



SPAD 5023 Leadership and Sport Management Programming Syllabus

Gordon T. & Ellen West College of Education

Dr. Carrie Taylor

Fall (A) I 2026

August 24 October 16th

CONTACT INFORMATION

Office: Camp Jolly (Birdwell Hall 320)

Email: carrie.taylor@msutexas.edu

Office Hours: Email for virtual or in-person meetings.

- Wednesday 11-12
- Tuesday and Thursday: 11-1

CONTACT PREFERENCE

My preferred method of communication is either by face-to face, Zoom, or email. I check my email throughout the day (MTWR), so you can expect to hear back from me usually within 12-24 hours of receiving your message. Do not expect a response during the evening hours or over the weekend; I will respond the following Monday. Emails received on holidays typically will receive a response no later than 8 AM on the second business day after the holiday.

Please feel free to set up a Zoom anytime. I will meet during the evenings and weekends.

TEXTBOOK

Borland, J., Kane, J., & Burton, L. (2015). *Sports leadership in the 21st century* (2nd edition).

Burlington, MA: Jones and Bartlett Publishing

Kotter, J., Rathgeber, H. (2005). *Our iceberg is melting*. NY, NY: St. Martin's Press.

Johnson, S. (1999). *Who moved my cheese?* Vermilion

RESOURCE

Purdue OWL: APA Formatting and Style Guide [Purdue Owl](https://owl.purdue.edu/)

COURSE DESCRIPTION

A study of leadership in sport, including a review of philosophical foundations, theoretical foundations, and best practices.

LEARNING OUTCOMES

1. Students will discuss the difference between leadership and management.
2. Students will discuss the difference between being a leader and being a manager.
3. Students will demonstrate an understanding of why success depends upon an individual's ability to be both a leader and a manager.
4. Students will identify the primary characteristics of various leadership styles and explain how these styles are exemplified in a sports context.
5. Students will determine their dominant decision-making style and identify and discuss their strengths and weaknesses as decision-makers in their work

environment.

6. Students will review and summarize the current literature associated with shared leadership responsibility, including fostering innovation, resolving conflict, designing an organizational identity, constructing narratives to engage targeted audiences, and developing public support for an organization.
7. Students will undertake an in-depth study of a current leader in the sport.

ELEMENTS OF THE COURSE

Syllabus

The syllabus provides general information about the course, assignment expectations and requirements, and details on assessment. It is subject to change based on the course's progress.

D2L Dropbox's

A drop box will be created for each assignment requiring submission.

Technology Skills

- Must be able to send and receive email and must check email 4 to 5 times a week.
- Must be able to create, send, and receive Microsoft Word, Excel, Publisher, Canva, Piktochart, or PowerPoint documents and log in to your Google Account.
- You must be able to utilize the MS Google email system, which is your my.msutexas.edu email.
- Must be able to use the Desire 2 Learn portal. Also, it must have video capability within the computer.
- Must be able to use internet links and websites appropriately.

Taking an online class requires access to a computer (with Internet access) to complete and upload your assignments. You are responsible for having (or having access to) a working computer in this class. ****Assignments are due by the due date, and personal computer technical difficulties will not be considered a reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings and the Academic Success Center. Your computer being down is no excuse for missing a deadline. There are many places to access your class! Our online courses can be accessed from any computer with an internet connection. Contact your instructor immediately if you need help with computer trouble. A student helpdesk is available if you need help with the course. The college cannot work directly on student computers due to liability and resource limitations; however, it can help you connect to our online services. For help, log into [D2L](#).

Student Email Usage

Students are required to use their MSUTexas email address for all correspondence during this course. Check that your MSUTexas email address is listed in your D2L Personal Information. Using your MSUTexas address ensures your privacy. If you have a different email account, you can forward your MSUTexas email to that account, but I will only send and respond to emails within the D2L portal or from an MSUTexas address. ** Please ensure that you include your name in any email you send. You must check your MSUTexas email multiple times a day. When emailing, please include the class number and provide a detailed explanation of the email's purpose. Additionally, please refrain from emailing any assignments.*

Communication Policies

- Before emailing me, follow the “Three then Me” rule. The rule says that you should search for your answer regarding the course in at least three other places before emailing me.
- For example, consult your syllabus, grading scale, rubric, or the assignment description on D2L if you have a question about an assignment.

- Remember to check three sources before emailing me your question. You'll likely find the answer and not need to email me. If you don't find the answer or need clarification, email me.
- During the week, I typically respond to your emails within 24 to 48 hours. Any emails received over the weekend will be responded to on Monday.

Course Schedule

All assignments will use APA formatting. All references should be peer-reviewed. Located in the Library or Google Scholar.

