

# Managing Organizations in Sport

SPM 4154 (Online)

Class # 20598 Section # UF13

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)

*Expect a response within 24 hours M – F, 48 hours after 4pm Fri, and 48 hours on Sat or Sun.*

### OFFICE HOURS

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

### MEETING TIME/LOCATION

This course does NOT have scheduled meeting times. Evaluation components are due on scheduled dates and times. Access the course through Canvas platform from UF e-Learning (<https://elearning.ufl.edu/>) and Canvas mobile app by Instructure.

## 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 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.
- **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>.
- **Honorlock for Quizzes I and II:** Honorlock serves as the proctoring system exclusively for Quizzes I and II, ensuring academic integrity during these assessments. To successfully participate in Quizzes I and II, you must have the following:
  - Government issued photo ID (or Student photo ID) for identification purposes.
  - A functional camera and microphone to facilitate proctoring.
  - A Stable internet connection to maintain connectivity throughout the assessment.
  - Google Chrome browser (<https://chrome.com>), as it is the supported browser for Honorlock
- **Lectures, Module Quizzes, & Discussions:** Students will watch pre-recorded lectures and complete weekly quizzes and discussions based on assigned due dates. Students should read the textbook prior to watching the lectures.

## 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	10/515 = 2%
Honorlock Quizzes (2)	100 pts each = 200 pts	200/515 = 39%
Module Quizzes (12)	145 pts = 145 pts	145/515 = 28%
Discussion Boards (8)	15 pts each = 120 pts	120/515 = 23%
Playposits (8)	5 pts each = 40 pts	40/515 = 8%
	<b>Points Possible = 515</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 Honorlock Quizzes, 12 module quizzes, 8 discussion boards, and 8 Playposits. The evaluation components are in CANVAS and due on specified dates. It is not prudent to complete coursework at the last

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

**Honorlock Quizzes I and II (2 x 100 pts = 200)** – Quizzes I and II will be taken utilizing Honorlock with one 50-minute sitting to complete each quiz. 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. Make-up quizzes are NOT permitted unless in accordance with UF’s Make-Up Policy.

**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.

**Discussion Boards (8 x 15 pts = 120 pts)** – Some interactions for this course emerge through online discussions with other students and are built on weekly readings. Discussion boards involve students posting one response to the prompt on specified days and times and two additional responses to two different peers’ posts on specified days and times, totaling **three posts** per discussion board. Ensure to post responses to students who have NO responses from other students. This way every student will have a response from another student.

- Each of the three posts per discussion board must be between **100 to 200 words and include word counts separately for each of the three posts. Points are deducted for each post under 100 words and missing word counts.**

**Playposits (8 x 5 pts = 40 pts)** – Playposits are self-assessments to gain personal knowledge about sport management skills.

## GRADING SCALE

- Grades will be posted in the CANVAS gradebook and are dependent on the student’s performance measured by surveys, module quizzes, 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.
- 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	Points Needed to Earn Each Letter Grade	Percent of Total Points Associated with Each Letter Grade	GPA Impact of Each Letter Grade
A	515-461	89.45-100%	4.0
A-			3.67
B+	460-445	86.45-89.44%	3.33

B	444-429	83.45-86.44%	3.0
B-	428-410	79.45-83.44%	2.67
C+	409-394	76.45-79.44%	2.33
C	393-379	73.45-76.44%	2.0
C-	378-358	69.45-73.44%	1.67
D+	357-343	66.45-69.44%	1.33
D	342-327	63.45-66.44%	1.0
D-	326-307	59.45-63.44	0.67
E	0-306	0-59.44%	0

## Course & University Policies

### ATTENDANCE POLICY

There is no attendance policy for this course.

### COURSE INFORMATION

Students should be aware that online learning is different than a traditional classroom experience and can present unique challenges, particularly to individuals who do not possess good time management skills. The online classroom is available to you 24 hours a day. Unlike traditional instructional settings in which each student gets the same class at a set time and day, the online setting gives students the opportunity to tailor the class to their learning style. You should note, however, that this course is not completely self-paced. As listed on the course schedule, there are select times during which course materials will be available and are due. You can view each module's lectures at any time during the dates in which that specific module is open. Please note that all surveys, Quizzes I and II, Playposits, module quizzes, and discussion posts must be completed and submitted by the due date listed in the syllabus. Since we will not have in-class meeting times, it is essential for you to familiarize yourself with the course schedule and 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 unfold online. Please use respectful language online and through email correspondence.

- ***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/sccr/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

- Discussion boards must be typed, double-spaced, use 12-point font, and Times New Roman.
- Upload Discussion Boards as **Word files** beginning with the students last name, first initial, and discussion board #.

