

Technical Requirements

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

- High-speed Internet access with a standard up-to-date browser.
- 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 must maintain consistent and reliable access to the Game-Learn simulation site.
- 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://windows.microsoft.com/en-us/windows/downloads/windows-media-player/>
 - Apple Quick Time Player: www.apple.com/quicktime/download/

REQUIRED READINGS

Game-Learn Simulations. Students will receive an email to access each of the simulations. Readings are required within each simulation.

Edwards, J. (2014). *Mastering Strategic Management – 1st Canadian Edition*. Victoria, B.C.: BCcampus. Retrieved from <https://opentextbc.ca/strategicmanagement/>. Download for free from the B.C. Open Textbook Collection.

Supporting readings will be available on Blackboard and include additional books emphasizing leadership, 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.), and links to useful information available online.

COURSE EVALUATION

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

ASSIGNMENTS

Assignments will include six management & leadership simulations, a strategic plan, and assorted class and/or homework activities. Attendance and participation in class and team discussions are required to get the most out of the course. Assignments will be weighted as follows.

EVALUATION

Leadership Simulations (6 @ various point values) <ul style="list-style-type: none"> • Completion • Performance • Reflection 	40% 20% 10% 10%
Group Strategic Plan <ul style="list-style-type: none"> • Components of strategic plan • Strategic Plan document • Leadership/Team Function Exercises • Leadership/Team Function Reflections 	50% 10% 20% 10% 10%
Class Activities/Interaction/Homework	10%
TOTAL	100%

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	Due GROUP	Due INDIVIDUAL
1/26	Week 1	Introduction: Management & Organizations		
1/28		Class organization & requirements Negotiation		
2/2	Week 2	Introduction to Leadership		Begin PACIFIC
2/4				
2/9	Week 3	Deconstructing Leadership Models		
2/11				
2/16	Week 4	Teams		
2/18				
2/23		Teambuilding		Complete PACIFIC

	Week			Begin MERCHANTS
2/25	5			
3/2	Week	Strategic Planning		
3/04	6			
3/9	Week	Organizational Audit I		
3/11	7			
3/16	Week	Organizational Audit II		
3/18	8		Organizational Audit	Complete MERCHANTS Begin KAOS
3/23	Week	Environmental Scanning		
3/25	9			Complete KAOS Begin SAHARA
3/30	Week	Competitor Analysis		
4/1	10		Environment/Competitor Analysis	Complete SAHARA Begin ECHO
4/6	Week	Vision, Goals, and Objectives		
4/8	11		Strategic Vision/Framework	Complete ECHO Begin AQUA
4/13	Week	Mobilizing Resources for Competitive Advantage		
4/15	12		Resource Plan	Complete AQUA
4/20	Week	Strategies and Tactics		
4/22	13		Action Plan	
4/27	Week	Measuring and Monitoring		
4/29	14		Measurement Plan	
5/4	Week	Strategic Plan Consolidation		
5/6	15	Strategic Plan Game Design		
Final Exam Period			Strategic Plan	

- **Group strategic plan components are due by midnight Sunday in the week they are due.**
 - **All simulation components (completion and reflection) are due by midnight on due date.**
- Note:** Faculty reserves the right to alter the schedule as necessary, with notification to students.

Instructor Expectations:

1. Course Week:
Our week will start on Tuesday, and finish on Monday.
2. 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 4 times per week.
3. Participation:
Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing simulations, course activities and assignments, and participating in course discussions and group interactions.
4. All assigned reading for each class is expected to be done **prior to** coming to class.
5. All written assignments must be submitted through BlackBoard. Email submissions will not be accepted.

6. 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.
7. Students must abide by the Honor Code, guided by the spirit of academic integrity.
8. 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.
9. Technical Issues:
Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
10. Workload:
Please 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.
11. Instructor Support:
Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Those unable to come to a Mason campus can meet with the instructor 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.
12. 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 as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates, but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.

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) try to limit the activity occurring in your background; and c) dress appropriately for class and sit up. You are encouraged to a) join class with your video feed on; b) feel free to openly and respectfully contribute your thoughts; c) listen actively to the comments of others; d) be punctual; e) ask any and all appropriate questions that you have; and f) 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.

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 Via 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/> .



**School of Sport, Recreation,
& Tourism Management**