

SPM 6158 MANAGEMENT & LEADERSHIP IN SPORT
FALL 2022

Course Information Section: OS16, OS17
Credits: 3
Dates: Wednesday, August 24 – Wednesday, December 7
Location: Web Based

Contact Information Instructor: Dr. Tavormina, Ph.D.
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Office Hours: Tuesdays and Thursdays 12:00pm – 2:00pm

Course Website Canvas
<https://elearning.ufl.edu>

Course Communication For any course inquiries, please send your questions through the Canvas messages or to atavor@ufl.edu and include the course prefix and number in the subject of the email.

Required Books (1) Burton, L. J., Kane, G. M., & Borland, J. F. (2020). *Sport leadership in the 21st century* (2nd ed.). Burlington, MA: Jones & Bartlett Learning.
(2) Sports ManagerDISC Profile. (link will be provided on Canvas for purchase)

Course Description
This course examines the principles of leadership and management in the sport setting.

Purpose of Course
This course is designed to explore the critical function of leadership in the management of sport organizations. Building from the academic foundations of industrial psychology, organizational behavior, and organizational theory, we consider the degree to which leadership is of strategic importance to organizational operations. We approach the topic from a variety of directions (including classical leadership theory, biographical studies, analyses of contemporary issues of leadership, philosophical debate, and personal experiences) and disciplines (both inside sport and out). In addition to gaining an advanced understanding of leadership theory and practice, students will consider their own approaches to leading organizations. This course will not produce new leaders. Instead, it will provide students with an environment to engage in critical thought, scholarly discourse, and philosophical debate about what it means to lead.

Course Objectives
After successfully completing this course, students should be able to:

1. Define leadership based on myriad attributes and actions rather than position in the organization
2. Identify examples of leadership from a number of unique perspectives
3. Apply classical leadership theory to contemporary management challenges
4. Collaborate with colleagues and propose real-world solutions to contemporary sport management issues
5. Develop personal leadership philosophies designed to guide future decision making
6. Recognize the scope of their own organizational influence as leaders in the sport industry

COURSE INFORMATION AND POLICIES

1. Please be aware that the online learning platform can sometimes present significant challenges. Unlike traditional classroom settings in which each student gets the same class at a set time and day, the online setting is available to you 24 hours a day and gives students the opportunity to tailor class to their schedule. Please note, however, this course is not entirely self-paced.
2. There are select times during which modules, weekly content, and course materials will be available to you. You can view each week's lectures at any time during the dates in which the weekly content is open. However, exams, discussion questions and other assignments will only be made available to you until the due date(s) listed. There will be no class meetings for me to remind you of important due dates so please be sure to reference the syllabus to familiarize yourself with these critical deadlines.
3. All assignments, discussion questions, exams, etc. are to be completed individually (unless otherwise noted) and submitted by 11:59 PM ET on the date for which the item is due. Discussion questions and exams submitted after this time will not be eligible for credit.
4. If personal circumstances arise that interfere with your ability to meet a deadline, please let me know as soon as possible prior to the deadline. Only university accepted excuses will be accepted and documentation must be provided before make-up work is accepted. Requirements for make-up assignments and other work are consistent with university policy:
<http://gradcatalog.ufl.edu/content.php?catoid=5&navoid=1054#attendance>.
5. If you experience trouble with Canvas, your browser, access to your GatorLink account, or any other relevant issues, please contact the UF Computing Help Desk (352) 392-HELP (4357) or helpdesk@ufl.edu. In addition, please email me immediately. When available, please be sure to send me a screenshot of the issue. I will attempt to respond to your emails within 24 business hours. Please remember to include the course prefix and number in your emails and that all correspondence must be presented in a professional manner.
6. Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center (DRC) by visiting <https://disability.ufl.edu/students/get-started/>. The DRC will provide documentation to the student who must then provide this to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments and completing exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.
7. 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 gatorevals.ua.ufl.edu/students/. Students will be notified when the evaluation period opens. Evals can be completed through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.ua.ufl.edu/public-results/.
8. You have up to three (3) days after the posting of a grade to contact me regarding any issues or concerns, after which the grade is final. Grades are based on a point scale and will not be rounded.
9. This syllabus represents the tentative plans and objectives for the course. As we go through the semester, plans may need to change to enhance a course learning opportunity. Such changes will be communicated clearly, and are not unusual and should be expected.

Academic Integrity

UF students are bound by The Honor Pledge. Any individual who becomes aware of an honor code violation is obligated to take corrective action. Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at <https://sccr.dso.ufl.edu/process/student-conduct-code/>.

