

# Managing Organizations in Sport

SPM4154 (Residential/MAT 18)

Class # 16668 (section SM42)

3 Credits | Fall 2023

Connect with SPM



[www.facebook.com/UFSPM/](https://www.facebook.com/UFSPM/)



<https://www.instagram.com/ufspm/>



<https://twitter.com/ufspm>



<https://www.linkedin.com/school/ufspm/>

## Course Information

<b>INSTRUCTOR</b>	<b>Dr. Willming</b> Office: FLG 310 Office Phone: 352-294-1662 Preferred Method of Contact: <a href="mailto:willming@hhp.ufl.edu">willming@hhp.ufl.edu</a> <i>Expect a response within 24 hours M – F, 48 hours after 4pm Fri, and 48 hours on Sat or Sun.</i>
<b>OFFICE HOURS</b>	Mondays 11:30 am – 1:00 pm, Wednesday 11:30 am – 1:00 pm, & by appointment.
<b>MEETING TIME/LOCATION</b>	Access course through Canvas on UF e-Learning ( <a href="https://elearning.ufl.edu/">https://elearning.ufl.edu/</a> ) & the Canvas mobile app by Instructure.

**LATE ASSIGNMENTS ARE NOT ACCEPTED.**

## COURSE DESCRIPTION

- Managerial principles and techniques are discussed applicable to a multitude of sport organizations. It addresses the four functions of management, strategy, organizational structure, resource management, and leadership theories.

## PREREQUISITE KNOWLEDGE AND SKILLS

- MAN 3025 and SPM 2000.

## REQUIRED AND RECOMMENDED MATERIALS

- **Required Textbook:** Lussier, R. and Kimball, D. (2020). 3<sup>rd</sup> Edition. Applied Sport Management Skills. Champaign, Illinois: Human Kinetics. **ISBN:978-1-4925-7015-8**
- This course will be participating in the **UF All Access** program this semester. Students will have two options to gain access to the required textbook when classes begin. Students will have a choice to “Opt-In” to access the textbook through a link provided in CANVAS for a reduced price and pay for the textbook through their student account. Students who do not choose this option will be able to purchase a standalone code through the UF Bookstore. Both options provide access to the same online materials.

## MATERIALS AND SUPPLY FEES

There are no supply or material fees for this course.

## COURSE FORMAT

- **Instructional Methods:** This course consists of synchronous lectures, readings, and in-class 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.

- **Minimum Technology Requirements:** The University of Florida expects students to acquire computer hardware and software appropriate to his or her degree program. Most computers can meet the following general requirements. A student's computer configuration should include Broadband connection to the Internet and related equipment (Cable/DSL modem) and Microsoft Office Suite installed (provided by the university).
- **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.
- **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>.

### COURSE LEARNING OBJECTIVES:

By the end of this course, students should 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-world strategies for planning, organizing, leading, and controlling sport organizations.

### Grading

The table below provides an outline of the assessments for this course.

Evaluation Components	Points Per Component	% of Total Grade
Syllabus Quiz (1)	5 pts each = 5 pts	5/521 = 1%
Midcourse and End of Course Survey (2)	5 pts each = 10 pts	10/521 = 2%
<i>Unannounced</i> In-Class Assignments (12)	15 pts each = 180 pts	180/521 = 35%
Module Quizzes (10)	126 pts = 126 pts	126/521 = 24%
Quizzes (2)	100 pts each = 200 pts	200/521 = 38%
	<b>521 points possible</b>	<b>100%</b>

**Quizzes, Surveys, In-Class Assignments, and Module Quizzes (321 points)** – The assessments for this course consist of a syllabus quiz, midcourse survey, end of the course survey, module quizzes, in-class assignments, and discussion boards in CANVAS. These assignments are due on specified dates. The assignments are not meant to be a primary study tool for preparing for quizzes. The functions of the assignments are to familiarize students with the textbook and ease them into answering management questions about sport. It is not prudent to complete assignments at the last minute.

- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF's Attendance Policy.
- Submit assignments as Word documents and name the file as follows: Last name, first initial, and name of the assignment (e.g., Willming C Motivation.doc or pdf).

**Quizzes I and II (200 points)** – Each quiz will consist of 50 questions, 2 points per question, totaling 100 points. Questions will be multiple choice, true/false, fill-in-the-blank, and short answer. Students are not permitted access to any kind of materials, notes, or persons during the quizzes. Most of your preparation for the

quizzes should be given to the lecture notes and textbook but also focus on supplemental materials. Quizzes are administered in the classroom and students will have 50 minutes to complete the quiz.

- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF's Attendance Policy.

## GRADING SCALE

- Grades will be posted in the CANVAS gradebook. Grades are dependent on the student's performance measured by assignments, discussion boards, and quizzes. 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 below. **Grades ending in .5 will be rounded up.**
- The grading scale is strictly enforced and unchangeable. **The instructor will NOT change grades** because the student is unhappy with their academic performance. More detailed information regarding current UF grading policies can be found here: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

Letter Grade	Percent of Total Points Associated with Each Letter Grade	GPA Impact of Each Letter Grade
A	89.50-100%	4.0
A-		3.67
B+	86.45-89.44%	3.33
B	83.45-86.44%	3.0
B-	79.45-83.44%	2.67
C+	76.45-79.44%	2.33
C	73.45-76.44%	2.0
C-	69.45-73.44%	1.67
D+	66.45-69.44%	1.33
D	63.45-66.44%	1.0
D-	59.45-63.44	0.67
E	0-59.44%	0

## GRADING RUBRIC

- **A & A- Outstanding:** The work far surpasses the assignment requirements, it is well organized, analytical rather than descriptive, and includes excellent grammar.
- **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.
- **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.
- **D+, D, & D- Below Average:** The work barely meets minimum criteria.
- **E Fail:** The work does not meet the minimum criteria.

## Course & University Policies

### ATTENDANCE POLICY

- Attendance is not taken in this course.

## PERSONAL CONDUCT POLICY

Professional behavior is expected from all students. This includes respect and consideration for the ideas and beliefs expressed by all students. It is important for students to practice civil discourse as uncomfortable or challenging topics might unfold in the classroom.

### *Adherence to the UF Student Honor Code*

- Students are expected to exhibit behaviors that reflect highly upon themselves and the University of Florida.
- UF students are bound by The Honor Pledge, which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students 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.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.
- **The Dean of Students Office will receive alleged violations of the Honor Code regardless of the severity.**

Please use respectful language in person and through email correspondence.

- **Email should include:**
  - To: [willming@hhp.ufl.edu](mailto:willming@hhp.ufl.edu)
  - From: [name@ufl.edu](mailto:name@ufl.edu)
  - Subject: First and last name, course prefix and number, and course section and number.  
Example: Alberta Gator, SPM 4154, section XXXX, and class number XXXXX
  - Dear Dr. Willming,  
My name is Alberta Gator, and I am a student in your SPM 4154 course. I have read the syllabus, referred to the CANVAS website, reviewed class notes, and asked another student about \_\_\_\_\_, but I am unable to find the information. My question is....  
Thank you,  
Alberta Gator

## ASSIGNMENTS

- Assignments must be typed, double-spaced, use 12-point font, Times New Roman, and 1-inch margins.
- Upload only **WORD documents** to CANVAS.
- Follow APA guidelines:  
([https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/general\\_format.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)). (No cover pages)
- Points are deducted for inappropriate grammar, spelling, punctuation, sentence structure, and lack of citations.
- **Technology problems are not acceptable excuses for late assignments or missed exams.**
- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF’s Attendance Policy.
- Refer to the Course Schedule in the syllabus or Canvas for assignment due dates.

