MANAGEMENT & LEADERSHIP IN SPORT
SPM 6158

TOURISM, RECREATION AND SPORT MANAGEMENT
UNIVERSITY OF FLORIDA
SUMMER 2019

Course Information
Section: 021F
Credits: 3
Dates: Monday, May 13 – Friday, June 21
Location: Web Based

Contact Information
Name: Dr. Tavormina, Ph.D.
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Office Hours: Tuesdays and Thursdays 2:00pm – 4:00pm or by appointment

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

Course Communication
For any general course inquiries, please post your question in the "General Course Questions" discussion link on Canvas. For all other inquiries, please send your questions to atavor@ufl.edu and include the course prefix and number in the email.

Required Books
(1) Borland, J. F., Kane, G. M., & Burton, L. J. (2015). S*port leadership in the 21st century*. 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 and course materials will be available to you. You can view each module's lectures at any time during the dates in which the module is open. However, quizzes, 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, discussions, quizzes, etc. are to be submitted by 11:59 PM ET on the date for which the item is due. Discussions, quizzes, and exams submitted after this time will not be eligible for credit.
4. There will be four interactive meeting times schedule throughout the semester. These dates and times will be determined according to student and instructor availability.
5. 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 quizzes, assignments, and other work are consistent with university policy: http://gradcatalog.ufl.edu/content.php?catoid=5&navoid=1054#attendance.
6. 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). 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.
7. Students with disabilities requesting accommodations must first register with the Dean of Students Office (www.dso.ufl.edu/drc/). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instruction when requesting accommodation. You must submit this documentation prior to submitting assignments for taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.
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

Any individual who becomes aware of an honor code violation is committed 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://www.dso.ufl.edu/students.php.

Honor Code Policy: "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 the *Setting* in the top right of Canvas, then click on *Edit Settings* in the right column, and then click on the profile pic icon to change it. You will then be able to "upload a photo" or "take a 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, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full or clear acknowledgement. It also includes unacknowledged use of materials prepared by another person or agency engaged in the selling of term

papers or other academic materials. Plagiarism includes cutting and pasting articles from any website without acknowledging the exact web page.
3. Use an APA cover page with: your name, course name, title, honor code 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 modules, and four units make up each module as follows:
1. Lectures
2. Readings
3. Quizzes
4. Discussion Questions

Lectures, Readings and Quizzes
Key concepts will be presented through very brief lectures at the beginning of each module. Each lecture will provide an overview of the central ideas associated with specific concepts for each module. The primary purpose of the lecture is to lay the foundation of the various concepts and topics of sport mass media. The primary purpose of the readings is to further explore the specific topics or roles that pertain to sport mass media. A quiz covering the readings for each module will be administered prior to discussions.

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**) 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 counted as a 0 and cannot be dropped
- Respond to two discussions by supporting/disputing the views of others (**50-100 word limit**)

In summary, each module will include five key tasks:
1. *Watch* the lecture
2. *Read* the assigned readings
3. *Complete* the module quiz
4. *Post* written responses to the discussion questions
5. *Post* your reaction to other student's discussion answer and interact with other students

Evaluation

Assignment/Quiz	Points	Grade Breakdown	
		167 – 180	A
Leadership Dossier (DISC Profile)	25	162 – 166.9	A-
TED Talk Presentation	25	158 – 161.9	B+
Reading Quizzes (5 points each)	40	151 – 157.9	B
Discussion Questions (5 points each)	40	144 – 150.9	B-
Exams (25 points each)	50	140 – 143.9	C+
		133 – 139.9	C
Total	**180**	126 – 132.9	C-
		122 – 125.9	D+
		115 – 121.9	D
		108 – 114.9	D-
		107.9 or lower	E

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 by the use of two research articles from the top-tier sport management research journals (specifically, *Journal of Sport Management, Sport Marketing Quarterly, Sport Management Review, International Journal of Sport Management, Journal of College Sports, Journal of Issues in Intercollegiate Athletics, International Journal of Sport Communication, Communication and Sport, European Sport Marketing Quarterly, or International Journal of Sport Management and Marketing*). 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.

Reading Quizzes

There will be ten reading quizzes throughout the semester, and the two lowest grades for each student will be dropped. Reading quizzes will consist of 5 questions and you will have 8 minutes to complete them. Reading quizzes will be available to you via Canvas on the day it is due until 11:59PM ET; however, you only get one opportunity to complete it. Reading quizzes are *open* notes. We are not responsible for computer/connection errors, so please make sure you use a reliable computer with a secure connection and take the quizzes earlier in the day to leave you more time in case there is an issue. If you do have technical difficulties, be sure to contact Learning Support Services and email me immediately with a screenshot of the issue.

Discussion Questions

There will be ten discussion questions throughout the semester, and the two lowest grades for each student will be dropped. 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 total length and post responses that are 50-100 words in length each to at least two other students' posts. For two of the discussions, the discussion question must be answered by recording a 2-3 minute video via the "Upload/Record Media" icon in the *Discussions* link via Canvas. If not completed, the last two discussions will be counted 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 40 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* notes. 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, be sure to contact Learning Support Services and email me immediately with a screenshot of the issue.