Date:	Assignment	Description	Points
Aug. 27-28th	Video Introduction & Peer Feedback	In the Content area, introduce yourself to the class. 2-3 minutes Comment to four peers	40
Aug. 30-31st	Temperament and Leadership Style	In the Content area, submit a personality video and peer feedback.	100
Sept. 5 th	Our Iceberg is Melting	Book review and application of your personality and temperament	100
Sept. 12th	Exploring Leadership Styles and Leaders	Paper discussing the difference between each style and leaders who reflect those styles with relevant examples	100
Sept. 19th	Five Practices of Exemplary Leadership & Personal Plan (PP)	Personal Development Plan applying the five practices of exemplary leadership	100
Sept. 26th	Kotter's 8-Step Change Model -Change Agent (PP)	Discuss "change agent" and analyze Kotter's 8-Step Model	100
Oct. 3rd	Tuckman's and Jensen's Group Development Model (PP)	Write a PowerPoint discussing Tuckman and Jensen's Group Development Model	100
Oct. 10th	Lessons on Leadership: "Who Moved My Cheese?"	Paper and Reflection	100
Oct. 14th	Leadership Style Video	Video and Peer Feedback	100

FINAL GRADE DETERMINATION

Letter Grade	Percent	Point Range
A	91%	764 - 840
B	81%	680 - 763
C	71%	596 -679
F	<60%	<595

PROFESSIONAL EXPECTATIONS

Students are expected to behave academically, interpersonally, professionally, and collaboratively in a manner consistent with standards set by the West College of Education.

Plagiarism Statement:

"By enrolling in this course, the student expressly grants MSU a 'limited right' in all intellectual property created by the student for this course. The 'limited right' shall include but shall not be limited to the right to reproduce the student's work product to verify originality, authenticity, and

educational purposes.” [Student Handbook/Academic Dishonesty](#)

Academic Dishonesty:

Plagiarism is a serious academic offense and goes against the principles of integrity and originality essential in an educational setting. In this course, we maintain a zero-tolerance policy regarding plagiarism and the unauthorized use of AI-generated content without proper attribution. All students must understand and adhere to this policy to maintain the academic integrity of the course.

Plagiarism is presenting someone else's work, ideas, or intellectual property as one's own without appropriate acknowledgment. This includes but is not limited to copying and pasting from online sources, using another student's work, paraphrasing without proper citation, and using AI-generated content without proper attribution.

AI-generated content is not permitted in this course unless explicitly specified by the instructor. If AI-generated content is allowed for specific assignments, students must disclose this fact and provide appropriate attribution to the AI tool used. Most importantly, you must provide citations and references for all information generated by AI. Since generative AI information is not reproducible, you should save copies of the information you obtained and include those documents in appendices attached to your paper or project. Complete citation information can be found at the APA How to Cite link. [How to Cite ChatGPT](#)

***Ensure you read the AI requirements in the New Feed of D2L.**

Self-plagiarism refers to submitting work for credit that is the same or substantially similar to work prepared or submitted for another course without appropriate citation. This includes reusing previous assignments, papers, presentations, or other submissions without instructor approval. Self-plagiarism gives the impression of original work when, in fact, the content has already been submitted for assessment elsewhere.

Students should be aware that submitting the same or similar papers for multiple classes violates academic integrity, unless expressly authorized by the instructor. Communicate openly with your instructor about building on existing work or repurposing prior submissions to avoid self-plagiarism. Provide proper citations for any previous work referenced. Unless the instructor indicates otherwise, all assignments submitted for this course must be newly prepared by you and you alone for this specific class.

Any instance of plagiarism, AI-generated content, and self-plagiarism will be subject to disciplinary action per the Academic Integrity Policy outlined in the [Student Handbook](#).

By enrolling in this course, you acknowledge and agree to comply with this plagiarism and AI-generated content policy, understanding the importance of academic integrity in our learning community.

Academic Dishonesty

Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work, not the individuals to whom credit is given). Additional guidelines on procedures in these matters may be found in the [Office of Student Conduct](#).

Senate Bill 11

Senate Bill 11, passed by the 84th Texas Legislature, allows licensed handgun holders to carry

concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are marked, as required by state law. For more information regarding campus carry, please refer to the University's webpage at [Campus Carry](#).

Grading

1. All assignments must be typed for credit (work will only be accepted if it is typed).
Format – FOR ALL PAPERS: 12-point Times New Roman or Arial font, one (1) inch margins, and double-spaced. The title page should have your name, class, and section number, and
2. the semester centered on the page. Papers that do not follow this format will not be accepted or graded.
3. Only on-time assignments will be accepted.
4. Grammar will be graded as part of any assignment. The MSU writing lab is available to all MSU students. [Writing Center](#)
5. The Office of Disability Support Services provides information and assistance, arranges accommodations, and staffs. A student/employee who seeks accommodations based on disability must register with the Office of Disability Support Services. Per the law, MSU provides academic accommodations for students with documented disabilities. If you are a student with a documented disability, please contact the instructor to arrange for classroom accommodations. The Disability Support Services may be contacted at 940-397-4140 (voice), 940-397-4515 (TDD), [or by](#) visiting 3410 Taft Blvd., Clark Student Center, Room 168.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

- The last day is to drop/add/ W or apply for graduation. [Academic Calendars](#).
- Last day to apply for admissions: [Academic Calendars](#).
- Last day to withdraw with a (W): [Academic Calendars](#).

