



## **SPAD 5023 Leadership and Sport Management Programming Syllabus**

Gordon T. & Ellen West College of Education

Dr. Carrie Taylor

Fall (A) | 2024

### **CONTACT INFORMATION**

Office: Camp Jolly (Birdwell Hall 320)

Email: [carrie.taylor@msutexas.edu](mailto: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 by 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.

### **TEXTBOOK**

Borland, J., Kane, J., & Burton, L. (2015). *Sports leadership in the 21<sup>st</sup> century* (2<sup>nd</sup> 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](#)

### **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, such as fostering innovation, resolving conflict, designing an organizational identity, constructing narratives to engage targeted audiences, or 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 assessment information. It is subject to change based on the course's progress.

### D2L Dropboxes

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.
- You must be able to download and utilize Flip.
- 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 not an excuse for missing a deadline!! There are many places to access your class! Our online courses can be accessed from any computer connected to the internet. 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, they 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 make sure to include your name on any email that you send. You must check your MSUTexas email at least two (2) days per week. When emailing, please include the class number and a detailed explanation of the purpose of the email. Also, do not email 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 or 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 24-48 hours. Any emails over the weekend will receive a response by noon on Tuesday.

## 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. 28th-29th         | Video Introduction & Peer Feedback                          | In the Content area, introduce yourself to the class. 2-3 minute Comment to four peers                         | 40     |
| Aug. 31st - Sept 1st   | Temperament and Leadership Style                            | In the Content area, submit personality video and peer feedback.   | 100    |
| Sept. 8 <sup>th</sup>  | Our Iceberg is Melting                                      | Book review and application of your personality and temperament  | 100    |
| Sept. 15 <sup>th</sup> | Exploring Leadership Styles and Leaders                     | Paper discussing the difference between each style and leaders who reflect those styles with relevant examples | 100    |
| Sept. 22 <sup>nd</sup> | Five Practices of Exemplary Leadership & Personal Plan (PP) | Personal Development Plan applying the five practices of exemplary leadership                                  | 100    |
| Sept. 29 <sup>th</sup> | Kotter's 8-Step Change Model -Change Agent (PP)             | Discuss "change agent" and analyze Kotter's 8-Step Model   | 100    |
| Oct. 6 <sup>th</sup>   | Tuckman's and Jensen's Group Development Model (PP)         | Write a PowerPoint discussing Tuckman and Jensen's Group Development Model                                     | 100    |
| Oct. 12 <sup>th</sup>  | Groupthink (Infographic)                                    | Discuss Groupthink and provide two historical and two sports situations where Groupthink was used.             | 100    |
| Oct. 17 <sup>th</sup>  | Lessons on Leadership "Who Moved by Cheese"                 | Paper and Reflection   | 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 uphold a zero-tolerance policy towards plagiarism and using 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 generative AI information used. 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](#)

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 turning in 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.

Plagiarism is the use of another's thoughts, words, ideas, or line (including text written by a generation system or artificial intelligence tool) in your work without appropriate documentation (a parenthetical citation at the end and a list on the Reference Page)-whether you use that material in a quote, paraphrase, or summary. At the very least, plagiarism will result in an F on the assignment; at worst, the consequence will be an F in the course. Offenders will be reported to the Kinesiology and Sports and Leisure Department Chair and the Dean of Students.

## 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 appropriately marked, per 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 Ariel 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 information and assistance, and arranges accommodations and staff. 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 before classroom accommodations can be provided. The Disability Support Services may be contacted at 940-397-4140 (voice), 940-397-4515 (TDD), [Disability Support Services](#), or visit 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 (federal and state) exist to determine the refund amount. (Examples of each refund calculation will be made available upon request).

### **Services for Students with Disabilities**

Per Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons 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 Clark Student Center, Room 168, (940) 397- 4140. Current documentation of a disability will be required to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

## 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.](#)"

## 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](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 21<sup>st</sup> century* (2<sup>nd</sup> 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>