

University of Florida  
College of Health and Human Performance Department  
of Sport Management

# SPM 4154 Managing Organizations in Sport (UFO)

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Class #: 16642 (Sec UF38) & 28309 (Sec SM77)  
3 Credits | Spring 2026

## Course Information

**INSTRUCTOR**      **Dr. Cynthia Willming**  
Office: FLG 300A  
Office Phone: 352-294-1662  
Preferred Method of Contact: **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**      M (2:45 pm – 3:45 pm), W (2:45 pm – 3:45 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.

## **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.

**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 “OptIn” 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.
- Instructional materials for this course consist of only those materials specifically reviewed, selected, and assigned by the instructor. The instructor is only responsible for these instructional materials.

## **MATERIALS AND SUPPLY FEES**

- Students are **REQUIRED** to have access to a dedicated external webcam for proctored Quizzes I and II administered through Honorlock.
- External Camera Requirements must include:
  - A standalone external webcam (USB or equivalent)
  - Minimum resolution of 720p (HD) or higher
  - Must be capable of providing a clear, continuous video feed of the student and testing environment, showing the student’s body, desk, computer screen, keyboard, and 360-degree area of student’s testing environment.
  - Built-in laptop cameras, mobile devices, or alternative recording methods are **NOT PERMITTED**
  - The camera must be positioned as required by Honorlock to all proper room and identity verification
- Students must ensure the webcam is fully functional, properly connected, and compatible with Honorlock prior to the exam. A stable internet connection and a supported web browser are required. Students are responsible for completing Honorlock’s system check before Quizzes I and II.
- Failure to meet these requirements may result in inability to begin or complete Quizzes I and II, resulting in a zero. Technical issues related to missing or non-compliant equipment will not be grounds for Quiz I or II extensions or makeups unless documented and approved in advance by the instructor.
- Students who anticipate difficulty obtaining the required equipment should contact the instructor at least 4-weeks prior to Quizzes I and II to discuss possible accommodations or campus resource options.

## **COURSE FORMAT**

- **Instructional Methods:** This course consists of asynchronous lectures, readings, assignments, quizzes, 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:
  - A standalone external webcam (USB or equivalent) with Minimum resolution of 720p (HD) or higher
  - Microphone
  - Stable 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.

- **Digital Information Literacy Skills:** Canvas is a learning management system and is the platform for this course. You can find help using Canvas at <https://community.canvaslms.com/t5/Student-Guide/tkbp/student>.
  - Using online libraries and databases to locate and gather appropriate information
  - Using computer networks to locate and store files or data
  - Using online search tools for specific academic purposes, including the ability to use search criteria, keywords, and filters
  - Analyzing digital information for credibility, currency, and bias (e.g., disinformation, misinformation)
  - Properly citing information sources
- **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 Stable internet connection to maintain connectivity throughout the assessment.
  - Google Chrome browser (<https://chrome.com>), as it is the supported browser for Honorlock.
  - A standalone external webcam (USB or equivalent) with Minimum resolution of 720p (HD) or higher to facilitate proctoring.
  - Microphone
  - Stable Broadband connection to the internet and related equipment (cable/DSL modem)
  - Microsoft Office Suite installed (provided by the university)
- **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.

## 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	10/475 = 2%
Honorlock Quizzes (2)	100 pts each = 200 pts	200/475 = 42%
Module Quizzes (12)	145 pts = 145 pts	145/475 = 31%
Discussion Boards (8)	10 pts each = 80 pts	80/475 = 17%
Playposits (8)	5 pts each = 40 pts	40/475 = 8%
	<b>Points Possible = 475</b>	<b>100%</b>

**Late or emailed work is not accepted** unless in accordance with UF's Attendance Policy.

**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 are due on specified dates. It is prudent to complete coursework well in advance of the due date because **late or emailed work is not accepted in this course** 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 me 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 the quiz should be given to the lecture notes and textbook but also focus on supplemental materials. Make-up quizzes are NOT permitted unless in accordance with UF's Make-Up Policy.

