
UNIVERSITY OF WEST GEORGIA
Department of Physical Education and Recreation

SPMG 3662
MANAGEMENT AND LEADERSHIP IN SPORT ORGANIZATIONS
Spring 2007
M/W 11:00 a.m.-12:15 p.m., EC 1

Instructor: Laura M. Hatfield, Ph.D.
Office: Row Hall 120-W
Office Hours: T 9:00 a.m.-10:00 a.m., 1:30 p.m.-3:00 p.m.
W 1:00 p.m.-3:00 p.m.
R 9:00 a.m.-10:00 a.m., 1:30 p.m.-3:00 p.m.
Friday 9:00 a.m.-12 noon (By appointment only)
Phone: 678.839.6191
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COURSE DESCRIPTION

This course emphasizes the management component of sport management. More specifically, the course will focus on means of improving performance within sports organizations. Several areas will be discussed to that effect, such as developing goals, making decisions, strategic planning, leadership, and human resource management.

COURSE PREQUESITE: Overall GPA of at least 2.3

COURSE TEXT

Chelladurai, P. (2005). *Managing organizations for sport and physical activity: A systems Perspective (2nd ed.)*. Scottsdale, Arizona: Holcomb Hathaway.

Other readings as assigned

COURSE ASSIGNMENTS (Tentative)

Exam 1	100 points
Exam 2	100 points
Exam 3	100 points
Book Review	75 points
Quizzes	10 points each
Project/Presentation	150 points

GRADING SCALE

A	90%-100%
B	80-89%
C	70-79%
D	60-69%
F	59% & Below

COURSE CONTENT

1. Quizzes: Daily quizzes will be given to ensure that students are current with assigned readings and class lecture/discussion from the previous class meeting. Additional quiz grades may be given for in-class assignments.
2. Exams: Three exams will be given during the semester. Exams will consist of true/false, multiple choice, and short answer questions. Students may be asked to respond to a “mini case study” as a part of the exam.
3. Project/Presentation: At the close of the semester, students will prepare a written project with a corresponding presentation designed to make application of the concepts and theories discussed during the semester. The specific guidelines for this assignment will be given at an appropriate time during the semester.
4. Extra Credit: No extra credit opportunities are currently planned. Should an appropriate opportunity arise, students would have the opportunity to earn up to 10 points for their attendance/participation.

COURSE POLICIES

1. Attendance: Students are expected to attend all class meetings. For the purposes of make-up work, absences with proper documentation will be excused for the following reasons:
 - i. Death or major illness in a student’s immediate family
 - ii. Participation in legal proceedings or administrative procedures that require a student’s presence.
 - iii. Religious holy day.
 - iv. Illness that is too severe or contagious for the student to attend class (as determined by a physician).
 - v. Required participation in military duties.
 - vi. Mandatory admission interviews for professional or graduate school which cannot be rescheduled.
2. Assignments: All assignments are expected to be turned on time. Late assignments will be penalized 25% for each day (literal day) they are late. In the case of an excused absence, the student will have one week from the date of the excused absence to make up

an assignment. All assignments will be typed using 12 pt. font, double spaced with 1” margins unless otherwise stipulated.