## MAKE-UP POLICY

- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF’s Attendance Policies: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

- Acceptable reasons for an absence or failure to engage in class include:
  - Documented illness, Title IX-related situations, serious accidents or emergencies affecting the student, their roommates, or their family, special curricular requirements (e.g., judging trips, field trips, professional conferences), military obligation, severe weather conditions that prevent class participation, religious holidays, participation in official university activities (e.g., music performances, athletic competition, debate), and court-imposed legal obligations (e.g., jury duty or subpoena). Other reasons (e.g., job interview or club activity) might be deemed acceptable if approved by the instructor.
  - For all planned absences, a student in a situation that allows an excused absence from a class, or any required class activity must inform the instructor as early as possible prior to the class.
  - For all unplanned absences because of accidents or emergencies, students should contact their instructor as soon as conditions permit.
  - **The university recognizes the right of the instructor to make attendance mandatory and require documentation for absences (except for religious holidays), missed work, or inability to fully engage in class.** After due warning, an instructor can prohibit further attendance and subsequently assign a failing grade for excessive absences.

## TECHNOLOGY PROBLEMS

- **Technology is not an acceptable excuse for late work including assignments and quizzes.**
- If technology becomes an issue in submitting assignments or other work to eLearning, please contact the UF Help Desk 352-392-HELP (4357).
- After contacting the Help Desk, ensure you receive a ticket number with the time, date, and explanation of the problem for your records.
- You must email the instructor within 24 hours of the technical difficulty.
- **LATE WORK IS NOT ACCEPTED** in this course unless in accordance with UF policy.

## ACCOMMODATING STUDENTS WITH DISABILITIES

- Accommodating students with disabilities is especially important to me. If you are aware of your disability or might be concerned you have a disability, please register with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>, call them at 352-392-8565, online <https://accessibility.ufl.edu/>, or visit the Dean of Students Office. Once registered, please contact me via email or in person during the first two weeks of class to provide me with a copy of your accommodation letter to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in this course.

## 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>.

## 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/>.

## 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](http://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.

## IN-CLASS RECORDINGS

- Students are allowed to record video or audio of class lectures but NOT other students in the course. Recordings are strictly controlled and must be (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.
- 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, and clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, and exams), field trips, and private conversations between students in the class or between a student and the faculty or lecturer during a class session.
- **Publication without the 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 Honor Code and Student Conduct Code.”

## Getting Help

### STUDENT SUPPORT

- **U Matter, We Care:** If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or 352 392-1575.
- **Counseling and Wellness Center:** <https://counseling.ufl.edu/>, 352-392-1575.
- **Crisis Lifeline:** 988

- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 352-392-1161.
- **University Police Department:** 352-392-1111 (or 911 for emergencies) <http://www.police.ufl.edu/>.
- **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](http://shcc.ufl.edu).
- **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](http://ufhealth.org/emergency-room-trauma-center).

## ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://elearning.ufl.edu/student-help/>
- **Career Connections Center, Reitz Union:** 352-392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using libraries or finding resources.
- **Teaching Center, Broward Hall:** 352-392-2010 or 352-392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- **Writing Studio, 302 Tigert Hall:** 352-846-1138. Help with brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- **Student Complaints On-Campus:** <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>
- **On-Line Students Complaints:** <http://distance.ufl.edu/student-complaint-process/>

## Tips For Success

- It is important to complete coursework on time each week.
- Read the syllabus and CANVAS site. There is helpful information that can save you time and help you meet the objectives of the course.
- Print the Course Schedule located in the Course Syllabus and check off things as you go.
- Ask for help or clarification of the material if you need it.
- Do not wait to ask questions because this might cause you to miss a due date.
- 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.
- To be extra safe, back up your work to an external hard drive, thumb drive, or through a cloud service.

## Weekly Tentative Course Schedule

This course schedule below is tentative and might change based on the pace of the lectures and student needs; however, changes will be announced through CANVAS. The instructor bears no responsibility for announcing the changes to each individual student. All times are in Eastern Standard Time (EST).

