

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

SPMT 455-DL1 Governance and Policy in Sport Organizations
3 Credits, Fall 2020
Distance Learning

Faculty

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By arrangement
Office Location: Online/Email
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Prerequisites/Corequisites:

SPMT 201
60 hours of completed coursework

Course Description

This course provides an overview of governance and policymaking in American and international sport organizations, including sport delivered through leagues, teams, events, educational institutions. Structures, processes, challenges, and core considerations are explored.

Course Delivery Method

This course is delivered using a distance learning format via Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available on Monday 08/24.

Under no circumstances, may students participate in online class sessions (either by phone or Internet) while operating motor vehicles. As expected in a face-to-face class meeting, online participation requires undivided attention to course content and communication.

Technical Requirements

To participate in this course, students will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard's supported browsers see:
https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#supported-browsers

To get a list of supported operation systems on different devices see:

https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#tested-devices-and-operating-systems

- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
- Students will need a headset microphone for use with the Blackboard Collaborate web conferencing tool.
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of course requirements.
- The following software plug-ins for PCs and Macs, respectively, are available for free download:
 - Adobe Acrobat Reader: <https://get.adobe.com/reader/>
 - Windows Media Player: <https://support.microsoft.com/en-us/help/14209/get-windows-media-player>
 - Apple Quick Time Player: www.apple.com/quicktime/download/

Expectations

- Course Week:
Because asynchronous courses do not have a “fixed” meeting day, our week will start on Monday, and finish on Sunday.
- Log-in Frequency:
Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least 6 times per week (i.e., Monday-Saturday).
- Participation:
Students are expected to engage actively in all course activities throughout the semester, which includes viewing all posted course materials, completing course activities and assignments, and participating in course discussions and group interactions as needed.
- Technical Competence:
Students are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.
- Technical Issues:
Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted, even if based on individual technical issues.
- Workload:
Be aware that this course is **not** self-paced. Students are expected to meet *specific deadlines* and *due dates* listed in the **Class Schedule** section of this syllabus. It is the student’s responsibility to keep track of the weekly course schedule of topics, readings, activities, and assignments due.
- Instructor Support:
Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Meetings will be via telephone or web conference. Students

should email the instructor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.

- Netiquette:
The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so that others do not consider them to be personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates. Rather, you are sharing information and learning from others. Faculty are similarly expected to be respectful in all communications.
- Accommodations:
Online learners who require effective accommodations to ensure accessibility must be registered with George Mason University Disability Services.

Learner Outcomes

This course is designed to enable students to do the following:

1. Identify governing bodies in professional and amateur sport.
2. Recognize policy components and processes in major sport governing bodies.
3. Recognize the influence of governmental bodies and commissions on sports.
4. Identify the organizational structure, authority, functions, and membership requirements of various sport governing bodies.
5. Identify the sanctions and appeal processes utilized by sport governing bodies.
6. Understand American sport policy and governance in comparative and international context.
7. Understand different forms of sport policy and governance internationally.

Required Text

Hums, M. A., & MacLean, J. C. (2018). *Governance and policy in sport organizations* (4th ed.). London: Routledge.

Required Case Materials

Five case studies will be analyzed during the semester. They are available for purchase from Harvard Business Publishing at:

<https://hbsp.harvard.edu/import/751226>

Course Performance Evaluation

This course is graded on a point system, with a total of 450 possible points.

Requirements		Points
Exams		
#1	Hums & MacLean (chapters 1, 2, 3, 4); insights from the internet from first week	40
#2	Hums & MacLean (chapters 5, 6, 7, 8)	40
#3	Hums & MacLean (chapters 9, 10, 11)	40
#4	Hums & MacLean (chapters 12, 13, 14, 15)	40
5 Case Analyses [see Class Schedule]		150 (30 pts each)
6 Short Essays [see Class Schedule]		80
Final Paper		60
TOTAL		450