- **During your Honorlock sessions, you must ALWAYS show your face, neck, shoulders, arms, hands, desk, and keyboard.**
- External Camera Requirements must include:
  - A standalone external webcam (USB or equivalent)
  - Minimum resolution of 720p (HD) or higher
  - Must be capable of providing a clear, continuous video feed of the student and testing environment, showing the student's body, desk, computer screen, keyboard, and 360-degree area of student's testing environment.
  - Built-in laptop cameras, mobile devices, or alternative recording methods are NOT PERMITTED
  - The camera must be positioned as required by Honorlock to all proper room and identity verification
- Students must ensure the webcam is fully functional, properly connected, and compatible with Honorlock prior to the exam. A stable internet connection and a supported web browser are required. Students are responsible for completing Honorlock's system check before Quizzes I and II.
- Failure to meet these requirements may result in inability to begin or complete Quizzes I and II, resulting in a zero. Technical issues related to missing or non-compliant equipment will not be grounds for Quiz I or II extensions or makeups unless documented and approved in advance by the instructor.
- Students who anticipate difficulty obtaining the required equipment should contact the instructor at least 4-weeks prior to Quizzes I and II to discuss possible accommodations or campus resource options.

**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 you in becoming familiar with the textbook, and to ease you into answering management questions about sport. Make-up module quizzes are NOT permitted unless in accordance with UF's Make-Up Policy.

**Discussion Boards (8 x 10 pts = 80 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 you 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.**
- Make-up Discussion Boards are NOT permitted unless in accordance with UF's Make-Up Policy.

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

- Make-up Discussion Boards are NOT permitted unless in accordance with UF's Make-Up Policy.

## 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 I and II.
- Final grades are based on the accumulation of points you earn throughout the semester.
- **Grades ending in .45 will be rounded up.**
- The grading scale is strictly enforced and unchangeable. **The professor will NOT change grades at the end of the semester because the student is unhappy with their academic performance. Do not ask.**
- More detailed information regarding current UF grading policies can be found here: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.
- Total points are converted to letter grades using the grading scale below:

Letter Grade	Percent of Total Points Associated with Each Letter Grade	GPA Impact of Each Letter Grade
A	89.45-100%	4.0
A-		3.67
B+	86.45-89.44%	3.33
B	83.45-86.44%	3.0
B-	79.45-83.44%	2.67
C+	76.45-79.44%	2.33
C	73.45-76.44%	2.0
C-	69.45-73.44%	1.67
D+	66.45-69.44%	1.33
D	63.45-66.44%	1.0
D-	59.45-63.44	0.67
E	0-59.44%	0

## Course & University Policies

## ATTENDANCE POLICY

You are NOT physically required to be on UF's campus to complete this online course. There is no attendance policy for this course. However, you are required to complete the assignments, discussions, and quizzes on designated dates and times.

## AI POLICY

The use of artificial intelligence (AI) tools or services is **NOT** permitted in this course unless explicitly authorized by the instructor in writing. AI tools include, but are not limited to, text generators, paraphrasing tools, and AI-assisted editing software (e.g., ChatGPT, Copilot, Gemini, DALL-e, etc.). All work submitted in this course must be original, human-created work produced solely by the student. Assignments, assessments, discussions, projects, and quizzes must reflect the student's own understanding, reasoning, writing, and effort.

### **Students cannot use AI tools to:**

- Generate or draft written responses, essays, or discussion posts
- Paraphrase, summarize, or rewrite text
- Create outlines, theses, or arguments
- Edit, revise, or polish work beyond basic spelling or grammar checks

**Students can use** spell check, grammar check, dictionaries, and citation managers unless otherwise stated by the instructor.

Use of AI tools in violation of this policy constitutes academic dishonesty. Suspected violations will be handled in accordance with the institution's academic integrity policies or Honor Code violations and may result in penalties ranging from a failing grade on an assignment to failure of the course or further disciplinary action. Students are responsible for understanding this policy and seeking clarification before submitting work if there is any uncertainty about permitted tools.

## 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 & ACADEMIC POLICY

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 \(Regulation 4.040\)](https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/) 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.

