MANAGEMENT & LEADERSHIP IN SPORT
SPM 6158

DEPARTMENT OF SPORT MANAGEMENT
COLLEGE OF HEALTH AND HUMAN PERFORMANCE
UNIVERSITY OF FLORIDA
SPRING 2022

Course Information	Section: Z8AT, Z3AT Credits: 3 Dates: Wednesday, January 5 – Wednesday, April 20 Location: Web Based
Contact Information	Instructor: Dr. Tavormina, Ph.D. Office: Florida Gym, Room 330A Phone: 352-294-3567 Email: atavor@ufl.edu Office Hours: Tuesdays and Thursdays 12:00pm – 2:00pm
Course Website	Canvas https://elearning.ufl.edu
Course Communication	For any general course inquiries, please post your question in the "General Course Questions" discussion link on Canvas. For all other inquiries, please send your questions to atavor@ufl.edu and include the course prefix and number in the email.
Required Books	(1) Burton, L. J., Kane, G. M., & Borland, J. F. (2020). S*port leadership in the 21st century* (2nd ed.). Burlington, MA: Jones & Bartlett Learning. (2) Sports ManagerDISC Profile. (link will be provided on Canvas for purchase)

Course Description

This course examines the principles of leadership and management in the sport setting.

Purpose of Course

This course is designed to explore the critical function of leadership in the management of sport organizations. Building from the academic foundations of industrial psychology, organizational behavior, and organizational theory, we consider the degree to which leadership is of strategic importance to organizational operations. We approach the topic from a variety of directions (including classical leadership theory, biographical studies, analyses of contemporary issues of leadership, philosophical debate, and personal experiences) and disciplines (both inside sport and out). In addition to gaining an advanced understanding of leadership theory and practice, students will consider their own approaches to leading organizations. This course will not produce new leaders. Instead, it will provide students with an environment to engage in critical thought, scholarly discourse, and philosophical debate about what it means to lead.

Course Objectives

After successfully completing this course, students should be able to:
1. Define leadership based on myriad attributes and actions rather than position in the organization
2. Identify examples of leadership from a number of unique perspectives
3. Apply classical leadership theory to contemporary management challenges
4. Collaborate with colleagues and propose real-world solutions to contemporary sport management issues
5. Develop personal leadership philosophies designed to guide future decision making
6. Recognize the scope of their own organizational influence as leaders in the sport industry

COURSE INFORMATION AND POLICIES

1. Please be aware that the online learning platform can sometimes present significant challenges. Unlike traditional classroom settings in which each student gets the same class at a set time and day, the online setting is available to you 24 hours a day and gives students the opportunity to tailor class to their schedule. Please note, however, this course is not entirely self-paced.

2. There are select times during which modules, weekly content, and course materials will be available to you. You can view each week's lectures at any time during the dates in which the weekly content is open. However, quizzes, exams, discussion questions and other assignments will only be made available to you until the due date(s) listed. There will be no class meetings for me to remind you of important due dates so please be sure to reference the syllabus to familiarize yourself with these critical deadlines.

3. All assignments, discussion questions, quizzes, exams, etc. are to be completed individually (unless otherwise noted) and submitted by 11:59 PM ET on the date for which the item is due. Discussion questions, quizzes, and exams submitted after this time will not be eligible for credit.

4. If personal circumstances arise that interfere with your ability to meet a deadline, please let me know as soon as possible prior to the deadline. Only university accepted excuses will be accepted and documentation must be provided before make-up work is accepted. Requirements for make-up quizzes, assignments, and other work are consistent with university policy: http://gradcatalog.ufl.edu/content.php?catoid=5&navoid=1054#attendance.

5. If you experience trouble with Canvas, your browser, access to your GatorLink account, or any other relevant issues, please contact the UF Computing Help Desk (352) 392-HELP (4357) or helpdesk@ufl.edu. In addition, please email me immediately. When available, please be sure to send me a screenshot of the issue. I will attempt to respond to your emails within 24 business hours. Please remember to include the course prefix and number in your emails and that all correspondence must be presented in a professional manner.

6. Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center (DRC) by visiting https://disability.ufl.edu/students/get-started/. The DRC will provide documentation to the student who must then provide this to the instruction when requesting accommodation. You must submit this documentation prior to submitting assignments and completing quizzes or exams. Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

7. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens. Evals can be completed through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/ .

8. You have up to three (3) days after the posting of a grade to contact me regarding any issues or concerns, after which the grade is final. Grades are based on a point scale and will not be rounded.

9. This syllabus represents the tentative plans and objectives for the course. As we go through the semester, plans may need to change to enhance a course learning opportunity. Such changes will be communicated clearly, and are not unusual and should be expected.