SPM 6158 SUMMER 2019 COURSE SCHEDULE

Week 1		
Session 1		
Watch	Introduction Lecture	Monday, May 13
Read	Chapter 2 & Articles	Tuesday, May 14
Post	Student Introduction Video in Canvas *Discussions*	Tuesday, May 14
Watch	Student Introductions	Wednesday, May 15
Session 2		
Watch	Lecture 1 – Leadership Theories	Wednesday, May 15
Read	Chapter 1 & Articles	Wednesday, May 15
Complete	Reading Quiz 1	Wednesday, May 15
Post	Discussion Question 1 Response	Wednesday, May 15
Post	Reaction to Other Student's Discussion Answer	Thursday, May 16
Session 3		
Watch	Lecture 2 – Leadership Styles	Thursday, May 16
Read	Chapter 3 & Articles	Thursday, May 16
Complete	Reading Quiz 2	Thursday, May 16
Post	Discussion Question 2 Response	Thursday, May 16
Post	Reaction to Other Student's Discussion Answer	Friday, May 17
WEEK 2		
Session 4		
Watch	Lecture 3 – The Necessary Skill Sets	Tuesday, May 21
Read	Chapter 4 & Articles	Tuesday, May 21
Complete	Reading Quiz 3	Tuesday, May 21
Post	Discussion Question 3 Response	Tuesday, May 21
Post	Reaction to Other Student's Discussion Answer	Wednesday, May 22
Session 5		
Watch	Lecture 4 – Communication that Motivates	Wednesday, May 22
Read	Chapter 5 & Articles	Wednesday, May 22
Complete	Reading Quiz 4	Wednesday, May 22
Post	Discussion Question 4 Response	Wednesday, May 22
Post	Reaction to Other Student's Discussion Answer	Thursday, May 23
Session 6		
Watch	Lecture 5 – Strategy and Leadership	Thursday, May 23
Read	Chapter 7 & Articles	Thursday, May 23
Complete	Reading Quiz 5	Thursday, May 23
Post	Discussion Question 5 Response	Thursday, May 23
Post	Reaction to Other Student's Discussion Answer	Friday, May 24
WEEK 3		
Session 7		
Complete	Exam 1	Tuesday, May 28
Session 8		
Watch	Sports ManagerDISC Profile Videos	Wednesday, May 29
Watch	Leadership Dossier Lecture	Wednesday, May 29
Complete	Sports ManagerDISC Profile	Wednesday, May 29
Submit	Leadership Dossier (Sports ManagerDISC Profile)	Friday, May 31
Submit	Selection of TED Talk Topic	Friday, May 31

WEEK 4		
Session 9		
Watch	Lecture 6 – Forging Significant Change	Tuesday, June 4
Read	Chapter 8 & Articles	Tuesday, June 4
Complete	Reading Quiz 6	Tuesday, June 4
Post	Discussion Question 6 Response	Tuesday, June 4
Post	Reaction to Other Student's Discussion Answer	Wednesday, June 5
Session 10		
Watch	Lecture 7 – Fostering Innovation	Wednesday, June 5
Read	Chapter 9 & Articles	Wednesday, June 5
Complete	Reading Quiz 7	Wednesday, June 5
Post	Discussion Question 7 Response	Wednesday, June 5
Post	Reaction to Other Student's Discussion Answer	Thursday, June 6
Session 11		
Watch	Lecture 8 – Crisis and Conflict	Thursday, June 6
Read	Chapter 10 & Articles	Thursday, June 6
Complete	Reading Quiz 8	Thursday, June 6
Post	Discussion Question 8 Response	Thursday, June 6
Post	Reaction to Other Student's Discussion Answer	Friday, June 7
WEEK 5		
Session 12		
Watch	Lecture 9 – Team Leadership and Group Dynamics	Tuesday, June 11
Read	Chapter 11 & Articles	Tuesday, June 11
Complete	Reading Quiz 9	Tuesday, June 11
Post	Discussion Question 9 Response	Tuesday, June 11
Post	Reaction to Other Student's Discussion Answer	Wednesday, June 12
Module 13		
Watch	Lecture 10 – Addressing Leadership Discrimination in Sport	Wednesday, June 12
Read	Chapter 13-14 & Articles	Wednesday, June 12
Complete	Reading Quiz 10	Wednesday, June 12
Post	Discussion Question 10 Response	Wednesday, June 12
Post	Reaction to Other Student's Discussion Answer	Thursday, June 13
WEEK 6		
Session 14		
Complete	Exam 2	Tuesday, June 18
Session 15		
Post	TED Talk Presentation	Wednesday, June 19
Watch	All TED Talk Presentations	Thursday, June 20
Post	Response to TED Talk Presentations	Friday, June 21