

# Managing Organizations in Sport

**SPM 4154**

**Class # 17115 Section # SM74**

**3 Credits | Spring 2026**

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## Course Information

<b>INSTRUCTOR</b>	<b>William Santana, MS</b> Preferred Method of Contact: <a href="mailto:wf.santana@ufl.edu">wf.santana@ufl.edu</a>
<b>OFFICE HOURS</b>	Meetings available by appointment Office: FLG206B
<b>MEETING TIME/LOCATION</b>	FLG 285 T (1:55 PM – 2:45 PM) & R (1:55 PM – 3:50 PM)

## 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.

## 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 “Opt-In” 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.

## MATERIALS AND SUPPLY FEES

- There are no supply or material fees for this course.
- 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.

## COURSE FORMAT

- **Instructional Methods:** This course consists of synchronous 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 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:
  - 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/tkb-p/student>.
- **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>.
- **Lectures and Module Quizzes:** Students must read the textbook chapters prior to attending class and complete weekly chapter quizzes on assigned due dates.

## 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.

## Grading

The table below provides an outline of the evaluation/assessment components for this course.

Evaluation Components	Points Per Component	% of Total Grade (not weighted)
Midcourse and End of Course Survey (2)	5 pts each = 10 pts	10/405 = 3%
Quizzes I and II (2)	100 pts each = 200 pts	200/405 = 49%
Module Quizzes (12)	145 pts = 145 pts	145/405 = 36%
Random Attendance (10)	5 pts each = 50 pts	50/405 = 12%
	<b>Points Possible = 405</b>	<b>100%</b>

**Late or emailed work is not accepted.**

**Evaluation Components** – The evaluation components for this course consist of a midcourse survey, end of the course survey, 2 Quizzes, 12 module quizzes, and 10 random attendance days. The evaluation components are in CANVAS and are due on specified dates. It is prudent to complete coursework well before 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 the 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.

**Quizzes I and II (2 x 100 pts = 200)** – Quizzes I and II are held in person during the scheduled course times. 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, technology, or interactions with others during the quizzes. Most of your preparation for quizzes should be given to lectures, lecture notes, discussions, and the textbook. Make-up quizzes are NOT permitted unless in accordance with UF's Make-Up Policy.

**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 students into answering management questions about sport. Make-up module quizzes are NOT permitted unless in accordance with UF's Make-Up Policy.

**Attendance (10 x 5 pts = 50 pts)** – Attendance will be taken throughout the semester. Make-up attendance is 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 your performance measured by surveys, module quizzes, random attendance, 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 you are 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
A	93%-100%
A-	90%-92.9%
B+	87% - 89.9%
B	83% - 86.9%
B-	80% - 82.9%
C+	77% - 79.9%
C	73% - 76.9%
C-	70% - 72.9%
D+	67% - 69.9%
D	60% - 66.9%
E	59.9% or lower

## Course & University Policies

### ATTENDANCE POLICY

You are expected to attend classes regularly and arrive on time. Regular attendance is vital for gaining the full benefits of the educational experience and engaging effectively with course materials. Attendance will factor into your overall course engagement score at the end of the semester. For planned absences, notify me 24 hours prior to the missed class and provide the required documentation. Excessive absences may negatively impact your grade. The attendance policy is in accordance with the University of Florida's Attendance Policy: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

### PERSONAL CONDUCT & 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 \(Regulation 4.040\)](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

- Technology problems are **NOT** an acceptable excuse 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.

### MAKE-UP POLICY (Late work is not accepted unless in accordance with UF policy.)

Make-up surveys, module quizzes, attendance, 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 the 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, you 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 this email to the instructor within 24 hours if you wish to request a makeup.



## TECHNOLOGY PROBLEMS

- Technology is **NOT** an acceptable excuse for any late work.
- Students needing technical assistance with Canvas should contact the Help Desk (352-392-4357).
- 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 a UF email account (e.g., [john.doe@ufl.edu](mailto: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](mailto:john.doe@hotmail.com)).

