

SPM 5936 The Racquets Directorship

Location: Online

Academic Term: Spring 2023

Section: OS17 (24776)

Instructor:

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Faculty and Director of USTA Professional Tennis Management

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Office Hours via zoom appointment

Adjunct Lecturer:

Doug Cash, Industry consultant, CashFlow Tennis

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Course Description

This course is designed to provide tennis professionals gain an in-depth understanding and knowledge of the broad skillset necessary for running a multi-court/multi-sport racquets program at a country club, indoor club, or public park facility. Students will learn the fundamentals of marketing, budgeting, communications, human capital management and leadership that the Director of Tennis or Director of Racquet Sports position involves.

Due to the nature of private clubs and community-based facilities, where expenses may be subsidized by members or taxes, a “successful program” might never turn a profit, so this class will help directors have a clear understanding of what other parameters can define, and are necessary for, “success.” Parameters discussed will be participation, program growth, facility usage, food and beverage sales, a low student-to-pro on-court ratio and an emphasis on service.

Expense management and marketing and promotions are key when operations depend on profit and, therefore, module of the course will cover racquets-specific financial concepts.

In all racquet sports settings, leadership, hiring and culture creation for a thriving workplace based on transformational leadership concepts are important. This will be addressed thoroughly in the course, as well.

This course is a complement to SPM 6905: The Racquets Industry

Course Website

<https://elearning.ufl.edu>

Course Communication

For any course-related questions, email kimbastable@ufl.edu and include your course number and name in the email.

Course 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 team-based, caring, employee-centered work culture.
3. Be aware of and apply legal and fair labor practices and apply the various tools available to leaders to recruit, development, and empower talent.
4. Assess and manage the financial position of the racquets department or club and make and defend proposals regarding budgeting and compensation.
5. 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.

TEXTBOOKS

REQUIRED book: Culture Wins: The Roadmap to an Irresistible Workplace

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

RECOMMENDED book: The Power of Moments

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

(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 Schedule

| Module # | Topic | Assignments - RACQUETS DIRECTORSHIP | Week covered | Due Date | Point Value |
|-----------------------|---|--|--------------------|----------|-------------|
| Starts 2/20/21 | Yellow Dig Discussion | a social media-type, class-focused platform, on topics discussed within the course | Starts wk 1 | 4/24/23 | 100 |
| 1 | Human Capital/Culture/Leadership | Introduction video | Week 1 | 1/15/23 | 20 |
| | | Module 1 Quiz | Week 4 | 2/5/23 | 10 |
| | (weeks 1-4) | Culture Project | Week 4 | 2/5/23 | 40 |
| 2 | Finance & Accounting | | | | |
| | (weeks 5-7) | Module 2 Quiz | week 7 | 2/26/23 | 20 |
| | | Finance/Accounting Project | week 7 | 2/26/23 | 40 |
| | | Midcourse Survey (non-graded) | | | 0 |
| 3 | Marketing & Sales | | | | |
| | (weeks 8-9) | Module 3 quiz | week 9 | 3/26/23 | 10 |
| | | Marketing Project | week 10 | 3/26/23 | 40 |
| 4 | Customer & Member Experience | Module 4 quiz | week 13 | 4/16/23 | 10 |
| | (weeks 10-14) | Memorable Moments Project | week 14 | 4/23/23 | 40 |

| | | | | |
|---|-------------------|---|--------|------------|
| 5 | Final Exam | Final Exam - 60 questions FINAL MUST BE TAKEN BY MIDNIGHT ET | 5/2/23 | 120 |
| TOTAL POINTS AVAILABLE FOR CLASS | | | | 450 |

Attendance Policy, Class Expectations, and Make-Up Policy

State whether attendance is required and if so, how will it be monitored? What are the penalties for absence, tardiness, cell phone policy, laptop policy, etc. What are the arrangements for missed homework, missed quizzes, and missed exams? This statement is required: Excused absences must be consistent with university policies in the [Graduate Catalog](#) and require appropriate documentation. Additional information can be found in [Attendance Policies](#).

Course Requirements

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. **If late assignments are graded, they will be graded down 10% each day with assignments submitted more than 2 days late not accepted for credit at all, unless arrangements have been made with the instructor prior to the due date for that assignment.**

Requirements for class attendance and make-up exams, assignments, and other work are consistent with university policies:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

35% - Problem -based projects

4 assignments = 160 points

4 projects based on situational challenges that a Director of Racquets Sports would face in reality.

