

**Management and Leadership in Sport Organizations**  
**SPMG 3662 (3 hours credit)**  
**Fall 2016 – Online Course**

**Semester:** Fall, 2016  
**Instructor:** Dr. Young Ik Suh  
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**Office Hours:** Monday 10:00 am- 5:00 pm, Wednesday: 10:00-11:00 am, 12:30-2:00 pm, 3:30-5:00 pm, Tuesday, Thursday, and Friday: by appointment, by email, Phone, and Discussion Board

**Support for Courses:**

<b>CourseDen D2L Home Page</b> <a href="https://westga.view.usg.edu/">https://westga.view.usg.edu/</a>	<b>Student Services</b> <a href="http://uwgonline.westga.edu/online-student-guide.php">http://uwgonline.westga.edu/online-student-guide.php</a>
<b>D2L UWG Online Help (M-F:8 AM – 5 PM)</b> <a href="http://uwgonline.westga.edu/students.php">http://uwgonline.westga.edu/students.php</a> Call: 678-839-6248 or 1-855-933-8946 or email: online@westga.edu	<b>Center for Academic Success</b> <a href="http://www.westga.edu/cas/">http://www.westga.edu/cas/</a> 678-839-6280
<b>24/7/365 D2L Help Center</b> Call 1-855-772-0423 or search: <a href="https://d2lhelp.view.usg.edu/">https://d2lhelp.view.usg.edu/</a>	<b>Distance Learning Library Services</b> <a href="http://libguides.westga.edu/content.php?pid=194430">http://libguides.westga.edu/content.php?pid=194430</a>
<b>University Bookstore</b> <a href="http://www.bookstore.westga.edu/">http://www.bookstore.westga.edu/</a>	<b>Ingram Library Services</b> <a href="http://www.westga.edu/library/">http://www.westga.edu/library/</a>

**Course Description**

This course will introduce students to a wide range of managerial functions and concepts of sport organizations which can be classified as a primary concern for most organizational leaders. The initial portion of this course will focus on helping students understand the fundamentals of management principles and leadership theories. These topics include management tasks and responsibilities, organizational goals and structures, leadership, power and politics, ethics, culture, and decision making in organization. The remainder of the course will focus on the application of theoretical material to managerial function of sport administrative contexts, and will broaden the students’ perspective on the various means for management of sport organizations.

*Course taught **100% online** using CourseDen and no face-to-face meetings. Students must have Internet access. If you have trouble logging into CourseDen or cannot see your section, please contact UWG Online at 678-839-6248, or visit their website at Supplemental Information.*



### Course Objectives

Students should be able to:

1. Define the sport product and the sport industry.
2. Explain the development of modern management theory & introduce strategic management techniques.
3. Provide an understanding of management tasks and functions.
4. Explain the process of management decision making.
5. Gain an understanding of leadership styles in sport organizations.
6. Explain various elements of power and politics in the sport businesses.
7. Distinguish between different types of leadership styles and theories and describe the managerial applications of each.
8. Integrate these theories into their own leadership roles with regards to human resource issues.
9. Articulate their personal leadership philosophy for recreation and sport settings.
10. Identify and solve current problems/issues facing administrators in the profession.
11. Recognize and identify key concepts with regards to human resource management.
12. Confidently assume a leadership position within a sport organization with regards to dealing with human resource issues.
13. Demonstrate effective teaching and leadership communication skills.
14. Knowledgeably discuss the administrative elements pertinent to the context of sport and recreation concerning leadership specifically and organizational behavior in general

### Tests, Readings, Instructional Resources, and References

**Required Readings:** Slack, T., & Parent, M. (2006). *Understanding sport organizations: The application of organization theory* (2nd ed.). Champaign, IL: Human Kinetics.

**Required Instructional Resource:** Tk20 Subscription

These are available at the University Bookstore or at <http://westga.tk20.com/campustoolshighered/start.do>.

