

**SPM 4154 – Administration in Sport and Physical Activity (3 credits)**

**Semester/Year:** Fall 2020

**Course Location:** Online

**Course Meeting Times:** This course will not have scheduled meeting times, although assignments and quizzes will be due on scheduled dates and times.

**Instructor:** Dr. Cynthia Willming  
**Email:** [willming@hhp.ufl.edu](mailto:willming@hhp.ufl.edu)

**Office Location:** Florida Gymnasium Room 325 (Third floor.)  
**Office Phone:** 352-294-1662

**Office Hours:** Office hours are held on Mondays and Wednesdays at 11:00 am to 1:00 pm through email and by appointment.

**Course Website:** <http://elearning.ufl.edu>

**Course Communication:** Please communicate with me via email at [willming@hhp.ufl.edu](mailto:willming@hhp.ufl.edu). Emails will be answered within 24 hours during the week and up to 48 hours on the weekend.

**Required Textbook:** Lussier, R. and Kimball, D. (2020). Applied Sport Management Skills. Champaign, Illinois: Human Kinetics. (3<sup>rd</sup> edition only).

**Course Description:** This course provides students with an analysis of sport administration pertaining to various levels of sport organizations. The theoretical underpinnings of the management of sport organizations, concepts of planning, organizational structure, human resource management, and leadership theory will be discussed.

**Prerequisites:** SPM 2000 and MAN 3025 with minimum grades of C.

**Course Objectives:** By the end of this course, students will 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.

**Instructional Methods:** The instructional methods for this course consist of asynchronous lectures, readings, and discussions to provide students with a variety of learning methods.

**Evaluation of Grades or Assessments:** Students will be assessed based on the following:

| Assignments                    | Points     | %           |
|--------------------------------|------------|-------------|
| Syllabus Quiz                  | 5          | 1%          |
| Midcourse Survey               | 10         | 2%          |
| Quizzes I and II (2 x 100 pts) | 200        | 37%         |
| Assignments (50 x 5 pts)       | 250        | 47%         |
| Discussion Boards (7 x 10 pts) | 70         | 13%         |
| <b>Total Points</b>            | <b>535</b> | <b>100%</b> |

**Grading Policy:**

|    |           |      |    |           |      |    |           |      |    |           |      |   |            |     |
|----|-----------|------|----|-----------|------|----|-----------|------|----|-----------|------|---|------------|-----|
| A  | 92.5-100  | 4.0  | B+ | 86.5-89.4 | 3.33 | C+ | 76.5-79.4 | 2.33 | D+ | 66.5-69.4 | 1.33 | E | 59 & below | 0.0 |
| A- | 89.5-92.4 | 3.67 | B  | 83.5-86.4 | 3.0  | C  | 73.5-76.4 | 2.0  | D  | 63.5-66.4 | 1.0  |   |            |     |
|    |           |      | B- | 79.5-83.4 | 2.67 | C- | 69.5-73.4 | 1.67 | D- | 59.5-63.4 | 0.67 |   |            |     |

**Grading Rubric:**

- **A & A- Outstanding:** The work far surpasses the assignment requirements, it is well organized, analytical rather than descriptive, and includes excellent grammar.
- **B+, B, & B- Very Good:** The work exceeds the minimal requirements of the assignment, it is organized, descriptive rather than analytical, and includes good grammar.
- **C+, C, & C- Average:** The work may not meet all criteria of the assignment, organization is below average, paper is far too descriptive, and includes poor grammar.
- **D+, D, & D- Below Average:** The work barely meets minimum criteria.
- **E Fail:** The work does not meet the minimum criteria.

**Quizzes I and II (2 x 100 pts = 200 points):**

- Two quizzes are administered based on the lectures, discussions, readings, and supplemental materials.
- Quizzes include multiple choice, true/false, fill in the blank, and/or short answer questions.
- **Make-up quizzes are NOT permitted** unless absences are in accordance with UF’s Make-Up Policy.

**Assignments (50 x 5 points = 250 points)**

- Assignments are designed to assist students in expanding their knowledge and understanding of administrative skills in sport management.
- Specific instructions for completing each assignment will be posted on the Canvas course website under the Module and Assignment pages.
- **Late, emailed, or hand-written assignments are not accepted.**

