

**SPM 6158 MANAGEMENT & LEADERSHIP IN SPORT**  
SUMMER 2024

<b>Course Information</b>	Section: OS02, OS03, OS40 Credits: 3 Dates: Monday, May 13 – Friday, June 21 Location: Web Based
<b>Contact Information</b>	Instructor: Dr. Tavormina, Ph.D. Office: Florida Gym, Room 325D Phone: 352-294-3567 Email: atavor@ufl.edu Office Hours: Tuesdays and Thursdays 12:00pm – 2:00pm
<b>Course Website</b>	Canvas <a href="https://elearning.ufl.edu">https://elearning.ufl.edu</a>
<b>Course Communication</b>	For any course inquiries, please send your questions through the Canvas messages or to atavor@ufl.edu and include the course prefix and number in the subject of the email.
<b>Required Books</b>	(1) Burton, L. J., Kane, G. M., & Borland, J. F. (2020). <i>Sport leadership in the 21<sup>st</sup> century</i> (2 <sup>nd</sup> 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, weekly content, and course materials will be available to you. You can view each week's lectures at any time during the dates in which the weekly content is open. However, 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, 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 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 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](mailto: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 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/](http://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/](http://ufl.bluera.com/ufl/). Summaries of course evaluation results are available to students at [gatorevals.aa.ufl.edu/public-results/](http://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**

University of Florida students are bound by the Honor Pledge. On all work submitted for credit by a student, the following pledge is required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Student Honor Code and Conduct Code (Regulation 4.040) specifies a number of behaviors that are in violation of this code, as well as the process for reported allegations and sanctions that may be implemented. All potential violations of the code will be reported to Student Conduct and Conflict Resolution. If a student is found responsible for an Honor Code violation in this course, the instructor will enter a Grade Adjustment sanction which may be up to or including failure of the course.

### **In Class Recording**

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, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field

trips, private conversations between students in the class or between a student and the faculty or guest lecturer during a class session.

Publication without 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 Policy on Course Syllabi 3 UF, Academic Affairs, September 9th, 2022 Honor Code and Student Conduct Code.

## Health and Wellness Resources

*U Matter, We Care:* If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

*Counseling and Wellness Center:* [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.

*Student Health Care Center:* Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

*University Police Department:* [Visit UF Police Department website](#) or call 352-392-111 (or 9-1-1 for emergencies).

*UF Health Shands Emergency Room / Trauma Center:* For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#).

*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 Resources

*E-learning technical support:* Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).

*Career Connections Center:* Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

*Library Support:* Various ways to receive assistance with respect to using the libraries or finding resources.

*Teaching Center:* Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

*Writing Studio:* 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

*Student Complaints On-Campus:* [Visit the Student Honor Code and Student Conduct Code webpage for more information](#).

*On-Line Students Complaints:* [View the Distance Learning Student Complaint Process](#).

## 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, 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 three units make up each session in the weekly content as follows:

1. Lectures
2. Readings
3. Discussion Questions

### *Lectures and Readings*

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 weekly content. The primary purpose of the lecture is to lay the foundation of the various concepts and topics of management and leadership in sport. The primary purpose of the readings is to further explore the specific topics or roles that pertain to management and leadership in sport.

### *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 questions must be answered via video (**2-3 minutes**)
  - If not completed, the last two weeks of discussions will be graded as a 0
- React to three discussion responses by supporting/disputing the views of others (**50-100 word limit each**)

In summary, each weekly content will include four key tasks:

1. *Watch* the lecture
2. *Read* the assigned readings
3. *Post* written responses to the discussion questions
4. *Post* your reaction to other student's discussion answer and interact with other students

## Evaluation

<i>Assignment/Exam</i>	<i>Points</i>	<i>Grade Breakdown</i>	
Gator-To-Gator Leadership Connections	20	176 – 190	A
Leadership Dossier (DISC Profile)	30	171 – 175.9	A-
TED Talk Presentation	30	167 – 170.9	B+
Discussion Questions (5 points each)	50	159 – 166.9	B
Exams (30 points each)	60	152 – 158.9	B-
		148 – 151.9	C+
<b>Total</b>	<b>190</b>	140 – 147.9	C
		133 – 139.9	C-
		129 – 132.9	D+
		121 – 128.9	D
		119 – 127.9	D-
		118.9 or lower	E

*More information on the Graduate School grading policies may be found at:*  
<https://catalog.ufl.edu/graduate/regulations/>

## 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 using two academic sport management research studies from peer-reviewed journals. The topic must be submitted via the Canvas *Discussion* 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.

### **Gator-To-Gator Leadership Connections**

This assignment is designed to allow students to explore Gator-To-Gator Leadership Connections through authentic interactions with alumni/ae. Each student will create a GatorToGator.com profile and connect with at least one UF SPM alum or sport industry professional connection based on your career aspirations via the GatorToGator.com platform. Specific assignment details and requirements will be provided via Canvas.

### **Discussion Questions**

There will be ten discussion questions throughout the semester. 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 60 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* note 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, contact Learning Support Services and email me immediately with a screenshot of the issue.