Course Assignments

- **Readings:** Students must read the assigned material prior to completing the essay for that week, as the essays require a thoughtful consideration of the readings
- **Discussions:** A *Town Hall* at which students can discuss material covered in the course with the instructor and with each other will be scheduled most weeks. Each *Town Hall* is optional. The time and communications method for each will be confirmed in advance (by email). Each student who attends a *Town Hall* is encouraged to participate actively in the discussion. Of course, this requires the student to come prepared to discuss the readings and issues or questions they raise in a respectful and intellectual manner. While the articulation of conflicting viewpoints is welcomed and encouraged, it is also essential that everyone contribute to a climate of civil debate.
- **Exams:** Each exam covers material read for the unit prior to the exam (as specified in the syllabus). The format will be essays and short answers. Specific instructions for accessing and completing each exam will be provided by email and also posted on Blackboard.
- **Short Essays:** In the first week, there is a short essay derived from a synthesis of ideas the student derives from the internet. For the remainder of the semester, there is a short essay required on those weeks when chapters from the main text (by Hums & MacLean) are assigned. The short essays require a thoughtful evaluation of key ideas and implications from the material in the text. Requirements for each short essay will be posted in advance on Blackboard. *Length requirements must be strictly adhered to, as nothing submitted beyond the required length will be read or assessed.* Essays will be submitted via Blackboard. Each essay is due no later than noon on the day noted in the Class Schedule.
- **Cases:** There are case studies to be analyzed in each Unit. Requirements for each will be posted on Blackboard. Case analyses will be submitted via Blackboard. Each case analysis is due no later than noon on the day noted in the Class Schedule.
- **Final Paper:** No later than the first day of final exams, each student will submit a paper. The paper will provide an analytic overview of one nation's [other than the United States] sport

system (inclusive of the elements studied throughout this course). The nation chosen must be approved in consultation between each student and the instructor. *No paper describing another country's system that was not approved by the instructor on or before October 16 can earn credit.* The paper will be between 12-16 pages (12-point font, double spaced, with 1-inch margins all around). The title page (which should include the student's name as well as the paper's title) and the reference list do not count against the page requirement. The paper can include figures and tables, which do not count against the page limit.

- **Missing or Late Assignments or Exams:** Late assignments or make-up exams can only be granted in accordance with Mason policy. A fully documented illness making the student unable to complete the assigned work is one such basis. A personal exigency, properly documented, is another. Otherwise, no extension will be granted. Thus, late assignments or uncompleted exams will be treated as missing. *Failure to complete any required element of the course is grounds for failure.*

Grading Scale

A+	98% - 100%		C+	78% - 79.9%
A	94% - 97.9%		C	74% - 77.9%
A-	90% - 93.9%		C-	70% - 73.9%
B+	88% - 89.9%		D	60% - 69.9%
B	84% - 87.9%		F	0% - 59.9%
B-	80% - 83.9%			

Professional Dispositions

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

Students must also be fully familiar with the document, "Safe Return to Campus and Remote Learning Guidance for Students Enrolled in CEHD Courses," which is posted as an addendum under the "Syllabus" tab of the course Blackboard site.

Class Schedule

Weeks	Units	Readings	Due Dates
Week 1 (8/24-8/30)	Unit 1: Course Introduction	Syllabus Paragraphs of other students introducing themselves Explore the internet to get a sense of the size and multi-layered structure of sport, as well as the nature of policy and governance.	Due Date: 8/30/2020 Discussion Board Post: • Welcome Paragraph Assignment (10 points): • 3 page essay - (<i>Governance and policy challenges deriving from the size and structure of the global sport industry</i>)
Week 2 (8/31-9/6)	Unit 1: Sport Governance Fundamentals	Chapter 1, Hums & MacLean: <i>Introduction to Sport Governance</i> Chapter 2, Hums & MacLean: <i>Managerial Functions Related to Governance</i> Chapter 3, Hums & MacLean: <i>Strategic Management and Policy Development</i> Chapter 4, Hums & MacLean: <i>Ethics in Sport Organizations</i>	Due Date: 9/6/2020 Assignment (20 points): • Responses to assigned end-of-chapter questions
Week 3 (9/7-9/13)	Unit 1: Application of Fundamental Principles	Review suggestions on the internet regarding how to work case studies. Case 1: <i>"Gentlemen, We Will Chase Perfection": The Extraordinary Success of the National Football League (NFL)</i>	Due Date: 9/13/2020 Assignment (30 points): • Analysis of the case
Week 4 (9/14-9/20)	Unit 1: Exam is on content from chapters 1, 2, 3, & 4 from Hums & MacLean (and will reference what was learned by visiting the internet on Week 1)	EXAM 1	Due Date: 9/18/2020
Week 5 (9/21-9/27)	Unit 2: Community Sport	Chapter 5, Hums & MacLean: <i>Scholastic Sport</i> Chapter 6, Hums & MacLean: <i>Amateur Sport in the Community</i>	Due Date: 9/27/2020 Assignment (10 points): • 3 page essay - (<i>Challenges of blending school and community sport</i>)
Week 6 (9/28-10/4)	Unit 2: Applications to Community-Based Sport Operations	Case 2: <i>Jump Gymnastics Inc.: Jumping into The Future</i>	Due Date: 10/04/2020 Assignment (30 points): • Analysis of the case