The Honor 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 by abiding the Honor Code."

U Matter, We Care Information

If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Online Profile

Please update your Canvas profile with information and a photo by the end of the first week. This is done to familiarize you with students with whom you will be sharing online time. Click on *Account* in the top left navigation menu on Canvas. Then, click on *Profile*. Then, click on the *Edit Profile* button on the top right side of page. Click on *Save Profile*. Then, click on the profile pic icon to upload photo and then click *Save*.

Written Paper Policies

1. Written papers are to be submitted via Canvas by 11:59pm ET on the date for which the paper is due. Ten percent will be deducted for each day any paper is late, and the paper is considered late after 11:59pm ET on the due date.
2. Plagiarism includes but is not limited to stealing, misquoting, insufficiently paraphrasing, or patch-writing, submitting materials from any source without proper attribution, submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the student did not author, and self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the student's own work, without the full and clear acknowledgment and permission of the faculty to whom it is submitted.
3. Use an APA cover page with your name, course name, title, and signature.
4. All papers MUST be APA Style. All references must be cited in-text and appear in a reference list at the end of the paper. Assignments must be paginated, 1-inch margins, double spaced and use Times New Roman 12 point font.

Course Format

This course is an online course and all class sessions (including discussion sessions) will be delivered through Canvas. The course is organized around weekly content, and four units make up each weekly content as follows:

1. Lectures
2. Readings
3. Discussion Questions

Lectures and Readings

Key concepts will be presented through brief lectures at the beginning of each weekly content. Each lecture will provide an overview of the central ideas associated with specific concepts for each weekly content. The primary purpose of the lecture is to lay the foundation of the various concepts and topics of management and leadership in sport. The primary purpose of the readings is to further explore the specific topics or roles that pertain to management and leadership in sport.

Discussion Questions

Discussion questions are used to weave key concepts presented in the lectures and readings into an integrated whole in order to further develop an understanding of the phenomenon in sport. To successfully complete and fully participate in the discussion questions, students will have to do the following:

- View the lectures
- Read and understand the assigned readings prior to the beginning of a discussion
- Prepare and post answers (**150-200 word limit combined**) to the posted discussion questions
 - Two of the ten discussion questions must be answered via video (**2-3 minutes**)
 - If not completed, the last two weeks of discussions will be graded as a 0
- React to four discussion responses by supporting/disputing the views of others (**50-100 word limit each**)

In summary, each weekly content will include four key tasks:

1. *Watch* the lecture
2. *Read* the assigned readings
3. *Post* written responses to the discussion questions
4. *Post* your reaction to other student's discussion answer and interact with other students

Evaluation

| <i>Assignment/Exam</i> | <i>Points</i> | <i>Grade Breakdown</i> | |
|---------------------------------------|---------------|------------------------|----|
| Gator-To-Gator Leadership Connections | 30 | 186 - 200 | A |
| Leadership Dossier (DISC Profile) | 30 | 180 - 185.9 | A- |
| TED Talk Presentation | 30 | 175 - 179.9 | B+ |
| Discussion Questions (5 points each) | 50 | 167 - 174.9 | B |
| Exams (30 points each) | 60 | 160 - 166.9 | B- |
| | | 155 - 159.9 | C+ |
| Total | 200 | 147 - 154.9 | C |
| | | 140 - 146.9 | C- |
| | | 135 - 139.9 | D+ |
| | | 128 - 134.9 | D |
| | | 119 - 127.9 | D- |
| | | 118.9 or lower | E |

*More information on the Graduate School grading policies may be found at:
<https://catalog.ufl.edu/graduate/regulations/>*

PERFORMANCE EVALUATIONS

Leadership Dossier (Sports ManagerDISC Profile)**

Each student will complete the Sports ManagerDISC Profile, discuss the results, and use the results to develop a personal leadership growth plan by writing a mission statement for his/her life, identifying core values, showcasing his/her existing experience and professional goals, describing current leadership skills, developing a personal philosophy on leadership, and then describing an action plan for personal leadership development. (The Sports ManagerDISC Profile is an online sports assessment to support team managers, sports administrators and other professionals working in the sports industry, in their personal and professional development.) Specific assignment details and requirements will be provided via Canvas.