## EVALUATION/ASSESSMENT COMPONENTS

- Upload only **WORD documents** to CANVAS following APA guidelines: ([https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/general\\_format.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)).
- Discussion boards must be typed, double-spaced, use 12-point font, and Times New Roman.
- Upload Discussion Boards as **Word files** beginning with your last name, first initial, and discussion board #.
- Points are deducted if appropriate grammar, spelling, punctuation, and sentence structure are deficient.
- Include citations if you are citing someone else's work.
- Technology problems are **NOT** acceptable excuses for late evaluation components.
- Refer to the Course Schedule and/or Canvas for due dates.
- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF's Attendance Policy. **PLEASE DO NOT ASK the instructor to accept your late assignment because the answer will be no.**

## MAKE-UP POLICY (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 such as a job interview (not working at a job) or UF 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 you have 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 the 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 an 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@hnp.ufl.edu](mailto:willming@hnp.ufl.edu)
  - From: ....@ufl.edu
  - Subject: Prefix, course number, online, and first and last name
    - ✦ Example: SPM 4154, Online, Alberta Gator
    - ✦ Dear Dr. Willming,
    - ✦ My name is Alberta Gator, and I am an online 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:**

- **You must ALWAYS show your face, neck, shoulders, arms, hands, desk, and keyboard.**
- Government issued photo ID (or Student photo ID) for identification purposes.
- Microphone
- External Camera Requirements must include:
  - A standalone external webcam (USB or equivalent)
  - Minimum resolution of 720p (HD) or higher
  - Must be capable of providing a clear, continuous video feed of the student and testing environment, showing the student's body, desk, computer screen, keyboard, and 360-degree area of student's testing environment.
  - Built-in laptop cameras, mobile devices, or alternative recording methods are NOT PERMITTED.
  - The camera must be positioned as required by Honorlock to all proper room and identity verification
  - Students must ensure the webcam is fully functional, properly connected, and compatible with Honorlock prior to the exam. A stable internet connection and a supported web browser are required. Students are responsible for completing Honorlock's system check before Quizzes I and II.
  - Failure to meet these requirements may result in inability to begin or complete Quizzes I and II, resulting in a zero. Technical issues related to missing or non-compliant equipment will not be grounds for Quiz I or II extensions or makeups unless documented and approved in advance by the instructor.



- Students who anticipate difficulty obtaining the required equipment should contact the instructor at least 4-weeks prior to Quizzes I and II to discuss possible accommodations or campus resource options.
- A Stable internet connection to maintain connectivity throughout the assessment.
- Google Chrome browser (<https://chrome.com>), as it is the supported browser for Honorlock
- **Testing Area:**
  - Sit at a clean desk or table.
  - Laying down on a bed or elsewhere when taking the exam is not allowed.
  - The lighting in the room must be bright enough to show the test taker's face and surrounding area in a clear and detailed manner.
  - Overhead lighting is preferred; however, if overhead lighting is not possible, the source of light should not be behind the student.
  - Clear your desk or table of all materials, (e.g. books, papers, notebooks, calculators, etc.) leaving the laptop or PC with the use of only one screen.
  - All third-party programs and windows (websites, Excell, Word, etc.) on the testing computer must be closed before logging into the proctored test environment.
  - Make sure your laptop is fully charged and keep the charger within arm's reach.
- **External Camera Requirements must include:**
  - A standalone external webcam (USB or equivalent)
  - Minimum resolution of 720p (HD) or higher
  - Must be capable of providing a clear, continuous video feed of the student and testing environment, showing the student's body, desk, computer screen, keyboard, and 360-degree area of student's testing environment.
  - Built-in laptop cameras, mobile devices, or alternative recording methods are NOT PERMITTED.
  - The camera must be positioned as required by Honorlock to all proper room and identity verification
  - Students must ensure the webcam is fully functional, properly connected, and compatible with Honorlock prior to the exam. A stable internet connection and a supported web browser are required. Students are responsible for completing Honorlock's system check before Quizzes I and II.
  - Failure to meet these requirements may result in inability to begin or complete Quizzes I and II, resulting in a zero. Technical issues related to missing or non-compliant equipment will not be grounds for Quiz I or II extensions or makeups unless documented and approved in advance by the instructor.
  - Students who anticipate difficulty obtaining the required equipment should contact the instructor at least 4-weeks prior to Quizzes I and II to discuss possible accommodations or campus resource options.
  - A Stable internet connection to maintain connectivity throughout the assessment.
    - Google Chrome browser (<https://chrome.com>), as it is the supported browser for Honorlock
- **Set up your camera in the proctoring window:**
  - Angle your internal or external webcam cameras to show **your face, neck, shoulders, arms, hands, desk, and keyboard** for the duration of the exam.
  - Your entire face and body should always be centered on the screen. Refer to the example below.



**Prescribed Webcam View Instructions:**

1. Place the camera at a head-level height.
2. Set the camera tripod a meter away.
3. Camera view orientation must be up straight
4. Only one system must be placed on a table and sit on a chair.
5. The Left and right sides of the keyboard must be visible
6. The complete upper body and system must be centered in the frame.