If you have purchased a subscription previously, DO NOT re-subscribe. For more information about this resource, see [http://www.westga.edu/coe/index\\_550.php](http://www.westga.edu/coe/index_550.php).

For assistance, email [tk20@westga.edu](mailto:tk20@westga.edu).

### Requirements of the Course

#### 1. Examinations

- a. The three tests (which may consist of objective items, essay questions, and case study analyses) may involve material covered in the class discussions, readings, assignments, lectures, case studies, presentations, and/or book reviews.

- b. You must notify me of a university-excused absence in **advance** if you need to miss an exam. If you are absent and have not notified me in advance of your situation, you will receive a “0” on your exam. Make-up exams – which will only be given for prior-notification and university-approved excuses (documentation) – will be reformatted but still cover the same materials as the original exams.

**2. Case Studies**

There will be two case studies completed in this class. Each case will be analyzed by a team of students, which you will select. Questions for the case will be distributed in-class and posted on CourseDen. Both case study analyses will need to be at least five pages in length and use proper APA Style formatting. The cases will be posted on CourseDen in PDF format. It is your responsibility to download and read each case. Late work or emailed work will not be accepted.

**3. Final Project**

Your group will select a sport organization to analyze. You will need to use concepts covered in lecture and in your text to compose your paper. Questions for the case study will be posted on CourseDen. The paper should be **at least ten pages** in length.

**Grade Distribution**

Case Studies (2)	50 points
Final Project	100 points
Video Questionnaire/Jack Welch	50 points
Exams	300 points
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	500 points

**Grade Scale**

A	90 - 100%	B	80 - 89%	C	70 - 79%
D	60 - 69%	F	below 59%		

**COE Vision**

The College of Education at the University of West Georgia will be recognized for Leading a New World of Learning, with relevant and innovative programs that contribute to educational improvement and the betterment of society.



### **COE Mission**

Locally connected and globally relevant, the Mission of the College of Education is to prepare graduates for meaningful careers in diverse settings. Spanning undergraduate through doctoral study, we are committed to depth of knowledge and excellence in teaching, professional practice, and applied research.

### **Conceptual Framework**

The conceptual framework of the College of Education at UWG forms the basis on which programs, courses, experiences, and outcomes are created. With the goal of Preparing Exemplary Practitioners, our programs incorporate ten descriptors (knowledgeable, reflective, inquisitive, decisive, adaptive, proactive, leading, collaborative, culturally sensitive, empathetic), clustered into three interrelated and overlapping themes, that demonstrate our commitment to (a) Professional Excellence; (b) Field-Based Inquiry; and (c) the Betterment of Society. These themes and descriptors are integral components of the conceptual framework and provide the basis for developing exemplary practitioners who are prepared to improve schools and communities.

The vision, mission, and conceptual framework of the College of Education at UWG form the basis on which programs, courses, experiences, and outcomes are created. National and state standards (e.g., NASSM, COSMA) are incorporated as criteria against which candidates are measured. This course's objectives, activities, and assignments are related directly to the appropriate standards, as identified below.

### **Course Policies and Information**

**University Policies and Academic Support:** Please carefully review the information at Common Language for Course Syllabi.

[http://www.westga.edu/assetsDept/vpaa/Common\\_Language\\_for\\_Course\\_Syllabi.pdf](http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf)

It contains important information related to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester. In addition to the above information the following policies apply to this course.

**Academic Honesty:** All work completed in this course must be original work developed this semester. Students are expected to adhere to the highest standards of academic honesty. Plagiarism occurs when a student uses or purchases ghostwritten papers. It also occurs when a student utilizes ideas or information obtained from another person without giving credit to that person. If plagiarism or another act of academic dishonesty occurs, it will be dealt with in accordance with the academic misconduct policy as stated in the latest *Student Handbook* and the *Graduate Catalog*.

