University of Florida/College of Health and Human Performance/Department of Sport Management

Spring 2022 **SPM 4154: Managing Organizations in Sport**

Instructor	Dr. Cynthia Willming
Phone Number	352-294-1662
Email	The best method to contact me is via email at willming@hhp.ufl.edu. *Expect a response within 24 hours M – F until 4 pm and 48 hours after 4 pm F, Sat and Sun.*
Office Hours	Mondays 11:45 am – 12:45 pm, Wednesdays 11:45 am – 12:45 pm, and by appointment
Office Location	Florida Gymnasium, Room 301 (3rd floor)
Credit Hours	3 credits
Course Website	Canvas: http://elearning.ufl.edu

Late or Emailed assignments are NOT accepted. No exceptions.

Course Description

This course provides students with an analysis of sport administration pertaining to various levels of sport organizations. The theoretical underpinnings of the management of sport organizations, concepts of planning, organizational structure, human resource management, and leadership theory will be discussed.

Course Objectives

By the end of this course, you will be able to:

- Describe the role managers play in the proper functioning of sport organizations.
- Explain the four functions of management in sport organizations.
- Apply management skills to practical sport settings.
- Evaluate current issues facing managers in sport organizations.
- Develop real-word strategies for planning, organizing, leading, and controlling sport organizations.

Course Requirements

1. Required Textbook: Lussier, R. and Kimball, D. (2020). Applied Sport Management Skills. Champaign, Illinois: Human Kinetics.
2. Prerequisites: SPM 2000 and MAN 3025 with minimum grades of C.
3. Minimum Technology Requirements: The University of Florida expects students to acquire computer hardware and software appropriate to his or her degree program. Most computers are capable of meeting the following general requirements. A student's computer configuration should include:
- Broadband connection to the Internet and related equipment (Cable/DSL modem)
- Microsoft Office Suite installed (provided by the university)
4. Minimum Technical Skills: To complete your tasks in this course, you will need a basic understanding of how to operate a computer, and how to use word processing software.

5. Materials/Supply Fees: There is no supply fee for this course.

6. Zoom: Zoom is an easy-to-use video conferencing service available to all UF students, faculty, and staff that allows for meetings of up to 100 participants. You can find resources and help using Zoom at https://ufl.zoom.us.

7. Honorlock

Prior to test start, you will need the following:
- Government issued photo ID (or Student photo ID).
- Working camera and microphone.
- Stable internet connection.
- Google Chrome browser (https://chrome.com).

During the test: The online testing environment should mimic the 'in class' testing environment, and has following guidelines:

Testing Area:
- Sit at a clean desk or table (not on a bed or couch)
- Lighting in the room must be bright enough to be considered "daylight" quality. Overhead lighting is preferred; however, if overhead is not possible, the source of light should not be behind the student
- Ensure your desk or table is cleared of all other materials.
- If prompted to do a room scan, be sure to include your work area. Make sure to do a complete 360 degree rotation of your room, then show your work space. Partial scans and/or failure to show your work space may be flagged during the proctoring review.
- Make sure your laptop is fully charged, or keep the charger within arm's reach.

The following items/actions are not permitted:
- No writing visible on desk or on walls.
- No websites other than Canvas and the Honorlock proctoring extension should be used or open while taking a proctored exam.
- Close all other programs and/or windows on the testing computer prior to logging into the proctored test environment.
- Make sure music/televisions are not playing in the background.
- Communication or receiving assistance from others is not permitted during a proctored assessment. Exceptions: contacting Honorlock support or your institution's help desk.
- No other persons except the test-taker should be in the room during testing.
- Using a phone or any other electronic device, other than your test-taking device, is not permitted.
- Remain visible in the web camera during the entire duration of the exam.
- Leaving the room during the testing period is not permitted.
- You must not take the computer into another room to finish testing (exam must be completed in the same room the "Exam Environment View" is completed in).
- Headphones or smart watches are not permitted.
- Dual monitors are not permitted.

Questions? Contact Honorlock support at (844) 243-2500

Course Assignments

It is my goal to grade the assignments within one week of the due date.

