

GEORGE MASON UNIVERSITY
School of Recreation, Health, & Tourism
Division of Sport, Recreation, & Tourism
SPMT 470.001 —Strategic Management and Leadership in Sport Organizations (3)
Fall 2016

DAY/TIME:	T/TH 3:00-4:15	LOCATION:	TH L019
PROFESSOR:	Dr. Robert E. Baker	EMAIL ADDRESS:	rbaker2@gmu.edu
OFFICE LOCATION:	221 BRH, SciTec (PW)	PHONE NUMBER:	703-993-3727
OFFICE HOURS:	M, 1-3pm, 202 Finley T, 1-3pm, 221 BRH By Appointment	FAX NUMBER:	703-993-2025

PREREQUISITES: SPMT 201, 60 hours

COURSE DESCRIPTION

The course is an examination of the theoretical underpinnings of leadership in sport organizations. Leader behaviors and characteristics, situational influences, the use of power, and the cognitive dimensions of leadership will be examined, as will the context of organizational studies. Effective planning and strategic management processes will be discussed.

COURSE OBJECTIVES

Students will be able to:

1. Identify theoretical concepts in management and decision-making.
2. Describe the strategic planning process.
3. Explain effective leadership practices in sport.
4. Interpret organizational behaviors, change, culture, and structures.
5. Compare prominent leadership theories.
6. Identify resource allocation and programming principles.
7. Recognize effective practices in the strategic management of sport, including change management.
8. Evaluate human resource management, conflict resolution, and negotiation.
9. Summarize the systems approach to management in sport organizations.

NATURE OF COURSE DELIVERY

This course is delivered in a variety of formats, including face to face classroom lecture/discussion and on-line.

REQUIRED READINGS

Chelladurai, P. (2009). *Managing organizations for sport & physical activity: A systems perspective* (3rd Ed). Scottsdale, AZ: Holcomb Hathaway Publishers.

Readings may include additional books emphasizing leadership and current articles in sport management journals (e.g. Journal of Sport Management, International Journal of Sport Management, Journal of Applied Sport Management, Sport Management Review, Sport Business Journal, etc.)

ASSIGNMENTS

Assignments will include written reviews of research article reviews, a mid-term exam, a final exam, and a research project based on the synthesis of student-selected theoretical foundations and including an oral presentation of the project to the class. Attendance and participation in class discussions are required as well. The weighted value of the aforementioned assignments appears in the table below. Total points allotted are 250.

EVALUATION

Research Project Paper/Presentation- <i>-Paper must be in APA format. Project will be evaluated based upon theoretical framework, clarity, and substantive content. Presentation will be based on content, effective speaking, and professionalism.</i>	75 points (30%)
Participation Book & Article Reviews- <i>article reviews must include a summary of major components and be in APA format; participation includes active engagement, attentiveness, and responsiveness.</i>	50 points (20%)
Mid Term- <i>This evaluation will include true/false questions, multiple choice and short essay; the test will be based on content covered prior to giving it.</i>	50 points (20%)
Final Exam- <i>This test will be a combination of short answer, short and long essay with some matching and multiple choice; there will be some content covered in the midterm but will primarily focus on content after the midterm.</i>	75 points (30%)
TOTAL	250 points

Instructor Expectations:

1. All assigned reading for each class is expected to be done prior to coming to class.
2. All written assignments must be typed (computer word processing is recommended).
3. Regular attendance and participation is expected. If you miss a class, it is your responsibility to obtain class materials from sources other than the instructor.
4. Students must abide by the Honor Code, guided by the spirit of academic integrity.

Class Attendance: It enhances your academic success to be in class; therefore, you should attend ALL scheduled class meetings in accordance with George Mason policy: Students are expected to attend the class periods of the courses for which they register. In-class participation is important not only to the individual student, but to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of nonparticipation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus.