**Discussion Boards: (7 x 10 points = 70 points)**

- Interactions for this course will emerge through online discussions with other students and the professor. Discussion boards will build on weekly readings.
- Students will make two posts for each of the seven discussion boards.
- The seven-discussion boards will involve students posting one response on specified days and times and a second post in response to another student’s initial response on specified days and times.
- **Only post a second response to another student’s initial post that has NOT received a response from another student.** This way every student will have at least one response from another student.
- The length of each post should be between 100 to 200 words.
- The grading rubric is below:

|                             |   |
|-----------------------------|---|
| Exceeded Expectations<br>10 | <ul style="list-style-type: none"> <li>• Posts comprehensively addresses the discussion with stimulating posts.</li> <li>• Posts in-depth, insightful reflections that demonstrate critical thinking and shares real-world experiences and examples.</li> <li>• Well written posts made within required timeframe.</li> <li>• No grammatical or spelling errors.</li> </ul> |
| Met Expectations<br>9-8     | <ul style="list-style-type: none"> <li>• Posts are on topic and contain original content.</li> </ul>  |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Posts elicit reflections from and/or build on ideas from others, showing evidence of knowledge and understanding of content with occasional examples.</li> <li>• Posts use complete sentences and rarely have grammatical errors.</li> </ul>  |
| Emerged<br>Toward<br>Expectations<br>7 | <ul style="list-style-type: none"> <li>• Posts are on topic but lack originality and/or fail to elicit reflections from or fail to build on ideas of others.</li> <li>• Examples may be made but may be irrelevant or unclear how they connect with course content.</li> <li>• Posts may contain multiple grammatical and spelling errors.</li> </ul>                                      |
| Below<br>Expectations<br>6             | <ul style="list-style-type: none"> <li>• Posts do not contain enough reference back to the original topic or may not address the issue at hand successfully.</li> <li>• Little evidence of knowledge or understanding of course content is shown and examples are missing.</li> <li>• Posts contain incomplete sentences and/or may not adhere to Standard English and grammar.</li> </ul> |
| Cannot<br>Judge<br>0                   | <ul style="list-style-type: none"> <li>• Student did not complete the discussion board question.</li> </ul>  |

### Course Policies

**1. Professional Behavior:** Professional behavior is expected from all students. This includes respect and consideration for other students and the professor. Use respectful language through written and verbal communications and make relevant points about the course content. Avoid us all caps in emails.

**2. Attendance:** Requirements for attendance are consistent with University policy: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

**3. Excused Absences:** Students are considered excused from class for the following reasons: Documented illness, serious family emergency, certain curricular requirements, military obligations, severe weather conditions or observance of religious holidays, as noted by the UF: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.

**4. Unexcused Absences:** Unexcused absences include but are not limited to outside extracurricular activities, work, family or personal vacations, or choosing not to participate. Requirements for unexcused absences are consistent with University policy: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>. Please obtain missed information from a classmate.

**5. Assignments:** All assignments must be submitted as Word Files and follow **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)). Assignments must use appropriate grammar, spelling, punctuation, and sentence structure; otherwise, points are deducted. Assignments must be **double spaced and TYPED using Times New Roman, 12-point font, and 1-inch margins**. Include your first and last name and date in the upper right corner of the first page of the assignment and center the title of the assignment one space below the aforementioned information. Cover pages are NOT necessary. Include citations, if necessary. **Late, emailed, or handwritten assignments are NOT accepted** unless in accordance with UF's Make-Up Policy.

**6. Make-Up Policy:** There are NO make-ups for missed assignments, discussion boards, quizzes, or exams unless the absence is in accordance with UF's excused absence policy.

**7. Grades:** Grades are dependent on the student's performance measured by, but not limited to, exams, assignments, in-class activities, and attendance. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale located at the beginning of the syllabus. Grades ending in .5 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. Grades are posted in Canvas.

**8. Technology:** Laptops and cell phones are NOT permitted in live sections of this course. All electronic devices must be turned off (not on vibrate) and put away so these devices are NOT visible during class. *Students are strictly prohibited from recording (audio or video) course lectures.*

**9. Course Evaluations:** Students can provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

**10. 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, 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.

## UF Policies

**1. DRC Accommodations:** It is important to me that I accommodate students with disabilities. If you are aware of your disability or might be concerned you have a disability, register with the Disability Resource Center at 352-392-8565, online <https://www.dso.ufl.edu/drc/>, or in the Dean of Students Office. Once registered, schedule a meeting with me during the first two weeks of class and provide me with a copy of your letter of accommodation to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in the classroom.

**2. Academic Conduct:** University of Florida students are required to abide by the Honor Code pledge: *"We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity."* You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida. The following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."* It is assumed all students will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams, etc.). As part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code:

(<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>). If you have any questions or concerns, please consult with the instructor.

**Violations of the Honor Code at the University of Florida will not be tolerated.** Any violation of the Academic Honor Code will result in a zero (0) for the assignment, and the student will be reported to the Dean of Students Office. There are no exceptions to this policy.

**3. Student Privacy:** There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see:

<http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html>

## UF Resources

**1. Technical Difficulties:** For issues with technical difficulties for Canvas, please contact the UF Help Desk at: <http://helpdesk.ufl.edu>, (352) 392-HELP (4357), or in HUB 132. Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from the Help Desk when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail your instructor within 24 hours of the technical difficulty if you wish to request a make-up.