**Americans with Disabilities Act:** The official UWG policy is contained in the link to the [Common Language for Course Syllabi](#) located on the Provost's website. All students are provided with equal access to classes and materials, regardless of special needs, temporary or permanent disability,



special needs related to pregnancy, etc. For more information, please contact Disability Services at the University of West Georgia: [http://www.westga.edu/studentDev/index\\_8884.php](http://www.westga.edu/studentDev/index_8884.php).

**Student Email Policy:** The official email policy is contained in the link to the [Common Language for Course Syllabi](#) located on the Provost's website.

### Center for Academic Success

The [Center for Academic Success](#) (CAS) provides services, programs, and opportunities to help all undergraduate students succeed academically. The CAS offers free appointment-based peer tutoring in core courses, as well as supplemental instruction (SI)—which is peer-facilitated collaborative learning—in a variety of disciplines. Students seeking help with study skills and strategies can attend workshops through the Academic Success Workshop series, or work individually with either a staff or peer Academic Coach. The Center for Academic Success is located in UCC 200, and can be reached at 678-839-6280 or the email address is [cas@westga.edu](mailto:cas@westga.edu).

**UWG Cares:** If you or someone you know is in a distressing situation, support is available at <http://www.westga.edu/UWGCares/>. The website contains access to helpful resources and phone numbers related to emergency or crisis situations and safety concerns, medical concerns, multicultural, psychological and personal issues and interpersonal conflict.

**Student Services:** Click on the following link [Student Services](#) for a listing of all services available to students at UWG.

**Communication Rules:** *Course taught **100% online** using CourseDen and no face-to-face meetings. Students must have Internet access. If you have trouble logging into CourseDen or cannot see your section, please contact UWG Online at 678-839-6248, or visit their website at Supplemental Information.*

1. This is an **online course** and there will be **no on-site attendance** required. Students will access all course materials, including tests, lectures, and assignments, through the **CourseDen** software.
2. Students are responsible for **checking your UWG Email account and CourseDen on a daily basis** to see announcements notifying you of important class news (e.g., required assignments, quizzes, exams, discussion topics, etc.).
3. Students are expected to actively participate in the discussion forum and Q&A activities. Please feel free to ask and critically analyze topics that are presented to you.
4. Students are expected to **submit work through Dropbox (CourseDen)**. Work or exams missed on the assigned day due to an unexcused absence cannot be made up, unless otherwise cleared in advance with instructor.

**Network Etiquette** - *Communication in an online environment takes special consideration. Consider including a list of tips as described below.*

- Be sensitive and reflective to what others are saying.

- Don't use all caps. It is the equivalent of screaming.
- Don't flame - These are outbursts of extreme emotion or opinion.
- Think before you hit the post (enter/reply) button. You can't take it back!
- Don't use offensive language.
- Use clear subject lines.
- Don't use abbreviations or acronyms unless the entire class knows them.
- Be forgiving. Anyone can make a mistake.
- Keep the dialog collegial and professional.

**TENTATIVE COURSE CALENDAR**

Week 1	✓ Introduction / Overview
Week 2	✓ <b>Student Profile Sheet</b> ✓ Ch 1. Organizational Theory and Sport Management ✓ Ch 3. Organizational Goals & Effectiveness
Week 3	✓ Ch 4. Dimensions of Organizational Structure
Week 4	✓ <b>Case Study and Discussion (New Balance)</b>
Week 5	✓ <b>Exam 1</b>
Week 6	✓ <b>Video: Swoosh Inside NIKE</b>
Week 7	✓ Ch 6. Strategy
Week 8	✓ Ch 15. Leadership ✓ <b>Jack Welch Article Assignment</b>
Week 9	✓ Ch 10. Power & Politics
Week 10	✓ <b>Exam 2</b>
Week 11	✓ Ch 14. Managing Organizational Culture
Week 12	✓ <b>Case Study and Discussion (Coach Knight)</b>
Week 13	✓ Ch 12. Organizational Change
Week 14	✓ Ch 13. Organizational Decision Making
Week 15	✓ <b>Final Project</b>
Week 16	✓ <b>Exam 3</b>