Assignments	Points	%
Syllabus Quiz	5	1%
Midcourse Survey	10	2%
End of Course Survey	10	2%

Honorlock Quiz I		100	19.5%
Honorlock Quiz II		100	19.5%
Play Posit Interactions and Assignments (50 x 5 pts) (Total points are subject to change.)		250	50%
Discussion Boards (3 x 10 pts)		30	6%
Total Points		**505**	**100%**

Quizzes I and II
- Two quizzes are administered using Honorlock based on the lectures, discussions, readings, and supplemental materials.
- Quizzes are multiple choice, true/false, fill in the blank, and/or short answer questions.
- You will not need scantrons for this course.
- **Make-up quizzes are NOT permitted** unless absences are in accordance with UF's Make-Up Policy.

Discussion Boards
- Some interactions for this course will emerge through online discussions with other students and the professor. Discussion boards will build on weekly readings.
- Discussion boards will involve students posting one response on specified days and times and two additional responses to two other students' posts on specified days and times.
- Ensure you post your two responses to students who have NOT received responses from other students. This way every student will have a response from another student.
- Each post should be between 100 to 200 words.
- Refer to the grading rubric below.

Exceeded Expectations 10	• Posts comprehensively addresses the discussion with stimulating posts. • Posts in-depth, insightful reflections that demonstrate critical thinking and shares real-world experiences and examples. • Well written posts made within required timeframe. • No grammatical or spelling errors.
Met Expectations 9-8	• Posts are on topic and contain original content. • Posts elicit reflections from and/or build on ideas from others, showing evidence of knowledge and understanding of content with occasional examples. • Posts use complete sentences and rarely have grammatical errors.
Emerged Toward Expectations 7	• Posts are on topic but lack originality and/or fail to elicit reflections from or fail to build on ideas of others. • Examples may be made but may be irrelevant or unclear how they connect with course content. • Posts may contain multiple grammatical and spelling errors.
Below Expectations 6	• Posts do not contain enough reference back to the original topic or may not address the issue at hand successfully. • Little evidence of knowledge or understanding of course content is shown and examples are missing. • Posts contain incomplete sentences and/or may not adhere to Standard English and grammar.
Cannot Judge 0	• Student did not complete the discussion board question.

Grading Scale and Rubric

Grading Scale

Percent	Grade	Grade Points
92.5 – 100.0	A	4.00

89.5 – 92.4	A-	3.67
86.5 – 89.4	B+	3.33
83.5 – 86.4	B	3.00
79.5 – 83.4	B-	2.67
76.5 – 79.4	C+	2.33
73.5 – 76.4	C	2.00
69.5 – 73.4	C-	1.67
66.5 – 69.4	D+	1.33
63.5 – 66.4	D	1.00
59.5 – 63.4	D-	0.67
0 – 59	E	0.00

Grading Rubric
- o **A & A- Outstanding**: The work far surpasses the assignment requirements, it is well organized, analytical rather than descriptive, and includes excellent grammar.
- o **B+, B, & B- Very Good**: The work exceeds the minimal requirements of the assignment, it is organized, descriptive rather than analytical, and includes good grammar.
- o **C+, C, & C- Average**: The work may not meet all criteria of the assignment, organization is below average, the work is far too descriptive, and includes poor grammar.
- o **D+, D, & D- Below Average:** The work barely meets minimum criteria.
- o **E Fail**: The work does not meet the minimum criteria.

Course Policies

The instructional methods for this course consist of asynchronous lectures, readings, and discussions to provide students with a variety of learning methods. You are responsible for observing all posted due dates and are encouraged to be self-directed and take responsibility for your learning. The following outline my expectations for this course:

1. **Professional Behavior:** Professional behavior is expected from all students. This includes respect and consideration for other students and the professor. Use respectful language through written and verbal communications and make relevant points about the course content. Avoid us all caps in emails.
2. **Attendance:** Requirements for attendance are consistent with University policy: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx.
3. **Excused Absences:** Students are considered excused from class for the following reasons: Documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions or observance of religious holidays, as noted by the UF: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx. Please obtain missed information from a classmate.
4. **Unexcused Absences:** Unexcused absences include but are not limited to outside extracurricular activities, work, family, or personal vacations, or choosing not to participate. Requirements for unexcused absences are consistent with University policy: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx. Please obtain missed information from a classmate.
5. **Assignments:** There will be three types of assignments that make up the majority of your grades for this course: PlayPosit interactions, discussion boards, and quizzes. You are also required to complete the Syllabus quiz and surveys. These count as points in your final grade. Assignments must be uploaded using Word and follow **APA guidelines**

