

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

SPMT 613 Strategic Leadership in Sport Organizations
Spring 2012

DAY/TIME:	Mondays, 7:20 pm	LOCATION:	Innovation Hall 338
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CREDITS:	3		

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

STANDARD	REQUIRED CONTENT (All topics must be addressed)	Primary Secondary	or
3-SocioCultural	Role modeling and leadership behavior in sport	P	
4- Leadership	Human resource management/development	P	

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-Ethics	Personal and management values	P
5	Situational analysis	S

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):

Chelladurai, P. (2005). *Managing organizations for sport & physical activity: A systems perspective*. Scottsdale, AZ: Holcomb Hathaway Publishers.

Chelladurai, P. (200). *Human resource management in recreation and sport organizations*. Champaign, IL: Human Kinetics.

Parkhouse, B. (2005). *The management of sport*. Boston, MA: McGraw Hill Publishers.

Stier, W. (2004). *Athletic administration: Successful decision making, risk taking, and problem solving*. Boston, MA: American Press.

DELIVERY

Face to face

EVALUATION

Assessment Activities:

Class participation	25%
Readings and written responses	25%
Mid-term project and presentation	25%
Final project and presentation	25%

Grading Scale	B+ = 88 – 89	C+ = 78 – 79
A = 94 – 100	B = 84 – 87	C = 74 – 77
A- = 90 – 93	B- = 80 – 83	F = 73 and below

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		
Date	Topic(s)	Assignment
1	1/23	Leadership theory, concepts in management
2	1/30	Leadership theory in sport
3	2/6	Effective practices/management vs. leadership
4	2/13	Role modeling/leadership in sport; values and ethics
5	2/20	Organizational studies/behavior/culture
6	2/27	Organizational effectiveness
7	3/5	Organizational change
Mason Spring Break		
8	3/19	Governance/policy development
9	3/26	Governance
10	4/2	Strategic planning; feasibility studies and resource allocation/program principles
11	4/9	Decision making/problem solving
12	4/16	Negotiation/conflict resolution/labor relations
13	4/23	Relationships and communication
14	4/30	Human resource management/development
Mason Reading Week		
15	5/14	EXAM PERIOD

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.