TED Talk Presentation

Students will be responsible for presenting a 6-9 minute TED Talk to the class on a Management and Leadership in Sport topic that teaches and moves the audience. The delivery of the TED Talk should be passionate, intentional, and include a storytelling component. The Talk must be supported using two academic sport management research studies from peer-reviewed journals. The topic must be submitted via the Canvas *Discussion* by the due date and approved by the instructor. Students will be required to view all of the group presentations by a specific date and will be required to comment on two other TED Talks via the *Discussions* link. Specific assignment details, requirements, and examples will be provided via Canvas.

Gator-To-Gator Leadership Connections

Students will explore leadership strategies through authentic interactions with alumni/ae, while learning about leadership in the real world. Each student will be assigned two UF SM alums. During the first few weeks of the semester, alums will be identified based upon goals and field of interest. Before initiating contact, you will be required to complete various prerequisites to make sure you are fully equipped to engage with industry professionals. You will be required to initiate communication with your matches and have two (2) conversations with the alums. The first will be a “get to know you” conversation, and you will submit an “alumni profile” on each alum. The second will be a semi-structured interview on “leadership in the real world”, and you will submit (1) a 100-word summary of takeaways from the conversation, and (2) a paper highlighting themes from the conversation, comparing those to themes you have discussed/read in the course. Then, you will be responsible for presenting a 5-6 minute presentation based on your interactions with your alumni. Specific assignment details and requirements will be provided via Canvas.

Discussion Questions

There will be ten discussion questions throughout the semester. The discussion questions will pertain to both lecture and reading materials for that week. The discussion questions will be available to you and answered in the *Discussions* link via Canvas. For every week discussion questions are due, each student must answer the questions in 150-200 words in combined length by Friday and post reactions that are 50-100 words in length each to at least four other students’ posts by Sunday. For two of the discussions, the discussion questions (not reactions) must be answered by recording (not uploading) a 2-3 minute video recording via the “Record Media” icon in the *Discussions* link via Canvas. If not completed, the last two discussions will be graded as a 0.

Exams

There will be two exams throughout the semester. The exams will consist of 5-7 short answer questions and you will have 60 minutes to complete them. Exams will be available for a four day period via Canvas and are due by 11:59pm ET on the due date; however, you only get one opportunity to complete it. Exams are *closed* note and to be completed individually. Please make sure you use a reliable computer with a secure connection and take the exams earlier in the day in case there is an issue because we cannot be responsible for technology errors. If you do have technical difficulties, contact Learning Support Services and email me immediately with a screenshot of the issue.

****Graduate Final Exam Requirement (ONLY for New Fall 2020 Students and beyond)**

During this course, the successful completion of the *Leadership Dossier* paper will fulfill a requirement of the Graduate Final Exam which is a requirement to be completed prior to the completion of the M.S. in Sport Management degree at the University of Florida. To successfully complete the *Leadership Dossier* paper, the student must earn a minimum of 80% on the assignment. A failure to meet the minimum of 80% will require the student to rewrite and resubmit the *Leadership Dossier* paper to the instructor by the stated deadline which will be before the end of the semester. However, the rewrite grade will not count towards the course but will count towards the successful completion of that Graduate Final Exam portion. A failure to successfully rewrite and resubmit the *Leadership Dossier* paper will result in earning an “Incomplete” (I) grade for the course until the requirement has been met. (Please note: An “Incomplete” (I) grade becomes punitive to your overall GPA approximately one semester following the assigned “Incomplete” grade.) It is the student’s responsibility to arrange with the instructor and agree in writing the timeline for successfully completing the *Leadership Dossier* paper in fulfillment of the Graduate Final Exam portion. If the student successfully earns a minimum of 80% on the first submission of the *Leadership Dossier* paper, then no further action is necessary.