● ***The following items/actions are not permitted:***

- No writing visible on desk or walls.
- No websites other than Canvas and the Honorlock proctoring extension will be used or open while taking the 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 person 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.
- **You must ALWAYS show your face, neck, shoulders, arms, hands, desk, and keyboard** for the duration of the exam. Your entire face should always be centered on the screen.
- Leaving the room during the testing period is not permitted.
- No breaks are permitted.
- No relocating the computer into another room to finish test taking.
- No moving off camera, you must remain visible in the external web camera during the entire duration of the exam.
- Use of hats, hoodies, headsets, or earplugs is prohibited.
- 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, smart watches, or cellphones are not permitted.
- Dual monitors are not permitted.
- Honorlock will not add additional time for proctoring questions or technical issues encountered during the exam.

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

● ***Complete a Room Scan Using Honorlock***

- You will be prompted to complete a room scan with a full 360-degree rotation of your room, including your workspace.
- You will scan your entire area, under your work area, around your room, and behind where your device is located.
- Show yourself powering off your cell phone.

- Partial scans and/or failure to show your workspace may be flagged during the proctoring review and possibly result in a ZERO for the exam.
- **You must ALWAYS show your face, neck, shoulders, arms, hands, desk, and keyboard during Honorlock Quizzes.**
- Must use the external webcam for the duration of Quizzes I and II.
- Questions? Contact Honorlock support at (844) 243-2500.
- Complete the Honorlock Quiz in Canvas to understand how to use it correctly.

## 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 352392-8565, 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 in 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 this accommodation is 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. Students can complete evaluations in three ways: (1) The email they receive from GatorEvals, (2) Their Canvas course menu under GatorEvals, or (3) The central portal located [here](#). Guidance on how to provide constructive feedback is available at [the gator evals site](#). Students will be notified when the evaluation period opens. Summaries of course evaluation results are also available at [the gator evals site](#).

- **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.

## 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](http://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 opportunities. Such changes will be communicated clearly.

## **PRIVACY AND ACCESSIBILITY**

- Adobe
  - [Adobe Privacy Policy](#)
  - [Adobe Accessibility](#)
- Honorlock
  - [Honorlock Privacy Policy](#)
  - [Honorlock Accessibility](#)
- Instructure (Canvas)
  - [Instructure Privacy Policy](#)
  - [Instructure Accessibility](#)
- Microsoft
  - [Microsoft Privacy Policy](#)
  - [Microsoft Accessibility](#)
- PlayPosit
  - [PlayPosit Privacy Policy](#)
  - [PlayPosit Accessibility](#)
- Sonic Foundry (Mediasite Streaming Video Player)
  - [Sonic Foundry Privacy Policy](#)
  - [Sonic Foundry Accessibility](#) (PDF)
- YouTube (Google)
  - [YouTube \(Google\) Privacy Policy](#)
  - [YouTube \(Google\) Accessibility](#)
- Zoom
  - [Zoom Privacy Policy](#)
  - [Zoom Accessibility](#)
- Canvas
  - Privacy: <https://www.instructure.com/policies/product-privacy-policy>
  - Accessibility: <https://community.canvaslms.com/t5/Canvas-Basics-Guide/What-are-the-Canvas-accessibility-standards/ta-p/1564>

- Microsoft
  - Privacy: <https://privacy.microsoft.com/en-us/privacystatement>
  - Accessibility: <https://www.microsoft.com/en-us/accessibility>

## NETIQUETTE GUIDE FOR ONLINE COURSES

**It is important to recognize that the online classroom is in fact a classroom, and certain behaviors are expected when you communicate with both your peers and your instructors. These guidelines for online behavior and interaction are known as netiquette.**

### SECURITY

**Remember that your password is the only thing protecting you from pranks or more serious harm.**

- Don't share your password with anyone.
- Change your password if you think someone else might know it.
- Always logout when you are finished using the system.