### 2. Campus Resources:

- **U Matter, We Care:** The U Matter, We Care initiative is committed to creating a culture of care by encouraging members of the UF community to look out for one another and to reach out for help. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. If you or a friend needs help, please call 352-1575 or send an email to [umatter@ufl.edu](mailto:umatter@ufl.edu). Please remember that asking for help is a sign of strength. In case of emergency, call 911.
- **Counseling and Wellness Center:** <http://www.counseling.ufl.edu/cwc>, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.
- **University Police Department:** 392-1111 (or 9-1-1 for emergencies), or <http://www.police.ufl.edu/>.

### 3. Academic Resources:

- **E-learning technical support:** 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 Resource Center:** Reitz Union, 392-1601. Career assistance and counseling. <https://www.crc.ufl.edu/>.
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- **Teaching Center:** Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <https://teachingcenter.ufl.edu/>.
- **Writing Studio:** 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <https://writing.ufl.edu/writing-studio/>.
- **Student Complaints Campus:** [https://www.dso.ufl.edu/documents/UF\\_Complaints\\_policy.pdf](https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf).
- **On-Line Students Complaints:** <http://www.distance.ufl.edu/student-complaint-process>.

## Tentative Course Schedule

| Wks. | Dates        | Readings  | Assignments & Discussion Boards   |
|------|--------------|---|---|
|      |              | <b>MODULE 1</b>   |   |
| #1   | 8-31 to 9-4  | Course Introduction<br>Chapter 1: Managing Sports   | <b>Due: Sept 4<sup>th</sup> at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Self-assessment 1.1 What are Your Management Traits?</li> <li>• Management Skills</li> <li>• Management Functions</li> <li>• Differences Between Management Levels</li> </ul>   |
|      |              | <b>MODULE 2</b>   |   |
| #2   | 9-7          | <i>Labor Day Holiday</i>  |   |
|      | 9-9 to 9-11  | Chapter 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility | <b>Due: Sept 10<sup>th</sup> at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #1 Post #1</li> </ul> <b>Due: Sept 11<sup>th</sup> at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Internal Environment</li> <li>• External Environment</li> <li>• Self-Assessment 2.1 Sport Ethics</li> <li>• Ethical Approach</li> <li>• Social Responsibility</li> </ul> <b>Due: Sept 13<sup>th</sup> at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #1 Post #2</li> </ul>   |
|      |              | <b>MODULE 3</b>   |   |
| #3   | 9-14 to 9-18 | Chapter 3: Creative Problem Solving and Decision Making                                     | <b>Due: Sept 18<sup>th</sup> at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Making Decisions</li> <li>• Self-Assessment 3.1 What is your Decision-Making Style?</li> <li>• Classify the Problem</li> <li>• Using Groups to Generate Alternatives</li> <li>• Selecting a Quantitative Technique</li> </ul>  |
|      |              | <b>MODULE 4</b>   |   |
| #4   | 9-21 to 9-25 | Chapter 4: Strategic and Operational Planning   | <b>Due: Sept 24<sup>th</sup> at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #2 Post #1</li> </ul> <b>Due: Sept 25<sup>th</sup> at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Self-Assessment 4.1 Are You an Effective Planner?</li> <li>• Corporate Growth Strategies</li> <li>• Self-Assessment 4.2 Do you Have Entrepreneurial Traits?</li> <li>• Adaptive Strategies</li> <li>• Product Life Cycle</li> <li>• Functional Strategies</li> </ul> <b>Due: Sept 27<sup>th</sup> at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #2 Post #2</li> </ul> |