- **Email should include:**
  - To: [wf.santana@ufl.edu](mailto:wf.santana@ufl.edu)
  - From: ....@[ufl.edu](mailto:ufl.edu)
  - Subject: Prefix, course number, On-Campus, and first and last name
    - Example: SPM 4154, On-Campus, Alberta Gator
  - Dear Prof. Will
    - My name is Alberta Gator, and I am an on-campus student in SPM 4154. I have read the syllabus, referred to the Canvas website, reviewed class notes, and asked other students about XXXXXX, but I am unable to find the information. My question is...
    - Thank you,
    - Alberta Gator

## 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 aids and accommodates 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 352-392-8565, 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 (lectures, 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](https://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 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 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>

## Getting Help

### HEALTH & 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 [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu). <https://lss.at.ufl.edu/help.shtml>
- **Career Connections Center:** Reitz Union 1300, 392-1601. Career assistance and counseling services. <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/>

## Tips For Success

- It is important to attend class and complete the coursework on time each week.
- Read ALL the materials 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 an assignment 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 to 1-16	Course Introduction & Ch. 1: Managing Sports	<b>Due: Fri, Jan 16 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 1 Quiz</li> </ul>
		<b>MODULE 2</b>	
#2	1-19 to 1-23	Ch. 2: The Sport Industry Environment: Globalization, Ethics, & Social Responsibility	<b>Due: Fri, Jan 23 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 2 Quiz</li> </ul>
	<b>PLANNING</b>		
		<b>MODULE 3</b>	
#3	1-26 to 1-30	Ch. 3: Creative Problem Solving and Decision Making	<b>Due: Fri, Jan 30 at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Module 3 Quiz</li> </ul>
		<b>MODULE 4</b>	
#4	2-2 to 2-6	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 to 2-13	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 to 2-20	Ch. 6: Sport Culture, Innovation, and Diversity	<b>Due: Fri, Feb 20 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 6 Quiz</li> </ul>
		<b>MODULE 7</b>	
#7	2-23 to 2-27	Ch. 7: Human Resources Management	
		<b>HONORLOCK Quiz 1</b>	
#8	3-2 to 3-6	Review for Quiz I Quiz I	<b>Due: Tues, Mar 3 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Mid-Course Survey Quiz</li> </ul> <b>Due: Thurs, Mar 5</b> <ul style="list-style-type: none"> <li><b>Quiz I</b> (Modules 1-7) In Class</li> </ul>
	<b>LEADING</b>		
		<b>MODULE 8</b>	
#9	3-9 to 3-13	Ch. 8: Behavior in Organizations: Power, Politics, Conflict, and Stress  Ch. 9: Team Development	<b>Due: Fri, Mar 13 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 8 Quiz</li> </ul>
		<b>MODULE 9</b>	
#10	3-16 to 3-20	NO CLASS	SPRING BREAK
		<b>MODULE 10</b>	
#11	3-23 to 3-27	Ch. 9: Team Development Ch. 10: Communicating for Results	<b>Due: Fri, Mar 27 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 9 Quiz</li> <li>Module 10 Quiz</li> </ul>
		<b>MODULE 11</b>	
#12	3-30 to 4-3	Ch. 11: Motivating to Win	<b>Due: Apr, Fri 3 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 11 Quiz</li> </ul>
		<b>MODULE 12</b>	
#13	4-6 to 4-10	Ch. 12: Leading to Victory	<b>Due: Fri, Apr 10 at 11:59 pm</b> <ul style="list-style-type: none"> <li>Module 12 Quiz</li> </ul>
	<b>CONTROLLING</b>		
		<b>MODULE 13</b>	
#14	4-13 to 4-17	Ch. 13: Controlling Review - Quiz II Quiz II	<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>END OF COURSE</b>	<b>No Final Exam</b>
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