

# Managing Organizations in Sport

SPM 4154

Class # 16298 Section # SM14

3 Credits | Fall 2024

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## Course Information

### INSTRUCTOR

**Dr. Cynthia Willming**

Office: FLG 300A

Office Phone: 352-294-1662

Preferred Method of Contact: [willming@hhp.ufl.edu](mailto:willming@hhp.ufl.edu)

*I welcome you to contact me via email. Expect a response within 24 hours M – F, 48 hours after 4pm Fri, and 48 hours after Sat or Sun.*

### OFFICE HOURS

Tuesday 2:45 pm – 4:15 pm, Thursday 4:00 pm – 4:30 pm, or by appointment.

### MEETING

Tuesdays 1:55 pm to 2:45 pm and Thursdays 1:45 pm to 3:50 pm - Florida

### TIME/LOCATION

Gymnasium (FLG) 210.

## 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

- SPM 2000 and MAN 3025

## REQUIRED AND RECOMMENDED MATERIALS

- **Required Textbook:** Lussier, R. and Kimball, D. (2024). 4th Edition. Applied Sport Management Skills. Human Kinetics. **ISBN: 978-1-7182-1322-7**
- 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 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)
  - 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 evaluation/assessment components for this course.

Evaluation Components	Points Per Component	% of Total Grade
Midcourse and End of Course Survey (2)	5 pts each = 10 pts	10/405 = 3%
Quizzes I and II (2)	100 pts each = 200 pts	200/405 = 49%
Module Quizzes (12)	145 pts = 145 pts	145/405 = 36%
Random Attendance (10)	5 pts each = 50 pts	50/405 = 12%
	<b>Points Possible = 405</b>	<b>100%</b>

**Late or emailed work is not accepted.**

**Evaluation Components** – The evaluation components for this course consist of a midcourse survey, end of the course survey, 2 Quizzes, 12 module quizzes, and 10 random attendance days. The evaluation components are in CANVAS and due on specified dates. It is prudent to complete coursework well before the date because **late or emailed work is not accepted in this course** unless in accordance with university policies:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

**Mid-Course Survey and End of the Course Survey (2 x 5 pts = 10 pts):** The mid-course and end-of-the-course surveys are designed to assist the instructor in gathering information to inform my instruction and course design. These surveys are ANONYMOUS, and your name is not associated with any of your responses. You will earn points for this assessment based on the completion of the survey rather than the content of your answers.

**Quizzes I and II (2 x 100 pts = 200)** – Quizzes I and II are held in FLG 210 during the scheduled course time. The quizzes consist of 50 questions, 2 points per question, totaling 100 points. Questions are multiple choice, true/false, fill-in-the-blank, and/or short answer. Students are not permitted access to any kind of materials,

notes, or interactions with others during the quizzes. Most of your preparation for quizzes should be given to lectures, lecture notes, and the textbook.

**Module Quizzes (145 pts)** - The 12 module quizzes consist of multiple choice, true/false, fill-in-the-blank, and matching questions which are generated from the textbook and lectures. The quizzes are not meant to be a primary study tool for preparing for Quizzes I and II. The function of the quizzes is to assist students in becoming familiar with the textbook, and to ease students into answering management questions about sport.

**Random Attendance (10 x 5 pts = 50 pts)** – Random attendance is taken ten times throughout the semester.

## GRADING SCALE

- Grades will be posted in the CANVAS gradebook and are dependent on your performance measured by surveys, module quizzes, attendance, and Quizzes I and II.
- Final grades are based on the accumulation of points you earn throughout the semester.
- Total points are converted to letter grades using the grading scale below.
- The grading scale is strictly enforced and unchangeable. The professor will NOT change grades at the end of the semester because students are 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	89.45-100%	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

## Course & University Policies

### ATTENDANCE POLICY

You are expected to attend scheduled classes and arrive on time. Regular attendance is vital for gaining the full benefits of the educational experience and engaging effectively in course materials. Random attendance is taken 10 times during the semester. For unplanned absences you should notify me as soon as possible, ideally before the class starts or within 24 hours of the missed class and provide documentation. For planned absences, you should notify me well in advance of the absence and provide the required documentation. Excessive absences may impact your grade.

## COURSE INFORMATION

This course meets regularly in person and assignments must be completed and submitted to Canvas by the assigned due date listed in the syllabus. It is essential for you to familiarize yourself with the course schedule in the syllabus and assigned due dates.