|    |                |   |   |
|----|----------------|---|---|
|    |                | <b>MODULE 5</b>   |   |
| #5 | 9-28 to 9-30   | Chapter 5: Organizing and Delegating Work                                   | <p><b>Due: Oct 1st at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #3 Post #1</li> </ul> <p><b>Due: Oct 1st at 5:00 pm</b></p> <ul style="list-style-type: none"> <li>• The Organizing Function</li> <li>• Self-Assessment 5.1 What are your Personal Priorities?</li> </ul> <p><b>Due: Oct 4<sup>th</sup> at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #3 Post #2</li> </ul>  |
|    | 10-2           | <i>Homecoming - Holiday</i>   |   |
|    |                | <b>MODULE 6</b>   |   |
| #6 | 10-5 to 10-9   | Chapter 6: Sport Culture, Innovation, and Diversity                         | <p><b>Due: Oct 9th at 5:00 pm</b></p> <ul style="list-style-type: none"> <li>• Variables of Change</li> <li>• Self-Assessment 6.1 Attitudes About Women in the Workplace</li> <li>• Sexual Harassment</li> </ul>  |
|    |                | <b>MODULE 7</b>   |   |
| #7 | 10-12 to 10-16 | Chapter 7: Human Resources Management                                       | <p><b>Due: Oct 15th at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #4 Post #1</li> </ul> <p><b>Due: Oct 16th at 5:00 pm</b></p> <ul style="list-style-type: none"> <li>• Legal or Illegal Questions</li> <li>• Self-Assessment 7.1 Are you Ready for a Sport Management Position?</li> </ul> <p><b>Due: Oct 18<sup>th</sup> at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #4 Post #2</li> </ul>  |
|    |                | <b>QUIZ I</b>   |   |
| #8 | 10-19 to 10-23 | Chapters 1-7  | <p><b>Due: Oct 20th through Oct 23rd by 5:00 pm</b><br/> <b>(You will have 75 minutes to complete the QUIZ in canvas.)</b></p>  |
|    |                | <b>MODULE 8</b>   |   |
| #9 | 10-26 to 10-30 | Chapter 8. Behavior in Organizations: Power, Politics, Conflict, and Stress | <p><b>Due: Oct 29th at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #5 Post #1</li> </ul> <p><b>Due: Oct 30th at 5:00 pm</b></p> <ul style="list-style-type: none"> <li>• Self-Assessment 8.1 Your Big Five Personality Profile Activity: Using Power</li> <li>• Self-Assessment 8.3 How Political Are You?</li> <li>• Activity: Political Behavior</li> <li>• Activity: Selecting Conflict Management Styles</li> <li>• Self-Assessment 8.4 What is Your Stress Personality Type</li> <li>• Activity: Stress Management Techniques</li> </ul> <p><b>Due: Nov 1st at 11:59 pm</b></p> <ul style="list-style-type: none"> <li>• Discussion Board #5 Post #2</li> </ul> |

|     |                |                                       |  |
|-----|----------------|---------------------------------------|--|
|     |                | <b>MODULE 9</b>                       |  |
| #10 | 11-2 to 11-6   | Chapter 9. Team Development           | <b>Due: Nov 5th at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Self-Assessment 9.1 Are you an Individual or Team Player?</li> <li>• Activity: Is it a Group or Team?</li> <li>• Activity: Roles</li> <li>• Activity: Group Process</li> <li>• Activity: People Who Sabotage Meetings</li> </ul>   |
|     |                | <b>MODULE 10</b>                      |  |
| #11 | 11-9 and 11-13 | Chapter 10. Communicating for Results | <b>Due: Nov 12th at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Activity: Communication Flow</li> <li>• Activity: Choosing Channels</li> <li>• Self-Assessment 10.1 Are You a Good Listener?</li> <li>• Activity: Identifying Response Styles</li> </ul>  |
|     |                | <b>MODULE 11</b>                      |  |
| #12 | 11-16 to 11-20 | Chapter 11. Motivating to Win         | <b>Due: Nov 19th at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #6 Post #1</li> </ul> <b>Due: Nov 20th at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Activity: Performance Equation</li> <li>• Self-Assessment 11.1 What Motivates You?</li> <li>• Self-Assessment 11.2 Which Acquired Needs Drives You?</li> <li>• Activity: Motivation Theories</li> </ul> <b>Due: Nov 22nd at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #6 Post #2</li> </ul> |
|     |                | <b>MODULE 12</b>                      |  |
| #13 | 11-23          | Chapter 12: Leading to Victory        | <b>Due: Nov 24th at 5:00 pm</b> <ul style="list-style-type: none"> <li>• Self-Assessment 12.1 Are You a Theory X or Y Leader?</li> <li>• Activity: Grid Leaders</li> <li>• Activity: Contingency Leaders</li> <li>• Activity: Continuum Leaders</li> </ul>   |
|     | 11-25 to 11-27 | <i>Thanksgiving - Holiday</i>         |  |
|     |                | <b>QUIZ II</b>                        |  |
| #14 | 12-2 to 12-4   | Chapters 8 -12                        | <b>Due: Dec 1<sup>st</sup> through Dec 4th by 5:00 pm</b><br><b>(You will have 75 minutes to complete the QUIZ in canvas.)</b>   |
|     |                | <b>WRAPPING UP</b>                    |  |
| #15 | 12-7 to 12-9   | Wrapping Up                           | <b>Due: Dec 7th at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #7 Post #1</li> </ul> <b>Due: Dec 9th at 11:59 pm</b> <ul style="list-style-type: none"> <li>• Discussion Board #7 Post #2</li> </ul>  |
|     | 12-11          | Reading Day                           |  |

*This course schedule is tentative and might change based on the pace of the lectures and student needs. Changes to the syllabus will be announced through Canvas. The instructor bears no responsibility of announcing the changes to each individual student.*