Participation: Respect the free exchange of thought in an academic environment and the participants therein. For example: a) do not have any sound emitting devices turned on; b) wait until the teacher/guest speaker has finished prior to gathering your belongings; and c) do not smoke, chew tobacco, eat, sleep, disrupt others by inappropriate talking, or disrespect the class schedule by being tardy. You are encouraged to a) feel free to openly and respectfully contribute your thoughts; b) listen actively to the comments of others; c) be punctual; d) ask any and all appropriate questions that you have; and e) maintain civility in your interpersonal communications. Class discussions will be conducted in a civil, informed fashion wherein disruptive students will be asked to leave the class. Your contributions are not only welcomed, they are essential.

Alternative Work: There is NO make-up work. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (e.g. a physician's note for an illness). Alternative work due to intercollegiate athletic competitions or other legitimate university activity must be arranged PRIOR to due date. A grade of '0' will be assigned to all missed work unless otherwise determined by the instructor.

The instructor is solely responsible for assigning grades. As such, the instructor reserves the right to assess student performance in each of the categories identified in the EVALUATION section of this syllabus. Student non-compliance with stated academic, honor, attendance, or participation expectations will result in a '0' for the associated evaluation.

Any circumstance arising that is not explicitly addressed in this syllabus or by George Mason University policy, is implicitly governed under the auspices of common sense and will be dealt with using the instructor's discretion.

GRADING: *There will be NO extra credit!!!*

Cumulative Points	Percentage %	Letter Grade
234 – 250	100 – 94	A
224 – 233	93 – 90	A-
214 – 223	89 – 86	B+
204 – 213	85 – 82	B
196 – 203	81 – 79	B-
189 – 195	78-76	C+
179 – 188	75-72	C
174 – 178	71-70	C-
149 – 173	69-60	D
< 148	59% & Below	F

TENTATIVE COURSE SCHEDULE

Date		Topic	Readings/Assignment Due
8-30	Week 1	Introduction	
9-1		Organizations	
9-6	Week 2	Organizational behavior, symbolism	Chella-1,2
9-8		Organizational culture	
9-13	Week 3	Organizational effectiveness	C-3,4
9-15		Organizational change	Fullan article
9-20	Week 4	Systems Thinking	C- 5; Senge excerpt
9-22			DUE: Article Review One
9-27	Week 5	Strategic Planning	C-6,7
9-29		Strategic Planning	
10-4	Week 6	Strategic planning	
10-6		Wrap Up of Organizations / Systems	
10-11	Week 7	Mid-Term;	
10-13		Leadership theory ABCs	C-8; Baker excerpt
10-28	Week 8	Leadership theory in sport	C-9 ; articles
10-20		Leadership theory in sport	C-10 ; articles
10-25	Week 9	Leadership theory in sport	
10-27		Members & Followers, Cohesion	C-11 ;Carron article; Sivers video TED
11-1	Week 10	Management v. leadership: Best practices	C-12; Baker & Nunes
11-3		HR best practices: Decision making	C-13,14 DUE: Article Review Two
11-8	Week 11	Labor relations, problem solving	C-15,16

Date		Topic	Readings/Assignment Due
11-10		Negotiation, conflict resolution	C- 17; Vernaccia et al excerpt
11-15	Week 12	Relationships & communication	Pitino excerpt; articles
11-17		Research Presentations	
11-22		*	
11-29	Week 13	Research Presentations	
12-1		Research Presentations	
12-6	Week 14	Research Presentations	
12-8		Research Presentations	
12-13	Week 15	Research Presentations	DUE: Final Exam
12-15		*	

Note: Faculty reserves the right to alter the schedule as necessary.

PROFESSIONAL BEHAVIOR: Students are expected to exhibit professional behaviors and dispositions at all times.

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.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see <http://oai.gmu.edu/the-mason-honor-code/>).
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.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/>).
- 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 Office of Student Support staff helps students negotiate life situations by connecting them with appropriate campus and off-campus resources. Students in need of these services may contact the office by phone (703-993-5376). Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://studentsupport.gmu.edu/>, and the OSS staff will follow up with the student.

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.

