

The Racquets Directorship

SPM5936 | Sections 18658,25616 | 3 Credits | Spring 2025

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Course Info

INSTRUCTORS

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Preferred Method of Contact: Email

Adjunct professor: Doug Cash

cashdouglas@ufl.edu

OFFICE HOURS

By appointment

MEETING TIME/LOCATION

Access course through [Canvas](#)

COURSE DESCRIPTION

This course will provide students with an in-depth understanding and knowledge of the skills necessary for running a multi- court/multi-sport racquets program at clubs or public facilities. Students will learn the fundamentals of marketing, budgeting, communications, human capital management and leadership that the Director of Racquet Sports position involves.

PREREQUISITE KNOWLEDGE AND SKILLS

HH7 or HH8 and SPM 6905: The Racquets Industry are the prerequisites for this course. SPM 5309 Sport Marketing and SPM 5506 Sport Finance are recommended.

REQUIRED AND RECOMMENDED MATERIALS

REQUIRED book:

Vanderbloemen, B. W. (2018). *Culture Wins: The roadmap to an irresistible workplace*. New York: Savio Republic.

ISBN-10: 1682615235

RECOMMENDED book:

Heath, D., & Heath, C. (2017). *The Power of Moments*. New York, NY: Simon and Schuster.
ISBN-10: 1501147765

(the segments necessary from the Power of Moments book will be included in the course as “course reserves” from the UF library, but the book is highly recommended)

COURSE OVERVIEW

Leadership of racquets programs has become more than setting up lesson programs and expecting players to show up. The role of leading a tennis/racquet program at a club or community-based facility requires knowledge of leadership and business concepts as well as strong knowledge of racquet sports. Just applying general business practices to the racquets industry, without recognition and knowledge of challenges specific to the industry, has proven to be difficult recently, due the addition of various racquet sports to the tennis landscape, such as pickleball and padel.

The racquets industry includes multiple business models, too. Country club environments fueled by dues and not dependent on sales, to racquet clubs that must make a profit to survive to community-based facilities that are subsidized by taxes, all racquets environments are not created equal. All require different management and leadership styles and approaches. This course will address those differences, particularly in the areas of employee culture management and hiring, financial management principles, marketing/sales and customer experiences.

COURSE LEARNING OBJECTIVES:

Upon completion of this class, students should be able to:

1. Summarize the steps involved in developing a culture of leadership that is employee-centered.
2. Design and implement a plan for a team-based, caring, employee-centered work culture.
3. Assess and manage the financial position of the racquets department or club and make and defend proposals regarding budgeting and compensation.
4. Identify various types of tennis/racquets clients and employ marketing strategies to reach and capture them and then to create positive experiences for them, on and off the court.

Course & University Policies

PERSONAL CONDUCT POLICY

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](#) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

LATE SUBMISSION AND EXAM MAKE-UP POLICY

The assignments will be used to assess the student’s academic standing in this course. Failure to make prior arrangements may result in rejection of work submitted late as rescheduling/accepting assignments is at the discretion of the instructor. All assignments are due by 11:59pm EST on the date listed in the schedule. **Late**

assignments will be accepted. However, they will be graded down 10% each day late, up to 7 days unless the student has an excused absence as defined by [university policies](#) . Assignments more than 7 days late will receive a 0 unless arrangements are agreed upon with the instructor within one week of the assignment due date.

Requirements for class attendance and make-up exams, assignments, and other work are consistent with [university policies](#).

ACCOMMODATING STUDENTS WITH DISABILITIES

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the [Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

COURSE EVALUATIONS

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at [Providing Constructive Feedback](#). 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](#). Summaries of course evaluation results are available to students at [Public Results](#).

Assignments and Grading

35% - Problem-based projects

Four assignments = 160 points

4 projects based on situational challenges that a Director of Racquets Sports would face in reality. Students will be graded on their ability to communicate an actionable solution. Grades will be based on the rubric provided.

Culture project:	40 points
Marketing Project:	40 points
Finance Project:	40 points
Memorable Moments Project:	40 points

23% - Yellow Dig Discussion submission & participation

One semester-long discussion board on YellowDig; one introduction post = 120 points

Throughout the semester, students will be required to be active in submitting content and comments about relevant topics on YellowDig, a social media- type, class-focused platform. This conversation creates networking opportunities and learning. Students will be graded based on the number of points they accumulate

11% - Quizzes

Four Module quizzes = 50 points

Four module quizzes will assess major concepts taught in the course to gauge content comprehension