### GENERAL GUIDELINES

**When communicating online, you should always:**

- Treat instructor with respect, even in email or in any other online communication.
- Always use your professors' proper title: Dr. or Prof., or if you in doubt use Mr. or Ms.
- Unless specifically invited, don't refer to them by first name.
- Use clear and concise language.
- Remember that all college level communication should have correct spelling and grammar.
- Avoid slang terms such as "wassup?" and texting abbreviations such as "u" instead of "you."
- Use standard fonts such as Times New Roman and use a size 12- or 14-point font.
- Avoid using the caps lock feature AS IT CAN BE INTERPRETED AS YELLING.
- Limit and possibly avoid the use of emoticons like :) or ☹.
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion. post and your message might be taken seriously or offensive.
- Be careful with personal information (both yours and other's).
- Do not send confidential patient information via e-mail.

### EMAIL NETIQUETTE

**When you send an email to your instructor, teaching assistant, or classmates, you should:**

- Use a descriptive subject line.
- Be brief.
- Avoid attachments unless you are sure your recipients can open them.
- Avoid HTML in favor of plain text.
- Sign your message with your name and return e-mail address.
- Think before you send the e-mail to more than one person. Does everyone really need to see your message?
- Be sure you REALLY want everyone to receive your response when you click, "Reply All." • Be sure that the message author intended for the information to be passed along before you click the "forward" button.

### DISCUSSION BOARD NETIQUETTE AND GUIDELINES

**When posting on the Discussion Board in your online class, you should:**



- Before posting a question to a discussion board, check to see if anyone has already asked it and received a reply.
- Remember your manners and say please and thank you when asking something of your classmates or instructor.
- Be open-minded.
- If you ask a question and many people respond summarize all posts for the benefit of the class.
- When posting:
  - Make posts that are on topic and within the scope of the course material.
  - Be sure to read all messages in a thread before replying.
  - Be as brief as possible while still making a thorough comment.
  - Don't repeat someone else's post without adding something of your own to it.
  - Take your posts seriously. Review and edit your posts before sending.
  - Avoid short, generic replies such as, "I agree." You should include why you agree or add to the previous point.
  - If you refer to something that was said in an earlier post, quote a few key lines so reader do not have to go back and figure out which post you are referring to.
  - Always give proper credit when referencing or quoting another source.
  - If you reply to a classmate's question make sure your answer is correct, don't guess.
- Always be respectful of others' opinions even when they differ from your own.
  - When you disagree with someone, you should express your differing opinion in a respectful, noncritical way.
  - Do not make personal or insulting remarks.
  - Do not write anything sarcastic or angry, it always backfires.
  - Do not type in ALL CAPS, if you do IT WILL LOOK LIKE YOU ARE YELLING.

## ZOOM ETIQUETTE

### When attending a Zoom class or meeting, you should:

- Do not share your Zoom classroom link or password with others.
- Even though you may be alone at home your professor and classmates can see you! While attending class in your pajamas is tempting, remember that wearing clothing is not optional. Dress appropriately.
- Your professor and classmates can also see what is behind you, so be aware of your surroundings. Make sure the background is not distracting or something you would not want your classmates to see.
- When in doubt use a virtual background.
  - If you choose to use one, you should test the background out first to make sure your device can support it.
  - Your background can express your personality, but be sure to avoid using backgrounds that may contain offensive images and language.
- Mute is your friend, especially when you are in a location that can be noisy. Don't leave your microphone open if you don't have to.
- If you want to speak, you can raise your hand (click the "raise hand" button at the center bottom of your screen) and wait to be called upon.

## Getting Help

### HEALTH AND WELLNESS

- ***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 352-392-1111 (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; or 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.
- **Crisis Lifeline:** 988
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.

## ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to [Learningsupport@ufl.edu](mailto:Learningsupport@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-studentconduct-code/>
- **On-Line Students Complaints:** <http://distance.ufl.edu/student-complaint-process/>

## TIPS FOR SUCCESS

- Schedule "class times" for yourself. It is important to complete 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 in the Syllabus and check off things as you go.
- Ask for help or clarification of the material if needed.
- Do not wait to ask questions after an assignment is due because it might cause you to miss a due date.
- Do your work well before due dates because sometimes things happen. For example, 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).

