



**Midwestern State University**  
**Gordon T. & Ellen West College of Education**

**SPAD 5023 Leadership in Sport Management**

Dr. Carrie Taylor

Fall 2021

Aug 23- Oct 15

**CONTACT INFORMATION**

Office: Camp Jolly

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Office Hours: Monday & Wednesday 8:30-10:30

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Thursday 8-9

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**Class Meeting Information**

This course is delivered via distance learning and will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online management system (D2I) will be made available to each student.

As this is an online course, no attendance is required. However, regular and timely participation in discussions and on-time submission of other assignments is required. Over the course of the 8-week semester, if you engage in quality participation in this course, you should tabulate 135 working hours. Divide over the 8 weeks, and this comes to 17 hours per week of work in this course. It is best that you log on to the course site daily to stay on track, even if it is just to check announcements and emails.

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. **Assignments are due by the due date, and personal computer technical difficulties will not be considered 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 as well as 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 classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

**CONTACT PREFERENCE**

During the week, I will typically respond to your emails within 24-48 hours. Any emails

received over the weekend will receive a response no later than Tuesday, 8 AM. Emails received on holidays typically will receive a response no later than 8 AM on the second business day after the holiday. If you cannot stop by the office, my preferred method of communication is by email.

### **COURSE MATERIALS**

Internet access and computer

### **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.

### **RESOURCE**

Purdue OWL: APA Formatting and Style Guide

<https://owl.english.purdue.edu/owl/resource/560/8/>

### **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 as opposed to being a manager.
3. Students will demonstrate an understanding of why success is dependent upon the ability of an individual to be both a leader and a manager.
4. Students will identify the primary characteristics of various leadership styles and how these leadership styles are exemplified in a sport context.
5. Students will determine their dominant decision-making style and identify and discuss their strengths and weaknesses as a decision-maker in their work environment.
6. Students will review and summarize the current literature associated with a common 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 sport.

### **Student Email Usage**

- You are required to use your MWSU email address for all correspondence during this course. Check that your MWSU email address is the one listed in your D2L Personal Information.
- Using your MWSU address ensures your privacy. If you have a different email account, you can forward your MWSU email to that account, but I will only send and respond to emails within the MWSU address.
- Please make sure to include your name and course number on any email that you send.
- You are required to check your MWSU email a minimum of 4 days per week.

### **Communication Policies**

- Before you email me, make sure to follow the “Three then Me” rule. The “Three then Me” rule says that you search for your answer regarding the course in at least three other places before you email me.
- For example, if you have a question about an assignment, you should consult your syllabus, your grading scale or rubric, or the assignment description on D2L.
- Remember, check three sources before you email me your question. It is very likely you’ll find the answer and not need to email me. If you don’t find the answer and need clarification, feel free to email me.
- During the week, I will typically respond to your emails within 24-48 hours. Any emails received over the weekend will receive a response no later than Tuesday by noon.

### **Technology Skills**

- Must be able to send and receive email
- Must be able to create, send and receive Microsoft Word, Excel, Publisher or PowerPoint documents and log in to your Google Account to access Google Sites
- Must be able to use Desire 2 Learn portal
- Must be able to download and utilize Flipgrid
- Must be able to appropriately use internet links and websites

## **ELEMENTS OF THE COURSE**

### **Syllabus**

The syllabus provides general information about the course, assignment expectations and requirements, and assessment information.

### **D2L Dropboxes**

A dropbox will be created for each assignment requiring submission.

## LEARNING ACTIVITIES AND ASSESSMENT

### Class Assignments

#### Assignment 1: Flipgrid Introduction (20 points) Due: August 25th

Introduce yourself to the class. Tell us some information about you, what year you are in, and what you would like to do with your degree. Respond to 4 peers with the 3 comments and 1 question.

#### Assignment 2: Take the Personality Profile (100 points) August 27th

Take the personality profile that is loaded in D2L. Print them off and fill in the first page with the strengths and weaknesses then transfer the matching words to the scoring sheet. Determine the type of personality you are, Sanguine, Melancholy, Choleric, or Phlegmatic, and watch the presentation I have uploaded to D2L. This is worth 100 points, but it all has to be completed with the uploaded personality profile.

#### Assignment 3: Read the book "Our Iceberg is Melting" by John Kotter. 4–5-page paper (double-spaced), & Flipgrid (500 points) Due: September 3rd

Read the book. Figure out the penguin with your personality traits. Write a paper summarizing the book. Using the personality profile from the last assignment explain which penguin your personality is like and give specific examples. Discuss the strengths and weaknesses of your personality from the profile and how those strengths and weaknesses affect you professionally both good and bad. Be detailed and specific. Flipgrid is a summary of your personality, strengths and weaknesses, and how your personality type affects you professionally. Post quality feedback to 2 peers using the 3C's and 1 Q. 7–10-minute Flipgrid. When you read the book look forward to the assignment of "Change Agent" You will refer back to the 10 steps used in this book to identify the ability to be a change agent. Taking notes on the book will help for future references. Or highlights all the areas of change to help you with the future assignment.

