SPMT 613 Strategic Leadership in Sport Organizations (3)
Spring 2013

DAY/TIME: M 7:20 pm – 10:00 pm  LOCATION: Innovation Hall 338
PROFESSOR: Paul Jansen  EMAIL ADDRESS: Paul.Jansen@fairfaxcounty.gov
OFFICE LOCATION: By appointment  PHONE NUMBER: 571-490-1787
OFFICE HOURS: By appointment  FAX NUMBER: 703-324-5546

PREREQUISITES: None

COURSE DESCRIPTION
Examines the theoretical underpinnings and effective strategic processes of leadership in sport organizations. Leader behaviors, characteristics, situational influences, and the cognitive dimensions of leadership will be explored within the organizational context.

COURSE OBJECTIVES
Students will be able to:
1. Demonstrate an understanding of theoretical concepts in management, policy development, and decision-making.
2. Demonstrate knowledge of strategic planning.
3. Demonstrate an understanding of effective leadership practices in sport.
4. Identify prominent sport governance structures.
5. Identify resource allocation and programming principles.
6. Develop an understanding of effective practices in the strategic management of sport.
7. Demonstrate an understanding of human resource management, conflict resolution, and negotiation.
8. Recognize the purposes and processes of feasibility studies.
9. Recognize the fundamentals of community and media relations.

COURSE OVERVIEW:
The learning experiences in this course are afforded through a seminar style instructional approach. This will ensure opportunities to meet the course objectives through instructor-led discussions with ample opportunities for student participation. Course content includes, but is not limited to, the following: Role modeling and leadership behavior in sport; Human resource management/development; Negotiation; Conflict resolution; Labor relations; Organizational behavior/culture; Organizational effectiveness; Leadership theory; Decision-making; Problem solving; Personal and management values; Situational analysis; and Employee relations.

ATTENDANCE AND HONOR CODE:
Students are held to the standards of the George Mason University Honor Code. You are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due or no credit will be given. All assigned reading for each class is to be completed prior to coming to class. Regular attendance and participation is expected.

Further, upon completion of this course, students will meet the following professional accreditation standards:

**SMPRC: NASSM-NASPE Standards**

<table>
<thead>
<tr>
<th>STANDARD</th>
<th>REQUIRED CONTENT (All topics must be addressed)</th>
<th>Primary or Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-SocioCultural</td>
<td>Role modeling and leadership behavior in sport</td>
<td>P</td>
</tr>
<tr>
<td>4- Leadership</td>
<td>Human resource management/development</td>
<td>P</td>
</tr>
</tbody>
</table>
STANDARD | REQUIRED CONTENT (All topics must be addressed) | Primary or Secondary
--- | --- | ---
4 | Negotiation | P
4 | Conflict resolution | P
4 | Labor relations | P
4 | Organizational behavior/culture | P
4 | Organizational effectiveness | P
4 | Leadership theory | P
4 | Decision making | P
4 | Problem solving | P
4 | Effective management practices | P
4 | Policy development | P
4 | Strategic planning | P
4 | Resource allocation | P
4 | Governance | P
7-PR in Sport | Employee Relations | P
7 | Community and Media Relations | S
5 | Personal and management values | P
5 | Situational analysis | S

NATURE OF DELIVERY
The class will be a combination of lecture, presentations by guest speakers, student presentations and interactive class discussion. Students will be expected to come to class prepared, having read or watched weekly assignments, prepared with assigned independent research findings, willing to share with the class, and attentive to all discussions. Class attendance and participation is paramount to successfully completing this class.

REQUIRED READINGS
Readings will include current articles and news in sport management (e.g. Sport Business Journal, Journal of Sport Management, International Journal of Sport Management, etc.)

TEXTS (optional):


EVALUATION
Assessment Activities:
Class participation 25%
Readings and written responses 25%
Mid-term project and presentation 25%
Final project and presentation 25%
### Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>94 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>90 – 93</td>
</tr>
<tr>
<td>B</td>
<td>84 – 87</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 83</td>
</tr>
<tr>
<td>C</td>
<td>74 – 77</td>
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<tr>
<td>C+</td>
<td>78 – 79</td>
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<tr>
<td>B+</td>
<td>88 – 89</td>
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<tr>
<td>F</td>
<td>73 and below</td>
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Note: Although a grade of B- is acceptable in a graduate course, a 3.0 average must be maintained for graduation.

### TENTATIVE COURSE SCHEDULE - Faculty reserves the right to alter the schedule as necessary

#### Strategic Leadership in Sport Organizations

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic(s)</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/21 Leadership theory, concepts in management</td>
<td></td>
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<tr>
<td>2</td>
<td>1/28 Leadership theory in sport</td>
<td></td>
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<tr>
<td>3</td>
<td>2/4 Effective practices/management vs. leadership</td>
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<tr>
<td>4</td>
<td>2/11 Role modeling/leadership in sport; values and ethics</td>
<td>Varied</td>
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<tr>
<td>5</td>
<td>2/18 Organizational studies/behavior/culture</td>
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<tr>
<td>6</td>
<td>2/25 Organizational effectiveness</td>
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<tr>
<td>7</td>
<td>3/ Mason Spring Break</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>3/18 Governance/policy development</td>
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<tr>
<td>9</td>
<td>3/25 Governance</td>
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<tr>
<td>10</td>
<td>4/1 Strategic planning; feasibility studies and resource allocation/program principles</td>
<td>Varied</td>
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<tr>
<td>11</td>
<td>4/8 Decision making/problem solving</td>
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<tr>
<td>12</td>
<td>4/15 Negotiation/conflict resolution/labor relations</td>
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<tr>
<td>13</td>
<td>4/22 Relationships and communication</td>
<td></td>
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<tr>
<td>14</td>
<td>4/29 Human resource management/development</td>
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<tr>
<td>15</td>
<td>5/6 Projects</td>
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### Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See http://academicintegrity.gmu.edu/honorcode/].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See http://ods.gmu.edu/].
- Students must follow the university policy for Responsible Use of Computing [See http://universitypolicy.gmu.edu/1301gen.html].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

### Campus Resources

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students’ personal experience and academic performance [See http://caps.gmu.edu/].

- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See http://writingcenter.gmu.edu/].
For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See http://rht.gmu.edu].

CORE VALUES COMMITMENT: The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.