27% - Yellow Dig Discussion submission & participation

1 semester-long discussion board on YellowDig = 100 points + 20 for intro video

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. The topics to be discussed are listed in the Course Schedule and this conversation creates networking opportunities and learning.

11% - Quizzes

4 Module quizzes = 50 points

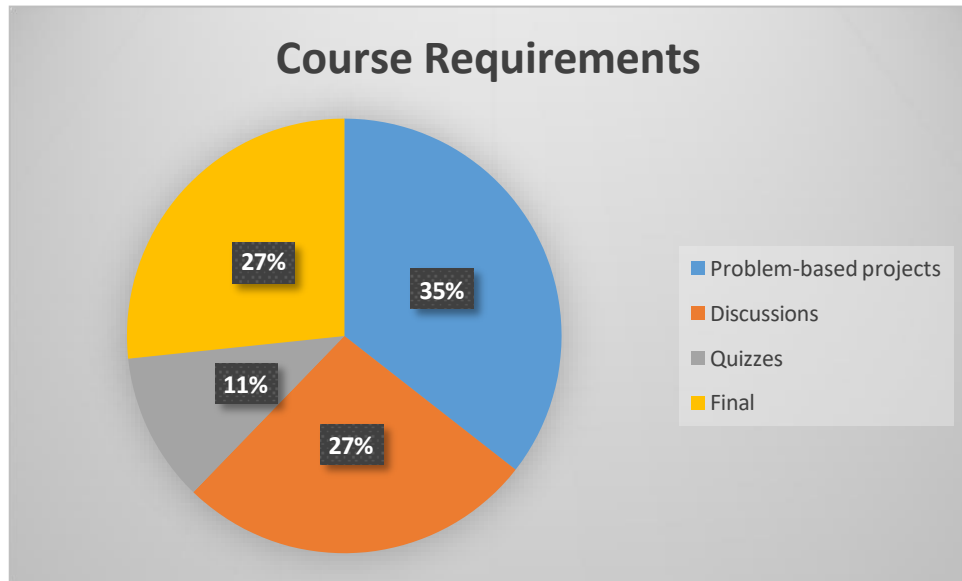
Four module quizzes will assess major concepts taught in the course to gauge content comprehension and application.

27% - Final Exam

1 60-question final = 120 points

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

Evaluation of Grades



| | |
|------------------------|------------|
| Problem-based projects | 160 |
| Discussions | 120 |
| Quizzes | 50 |
| Final | 120 |
| | 450 |

Grading Scale

More information on UF grading policy may be found at:

| | | | |
|----|------------|------|------------|
| A | = 100-93 | C(S) | = 76.99-73 |
| A- | = 92.99-90 | | |
| B+ | = 89.99-87 | | |
| B | = 86.99-83 | | |
| B- | = 82.99-80 | | |
| C+ | = 79.99-77 | | |

Honorlock Final Exam Proctoring Information:

Honorlock will proctor your final examination this semester. Honorlock is an online proctoring service that allows you to take your exam from the comfort of your home. You DO NOT need to create an account, download software or schedule an appointment in advance. Honorlock is available 24/7 and all that is needed is a computer, a working webcam, and a stable internet connection.

To get started, you will need Google Chrome and to download the Honorlock Chrome Extension. You can download the extension at

www.honorlock.com/extension/install

When you are ready to test, log into Canvas/E-Learning, go to your course, and click on your exam. Clicking launch Proctoring will begin the Honorlock authentication process, where you will take a picture of yourself, show your ID, and complete a scan of your room. Honorlock will be recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device.

Honorlock support is available 24/7/365. If you encounter any issues, you may contact Honorlock by live chat, phone (844-243-2500), and/or email (support@honorlock.com)

Students Requiring Accommodations

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 Evaluation

Students are expected to provide feedback on the quality of instruction in this course by completing [online evaluations](#). Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students on the [Gator Evals page](#).

University Honesty 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.

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the [Notification to Students of FERPA Rights](#).

Campus Resources:

Health and Wellness

U Matter, We Care:

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.

Counseling and Wellness Center: counseling.ufl.edu/cwc, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or police.ufl.edu.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.

[Career Resource 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 Campus](#)

[On-Line Students Complaints](#)