### **\*\*Graduate Final Exam Requirement**

During this course, the successful completion of the *Leadership Dossier* paper will fulfill a requirement of the Graduate Final Exam which is a requirement to be completed prior to the completion of the M.S. in Sport Management degree at the University of Florida. To successfully complete the *Leadership Dossier* paper, the student must earn a minimum of 80% on the assignment. A failure to meet the minimum of 80% will require the student to rewrite and resubmit the *Leadership Dossier* paper to the instructor by the stated deadline which will be before the end of the semester. However, the rewrite grade will not count towards the course but will count towards the successful completion of that Graduate Final Exam portion. A failure to successfully rewrite and resubmit the *Leadership Dossier* paper will result in earning an "Incomplete" (I) grade for the course until the requirement has been met. (Please note: An "Incomplete" (I) grade becomes punitive to your overall GPA approximately one semester following the assigned "Incomplete" grade.) It is the student's responsibility to arrange with the instructor and agree in writing the timeline for successfully completing the *Leadership Dossier* paper in fulfillment of the Graduate Final Exam portion. If the student successfully earns a minimum of 80% on the first submission of the *Leadership Dossier* paper, then no further action is necessary.

**SPM 6158 SUMMER 2024 COURSE SCHEDULE**

<b>Week 1</b>		
<b>Session 1</b>		
Watch	Introduction Lecture	Monday, May 13
Read	Chapter 3 & Articles	Tuesday, May 14
Post	Student Introduction Video in Canvas <i>Discussions</i>	Tuesday, May 14
Watch	Student Introductions	Wednesday, May 15
<b>Session 2</b>		
Watch	Lecture 1 – Leadership Theories	Wednesday, May 15
Read	Chapter 1 & Articles	Wednesday, May 15
Post	Discussion Question 1 Response	Wednesday, May 15
Post	Reaction to Other Student's Discussion Answer	Thursday, May 16
<b>Session 3</b>		
Watch	Lecture 2 – Leadership Styles	Thursday, May 16
Read	Chapter 2 & Articles	Thursday, May 16
Post	Discussion Question 2 Response	Thursday, May 16
Post	Reaction to Other Student's Discussion Answer	Friday, May 17
Submit	Gator-To-Gator Leadership Connection Prof Devel. Videos Points	Friday, May 17
Submit	Gator-To-Gator Leadership Connection Platform Profile	Sunday, May 19
<b>WEEK 2</b>		
<b>Session 4</b>		
Watch	Lecture 3 – The Necessary Skill Sets	Tuesday, May 21
Read	Articles	Tuesday, May 21
Post	Discussion Question 3 Response	Tuesday, May 21
Post	Reaction to Other Student's Discussion Answer	Wednesday, May 22
<b>Session 5</b>		
Watch	Lecture 4 – Communication that Motivates	Wednesday, May 22
Read	Chapter 5 (pg. 91-100) & Articles	Wednesday, May 22
Post	Discussion Question 4 Response	Wednesday, May 22
Post	Reaction to Other Student's Discussion Answer	Thursday, May 23
<b>Session 6</b>		
Watch	Lecture 5 – Strategic Leadership	Thursday, May 23
Read	Chapter 7 & Articles	Thursday, May 23
Post	Discussion Question 5 Response	Thursday, May 23
Post	Reaction to Other Student's Discussion Answer	Friday, May 24
Submit	Gator-To-Gator Leadership Connection Contact	Friday, May 24
<b>WEEK 3</b>		
<b>Session 7</b>		
Complete	Exam 1	Tuesday, May 28
<b>Session 8</b>		
Watch	Sports ManagerDISC Profile Videos	Wednesday, May 29
Watch	Leadership Dossier Lecture	Wednesday, May 29
Complete	Sports ManagerDISC Profile	Wednesday, May 29
Submit	Leadership Dossier (Sports ManagerDISC Profile)	Friday, May 31

<b>WEEK 4</b>		
<b>Session 9</b>		
Watch	Lecture 6 – Forging Significant Change	Tuesday, June 4
Read	Chapter 8 & Articles	Tuesday, June 4
Post	Discussion Question 6 Response	Tuesday, June 4
Post	Reaction to Other Student’s Discussion Answer	Wednesday, June 5
Submit	Selection of TED Talk Topic	Wednesday, June 5
<b>Session 10</b>		
Watch	Lecture 7 – Fostering Innovation	Wednesday, June 5
Read	Chapter 9 & Articles	Wednesday, June 5
Post	Discussion Question 7 Response	Wednesday, June 5
Post	Reaction to Other Student’s Discussion Answer	Thursday, June 6
<b>Session 11</b>		
Watch	Lecture 8 – Crisis and Conflict	Thursday, June 6
Read	Chapter 5 (pg. 100-109) & Articles	Thursday, June 6
Post	Discussion Question 8 Response	Thursday, June 6
Post	Reaction to Other Student’s Discussion Answer	Friday, June 7
Submit	Gator-To-Gator Leadership Connection Alumni Profile	Friday, June 7
<b>WEEK 5</b>		
<b>Session 12</b>		
Watch	Lecture 9 – Team Leadership and Group Dynamics	Tuesday, June 11
Read	Chapter 10 & Articles	Tuesday, June 11
Post	Discussion Question 9 Response	Tuesday, June 11
Post	Reaction to Other Student’s Discussion Answer	Wednesday, June 12
<b>Session 13</b>		
Watch	Lecture 10 – Addressing Leadership Discrimination in Sport	Wednesday, June 12
Read	Chapter 12-13 & Articles	Wednesday, June 12
Post	Discussion Question 10 Response	Wednesday, June 12
Post	Reaction to Other Student’s Discussion Answer	Thursday, June 13
<b>WEEK 6</b>		
<b>Session 14</b>		
Complete	Exam 2	Tuesday, June 18
<b>Session 15</b>		
Post	TED Talk Presentation	Wednesday, June 19
Watch	All TED Talk Presentations	Thursday, June 20
Post	Response to TED Talk Presentations	Friday, June 21