Academic Integrity

UF students are bound by The Honor Pledge. Any individual who becomes aware of an honor code violation is obligated to take corrective action. Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at https://sccr.dso.ufl.edu/process/student-conduct-code/.

The Honor Pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding the Honor Code."

U Matter, We Care Information

If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Online Profile

Please update your Canvas profile with information and a photo by the end of the first week. This is done to familiarize you with students with whom you will be sharing online time. Click on *Account* in the top left navigation menu on Canvas. Then, click on *Profile.* Then, click on the *Edit Profile* button on the top right side of page. Click on *Save Profile.* Then, click on the profile pic icon to upload photo and then click *Save.*

Written Paper Policies
1. Written papers are to be submitted via Canvas by 11:59pm ET on the date for which the paper is due. Ten percent will be deducted for each day any paper is late, and the paper is considered late after 11:59pm ET on the due date.
2. Plagiarism includes but is not limited to stealing, misquoting, insufficiently paraphrasing, or patch-writing, submitting materials from any source without proper attribution, submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the student did not author, and self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the student's own work, without the full and clear acknowledgment and permission of the faculty to whom it is submitted.
3. Use an APA cover page with your name, course name, title, and signature.
4. All papers MUST be APA Style. All references must be cited in-text and appear in a reference list at the end of the paper. Assignments must be paginated, 1-inch margins, double spaced and use Times New Roman 12 point font.

Course Format
This course is an online course and all class sessions (including discussion sessions) will be delivered through Canvas. The course is organized around weekly content, and four units make up each weekly content as follows:
1. Lectures
2. Readings
3. Quizzes
4. Discussion Questions

Lectures, Readings and Quizzes
Key concepts will be presented through brief lectures at the beginning of each weekly content. Each lecture will provide an overview of the central ideas associated with specific concepts for each weekly content. The primary purpose of the lecture is to lay the foundation of the various concepts and topics of management and leadership in sport. The primary purpose of the readings is to further explore the specific topics or roles that pertain to management and leadership in sport. A quiz covering the readings for each module will be administered prior to discussions.

Discussion Questions
Discussion questions are used to weave key concepts presented in the lectures and readings into an integrated whole in order to further develop an understanding of the phenomenon in sport. To successfully complete and fully participate in the discussion questions, students will have to do the following:
- View the lectures
- Read and understand the assigned readings prior to the beginning of a discussion
- Prepare and post answers (**150-200 word limit combined**) to the posted discussion questions
  - Two of the ten discussion questions must be answered via video (**2-3 minutes**)
  - If not completed, the last two weeks of discussions will be graded as a 0 and can't be dropped
- Respond to two discussions by supporting/disputing the views of others (**50-100 word limit each**)

In summary, each weekly content will include five key tasks:
1. *Watch* the lecture
2. *Read* the assigned readings
3. *Complete* the reading quiz
4. *Post* written responses to the discussion questions
5. *Post* your reaction to other student's discussion answer and interact with other students

Evaluation

Assignment/Quiz	Points		Grade Breakdown	
Gator-To-Gator Leadership Connections	20		186 - 200	A
Leadership Dossier (DISC Profile)	25		180 – 185.9	A-
TED Talk Presentation	25		175 – 179.9	B+
Reading Quizzes (5 points each)	40		167 – 174.9	B
Discussion Questions (5 points each)	40		160 – 166.9	B-
Exams (25 points each)	50		155 – 159.9	C+
			147 – 154.9	C
Total	**200**		140 – 146.9	C-
			135 – 139.9	D+
			128 – 134.9	D
More information on the Graduate School grading policies may be found at:			119 – 127.9	D-
https://catalog.ufl.edu/graduate/regulations/			118.9 or lower	E

PERFORMANCE EVALUATIONS

Leadership Dossier (Sports ManagerDISC Profile)**

Each student will complete the Sports ManagerDISC Profile, discuss the results, and use the results to develop a personal leadership growth plan by writing a mission statement for his/her life, identifying core values, showcasing his/her existing experience and professional goals, describing current leadership skills, developing a personal philosophy on leadership, and then describing an action plan for personal leadership development. (The Sports ManagerDISC Profile is an online sports assessment to support team managers, sports administrators and other professionals working in the sports industry, in their personal and professional development.) Specific assignment details and requirements will be provided via Canvas.

TED Talk Presentation

Students will be responsible for presenting a 6-9 minute TED Talk to the class on a Management and Leadership in Sport topic that teaches and moves the audience. The delivery of the TED Talk should be passionate, intentional, and include a storytelling component. The Talk must be supported by the use of two research articles from the top-tier sport management research journals. The topic must be submitted via the Canvas *Discussion* by the due date and approved by the instructor. Students will be required to view all of the group presentations by a specific date and will be required to comment on two other TED Talks via the *Discussions* link. Specific assignment details, requirements, and examples will be provided via Canvas.