SPM 6158 FALL 2022 COURSE SCHEDULE

| MODULE I | | |
|-----------------|--|-------------------------|
| Week 1 | | |
| Watch | Introduction Lecture | Wednesday, August 24 |
| Read | Chapter 3 & Articles | Wednesday, August 24 |
| Post | Student Introduction Video in Canvas <i>Discussions</i> | Friday, August 26 |
| Watch | Student Introductions | Sunday, August 28 |
| Watch | Gator-To-Gator Leadership Connections Introduction Video | By Sunday, August 28 |
| Week 2 | | |
| Watch | Lecture 1 – Leadership Theories | Wednesday, August 31 |
| Read | Chapter 1 & Articles | Wednesday, August 31 |
| Watch | Gator-To-Gator Leadership Connections Pro Development Videos | Wednesday, August 31 |
| Post | Discussion Question 1 Response | Friday, September 2 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, September 4 |
| Complete | Gator-To-Gator Leadership Connections Prerequisites | By Sunday, September 4 |
| Schedule | Gator-To-Gator Leadership Connections Meeting | By Sunday, September 4 |
| Week 3 | | |
| Watch | Lecture 2 – Leadership Styles | Wednesday, September 7 |
| Read | Chapter 2 & Articles | Wednesday, September 7 |
| Post | Discussion Question 2 Response | Friday, September 9 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, September 11 |
| Week 4 | | |
| Watch | Lecture 3 – The Necessary Skill Sets | Wednesday, September 14 |
| Read | Articles | Wednesday, September 14 |
| Post | Discussion Question 3 Response | Friday, September 16 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, September 18 |
| Week 5 | | |
| Watch | Lecture 4 – Communication that Motivates | Wednesday, September 21 |
| Read | Chapter 5 (pg. 91-100) & Articles | Wednesday, September 21 |
| Post | Discussion Question 4 Response | Friday, September 23 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, September 25 |
| Week 6 | | |
| Watch | Lecture 5 – Strategy and Leadership | Wednesday, September 28 |
| Read | Chapter 7 & Articles | Wednesday, September 28 |
| Post | Discussion Question 5 Response | Friday, September 30 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, October 2 |
| Complete | Gator-To-Gator Leadership Connections Alumni Communication | Sunday, October 2 |
| Week 7 | | |
| Complete | Exam 1 | Wednesday, October 5 |
| Week 8 | | |
| Watch | Sports ManagerDISC Profile Videos | Wednesday, October 12 |
| Watch | Leadership Dossier Lecture | Wednesday, October 12 |
| Complete | Sports ManagerDISC Profile | Friday, October 14 |
| Submit | Leadership Dossier (Sports ManagerDISC Profile) | Sunday, October 16 |

MODULE II**Week 9**

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|--------|---|-----------------------|
| Watch | Lecture 6 – Forging Significant Change | Wednesday, October 19 |
| Read | Chapter 8 & Articles | Wednesday, October 19 |
| Post | Discussion Question 6 Response | Friday, October 21 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, October 23 |
| Submit | Gator-To-Gator Leadership Connections Alumni Profiles | Sunday, October 23 |

Week 10

| | | |
|--------|---|-----------------------|
| Watch | Lecture 7 – Fostering Innovation | Wednesday, October 26 |
| Read | Chapter 9 & Articles | Wednesday, October 26 |
| Post | Discussion Question 7 Response | Friday, October 28 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, October 30 |
| Submit | Topic for TED Talk Presentation | Sunday, October 30 |

Week 11

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|-------|---|-----------------------|
| Watch | Lecture 8 – Crisis and Conflict | Wednesday, November 2 |
| Read | Chapter 5 (pg. 100-109) & Articles | Wednesday, November 2 |
| Post | Discussion Question 8 Response | Friday, November 4 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, November 6 |

Week 12

| | | |
|--------|---|-----------------------|
| Watch | Lecture 9 – Team Leadership and Group Dynamics | Wednesday, November 9 |
| Read | Chapter 10 & Articles | Wednesday, November 9 |
| Post | Discussion Question 9 Response | Saturday, November 12 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, November 13 |
| Submit | Gator-To-Gator Leadership Connections Takeaways | Sunday, November 13 |
| Submit | Gator-To-Gator Leadership Connections Paper | Sunday, November 13 |

Week 13

| | | |
|-------|--|------------------------|
| Watch | Lecture 10 – Addressing Leadership Discrimination in Sport | Wednesday, November 16 |
| Read | Chapter 12-13 & Articles | Wednesday, November 16 |
| Post | Discussion Question 10 Response | Friday, November 18 |
| Post | Reaction to Other Student's Discussion Answer | Sunday, November 20 |
| Post | Gator-To-Gator Leadership Connections Presentation | Sunday, November 20 |

Week 14

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|-------|--|----------------|
| Enjoy | <i>No Classes – Thanksgiving Break</i> | November 23-26 |
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Week 15

| | | |
|-------|-------------------------------------|------------------------|
| Post | TED Talk Presentation | Wednesday, November 30 |
| Watch | All TED Talk Presentations | Sunday, December 4 |
| Post | Responses to TED Talk Presentations | Sunday, December 4 |

Week 16

| | | |
|----------|--------|-----------------------|
| Complete | Exam 2 | Wednesday, December 7 |
|----------|--------|-----------------------|