3. Quizzes: In the case of an excused absence, make-up quizzes will be available at a time agreed upon by the student and instructor. Quizzes must be made-up prior to the exam containing the same content. Quizzes that are not made up prior to the exam containing the same content will result in a grade of ZERO. Absences for the purpose of make-up quizzes will be excused as stipulated above in the attendance policy. Quizzes that are missed due to unexcused absences will result in a grade of ZERO.
4. Exams: In the case of an excused absence, make-up exams will be available at a time agreed upon by the student and the instructor. Absences for the purpose of make-up exams will be excused as stipulated above in the attendance policy. Exams that are missed due to unexcused absences will result in a grade of ZERO. Make-up exams will be similar but not necessarily identical to those given in class.
5. Work completed for another class may be submitted for this class with prior approval from the instructor.
6. In the case of an absence (excused or unexcused), it is the student’s responsibility to obtain notes, handouts, etc. These will be available in WebCT Vista and/or in the tray outside my office door (Row Hall 120-W). Do not expect these materials to be brought to class.
7. Class Decorum: Students are expected to arrive on time prepared and ready to contribute to the topics of discussion for that day. Students are expected to be respectful of the experiences and opinions of others and to enhance the learning environment. Students should take care to ensure that cell phones/pagers are turned off during class. Students needing to leave class early need to make the instructor aware of this need prior to the start of class.
8. Contribution: In this class, the instructor is interested in class contribution rather than just participation. Participation is social interaction—talking, sharing, taking part. Contribution goes beyond the social and invites intellectual involvement, the sharing of knowledge, and the construction of knowledge. Contribution assists others in the quest for knowledge and understanding. (Taken in part from Dr. Lance Tatum, Troy State University)
9. Email: Students are expected to have and regularly check their my.westga.edu email accounts.
10. WebCT Vista will be used as an information outlet for the class. Student grades will be posted on WebCT Vista. Students are encouraged to check the site regularly to monitor their grades, obtain readings, and receive announcements.

Americans with Disabilities Act (ADA)

The ADA is a federal anti-discrimination statute that provides comprehensive civil rights for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of his/her disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office in Room 272 of the Student Development Center located in Parker Hall. The phone number is 678.839.6428, and the fax number is 678.839.6429.

Copyright Statement

The handouts used in this course are copyrighted. By “handouts,” I mean all materials generated for this class which include but are not limited to syllabi, quizzes, exams, in-class materials, computer resources, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy the handouts, unless I expressly grant permission.

Plagiarism & Academic Integrity

As commonly defined, “plagiarism” consists of passing off as one’s own, the ideas, words, writings, etc., which belong to another. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you have the permission of that person. Plagiarism is one of the worst academic sins, for the plagiarist destroys the trust among colleagues without which research cannot be safely communicated. If you have any questions regarding plagiarism, please consult the latest issue of the University of West Georgia Student Handbook under the section Rights & Responsibilities.

The display of academic integrity is crucial to fostering of an effective learning environment. As such, each member of the University of West Georgia has the responsibility of maintaining an environment free from academic dishonesty of any kind. Failure to display the utmost integrity in academic pursuits, generally, and assignments for this class, specifically, will carry swift and direct penalties.

COURSE SCHEDULE (Tentative)***

Week 1	M	1/8	Course Orientation, Syllabus, Introduction
	W	1/10	Defining the Field of Sport Management Chelladurai, Ch 1
Week 2	M	1/15	Holiday, No Class
	W	1/17	Classical View of Organizations Chelladurai, Ch 2
Week 3	M	1/22	Systems View of Organizations Chelladurai, Ch 3

Week 3	W	1/24	Meaning of Management Chelladurai, Ch 4
Week 4	M	1/29	Planning Chelladurai, Ch 5
	W	1/31	Exam 1
Week 5	M	2/5	Organizational Strategy Slack, T. (1997). <i>Understanding sport organizations: The application of organization theory</i> . Champaign, IL: Human Kinetics. (Ch 5 – p. 91-113) Available on WebCT
	W	2/7	Managerial Decision Making Chelladurai, Ch 6
Week 6	M	2/12	Principles of Organizing Chelladurai, Ch 7
	W	2/14	Power & Politics in Organizations Lussier, R.N. & Kimball, D. (2004). <i>Sport management: Principles, applications, skill development</i> . Mason, OH: Thomson South-Western. (Ch 9 – p. 237-249) Available on WebCT
Week 7	M	2/19	Managing Conflict in Organizations Slack, T. (1997). <i>Understanding sport organizations: The application of organization theory</i> . Champaign, IL: Human Kinetics. (Ch 10 – p. 193-210) Available on WebCT
			Lussier, R.N. & Kimball, D. (2004). <i>Sport management: Principles, applications, skill development</i> . Mason, OH: Thomson South-Western. (Ch 9 – p. 250-253) Available on WebCT
	W	2/21	Managing Change in Organizations Slack, T. (1997). <i>Understanding sport organizations: The application of organization theory</i> . Champaign, IL: Human Kinetics. (Ch 11 – p. 211-227) Available on WebCT
Week 8	M	2/26	Managing Change
	W	2/28	Exam 2
Week 9	M	3/5	Book Review Presentations
	W	3/7	Book Review Presentations