27% - Final Exam

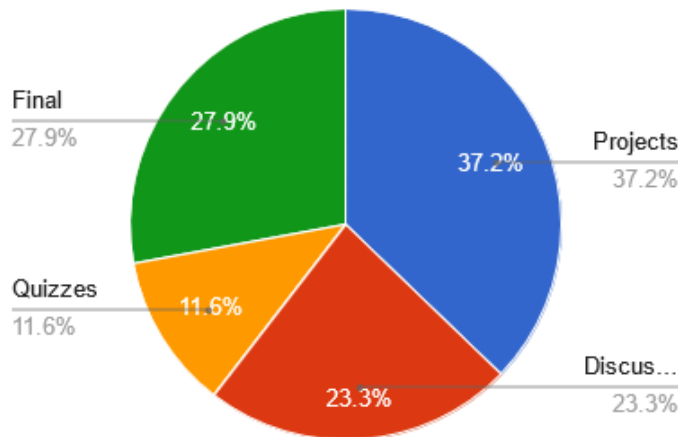
and application.

One cumulative 60-question final = 120 points

A 60-questions multiple choice exam covering class content. The exam will be proctored by Honorlock.

GRADING SCALE

SPM 5936 The Racquets Directorship



Problem-based projects	160
Discussions	120
Quizzes	50
Final	<u>120</u>
	450

A	= 100-93	C(S)	= 76.99-73
A-	= 92.99-90	C-(U)	= 72.99-70
B+	= 89.99-87	D+	= 69.99-67
B	= 86.99-83	D	= 66.99-63
B-	= 82.99-80	D-	= 62.99-60
C+	= 79.99-77	E	= 59.99-0

More detailed information regarding current UF grading policies can be found in the [UF Graduate Catalog](#).

Getting Help

HEALTH & WELLNESS

- [U Matter, We Care](#): If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575
- [Counseling and Wellness Center](#), 352-392-1575
- Sexual Assault Recovery Services (SARS) - Student Health Care Center, 392-1161
- [University Police Department](#), 392-1111 (or 9-1-1 for emergencies)

ACADEMIC RESOURCES

- [E-learning technical support](#), 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.
- [Career Connections Center](#), Reitz Union, 392-1601. Career assistance and counseling.
- [Library Support](#), various ways to receive assistance with respect to using the libraries or finding resources.
- [Teaching Center](#), Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.
- [Writing Studio](#), 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.
- [Student Complaints On-Campus](#) or [On-Line Students Complaints](#):

Weekly Course Schedule

Week #	Module #/ Lesson #	Topic	Readings	Assignments - RACQUETS DIRECTORSHIP	Due Date	Point Value
1	Introduction	Yellow Dig Discussion		a social media-type, class-focused platform, on topics discussed within the course	4/23/25	100
				Student discussion – Introduction post	1/20/25	20
2	Module 1/ Lesson 1	Human Capital/Culture / Leadership - Effective Culture Building	<ul style="list-style-type: none"> 1 course curriculum article PDF Chapters 1 & 2 in Culture Wins 			
2	Module 1/ Lesson 2	Recruiting and Onboarding talent	<ul style="list-style-type: none"> 3 course curriculum article PDFs Chapters 6 & 7 in Culture Wins 			
3	Module 1/ Lesson 3	Team Building	<ul style="list-style-type: none"> 1 course curriculum article PDF and blog post PDF 			
4	Module 1/ Lesson 4	Employee-Centered Leadership	<ul style="list-style-type: none"> 2 course curriculum PDFs Chapters 8-11 in Culture Wins 	Module 1 quiz	2/10/25	10
				Culture Project	2/10/25	40
5	Module 2/ Lesson 1	Finance & Accounting/ Business Plan	<ul style="list-style-type: none"> 1 course curriculum article PDF 			
6	Module 2/ Lesson 2	Financial Record keeping	<ul style="list-style-type: none"> 3 course curriculum article PDFs 			
7	Module 2/ Lesson 3	Compensation	<ul style="list-style-type: none"> 1 course curriculum article PDF 			
8				Finance/Accounting Project	3/3/25	40
				Module 2 Quiz	3/3/25	20
				Midcourse Survey (non-graded)	3/3/25	0

9	Module 3 /Lesson 1	Marketing & Sales/ Sales Management			
10	Module 3 / Lesson 2	Marketing strategies	Module 3 quiz	3/24/25	10
			Marketing Project	3/24/25	40
11	Module 4/ Lesson 1	Customer & Member Experience/ Building Peaks in Programming			
12	Module 4/ Lesson 2	Measuring and Monitoring			
13	Module 4/ Lesson 3	Maximizing the Player Journey			
14	Module 4/ Lesson 4	Sensitivity to all populations	Memorable Moments Project	4/21/25	40
			Module 4 quiz	4/21/25	10
16		Final Exam	Cumulative Final Exam - 60 questions	4/30/25	120
			FINAL MUST BE TAKEN BY MIDNIGHT ET		
			TOTAL POINTS AVAILABLE FOR CLASS		450