

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

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

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

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-Ethics	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):

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

Chelladurai, P. (2006). *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.

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	1/21	Leadership theory, concepts in management	Varied
2	1/28	Leadership theory in sport	
3	2/4	Effective practices/management vs. leadership	
4	2/11	Role modeling/leadership in sport; values and ethics	
5	2/18	Organizational studies/behavior/culture	
6	2/25	Organizational effectiveness	
7	3/4	Organizational change	
Mason Spring Break			
8	3/18	Governance/policy development	Varied
9	3/25	Governance	
10	4/1	Strategic planning; feasibility studies and resource allocation/program principles	
11	4/8	Decision making/problem solving	
12	4/15	Negotiation/conflict resolution/labor relations	
13	4/22	Relationships and communication	
14	4/29	Human resource management/development	
Mason Reading Week			
15	5/6	Projects	

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.

