to re-member and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL), 24/7 on call
https://sites.usc.edu/clientservices/
Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086
https://eeotix.usc.edu
Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298
https://usc-advocate.symplicity.com/care_report
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title IX for appropriate investigation, supportive measures, and response.

Office of Student Accessibility Services - (213) 740-0776
https://osas.usc.edu
OSAS ensures equal access for students with disabilities through providing academic accommoda-tions and auxiliary aids in accordance with federal laws and university policy.

USC Campus Support and Intervention - (213) 740-0411
https://campussupport.usc.edu
Assists students and families in resolving complex personal, financial, and academic issues ad-versely affecting their success as a student.

Diversity, Equity, and Inclusion - (213) 740-2101
https://diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diver-sity Liaisons for each academic school, chronology, participation, and various resources for stu-dents.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 - 24/7 on call
https://dps.usc.edu or https://emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-1200 - 24/7 on call
https://dps.usc.edu
Non-emergency assistance or information.

Office of the Ombuds - (213) 821-9556 (UPC) / (323) 442-0382 (HSC)
http://ombuds.usc.edu
A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

Occupational Therapy Faculty Practice - (323) 442-3340 or otfp@med.usc.edu
https://chan.usc.edu/patient-care/faculty-practice
Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

Addiction Resources - (310) 822-1234 or info@thehavenatcollege.com
https://orsl.usc.edu/events/recovery/ The Haven at College partners with USC to help students with mental health, substance use, video game, internet, and other addiction concerns continue with their academic and extracurricular activities while receiving Intensive Outpatient (IOP) treatment and recovery support on campus and online.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, the USC Emergency Information web site (http://emergency.usc.edu/) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Brightspace learning management system (http://Brightspace.usc.edu), teleconferencing, and other technologies.