Gator-To-Gator Leadership Connections

Students will explore leadership strategies through authentic interactions with alumni/ae, while learning about leadership in the real world. Each student will be assigned two UF TRSM alums. During the first few weeks of the semester, alums will be identified based upon goals and field of interest. You will be required to initiate communication with your matches and have two (2) conversations with the alums. The first will be a "get to know you" conversation, and you will submit an "alumni profile" on each alum. The second will be a semi-structured interview on "leadership in the real world", and you will submit (1) a 100-word summary of takeaways from the conversation, and (2) a paper highlighting themes from the conversation, comparing those to themes you have discussed/read in the course. Then, you will be responsible for presenting a 5-6 minute presentation based on your interactions with your alumni. Specific assignment details and requirements will be provided via Canvas.

Reading Quizzes

There will be ten reading quizzes throughout the semester, and the two lowest grades will be dropped. Reading quizzes will consist of 5 questions and you will have 8 minutes to complete them. Reading quizzes will be available for a four day period via Canvas and are due by 11:59pm ET on the due date; however, you only get one opportunity to complete it. Reading quizzes are *open* note but to be completed individually. We are not responsible for computer/connection errors, so please make sure you use a reliable computer with a secure connection and take the quizzes earlier in the day to leave you more time in case there is an issue. If you do have technical difficulties, be sure to contact Learning Support Services and email me immediately with a screenshot of the issue.

Discussion Questions

There will be ten discussion questions throughout the semester, and the two lowest grades for each student will be dropped. The discussion questions will pertain to both lecture and reading materials for that week. The discussion questions will be available to you and answered in the *Discussions* link via Canvas. For every week discussion questions are due, each student must answer the questions in 150-200 words in combined length by Friday and post reactions that are 50-100 words in length each to at least two other students' posts by Sunday. For two of the discussions, the discussion questions (not reactions) must be answered by recording (not uploading) a 2-3 minute video recording via the "Record Media" icon in the *Discussions* link via Canvas. If not completed, the last two discussions will be graded as a 0 and cannot be dropped.

Exams

There will be two exams throughout the semester. The exams will consist of 5-7 short answer questions and you will have 60 minutes to complete them. Exams will be available for a four day period via Canvas and are due by 11:59pm ET on the due date; however, you only get one opportunity to complete it. Exams are *closed* note and to be completed individually. Please make sure you use a reliable computer with a secure connection and take the exams earlier in the day in case there is an issue because we cannot be responsible for technology errors. If you do have technical difficulties, contact Learning Support Services and email me immediately with a screenshot of the issue.

**Graduate Final Exam Requirement (ONLY for New Fall 2020 Students and beyond)
During this course, the successful completion of the *Leadership Dossier* paper will fulfill a requirement of the Graduate Final Exam which is a requirement to be completed prior to the completion of the M.S. in Sport Management degree at the University of Florida. To successfully complete the *Leadership Dossier* paper, the student must earn a minimum of 80% on the assignment. A failure to meet the minimum of 80% will require the student to rewrite and resubmit the *Leadership Dossier* paper to the instructor by the stated deadline which will be before the end of the semester. However, the rewrite grade will not count towards the course but will count towards the successful completion of that Graduate Final Exam portion. A failure to successfully rewrite and resubmit the *Leadership Dossier* paper will result in earning an "Incomplete" (I) grade for the course until the requirement has been met. (Please note: An "Incomplete" (I) grade becomes punitive to your overall GPA approximately one semester following the assigned "Incomplete" grade.) It is the student's responsibility to arrange with the instructor and agree in writing the timeline for successfully completing the *Leadership Dossier* paper in fulfillment of the Graduate Final Exam portion. If the student successfully earns a minimum of 80% on the first submission of the *Leadership Dossier* paper, then no further action is necessary.