## 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. Please use respectful language in class.

- ***Adherence to the UF Student Honor Code***
  - UF 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/scsr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.
  - **Alleged HONOR CODE violations are reported to the Dean of Students Office regardless of severity.**

## EVALUATION/ASSESSMENT COMPONENTS

- Technology problems are **NOT** an acceptable excuse for late evaluation components.
- Refer to the Course Schedule and/or Canvas for due dates.
- **LATE ASSIGNMENTS ARE NOT ACCEPTED. PLEASE DO NOT ASK.**

## MAKE-UP POLICY (No late work is accepted unless in accordance with UF policy.)

- Make-up work or assignments in this course are consistent with university policies that can be found in the online catalog at: <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 unplanned absences because of accidents or emergencies, students should contact their instructor as soon as conditions permit.
- If you have a problem submitting assessments via Canvas, you must immediately contact the UF Help Desk 352-392-HELP (4357) for assistance in resolving the problem rather than waiting after the assessment is due. When the student reports the problem, the UF HELP DESK will document the day and time of the problem and provide the student with a ticket number confirming the incident. The student must immediately forward this email to me within 24 hours if you wish to request a makeup.

## TECHNOLOGY PROBLEMS

- Technology is **NOT** an acceptable excuse for any late work.
- **LATE WORK IS NOT ACCEPTED IN THIS COURSE** unless in accordance with UF's policy.
- Students needing technical assistance with Canvas should contact the Help Desk at 352-392-HELP (4357).
- After contacting the Help Desk with technical problems, ensure you receive a ticket number with the time, date, and explanation of the problem from the UF Help Desk and email this to your professor within 24 hours.

## COMMUNICATION AND QUESTIONS

- Students are responsible for using a UF email account (e.g., john.doe@ufl.edu) and should use this email for all university-related correspondence.
- The instructor may not read emails from or send emails to non-UF email addresses (e.g., john.doe@hotmail.com).
- **Email should include:**
  - To: [willming@hhp.ufl.edu](mailto:willming@hhp.ufl.edu)
  - From: UFL email address only
  - Subject: Course number and prefix and first and last name
    - Example: SPM 4154 Alberta Gator
  - Dear Dr. Willming,
    - My name is Alberta Gator, and I am a student in SPM 4154. I have read the syllabus, referred to the Canvas website, reviewed class notes, and asked other students about \_\_\_\_\_, but I am unable to find the information. My question is...
    - Thank you,
    - Alberta Gator

## ACCOMMODATING STUDENTS WITH DISABILITIES

- If you have a disability or suspect you might, it is important to take proactive steps to ensure you receive the necessary support and accommodation to succeed in your academic endeavors. The Disability Resource Center (DRC) at the university aids and accommodates students with disabilities, ensuring equal access to education opportunities. To initiate the process, you can begin by visiting the DRC's Get Started page at <https://disability.ufl.edu/students/get-started/>, calling them at 352-392-8565, visiting on online <https://accessibility.ufl.edu/>, or by visiting the Dean of Students Office in person on campus. This office will guide you through the registration process and assist you documenting your disability. This initial step is crucial as it allows the university to better understand your specific needs and provide appropriate accommodation. Once you are registered with the DRC, provide me with your letter of accommodation within the first two weeks of the semester. This letter outlines the accommodation you are eligible for based on your documented disability. By providing this letter early in the semester, I can ensure that these accommodations are implemented effectively and that you receive the support necessary to excel in this course. Please rest assured that it is my goal to support your success in this course by providing the tools and accommodation needed to accommodate your unique circumstances. I am committed to fostering an inclusive and supportive learning environment where all students can thrive academically.

## 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.
- **Providing Constructive Feedback**

- Teaching is fundamental to the University of Florida. We appreciate your confidential feedback, which improves learning and is also used for Faculty development and evaluation.
- Research shows that we may evaluate identical course content and teaching differently based on unintentional stereotypes, such as professor age, gender, nationality, race, title, or other characteristics. For example, *women and people of color may be rated lower even when no actual differences exist.*
- Please keep this in mind and focus evaluations on course content (lectures, assignments, readings, in-class materials) and not unrelated matters (instructor's appearance).
- **Use the following guidelines to provide your instructor with constructive feedback:**
  - Be respectful—Your evaluation is a medium for professional communication. Derogatory or offensive language is inappropriate and unhelpful.
  - Focus on course substance—Comments about clothing, hairstyle, etc., are unhelpful.
  - Be clear and specific—Think about activities and content (assignments, lectures, discussions). Provide examples and constructive suggestions.
- 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/>.

After final grades are submitted at the end of the term, evaluation results are shared with the instructor and administrators. Therefore, keep in mind that you are communicating directly (though anonymously) with the instructor – they see the evaluation results (without your identity).

## 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](https://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. 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, 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.”

## GRADE APPEAL

Should you want to contest a grade, you will have up to three (3) days after a posted grade to contact me and discuss your issue; after which the grade is final. Grades are based on a point scale.

## COPYRIGHT STATEMENT

- Course material is copyrighted and is the property of UF and 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 syllabi, videos, slides, quizzes, exams, lab problems, in-class materials, review sheets, additional problem sets, and other content. Because these materials are copyrighted, you do not have the right to copy or distribute the course materials, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

## DISCLAIMER

- This syllabus represents the objectives and tentative plans for the course. As we go through the semester, those plans may need to change to enhance student learning opportunity. Such changes will be communicated clearly.