#### Assignment 4: 2-page single-spaced paper: Transformational, Transactional, and Servant Leader & Flipgrid on an Admired Coach (300 points) Due: September 11th

Describe the most significant difference between transformational, transactional, and servant leadership in detail and examples. Then do a Flipgrid describing the leadership style of a coach you admire. What do they do that demonstrates that leadership style and what is it about them you admire? Be clear and use quality examples to identify his or her personality type. 2 outside resources. APA formatting, in-text citations and reference page. Post quality feedback to 2 peers using the 3C's and 1 Q. 6–8-minute Flipgrid.

#### Assignment 5: Flipgrid (8-10 minutes) & PowerPoint on Strategic Leadership (200 points) Due: September 18th

In chapter 7 strategic leaders are discussed in detail. Create a PowerPoint to discuss what a strategic leader is and their strengths and weaknesses. Which characteristics do you think are most important in the sports industry in the 21<sup>st</sup> century and why? Be detailed and give examples. Give a presentation of your PowerPoint on Flipgrid. Do not read it, be familiar enough

to give a good presentation. 8-10 minutes. Use 2 outside resources. APA formatting. In-text citation and reference page. Post quality feedback to 2 peers using the 3C's and 1 Q.

Assignment 6: Flipgrid (6-8 minutes) on your leadership style (200 points) Due: September 25th

Now that you have read most if not all of the book, looking and discovering the different types of leadership styles, which one best fit you? Why? The books cover many other types of leadership styles than the specific ones we covered, make sure your research includes all leadership styles when choosing your personal style. Give examples of your leadership style at work and in professional relationships. How do you think this style makes you a good leader? What are your strengths and weaknesses? How can you work on your weaknesses? Post quality feedback to **4 peers using the 3C's and 1 Q.**

Assignment 7: 4-5-page paper (double space) Change Agent (200 points) Due: October 1st

Do you consider yourself a Change Agent? We all within this field should be change agents. Using chapter 8 which characteristic best describes your style and how does it help make you a successful change agent. Give details and examples. Use the book "Our Iceberg is Melting" as examples of change agents. There were 10 steps used in the book and 8 in the Ice Berg book. Use what you learned regarding how the penguins were successful in implementing change, the book, two outside sources, and apply that to your life professionally. Are you a person who can make the 10 steps happen? If so, how and why do you think you're a change agent? Which steps do you think you would be best, and which one do you feel you struggle with? Have 2 outside sources and the book "Our Iceberg is Melting", also use APA formatting. Reference page and in-text citations. 4-5-page double-spaced paper with in-text citation and reference page.

Assignment 8: Tuckman and Jensen Group Development Model- Flipgrid & PowerPoint (200 points) Due: October 8th

Create a PowerPoint on Tuckman and Jensen's Group Development Model. What is it, what stages does a group go through? Do they go in order, or can they experience group development in a variety of ways, and why or why not? Give specific examples of a group you have worked or are currently working with and how they have gone through the experiences in the group development model. Be specific with examples of how your group has worked through the group development model. Why is it important to understand Tuckman & Jensen's model? 2 outside sources and reference page and in-text citation. Post quality feedback to 2 peers using the 3C's and 1 Q.

Assignment 9: Groupthink-Flipgrid (100 points) Due: October 13th

Create an 8-10-minute Flipgrid on what is Groupthink and give examples where Groupthink is used in sports. Is it a good concept or not, why or why not? You will need to 2 external peer resources that you have plus the book, as the example in the book cannot be used. Post quality feedback to 2 peers using the 3C's and 1 Q.

Upload one peer-reviewed article to Flipgrid on the screen just before you submit. Where it says link, type in the URL code.

## FINAL GRADE DETERMINATION

Please note that you must earn 1292 points (71%) to pass this course.

A	91%	1656-1820
B	81%	1474-1655
C	71%	1292-1473
F		<1291

## 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 the purpose of this course. The ‘limited right’ shall include but shall not be limited to the right to reproduce the student’s work product in order to verify originality, authenticity, and educational purposes.” [Student Handbook 2017-18](#)

### Academic Misconduct Policy & Procedures

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](#).

### Campus Carry Rules/Policies

**Senate Bill 11 passed by the 84<sup>th</sup> Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the [University's webpage on Campus Carry](#).**

### Covid

Scientific data shows that being fully vaccinated is the most effective way to prevent and slow the spread of COVID-19 and has the greatest probability of avoiding serious illness if infected in all age groups. Although MSU Texas is not mandating vaccinations in compliance with Governor Abbott’s executive orders, we highly encourage eligible members of our community to get a vaccination. If you have questions or concerns about the vaccine, please contact your primary care physician or health care professional. Given the recent rise in cases, individuals are also strongly encouraged to wear facial coverings when indoors among groups of people, regardless of vaccination status. Although MSU Texas is not currently requiring facial coverings, they have been an effective strategy in slowing the spread.

### Services for Students With Disabilities

In accordance with 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 make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be

individually reviewed. For more details, please go to [Disability Support Services](#).

### **Important Dates**

Last day for term schedule changes: Aug 23-26 Check date on [Academic Calendar](#).

Deadline to file for graduation: October 4th Check date on [Academic Calendar](#).

Last Day to drop with a grade of "W:" October 25th Check date on [Academic Calendar](#).

Refer to: [Drops, Withdrawals & Void](#)

### **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.

### **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 that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

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### **College Policies**

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

#### **Smoking/Tobacco Policy**

College policy strictly prohibits the use of tobacco products in any building owned or operated by MSU. 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 which prohibits 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.

### **Grade Appeal Process**

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

## Notice

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

### Research:

<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>