Week	Dates	Readings	Evaluation/Assessment Components
	<b>INTRODUCTION</b>		
		<b>MODULE 1</b>	
#1	1-12	Course Introduction Ch. 1: Managing Sports	<b>Due: Fri, Jan 16</b> <ul style="list-style-type: none"> <li>Module 1 Discussion Board: Student Introductory Video Post #1</li> <li>Playposit - Management Traits</li> <li>Module 1 Quiz</li> <li>Module 1 Discussion Board: Student Introductory Video - Response Posts #2 and #3</li> </ul>
		<b>MODULE 2</b>	
#2	1-21	Ch. 2: The Sport Industry Environment: Globalization, Ethics, & Social Responsibility	<b>Due: Wed, Jan 21 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 2 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Jan 23 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 2 Quiz</li> <li>Module 2 Discussion Board- Response Posts #2 and #3</li> <li>Playposit - Sport Ethics</li> </ul>
	<b>PLANNING</b>		
		<b>MODULE 3</b>	
#3	1-26	Ch. 3: Creative Problem Solving and Decision Making	<b>Due: Wed, Jan 28 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 3 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Jan 30 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 3 Quiz</li> <li>Module 3 Discussion Board - Response Posts #2 and #3</li> <li>PlayPosit 3</li> </ul>
		<b>MODULE 4</b>	
#4	2-2	Ch. 4: Strategic and Operational Planning	<b>Due: Fri, Feb 6 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 4 Quiz</li> </ul>
	<b>ORGANIZING</b>		
		<b>MODULE 5</b>	
#5	2-9	Ch. 5: Organizing and Delegating Work	<b>Due: Fri, Feb 13 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 5 Quiz</li> </ul>
		<b>MODULE 6</b>	

#6	2-16	Ch. 6: Sport Culture, Innovation, and Diversity	<b>Due: Wed, Feb 18 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 6 Discussion Board: Post #1</li> </ul> <b>Due: Fri, Feb 20 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 6 Quiz</li> <li>Module 6 Discussion Board - Response Posts #2 and #3</li> <li>Playposit - Attitudes</li> </ul>
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		<b>MODULE 7</b>	
#7	2-23	Ch. 7: Human Resources Management	<b>Due: Wed, Feb 25 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 7 Discussion Board Post #1</li> </ul> <b>Due: Fri, Feb 27 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>	
#8	3-2	Quiz I	<b>Due: Mon, Mar 2 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Mid-Course Sur. Quiz</li> </ul> <b>Due: Thurs, Mar 5 at 11:59 pm</b> <ul style="list-style-type: none"> <li><b>Honorlock Quiz I (Modules 1-7) One 50-minute sitting</b></li> </ul>
	<b>LEADING</b>		
		<b>MODULE 8</b>	
#9	3-9	Ch. 8: Behavior in Organizations: Power, Politics, Conflict, and Stress	<b>Due: Wed, Mar 11 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 8 Discussion Board Post #1</li> </ul> <b>Due: Fri, Mar 13 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 8 Quiz</li> <li>Module 8 Discussion Board: Response Posts # 2 and #3</li> <li>Playposit – Big Five Personality</li> </ul>
#10	3-16 to 3-20	<b>SPRING BREAK</b>	<b>SPRING BREAK</b>
		<b>MODULES 9 &amp; 10</b>	
#11	3-23	Ch. 9: Team Development Ch. 10: Communicating for Results	<b>Due: Wed, Mar 25 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 10 Discussion Board Post #1</li> </ul> <b>Due: Fri, Mar 27 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 9 Quiz <ul style="list-style-type: none"> <li>Playposit – Team Player?</li> </ul> </li> <li>Module 10 Discussion Board: Response Posts # 2 and #3</li> <li>Module 10 Quiz</li> </ul>
		<b>MODULE 11</b>	
#12	3-30	Ch. 11: Motivating to Win	<b>Due: Fri, Apr 3 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>	
#13	4-6	Ch. 12: Leading to Victory	<b>Due Wed, Apr 8 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 12 Discussion Board Post #1</li> </ul> <b>Due: Fri, Apr 10 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 12 Quiz</li> <li>Module 12 Discussion Board: Response Posts # 2 and #3</li> </ul>
	<b>CONTROLLING</b>		
#14	4-13	Ch. 13: Controlling	<b>Due: Fri, Apr 17 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 13 Quiz</li> <li>End of Course Survey</li> </ul>
		<b>MODULE 13</b>	
#15	4-20	Honorlock Quiz II	<b>Due: Wed, Apr 22 (8:00 am to 11:59 pm) One 50-minute sitting</b> <ul style="list-style-type: none"> <li><b>Honorlock Quiz II Modules 8-13</b></li> </ul>
#16	<b>END OF COURSE</b>		<b>No Final Exam</b>