

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

**SPMT 470.DL1 —Strategic Management and Leadership in Sport Organizations (3)**  
**Fall 2022**

Online Course-Web Based, Blackboard

**Faculty**

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Prerequisites/Corequisites: SPMT 201, and 60 Hours of completed work

**SPMT 470.DL1: 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 will be delivered online (76% or more) using an asynchronous 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 August 27<sup>th</sup>, 2017.

**Under no circumstances, may candidates/students participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such 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 a standard up-to-date browser, either Internet Explorer or Mozilla Firefox is required (note: Opera and Safari are not compatible with Blackboard).
- 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 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: [Add or delete options, as desire.]
  - 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/](http://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 4 times per week.
- Participation:  
Students are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
- 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 based on individual technical issues.
- 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.
- 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.
- 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.

- Accommodations:  
Online learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.

## Learner Outcomes or Objectives

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

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 Texts

Chelladurai, P. (2009). *Managing organizations for sport & physical activity: A systems perspective* (3<sup>rd</sup> Ed). Scottsdale, AZ: Holcomb Hathaway Publishers.

## Course Performance Evaluation

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

- **Assignments and/or Examinations**

### EVALUATION

Discussion Boards- Students are expected to make an initial post in the discussion board tabs on the weeks in which they are due, while replying to at least two other students – initial threads should be 250 words or more and responses should be at least one hundred words	50 points (5 at 10 pts each) (20%)
Research Project Paper- <i>-Paper must be in APA format. Project will be evaluated based upon theoretical framework, clarity, and substantive content.</i>	50 points (20%)
Participation Book & Article Reviews- <i>article reviews must include a summary of major components and be in APA format; participation includes active engagement, attentiveness, and responsiveness.</i>	50 points (2 at 25pts each) (20%)
Mid Term- <i>This evaluation will include true/false questions, multiple choice and short essay; the test will be based on content covered prior to giving it.</i>	50 points (20%)
Final Exam- <i>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.</i>	50 points (20%)
<b>TOTAL</b>	<b>250 points</b>

- **Other Requirements**

Students are expected to participate in the discussion boards when due

- **Grading**

Cumulative Points	Percentage %	Letter Grade
234 – 250	100 – 94	A
224 – 233	93 – 90	A-
214 – 223	89 – 86	B+
204 – 213	85 – 82	B
196 – 203	81 – 79	B-
189 – 195	78-76	C+
179 – 188	75-72	C
174 – 178	71-70	C-
149 – 173	69-60	D
< 148	59% & Below	F

### Professional Dispositions

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

### Class Schedule

#### TENTATIVE COURSE SCHEDULE

Date		Topic	Readings/Assignment Due
8-22	Week 1	Introduction	Discussion Board 1
		Organizations	
8/29	Week 2	Organizational behavior, symbolism	Chella (C)-1,2
		Organizational culture	Discussion Board 2
9-5	Week 3	Organizational effectiveness	C-3,4
		Organizational change	
9-12	Week 4	Systems Thinking	C- 5;
			DUE: Article Review One
9-19	Week 5	Strategic Planning	C-6,7
		Strategic Planning	
9-26	Week 6	Strategic planning	Discussion Board 3
		Wrap Up of Organizations / Systems	

Date		Topic	Readings/Assignment Due
10-3	Week 7	Mid-Term;	
		Leadership theory ABCs	C-8
10-10	Week 8	Leadership theory in sport	C-9; articles
		Leadership theory in sport	C-10
10-17	Week 9	Leadership theory in sport	
		Members & Followers, Cohesion	C-11; Discussion Board 4
10-24	Week 10	Management v. leadership: Best practices	C-12
		HR best practices: Decision making	C-13,14 DUE: Article Review Two
10-31	Week 11	Labor relations, problem solving	C-15,16
		Negotiation, conflict resolution; research paper preparation	C- 17
11-7	Week 12	Relationships & communication	articles
		Research Preparation	Open Discussion to Assist Preparation
11-14	Week 13	* Research Papers Due	Research Paper
11-21		Thanksgiving Break – No Class	Thanksgiving Break
11-28	Week 14	Reviewing Your Research Paper with Classmates	Discussion Board 5
12-5	Week 15	Final Exam	DUE: Final Exam
		*	

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 <http://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 <http://ds.gmu.edu/>).
- Students must silence all sound emitting devices during class unless otherwise authorized by the instructor.

### **Campus Resources**

- Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.gmu.edu/>.
- The Writing Center 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/>).
- The 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/>).

Notice of mandatory reporting of sexual assault, sexual harassment, interpersonal violence, and stalking: As a faculty member, I am designated as a “Non-Confidential Employee,” and must report all disclosures of sexual assault, sexual harassment, 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 or support measures from Mason’s Title IX Coordinator by calling 703-993-8730, or emailing [titleix@gmu.edu](mailto:titleix@gmu.edu).

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