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees, and room/board charges paid to MSU for the semester. However, the refund may be returned to the financial aid programs if the student received financial aid (federal/state/institutional grants, loans, and scholarships). As described below, two formulas (one federal and one state) exist to determine the refund amount. (Examples of each refund calculation will be made available upon request.)

Emergency Aid Resources for Basic Needs

Unexpected life circumstances can affect anyone. If you are experiencing challenges meeting basic needs—such as housing, utilities, food, transportation, healthcare, technology, textbooks or other life necessities, resources may be available to help. Visit the [Student Emergency Support and Resources webpage](#) to learn more and explore emergency support opportunities through MSU and how to access them. For additional information, please contact the Office of Student Affairs: Clark Student Center #108, (940) 397-7500, student.affairs@mstueexas.edu.

Services for Students with Disabilities

Per Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University strives to make reasonable accommodations to ensure equal opportunity for qualified individuals with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should apply for such assistance through Disability Support

Services in the Wellness Center at (940) 397-4140. Current documentation of a disability will be required to provide appropriate services, and each request will be individually reviewed. For more information, please visit [Disability Support Services](#).

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by MSU TEXAS. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place that prohibit the unlawful possession, use, or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state, and federal law for any offenses involving illicit drugs on university property or at university-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) permits licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations designated by the University as prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Obligation to Report Sex Discrimination under State and Federal Law

Midwestern State University is committed to providing and strengthening an education, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. State and federal law require University employees to report sex discrimination of any kind. State and federal law require University employees to report sex discrimination and sexual misconduct to the University's Office of Title IX. As a faculty member, I am required to report to the Title IX Coordinator any allegations, personally observed behavior, or other direct or indirect knowledge of conduct that reasonably may constitute sex discrimination or sexual misconduct, which includes sexual assault, sexual harassment, dating violence, or stalking, involving a student or employee. After a report is made, the office of Title IX will reach out to the affected student or employee to connect such person(s) with resources and options in addressing the allegations made in the report. You are also encouraged to report any incidents to the office of Title IX. You may do so by contacting:

Laura Hetrick
Title IX Coordinator
Sunwatcher Village Clubhouse
940-397-4213
laura.hetrick@msutexas.edu

You may also file an online report 24/7 at [Online Reporting Form](#)

Should you wish to visit with someone about your experience in confidence, you may contact MSU Counseling Center at 940-397-46108. For more information on the University's policy on Title IX or sexual misconduct, please visit [Title IX Website](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#).

Notice

Changes to the course syllabus, procedure, assignments, and schedule may be made at the instructor's discretion.

Active Shooter

The safety and security of our campus are the responsibility of everyone in our community. Each of us must be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by the MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [Safety / Emergency Procedures](#). Students are encouraged to watch the "Run. Hide. Fight" video, which may be electronically accessed via the University police department's webpage: ["Run. Hide. Fight."](#)

Inclement Weather

If the MSU campus is closed for inclement weather, the class will not meet. As this is an online course, all homework is to be submitted in D2L and will still be required unless it is a statewide power outage. I will send correspondence regarding the information.

Research Links:

- <https://journals.sagepub.com/doi/full/10.1177/2158244019899085>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5075368/>
- http://jmppnet.com/journals/jmpp/Vol_2_No_3_September_2014/4.pdf
- <https://link.springer.com/article/10.1007/s10551-012-1322-6>
- Borland, J., Kane, J., & Burton, L. (2015). *Sports leadership in the 21st century* (2nd edition). Burlington, MA: Jones and Bartlett Publishing
- Bird, A.M. (1977). Team Structure and Success as Related to Cohesiveness and Leadership. *The Journal of Social Psychology*, 103, 217-223.
- Carron, A.V. (1982). Cohesiveness in Sports: Interpretations and Considerations. *Journal of Sports Psychology*, 4, 123-128.
- Carron, A.V., & Chelladurai, P. (1981). The Dynamics of Group Cohesion in Sport. *Journal of Sport Psychology*, 3, 123-129.
- Chelladurai, P., & Saleh, S.D. (1980). Dimensions of Leader Behavior in Sports: Development of a Leadership Scale. *Journal of Sport Psychology*, 2, 34-45.
- Chelladurai, P., & Haggerty, T.R., & Baxter, P.R. (1989). Decision Style Choices of University Basketball Coaches and Players. *Journal of Sport & Exercise Psychology*, 11, 201-215.
- Fiedler, F. (1967). *A Theory of Effective Leadership*. New York, New York: McGraw Hill.
- Hersey, P., & Blanchard, K.H. (1977). *Management of Organizational Behavior*, (3rd ed.). Englewood Cliffs, New Jersey: Prentice-Hall.
- Kotter, J., Rathgeber, H. (2005). *Our iceberg is melting*. NY, NY: St. Martin's Press.
- Leadership. (2004). *Sports Management and Administration*, 87-92.
<https://doi.org/10.4324/9780203380604-14>