SPM 6158 SPRING 2022 COURSE SCHEDULE

MODULE I		
Week 1		
Watch	Introduction Lecture	Wednesday, January 5
Read	Chapter 3 & Articles	Wednesday, January 5
Post	Student Introduction Video in Canvas *Discussions*	Friday, January 7
Watch	Student Introductions	Sunday, January 8
Watch	Gator-To-Gator Leadership Connections Introduction Video	By Sunday, January 9
Week 2		
Watch	Lecture 1 – Leadership Theories	Wednesday, January 12
Read	Chapter 1 & Articles	Wednesday, January 12
Watch	Gator-To-Gator Leadership Connections Pro Development Videos	Wednesday, January 12
Post	Discussion Question 1 Response	Friday, January 14
Complete	Reading Quiz 1	Saturday, January 15
Post	Reaction to Other Student's Discussion Answer	Sunday, January 16
Complete	Gator-To-Gator Leadership Connections Two Prerequisites	By Sunday, January 16
Schedule	Gator-To-Gator Leadership Connections Meeting	By Sunday, January 16
Week 3		
Watch	Lecture 2 – Leadership Styles	Wednesday, January 19
Read	Chapter 2 & Articles	Wednesday, January 19
Post	Discussion Question 2 Response	Friday, January 21
Complete	Reading Quiz 2	Saturday, January 22
Post	Reaction to Other Student's Discussion Answer	Sunday, January 23
Week 4		
Watch	Lecture 3 – The Necessary Skill Sets	Wednesday, January 26
Read	Articles	Wednesday, January 26
Post	Discussion Question 3 Response	Friday, January 28
Complete	Reading Quiz 3	Saturday, January 29
Post	Reaction to Other Student's Discussion Answer	Sunday, January 30
Week 5		
Watch	Lecture 4 – Communication that Motivates	Wednesday, February 2
Read	Chapter 5 (pg. 91-100) & Articles	Wednesday, February 2
Post	Discussion Question 4 Response	Friday, February 4
Complete	Reading Quiz 4	Saturday, February 5
Post	Reaction to Other Student's Discussion Answer	Sunday, February 6
Week 6		
Watch	Lecture 5 – Strategy and Leadership	Wednesday, February 9
Read	Chapter 7 & Articles	Wednesday, February 9
Post	Discussion Question 5 Response	Friday, February 11
Complete	Reading Quiz 5	Saturday, February 12
Post	Reaction to Other Student's Discussion Answer	Sunday, February 13
Complete	Gator-To-Gator Leadership Connections Alumni Communication	Sunday, February 13
Week 7		
Complete	Exam 1	Wednesday, February 16

MODULE II		
Week 8		
Watch	Lecture 6 – Forging Significant Change	Wednesday, February 23
Read	Chapter 8 & Articles	Wednesday, February 23
Post	Discussion Question 6 Response	Friday, February 25
Complete	Reading Quiz 6	Saturday, February 26
Post	Reaction to Other Student's Discussion Answer	Sunday, February 27
Week 9		
Watch	Sports ManagerDISC Profile Videos	Wednesday, March 2
Watch	Leadership Dossier Lecture	Wednesday, March 2
Complete	Sports ManagerDISC Profile	Wednesday, March 2
Submit	Leadership Dossier (Sports ManagerDISC Profile)	Friday, March 4
Submit	Gator-To-Gator Leadership Connections Alumni Profiles	Friday, March 4
Week 10		
Enjoy	*No Classes – Spring Break*	March 5 – March 12
Week 11		
Watch	Lecture 7 – Fostering Innovation	Wednesday, March 16
Read	Chapter 9 & Articles	Wednesday, March 16
Post	Discussion Question 7 Response	Friday, March 18
Complete	Reading Quiz 7	Saturday, March 19
Post	Reaction to Other Student's Discussion Answer	Sunday, March 20
Submit	Topic for TED Talk Presentation	Sunday, March 20
Week 12		
Watch	Lecture 8 – Crisis and Conflict	Wednesday, March 23
Read	Chapter 5 (pg. 100-109) & Articles	Wednesday, March 23
Post	Discussion Question 8 Response	Friday, March 25
Complete	Reading Quiz 8	Saturday, March 26
Post	Reaction to Other Student's Discussion Answer	Sunday, March 27
Week 13		
Watch	Lecture 9 – Team Leadership and Group Dynamics	Wednesday, March 30
Read	Chapter 10 & Articles	Wednesday, March 30
Post	Discussion Question 9 Response	Friday, April 1
Complete	Reading Quiz 9	Saturday, April 2
Post	Reaction to Other Student's Discussion Answer	Sunday, April 3
Submit	Gator-To-Gator Leadership Connections Takeaways	Sunday, April 3
Submit	Gator-To-Gator Leadership Connections Paper	Sunday, April 3
Week 14		
Watch	Lecture 10 – Addressing Leadership Discrimination in Sport	Wednesday, April 6
Read	Chapter 12-13 & Articles	Wednesday, April 6
Post	Discussion Question 10 Response	Friday, April 8
Complete	Reading Quiz 10	Saturday, April 9
Post	Reaction to Other Student's Discussion Answer	Sunday, April 10
Post	Gator-To-Gator Leadership Connections Presentation	Sunday, April 10
Week 15		
Post	TED Talk Presentation	Wednesday, April 13
Watch	All TED Talk Presentations	Sunday, April 17
Post	Responses to TED Talk Presentations	Sunday, April 17
Week 16		
Complete	Exam 2	Wednesday, April 20