## 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, 392-1161.
- **University Police Department:** 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).
- **GatorWell Health Promotion Services:** For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the GatorWell website or call 352-273-4450.

## ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>
- **Career Connections Center, Reitz Union:** 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Assistance with using libraries or finding resources.
- **Teaching Center, Broward Hall:** 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- **Writing Studio, 302 Tigert Hall:** 846-1138. Help 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

- Schedule "class times" for yourself. It is important to do the coursework on time each week.
- Read ALL the material contained on the 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 needed.
- Do not wait to ask questions! Waiting to ask a question 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

The course schedule below is tentative and might change based on the pace of the lectures and student needs; however, changes are 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

- Labor Day: Monday, September 2
- Homecoming: October 18
- Veteran's Day: November 11
- Thanksgiving Break: November 25-29
- Complete list available here: [https://catalog.ufl.edu/UGRD/dates-deadlines/pdfs/2024-2025 Approved Calendar Catalog.pdf](https://catalog.ufl.edu/UGRD/dates-deadlines/pdfs/2024-2025%20Approved%20Calendar%20Catalog.pdf)

### Weekly Course Schedule

Week	Dates	Readings	Evaluation/Assessment Components
	<b>INTRODUCTION</b>		
		<b>MODULE 1</b>	
#1	8-22 to 8-23	Course Introduction	



		Ch. 1: Managing Sports	
#2	8-26 to 8-30	Course Introduction Ch. 1: Managing Sports	<b>Due: Fri, Aug 30</b> • Module 1 Quiz
		<b>MODULE 2</b>	
#3	9-3 to 9-6	Ch. 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility	<b>Due: Fri, Sept 6 at 11:59 pm</b> • Module 2 Quiz
		<b>PLANNING</b>	
		<b>MODULE 3</b>	
#4	9-9 to 9-13	Ch. 3: Creative Problem Solving and Decision Making	<b>Due: Fri, Sept 13 at 11:59 pm</b> • Module 3 Quiz
		<b>MODULE 4</b>	
#5	9-16 to 9-20	Ch. 4: Strategic and Operational Planning	<b>Due: Fri, Sept 20 at 11:59 pm</b> • Module 4 Quiz
		<b>ORGANIZING</b>	
		<b>MODULE 5</b>	
#6	9-23 to 9-27	Ch. 5: Organizing and Delegating Work	<b>Due: Fri, Sept 27 at 11:59 pm</b> • Module 5 Quiz
		<b>MODULE 6</b>	
#7	9-30 to 10-4	Ch. 6: Sport Culture, Innovation, and Diversity	<b>Due: Fri, Oct 4 at 11:59 pm</b> • Module 6 Quiz
		<b>MODULE 7</b>	
#8	10-7 to 10-11	Ch. 7: Human Resources Management	
		<b>Honorlock QUIZ I</b>	
#9	10-14 to 10-16	Mid-Course Survey Quiz	<b>Due: Mon, Oct 14 at 11:59 pm</b> ○ Mid-Course Survey Quiz <b>Due: Thurs, Oct 17</b>

		Quiz I	<ul style="list-style-type: none"> <li>• <b>Quiz I</b> (Modules 1-7) In FLG 210</li> </ul>
	<b>LEADING</b>		
		<b>MODULE 8</b>	
#10	10-21 to 10-25	Ch. 8. Behavior in Organizations: Power, Politics, Conflict, and Stress	<b>Due: Fri, Oct 25 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 8 Quiz</li> </ul>
		<b>MODULE 9</b>	
#11	10-28 to 11-1	Ch. 9. Team Development	<b>Due: Fri, Nov 1 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 9 Quiz</li> </ul>
		<b>MODULE 10</b>	
#12	11-4 to 11-8	Ch. 10. Communicating for Results	<b>Due: Fri, Nov 8 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 10 Quiz</li> </ul>
		<b>MODULE 11</b>	
#13	11-12 to 11-15	Ch. 11. Motivating to Win	<b>Due: Fri, Nov 15 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 11 Quiz</li> </ul>
		<b>MODULE 12</b>	
#14	11-18 to 11-20	Ch. 12: Leading to Victory	<b>Due: Wed, Nov 20 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 12 Quiz</li> <li>• End of Course Survey</li> </ul>
	<b>CONTROLLING</b>		
#14	11-20 to 11-22	Ch. 13 Controlling	<b>Due: Fri, Nov 22 at 11:59 pm</b> Module 13 Quiz
#15	11-25 to 11-29	Thanksgiving Break	<b>Thanksgiving Break</b>
		<b>MODULE 13</b>	
#16	12-2 to 12-4	<b>Honorlock QUIZ II</b>	<b>Due: Tues, Dec 3</b> <ul style="list-style-type: none"> <li>• <b>Quiz II Modules 8-13 in FLG 210</b></li> </ul>
		<b>END OF COURSE</b>	<b>No Final Exam</b>

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