

**George Mason University
College of Education and Human Development
School of Sport, Recreation, and Tourism Management**

**SPMT 470 001 – Strategic Management and Leadership in Sport Organizations
3 credit hours, Spring 2020**

DAY/TIME: Tues/Thurs 12-1:15 **LOCATION:** Krug 5
PROFESSOR: Dr. B. Christine Green **EMAIL:** bgreen21@gmu.edu
OFFICE: Krug 213G Fairfax Campus **PHONE:** 703-993-5371
OFFICE HOURS: Tues 1:30-2:30, Thurs 10-11, or by appointment
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 DELIVERY METHOD

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

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.

REQUIRED READINGS

Chelladurai, P. (2017). *Managing organizations for sport & physical activity: A systems perspective* (4th Ed). New York: Routledge.

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*, etc.)

COURSE EVALUATION

Students are expected to submit all assignments on time in the manner outlined by the instructor (e.g., Blackboard, Tk20, hard copy).

ASSIGNMENTS

Assignments will include written reviews of research articles, translation of articles for a practitioner audience, a small online group project, a mid-term exam, a final exam, a research project based on the synthesis of student-selected theoretical foundations, and an oral presentation of the project to the class. Attendance and participation in class discussions are required as well. Total points allotted are 300.

EVALUATION

Article Reviews and translation- article reviews must include a summary of major components and be in APA format; translation for practitioners must include graphics, summary of key points, and recommendations for practice in sport.	60 points
Online group project- group will work collaboratively to synthesize leadership theories into a unified theory of leadership.	10 points
Research Project Paper/Presentation- -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.	90 points
Mid Term- This evaluation will include true/false questions, multiple choice and short essay; the test will be based on content covered prior to giving it.	60 points
Final Exam- 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.	80 points
TOTAL	300 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
282-300	100-94	A
270-281	93-90	A-
258-269	89-86	B+
246-257	85-82	B
237-245	81-79	B-
228-236	78-76	C+
216-227	75-72	C
210-215	71-70	C-
180-209	69-60	D
<180	59 & below	F

TENTATIVE COURSE SCHEDULE

DATE		TOPIC	READINGS/ASSIGNMENT DUE
1/21	Week 1	Introduction	
1/23		Organizations	Text: Chapter 2

1/28	Week 2		Organizations as Systems	Text: Chapter 3-4
1/30			Managerial Roles in the system	
2/4	Week 3		Strategic Planning	Text: Chapter 5
2/6			Strategic Planning	BB Article
2/11	Week 4		Strategic Planning	DUE: Article Review #1
2/13			Managerial Decision Making	Text: Chapter 6
2/18	Week 5		Organizing Principles & Bureaucracy	Text: Chapter 7-8
2/20			Systems based Organizing	
2/25	Week 6		Human Resource Management Staffing	Text: Chapters 9 & 13
2/27			Human Resource Management Valuing Diversity	
3/3	Week 7		Wrap-Up of Organizations/Systems	DUE: Review #1 Translation
3/5			Mid-Term Exam	
Spring Break				
3/17	Week 8		Leadership Theory ABCs	Text: Chapter 10
3/19			Leadership Theory in Sport	Text: Chapter 11
3/24	Week 9		Leadership Theory in Sport	Text: Chapter 12
3/26			Leadership Theory in Sport ONLINE	DUE SAT: GROUP EXERCISE ONLINE
3/31	Week 10		Teambuilding	BB article
4/2			Managing Conflict	BB article
4/7	Week 11		Negotiations	
4/9			Organizational Effectiveness	Text: Chapter 16
4/14	Week 12		Organizational Change	BB Article DUE: Article Review #2
4/16			Research Presentations	
4/21	Week 13		Research Presentations	

4/23			Research Presentations	
4/28	Week 14		Research Presentations	
4/30			Research Presentations	DUE: Research Paper
Final Exam Period				Final Exam

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

Professional Dispositions

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

See <https://cehd.gmu.edu/students/policies-procedures/>

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: <http://cehd.gmu.edu/values/>.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see <https://catalog.gmu.edu/policies/honor-code-system/>).
- Students must follow the university policy for Responsible Use of Computing (see <https://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 <https://ds.gmu.edu/>).
- Students must silence all sound emitting devices 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/aero/tk20>. Questions or concerns regarding use of Blackboard should be directed to <https://its.gmu.edu/knowledge-base/blackboard-instructional-technology-support-for-students/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking:

As a faculty member, I am designated as a “Responsible Employee,” and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason’s Title IX Coordinator by calling 703-993-8730, or emailing titleix@gmu.edu.

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



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