<u>Week 7</u> (10/5-10/11)	Unit 2: Sport at Universities	Chapter 7, Hums & MacLean: <i>Campus Recreation</i> Chapter 8, Hums & MacLean: <i>Intercollegiate Athletics</i>	Due Date: 10/11/2020 Assignment (10 points): • 3 page essay – (Joint and separate contributions from campus recreation and intercollegiate athletics)
<u>Week 8</u> (10/12-10/18)	Unit 2: Applications for University-based Sport	Case 3: Marquette and Bucknell Wrestling Programs: Were They Pinned by Title IX?	Due Date: 10/18/2020 Assignment (30 points): • Analysis of the case
<u>Week 9</u> (10/19-10/25)	Unit 2: Exam is on content from chapters 5, 6, 7, & 8 from Hums & MacLean	Exam 2	Due Date: 10/23/2020
<u>Week 10</u> (10/26-11/1)	Unit 3: International Multi-Sport Events	Chapter 9, Hums & MacLean: <i>The Major Games</i> Chapter 10, Hums & MacLean: <i>Olympic Sport</i> Chapter 11, Hums & MacLean: <i>Paralympic Sport</i>	Due Date: 11/01/2020 Assignment (15 points): • Response to assigned end-of-chapter questions
<u>Week 11</u> (11/2-11/8)	Unit 3: Application to a Multi-Sport Event	Case 4: Homeless World Cup: Social Entrepreneurship, Cause Marketing, and a Partnership with Nike	Due Date: 11/08/2020 Assignment (30 points): • Analysis of the case
<u>Week 12</u> (11/9-11/15)	Unit 3: Exam is on content from Chapters 9, 10, and 11 from Hums & MacLean	Exam 3	Due Date: 11/13/2020
<u>Week 13</u> (11/16-11/22)	Unit 4: Professional Sport	Chapter 12, Hums & MacLean: <i>Professional Sport in North America</i> Chapter 13, Hums & MacLean: <i>Professional Individual Sports</i> Chapter 14, Hums & MacLean: <i>Professional Sport Leagues Beyond North America</i>	Due Date: 11/22/2020 Assignment (15 points): • 3 page essay – (Comparative competitive analysis)

Week 14 (11/23-11/29)	Unit 4: Time to Celebrate! (It's Thanksgiving.)	No readings assigned	<i>The final paper should be nearly completed.</i>
Week 15 (11/30-12/6)	Unit 4: Applications to Build Professional Sport	Case 5: The Internationalization of the PGA Tour	Due Date: 12/06/2020 Assignment (30 points): • <i>Analysis of the case</i>
Week 16 (12/09 - 12/13)	Unit 4: Exam covers content from chapters 12, 13, 14, & 15 from Hums & MacLean	Final Paper + Exam 4	Final Paper Due: 12/09/2020 Last Exam: As scheduled

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

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 Town Halls and during meetings with the instructor unless otherwise authorized by the instructor.

Campus Resources

- 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 the website <https://cehd.gmu.edu/students/>.