(https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html) and use appropriate grammar, spelling, punctuation, and sentence structure**;** otherwise, points are deducted. Please proofread all assignments. Plagiarism is not tolerated in this course. Assignments must be **TYPED and double spaced,** using 12-point font, Times New Roman typeface, and 1-inch margins. Include your first and last name and date in the upper right corner of the first page of the assignment. Center the title immediately after the information in the upper right corner and above the first line of text. Include citations, if necessary. Technology problems are not acceptable excuses for late assignments. Refer to the Course Schedule and/or Canvas for assignment due dates. **Late, emailed, or handwritten assignments are NOT accepted** unless in accordance with UF's Make-Up Policy.

6. **Make-Up Policy:** There are NO make-ups for missed assignments, discussion boards, quizzes, or exams unless the absence is in accordance with UF's excused absence policy. Requirements for make-up exams, assignments, and other work in this course are consistent with university policies that can be found at catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/.

7. **Grades:** Grades are dependent on the student's performance measured by, but not limited to, exams, assignments, in-class activities, and attendance. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale located at the beginning of the syllabus. Grades ending in .5 will be rounded up. The grading scale is strictly enforced and unchangeable. The professor will NOT change grades at the end of the semester because the student is unhappy with their academic performance. Grades are posted in Canvas.

8. **Technology:** Cell phones are NOT permitted in live sections of this course. All electronic devices must be turned off (not on vibrate) and put away so these devices are NOT visible during class. *Students are strictly prohibited from recording (audio or video) course lectures.*

9. **Course Evaluations:** Students can provide feedback on the quality of instruction in this course by completing online evaluations at https://evaluations.ufl.edu/. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu/results/**.**

10. **Changing Name Display in Canvas:** It is important to the learning environment that you feel welcome and safe in this class; and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together. You may also change your "Display Name" in Canvas. Canvas uses the "Display Name" as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as "Ally" instead of "Allison." To update your display name, go to one.ufl.edu, click on the dropdown at the top right, and select "Directory Profile." Click "Edit" on the right of the name panel, uncheck "Use my legal name" under "Display Name," update how you wish your name to be displayed, and click "Submit" at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.

11. **Netiquette and Communication Courtesy:** All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions, and chats.

12. **In response to COVID-19, the following practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to further the health and safety of ourselves, our neighbors, and our loved ones.**

   - **If you are not vaccinated, the University recommends you get vaccinated. Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: https://coronavirus.ufhealth.org/vaccinations/vaccine-availability/. Students who receive**

the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.

- **You are expected to wear approved face coverings at all times during class and within buildings even if you are vaccinated. Please continue to follow healthy habits, including best practices like frequent hand washing. Following these practices is our responsibility as Gators.**
  - **Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.**
  - **Hand sanitizing stations will be located in every classroom.**

- **If you sick, stay home and self-quarantine. Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began. Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161 (or email covid@shcc.ufl.edu) to be evaluated for testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the UF Health Screen, Test & Protect website for more information.**
  - **Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.**
  - **If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.**

- **Continue to regularly visit coronavirus.UFHealth.org and coronavirus.ufl.edu for up-to-date information about COVID-19 and vaccination.**

UF Policies

1. Disability Resource Center (DRC) Accommodations: It is important to me that I accommodate students with disabilities. If you are aware of your disability or might be concerned you have a disability, register with the Disability Resource Center at 352-392-8565, online https://accessibility.ufl.edu/), or in the Dean of Students Office. Once registered, schedule a meeting with me during the first two weeks of class and provide me with a copy of your letter of accommodation to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in the classroom.

2. Academic Conduct: University of Florida students are required to abide by the Honor Code pledge: "*We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.*" You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida. The following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment*." It is assumed all students will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams, etc.). As part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code: https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/. If you have any questions or concerns, please consult with the instructor. **Violations of the Honor Code at the University of Florida will not be tolerated**. Any violation of the Academic Honor Code will result in a zero (0) for the assignment, and the student will be reported to the Dean of Students Office. There are no exceptions to this policy.