## CRITICAL DATES & UF OBSERVED HOLIDAYS

- January 15: MLK Jr. Day (Monday)
- March 11-15: UF Spring Break
- Complete list available here: <https://catalog.ufl.edu/UGRD/dates-deadlines/pdfs/calendar2023.pdf>

### Weekly Course Schedule

Week	Dates	Readings	Assignments, Quizzes, Discussion Boards
		<b>MODULE 1</b>	
#1	1-8 to 1-12	Course Introduction & Ch. 1: Managing Sports	
		<b>MODULE 2</b>	
#2	1-15 <i>MLK Jr. Holiday</i> 1-16 to 1-19	Ch. 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility	<b>Due: Fri, Jan 19 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 2 Quiz</li> <li>• Course Orientation Quiz</li> </ul>
		<b>MODULE 3</b>	
#3	1-22 to 1-26	Ch. 3: Creative Problem Solving and Decision Making	<b>Due: Fri, Jan 26 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 3 Quiz</li> </ul>
		<b>MODULE 4</b>	
#4	1-29 to 2-2	Ch. 4: Strategic and Operational Planning	<b>Due: Fri, Feb 2 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 4 Quiz</li> </ul>
		<b>MODULE 5</b>	
#5	2-5 to 2-9	Ch. 5: Organizing and Delegating Work	<b>Due: Fri, Feb 9 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 5 Quiz</li> </ul>
		<b>MODULE 6</b>	
#6	2-12 to 2-16	Ch. 6: Sport Culture, Innovation, and Diversity	<b>Due: Fri, Feb 16 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 6 Quiz</li> <li>• Mid-Course Survey Quiz</li> </ul>
		<b>MODULE 7</b>	
#7	2-19 to 2-23	Ch. 7: Human Resources Management	
		<b>QUIZ I</b>	
#8	2-26 to 3-1	Quiz I	<b>Due: Fri, Mar 1 (in class)</b> <ul style="list-style-type: none"> <li>• <b>Quiz I</b> (Modules 1-7)</li> </ul>
		<b>MODULE 8</b>	
#9	3-4 to 3-8	Ch. 8. Behavior in Organizations: Power, Politics, Conflict, and Stress	<b>Due: Fri, Mar 8 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 8 Quiz</li> </ul>
#10	3-11 to 3-15	SPRING BREAK	<b>SPRING BREAK</b>



		<b>MODULE 9</b>	
#11	3-18 to 3-22	Ch. 9. Team Development	<b>Due: Fri, Mar 22 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 9 Quiz</li> </ul>
		<b>MODULE 10</b>	
#12	3-25 to 3-29	Ch. 10. Communicating for Results	<b>Due: Fri, Mar 29 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 10 Quiz</li> </ul>
		<b>MODULE 11</b>	
#13	4-1 to 4-5	Ch. 11. Motivating to Win	<b>Due: Fri, Apr 5 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 11 Quiz</li> <li>• End of Course Survey</li> </ul>
		<b>MODULE 12</b>	
#14	4-8 to 4-12	Ch. 12: Leading to Victory	<b>Due: Fri, Apr 12 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 12 Quiz</li> </ul>
		<b>MODULE 13</b>	
#15	4-15 to 4-19	Ch. 13 Controlling	<b>Due: Fri, Apr 19 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 13 Quiz</li> </ul>
		<b>QUIZ II</b>	
#16	4-22 to 4-24	Quiz II	<b>Due: Wed, Apr 24 (in class)</b> <ul style="list-style-type: none"> <li>• <b>Quiz II</b> Modules 8-13</li> </ul>
		<b>END OF COURSE</b>	

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

**Copyright Statement:** The materials used in this course are copyrighted. The content presented is the property of UF, may not be duplicated in any format without permission from the College of Health and Human Performance and UF, and may not be used for any commercial purposes. Content includes, but is not limited to syllabi, quizzes, exams, in-class materials, and review sheets. Because these materials are copyrighted, you do not have the right to copy the handouts, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.