Book Review Assignment

The purpose of this assignment is to acquaint students with the popular press literature that is available on the topic of leadership. It is hoped that the student will come away having been significantly impacted by the book selected. Students will work in groups. The assignment will consist of a written project (book review) and a class presentation (including powerpoint).

The book review should be approximately 1,000-1,250 words (do a word count on your computer; 4-5 pages) in length. The review should be more than simply a book report or summary of the material read. The student should look critically at the material presented. The main portion of the assignment should be an assessment of the point(s) that the author was trying to convey and the effectiveness of this conveyance as well as the contribution of this book to the field of leadership and the student's professional (and possibly personal) life.

Components to include in the book review include the following:

- Discuss the author's main points
- What are the strengths and weaknesses of the book?
- What contribution does this book make to the concept of leadership?
- How did this book change your perspective on leadership?
- How will this book impact you as you pursue a career in leadership/sport management?

It is important to include specific examples/quotes from the book. The key is to carefully and concisely insert excerpts from the text. These should be appropriately punctuated with quotation marks. Include a page number in parenthesis at the end of the quote.

As always, it is important for students to take care in utilizing proper spelling, grammar and punctuation. The level of writing should be indicative of upper-level work. As you review your writing, examine the organization of what you have written, including the use of logic and evidence. Then, analyze the paragraph development, and evaluate sentence level matters, including sentence structure and word choice. Leave the editing and proof-reading until the end of the process (adapted from Markel, M., 2002, *Technical Communication*, 6th Ed.).

The presentation should be 10-12 minutes in length. Each member of the group must present and the amount of information should be balanced among the presenters. The presentation should begin with an attention-getting introduction and then continue with a well-organized presentation of the content of the book including the main points listed above that are covered in the book review. Presenters need to identify a current sport issue and discuss how the situation could be handled/have been handled better using the principles put forth in the book. Presenters should provide some editorial comments including their recommendations for others to read/not read this book.

Groups will submit their book reviews on the day of their presentation. Presentation dates will be assigned either March 5 or March 7. Presentations should be emailed to the instructor by 8:30 a.m. on the day of the presentation. Powerpoint slides will be made available to students in class on WebCT Vista.

Book Review Books

Buckingham, M. (2005). *The one thing you need to know...about great managing, great leading, and sustained individual success*. New York: Free Press

Buckingham, M. & Coffman, C. (1999). *First, break all the rules: what the world's greatest managers do differently*. New York: Simon & Schuster.

Collins, J.C. (2001). *Good to great: why some companies make the leap...and others don't*. New York: HarperCollins.

Collins, J.C. & Porras, J. I. (2002). *Built to last: successful habits of visionary companies*. New York: HarperCollins.

Covey, S.R. (1990). *Principle centered leadership*. New York: Fireside.

Covey, S.R. (1989). *The 7 habits of highly effective people*. New York: Simon and Schuster.

Lundin, S.C., Paul, H. & Christensen, J. (2000). *Fish! A remarkable way to boost morale and improve results*. New York: Hyperion.

Maxwell, J.C. (1993). *Developing the leader within you*. Nashville, TN: Thomas Nelson Publishers.

Rath, T. & Clifton, D.O. (2004). *How full is your bucket? Positive strategies for work and life*. New York: Gallup Press.

Summitt, P. & Jenkins, S. (1998). *Reach for the summit: the definite dozen system for succeeding at whatever you do*. New York: Broadway Books.