3. Student Privacy: There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see: http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html

4. In-Class Recording: Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, **students may not publish recorded lectures** without the written consent of the instructor. A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. **A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.** Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. **A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student.**

Student Support

 1. U Matter, We Care: The U Matter, We Care initiative is committed to creating a culture of care by encouraging members of the UF community to look out for one another and to reach out for help. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. If you or a friend needs help, please call 352-1575 or send an email to umatter@ufl.edu. Please remember that asking for help is a sign of strength. In case of emergency, call 911.

2. Counseling and Wellness Center: Visit counseling.ufl.edu or call 352-392-1575 for information on crisis services as well as non-crisis services.

3. Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need or visit shcc.ufl.edu.

4. Sexual Assault Recovery Services (SARS): Student Health Care Center, 392-1161.

5. University Police Department: Visit police.ufl.edu or call 352-392-1111 (or 9-1-1 for emergencies).

6. UF Health Shands Emergency Room/Trauma Center: For immediate medical care in Gainesville, call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; ufhealth.org/emergency-room-trauma-center.

Academic Support

1. Technical Difficulties: For issues with technical difficulties for Canvas, please contact the UF Help Desk at:

- http://helpdesk.ufl.edu

- (352) 392-HELP (4357)
- Walk-in: HUB 132

Any requests for make-ups due to technical issues should be accompanied by the ticket number received from the Help Desk when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

2. E-learning technical support: 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. https://lss.at.ufl.edu/help.shtml.

3. Career Connections Center: 352-392-1601. Career assistance and counseling services career.ufl.edu/.

4. Library Support: Various ways to receive assistance with respect to using the libraries or finding resources. cms.uflib.ufl.edu/ask

5. Teaching Center: 352-392-2010 General study skills and tutoring: teachingcenter.ufl.edu/

6. Writing Studio: 352-846-1138. Help brainstorming, formatting, and writing papers: writing.ufl.edu/writing-studio/

7. Student Complaints Campus*: https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

8. On-Line Students Complaints*: http://www.distance.ufl.edu/student-complaint-process.

Course Evaluations

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at https://gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via https://ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at https://gatorevals.aa.ufl.edu/public-results/.

Tips for Success

1. Schedule "class times" for yourself. It is important to do the coursework on time each week.
2. Read ALL of the material contained on this site. There is a lot of helpful information that can save you time and help you meet the objectives of the course.
3. Print out the Course Schedule located in the Course Syllabus and check off things as you go.
4. Ask for help or clarification of the material if you need it.
5. Do not wait to ask questions! Waiting to ask a question might cause you to miss a due date.
6. Do your work well before the due dates. Sometimes things happen. If your computer goes down when you are trying to submit an assignment, you will need time to troubleshoot the problem.
7. To be extra safe, back up your work to an external hard drive, thumb drive, or through a cloud service.

Privacy and Accessibility Policies

For information about the privacy policies of the tools used in this course, see the links below:

- PlayPosit
  - [Privacy Policy](#)
  - [Accessibility](#)
- Zoom
  - [Privacy Policy](#)
  - [Accessibility](#)
- YouTube (Google)
  - [Privacy Policy](#)
  - [Accessibility](#)
- Microsoft
  - [Privacy Policy](#)
  - [Accessibility](#)

Tentative Course Schedule

Wks.	Dates	Readings	Assignments & Discussion Boards
		MODULE 1	
#1	1-5 to 1-7	Course Introduction Ch. 1: Managing Sports	**Due: Fri, Jan 7 at 11:59 pm** • Self-assessment 1.1 What are Your Management Traits? • Management Skills • Management Functions • Differences Between Management Levels
		MODULE 2	
#2	1-10 to 1-14	Ch. 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility	**Due: Wed, Jan 12 at 11:59 pm** • Discussion Board #1: Post #1 **Due: Fri, Jan 14 at 11:59 pm** • Internal Environment • External Environment • Self-Assessment 2.1 Sport Ethics • Ethical Approach • Social Responsibility **Due: Fri, Jan 14 at 11:59 pm** • Discussion Board #1: Response Post #1 & Response Post #2 • Course Orientation Quiz
		MODULE 3	
#3	1-17 MLK Day 1-19 to 1-21	Ch. 3: Creative Problem Solving and Decision Making	**Due: Fri, Jan 21 at 11:59 pm** • Making Decisions • Self-Assessment 3.1 What is your Decision-Making Style? • Classify the Problem • Using Groups to Generate Alternatives • Selecting a Quantitative Technique
		MODULE 4	
#4	1-24 to 1-28	Ch. 4: Strategic and Operational Planning	**Due: Fri, Jan 28 at 11:59 pm** • Self-Assessment 4.1 Are You an Effective Planner? • Corporate Growth Strategies • Self-Assessment 4.2 Do you Have Entrepreneurial Traits? • Adaptive Strategies • Product Life Cycle • Functional Strategies
		MODULE 5	
#5	1-31 to 2-4	Ch. 5: Organizing and Delegating Work	**Due: Fri, Feb 4 at 11:59 pm** • The Organizing Function • Self-Assessment 5.1 What are your Personal Priorities? • Mid-Course Survey Quiz

