

MANAGEMENT & LEADERSHIP IN SPORT SPM 6158

DEPARTMENT OF SPORT MANAGEMENT
COLLEGE OF HEALTH AND HUMAN PERFORMANCE
UNIVERSITY OF FLORIDA
SUMMER 2020

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| Course Information | Section: 021F, 85AT Credits: 3 Dates: Monday, May 11 – Friday, June 19 Location: Web Based |
| Contact Information | Name: Dr. Tavormina, Ph.D. Office: Florida Gym, Room 308 Phone: 352-294-3567 Email: atavor@ufl.edu Skype: atavor10 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) Burton, L. J., Kane, G. M., & Borland, J. F. (2015). <i>Sport leadership in the 21st century</i> (2 nd ed.). 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, discussion questions, quizzes, exams, etc. are to be completed individually (unless otherwise noted) and submitted by 11:59 PM ET on the date for which the item is due. Discussion questions, quizzes, and exams submitted after this time will not be eligible for credit.
4. 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>.
5. 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) or helpdesk@ufl.edu. 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.
6. Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center (DRC) by visiting <https://disability.ufl.edu/students/get-started/>. The DRC will provide documentation to the student who must then provide this to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments and completing 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.
7. 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 gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens. Evals can be completed through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/.
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

UF students are bound by The Honor Pledge. Any individual who becomes aware of an honor code violation is obligated 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://sccr.dso.ufl.edu/process/student-conduct-code/>.

The Honor Pledge: "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 *Account* in the top left navigation menu on Canvas. Then, click on *Profile*. Then, click on the *Edit Profile* button on the top right side of page. Click on *Save Profile*. Then, click on the profile pic icon to upload 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 stealing, misquoting, insufficiently paraphrasing, or patch-writing, submitting materials from any source without proper attribution, submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the student did not author, and self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the student's own work, without the full and clear acknowledgment and permission of the faculty to whom it is submitted.
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 weekly content, and four units make up each weekly content as follows:

1. Lectures
2. Readings
3. Quizzes
4. Discussion Questions

Lectures, Readings and Quizzes

Key concepts will be presented through brief lectures at the beginning of each weekly content. 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 combined**) to the posted discussion questions
 - Two of the ten discussion question responses must be answered via video (**2-3 minutes**)
 - If not completed, the last two weeks of discussions will be graded a 0 and cannot be dropped
- React to two discussions by supporting/disputing the views of others (**50-100 word limit**)

In summary, each weekly content 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

| <i>Assignment/Quiz</i> | <i>Points</i> | <i>Grade Breakdown</i> | |
|--|---------------|------------------------|----|
| | | 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 |
| <i>More information on the Graduate School grading policies may be found at:</i> | | 108 – 114.9 | D- |
| <i>https://catalog.ufl.edu/graduate/regulations/</i> | | 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 *Discussions* 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 but to be completed individually. 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 combined length by Friday and post reactions that are 50-100 words in length each to at least two other students' posts by Sunday. For two of the discussions, the discussion questions (not reactions) must be answered by recording (not uploading) a 2-3 minute video recording via the "Record Media" icon in the *Discussions* link via Canvas. If not completed, the last two discussions will be graded 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 and to be completed individually. 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 2020 COURSE SCHEDULE