- Points are deducted if appropriate grammar, spelling, punctuation, and sentence structure are deficient.
- Proofread all assignments.
- Include citations if you are citing someone else's work.
- 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 surveys, module quizzes, discussions, quizzes or any other work 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 a student has a problem submitting assessments via Canvas, the student 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 the professor 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 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

## TESTING WITH HONORLOCK

Prior to test start of using Honorlock, you will need the following:

- Government issued photo ID (or Student photo ID) for identification purposes.
- A functional camera and microphone to facilitate proctoring.
- A Stable internet connection to maintain connectivity throughout the assessment.
- Google Chrome browser (<https://chrome.com>), as it is the supported browser for Honorlock

During the test: The online testing environment should mimic an in-class testing environment. The following guidelines apply:

- **Testing Area:**
  - Sit at a clean desk or table (**not on a bed or couch**).
  - The 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.
  - Clear your desk or table of all 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 and then show your workspace. Partial scans and/or failure to show your workspace may be flagged during the proctoring review.
  - Make sure your laptop is fully charged and keep the charger within arm's reach.
- **The following items/actions are not permitted:**
  - No writing visible on desk or 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. Your entire face should always be centered on the screen.
  - 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.

## 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 provides assistance and accommodation to 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 (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, 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 you need it.
- Do not wait to ask questions because it 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_Approved_Calendar_Catalog.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: Wed, Aug 28</b> <ul style="list-style-type: none"> <li>• Module 1 Discussion Board: Student Introductory Video - Post #1</li> </ul> <b>Due: Fri, Aug 30</b> <ul style="list-style-type: none"> <li>• Module 1 Quiz</li> </ul> <b>Due: Fri, Aug 30 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 1 Discussion Board: Student Introductory Video - Response Posts #2 and #3</li> <li>• Playposit - Management Traits</li> </ul>
		<b>MODULE 2</b>	
#3	9-3 to 9-6	Ch. 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility	<b>Due: Wed, Sept 4 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 2 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Sept 6 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 2 Discussion Board- Response Posts #2 and #3</li> <li>• Module 2 Quiz</li> <li>• Playposit - Sport Ethics</li> </ul>
	<b>PLANNING</b>		
		<b>MODULE 3</b>	
#4	9-9 to 9-13	Ch. 3: Creative Problem Solving and Decision Making	<b>Due: Wed, Sept 11 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 3 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Sept 13 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 3 Discussion Board - Response Posts #2 and #3</li> </ul>

			<ul style="list-style-type: none"> <li>• Module 3 Quiz</li> <li>• Playposit - What is your Decision-Making Style?</li> </ul>
		<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> <ul style="list-style-type: none"> <li>• Module 4 Quiz</li> </ul>
	<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> <ul style="list-style-type: none"> <li>• Module 5 Quiz</li> </ul>
		<b>MODULE 6</b>	
#7	9-30 to 10-4	Ch. 6: Sport Culture, Innovation, and Diversity	<b>Due: Wed, Oct 2 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 6 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Oct 4 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 6 Discussion Board - Response Posts #2 and #3</li> <li>• Module 6 Quiz</li> <li>• Playposit - Attitudes</li> </ul>
		<b>MODULE 7</b>	
#8	10-7 to 10-11	Ch. 7: Human Resources Management	<b>Due: Wed, Oct 9 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 7 Discussion Board Post #1</li> </ul> <b>Due: Fri, Oct 11 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 7 Discussion Board: Response Posts # 2 and #3</li> </ul>
		<b>Honorlock QUIZ I</b>	
#9	10-14 to 10-16	Mid-Course Survey Quiz Quiz I	<b>Due: Mon, Oct 14 at 11:59 pm</b> <ul style="list-style-type: none"> <li>○ Mid-Course Survey Quiz</li> </ul> <b>Due: Wed, Oct 16 (8:00 am to 11:59 pm)</b> <ul style="list-style-type: none"> <li>• <b>Quiz I</b> (Modules 1-7) One 50-minute sitting</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: Wed, Oct 23 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 8 Discussion Board Post #1</li> </ul> <b>Due: Fri, Oct 25 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 8 Discussion Board: Response Posts # 2 and #3</li> <li>• Module 8 Quiz</li> <li>• Playposit – Big Five Personality</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> <li>• Playposit – Team Player?</li> </ul>

		<b>MODULE 10</b>	
#12	11-4 to 11-8	Ch. 10. Communicating for Results	<b>Due Wed, Nov 6 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 10 Discussion Board Post #1</li> </ul> <b>Due: Fri, Nov 8 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 10 Discussion Board: Response Posts # 2 and #3</li> <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> <li>Playposit – What motivates you?</li> <li>Playposit – Which Acquired Need Drives You?</li> </ul>
		<b>MODULE 12</b>	
#14	11-18 to 11-20	Ch. 12: Leading to Victory	<b>Due Mon, Nov 18 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 12 Discussion Board Post #1</li> </ul> <b>Due: Wed, Nov 20 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 12 Discussion Board: Response Posts # 2 and #3</li> <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: Wed, Dec 4 (8:00 am to 11:59 pm) One 50-minute sitting</b> <ul style="list-style-type: none"> <li>Quiz II Modules 8-13</li> </ul>
		<b>END OF COURSE</b>	<b>No Final Exam</b>

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

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