		MODULE 6	
#6	2-7 to 2-11	Ch. 6: Sport Culture, Innovation, and Diversity	**Due: Fri, Feb 11 at 11:59 pm** • Variables of Change • Self-Assessment 6.1 Attitudes About Women in the Workplace • Sexual Harassment
		MODULE 7	
#7	2-14 to 2-18	Ch. 7: Human Resources Management	**Due: Wed, Feb 16 at 11:59 pm** • Discussion Board #2: Post #1 **Due: Fri, Feb 18 at 11:59 pm** • Legal or Illegal Questions • Self-Assessment 7.1 Are you Ready for a Sport Management Position? **Due: Fri, Feb 18 at 11:59 pm** • Discussion Board #2: Response Post #1 & Response Post #2
		QUIZ I	
#8	2-21 to 2-25	Honorlock Quiz I Chapters 1-7	**Due: Thurs, Feb 24 – Fri, Feb 25 by 11:59 pm** *(You have 50 minutes to complete the QUIZ in canvas in one sitting.)*
		MODULE 8	
#9	2-28 to 3-4	Ch. 8. Behavior in Organizations: Power, Politics, Conflict, and Stress	**Due: Fri, March 4 at 11:59 pm** • Self-Assessment 8.1 Your Big Five Personality Profile Activity: Using Power • Self-Assessment 8.3 How Political Are You? • Activity: Political Behavior • Activity: Selecting Conflict Management Styles • Self-Assessment 8.4 What is Your Stress Personality Type • Activity: Stress Management Techniques
#10	**3-7 to 3-11**	**SPRING BREAK**	**SPRING BREAK**
		MODULE 9	
#11	3-14 to 3-18	Ch. 9. Team Development	**Due: Fri, March 18 at 11:59 pm** • Self-Assessment 9.1 Are you an Individual or Team Player? • Activity: Is it a Group or Team? • Activity: Roles • Activity: Group Process • Activity: People Who Sabotage Meetings
		MODULE 10	
#12	3-21 to 3-25	Ch. 10. Communicating for Results	**Due: Fri, March 25 at 11:59 pm** • Activity: Communication Flow • Activity: Choosing Channels • Self-Assessment 10.1 Are You a Good Listener? • Activity: Identifying Response Styles

		MODULE 11	
#13	3-28 to 4-1	Ch. 11. Motivating to Win	**Due: Fri, April 1 at 11:59 pm** • Activity: Performance Equation • Self-Assessment 11.1 What Motivates You? • Self-Assessment 11.2 Which Acquired Needs Drives You? • Activity: Motivation Theories **Due: Fri, April 1 at 11:59 pm** • End of Course Survey Quiz
		MODULE 12	
#14	4-4 to 4-8	Ch. 12: Leading to Victory	**Due: Nov, 19 at 11:59 pm** • Self-Assessment 12.1 Are You a Theory X or Y Leader? • Activity: Grid Leaders • Activity: Contingency Leaders • Activity: Continuum Leaders
		QUIZ II	
#15	4-11 to 4-15	Honorlock Quiz II Ch. 8-12	**Due: Thurs, April 14 – Fri, April 15 by 11:59 pm** *(You have 50 minutes to complete the QUIZ in canvas in one sitting.)*
		WRAPPING UP	
#16	4-18 to 4-20	Wrapping Up	**Due: Mon, April 18 at 11:59 pm** • Discussion Board #3: Post #1 **Due: Wed, April 20 at 11:59 pm** • Discussion Board #3: Response Post #1 & Response Post #2

This course schedule is tentative and might change based on the pace of the lectures and student needs. Changes to the syllabus will be announced through Canvas. The instructor bears no responsibility of announcing the changes to each individual student.