| Week 1 | | |
|------------------|---|-------------------|
| Session 1 | | |
| Watch | Introduction Lecture | Monday, May 11 |
| Read | Chapter 3 & Articles | Tuesday, May 12 |
| Post | Student Introduction Video in Canvas <i>Discussions</i> | Tuesday, May 12 |
| Watch | Student Introductions | Wednesday, May 13 |
| Session 2 | | |
| Watch | Lecture 1 – Leadership Theories | Wednesday, May 13 |
| Read | Chapter 1 & Articles | Wednesday, May 13 |
| Complete | Reading Quiz 1 | Wednesday, May 13 |
| Post | Discussion Question 1 Response | Wednesday, May 13 |
| Post | Reaction to Other Student’s Discussion Answer | Thursday, May 14 |
| Session 3 | | |
| Watch | Lecture 2 – Leadership Styles | Thursday, May 14 |
| Read | Chapter 2 & Articles | Thursday, May 14 |
| Complete | Reading Quiz 2 | Thursday, May 14 |
| Post | Discussion Question 2 Response | Thursday, May 14 |
| Post | Reaction to Other Student’s Discussion Answer | Friday, May 15 |
| WEEK 2 | | |
| Session 4 | | |
| Watch | Lecture 3 – The Necessary Skill Sets | Tuesday, May 19 |
| Read | Articles | Tuesday, May 19 |
| Complete | Reading Quiz 3 | Tuesday, May 19 |
| Post | Discussion Question 3 Response | Tuesday, May 19 |
| Post | Reaction to Other Student’s Discussion Answer | Wednesday, May 20 |
| Session 5 | | |
| Watch | Lecture 4 – Communication that Motivates | Wednesday, May 20 |
| Read | Chapter 5 (pg. 91-100) & Articles | Wednesday, May 20 |
| Complete | Reading Quiz 4 | Wednesday, May 20 |
| Post | Discussion Question 4 Response | Wednesday, May 20 |
| Post | Reaction to Other Student’s Discussion Answer | Thursday, May 21 |
| Session 6 | | |
| Watch | Lecture 5 – Strategic Leadership | Thursday, May 21 |
| Read | Chapter 7 & Articles | Thursday, May 21 |
| Complete | Reading Quiz 5 | Thursday, May 21 |
| Post | Discussion Question 5 Response | Thursday, May 21 |
| Post | Reaction to Other Student’s Discussion Answer | Friday, May 22 |
| WEEK 3 | | |
| Session 7 | | |
| Complete | Exam 1 | Tuesday, May 26 |
| Session 8 | | |
| Watch | Sports ManagerDISC Profile Videos | Wednesday, May 27 |
| Watch | Leadership Dossier Lecture | Wednesday, May 27 |
| Complete | Sports ManagerDISC Profile | Wednesday, May 27 |
| Submit | Leadership Dossier (Sports ManagerDISC Profile) | Friday, May 29 |
| Submit | Selection of TED Talk Topic | Friday, May 29 |

| WEEK 4 | | |
|-------------------|--|--------------------|
| Session 9 | | |
| Watch | Lecture 6 – Forging Significant Change | Tuesday, June 2 |
| Read | Chapter 8 & Articles | Tuesday, June 2 |
| Complete | Reading Quiz 6 | Tuesday, June 2 |
| Post | Discussion Question 6 Response | Tuesday, June 2 |
| Post | Reaction to Other Student’s Discussion Answer | Wednesday, June 3 |
| Session 10 | | |
| Watch | Lecture 7 – Fostering Innovation | Wednesday, June 3 |
| Read | Chapter 9 & Articles | Wednesday, June 3 |
| Complete | Reading Quiz 7 | Wednesday, June 3 |
| Post | Discussion Question 7 Response | Wednesday, June 3 |
| Post | Reaction to Other Student’s Discussion Answer | Thursday, June 4 |
| Session 11 | | |
| Watch | Lecture 8 – Crisis and Conflict | Thursday, June 4 |
| Read | Chapter 5 (pg. 100-109) & Articles | Thursday, June 4 |
| Complete | Reading Quiz 8 | Thursday, June 4 |
| Post | Discussion Question 8 Response | Thursday, June 4 |
| Post | Reaction to Other Student’s Discussion Answer | Friday, June 5 |
| WEEK 5 | | |
| Session 12 | | |
| Watch | Lecture 9 – Team Leadership and Group Dynamics | Tuesday, June 9 |
| Read | Chapter 10 & Articles | Tuesday, June 9 |
| Complete | Reading Quiz 9 | Tuesday, June 9 |
| Post | Discussion Question 9 Response | Tuesday, June 9 |
| Post | Reaction to Other Student’s Discussion Answer | Wednesday, June 10 |
| Module 13 | | |
| Watch | Lecture 10 – Addressing Leadership Discrimination in Sport | Wednesday, June 10 |
| Read | Chapter 12-13 & Articles | Wednesday, June 10 |
| Complete | Reading Quiz 10 | Wednesday, June 10 |
| Post | Discussion Question 10 Response | Wednesday, June 10 |
| Post | Reaction to Other Student’s Discussion Answer | Thursday, June 11 |
| WEEK 6 | | |
| Session 14 | | |
| Complete | Exam 2 | Tuesday, June 16 |
| Session 15 | | |
| Post | TED Talk Presentation | Wednesday, June 17 |
| Watch | All TED Talk Presentations | Thursday, June 18 |
| Post | Response to TED Talk Presentations | Friday, June 19 |