

SPORTMGT 636 Fall 2020 Sport Organizational Behavior and Development

Instructor	Dr. Nefertiti A. Walker	Contact	https://umass-amherst.zoom.us/my/nefwalker
Office	BIH N270 and Virtual Office	E-mail	nwalker@isenberg.umass.edu
Office Hours	By appointment via virtual office		

Description:

The purpose of this course is to provide students with a broad knowledge of organizational issues in sport. Students will examine a range of topics including but not limited to leadership, culture, organizational change, and inclusion. Upon completion of this course, students should have an understanding of leadership and organizational behavior issues plaguing the current sport workplace and be able to develop solutions and strategies to appropriately address and remedy these sport workplace issues.

Goals:

- Link scholarly research to practical application and suggest appropriate solutions for practical case studies in sport leadership and organizational development.
- Understand the weaknesses and strengths of one's own leadership style and emotional intelligence.
- Identify, analyze, and critically assess the leadership style of others, in relation to employee and organizational needs, and leading teams.
- Recognize and develop techniques for managing diversity and inclusion issues that impact the sport workplace and affect how sport organizations function.
- Understand, analyze, and develop techniques for leading organizational change in sport.
- Understand how to use levers of motivation, when leading in an organization in sport.
- Identify threats to satisfaction and commitment, while developing strategy for increased retention.

Required and/or optional material:

Course readings will be assigned throughout the course and made available on Blackboard Learn, email, or the Harvard Business School Publishing website for purchase.

Required: Blackboard Learn <https://uma.umassonline.net>

Required: HBSP <https://hbsp.harvard.edu/import/752199> and McCormack Digital Case: https://mccormackcenter.com/products/sportleadership?type=case_study

Requirements:

Read course materials, participate in discussions, and submit assignments on-time. Late assignments will not be accepted.

Resources:

HBSP Website; Blackboard Learn

Grading:

	B+ 88-89 points	C+ 78-79 points	D+ 67-69 points
A 93-100 points	B 83-87 points	C 73-77 points	D 60-66 points
A- 90-92 points	B- 80-82 points	C- 70-72 points	F <60 points

Assignments and Evaluation:

Discussion Responses 5 (10% each)	50% of final grade
Assessment of Personal Leadership Style	10% of final grade
Knowledge Club Synthesis	15% of final grade
Ignite Presentations	5% of final grade
Team Assessment of Organization	20% of final grade

Assignment Description:

Discussion Responses

Student attendance and active participation is **required**. The quality of this course is highly correlated to the reliability and consistency of student engagement in our discussions. Students must keep up with the reading to be an active and involved participant. Your initial response should specifically answer or address the topic of discussion directly. As the discussion develops, responses should focus on other students' responses to challenge or extend those thoughts (after your initial 2-3 paragraph response to the discussion assignment, additional participation in class-wide discussion is voluntary). Please limit your responses with regard to length and attempt to adhere to 2-3 paragraphs. The grading rubric for discussion responses is available once you click on the "Discussion" link.

Assessment of Personal Leadership Style

The student will need to identify and analyze their own personal leadership style. The grading rubric for this assessment is available once you click on the "Assessment of Personal Leadership Style" link.

Knowledge Club Synthesis

The student will need to use both content from the readings, as well as information from their Knowledge Club, to synthesize a response to questions related to organizational culture and development. The grading rubric for this assessment is available once you click on the "Knowledge Club Synthesis" link.

Team Assessment of Organization

Each Team will complete an assessment of a sport organization from a movie, using concepts from this course. The main goal of this assessment is to demonstrate a comprehensive command of knowledge from this course and the ability to synthesize and apply strategies for organizational management and leadership in sport. The team's role is that of a consultant, working with a board of directors to reshape a sport organization for success. The grading rubric for this simulation is available once you click on the "Team Assessment of Organization" link. ****All Assignment descriptions and due dates will be available by clicking on the Assignment link on the Blackboard Learn homepage for this course. The corresponding readings for each assignment are on HBSP and Blackboard Learn under the Course Content link.**

Course Policies and Procedures:

Students are required to introduce themselves during the first week of class. Include your name, where you are located, professional experience, academic background, what you would like to gain from this course, interests, and any other information you would like to share. All assignments are due by 11:59pm EST on the final Friday of each section. See course schedule for specific deadlines. Please do not hesitate to contact me. I monitor my email regularly and will do my best to respond within 24 hours. Please use the following email nwalker@isenberg.umass.edu or my Zoom.us web-based office <https://umass-amherst.zoom.us/my/nefwalker>.

Academic Honesty Policy:

The Academic Honesty Policy was established to ensure that the learning environment at the university is honest and fair. Students are expected to uphold the academic honesty policy at all times. To learn more about the UMass Amherst academic honesty policy visit <http://www.umass.edu/honesty/>.

Rights and Responsibilities of People with Disabilities:

People with disabilities at the university have the right to: equal access to courses, programs, services, jobs, activities, and facilities offered through the university; an equal opportunity to work and to learn, and to receive reasonable accommodations; appropriate confidentiality of all information regarding their disability and to choose to whom, outside the university, information about their disability will be disclosed, except as disclosures are required or permitted by law; information, reasonably available in accessible formats. People with disabilities at the university have the responsibility to: meet qualifications and maintain essential institutional standards for courses, programs, services, jobs, activities, and facilities; identify as an individual with a disability when an accommodation is needed and to seek information, advice, and assistance as necessary; demonstrate and/or document (from an appropriate professional) how the disability limits their participation in courses, programs, services, jobs, activities, and facilities; follow published procedures for obtaining reasonable accommodations. The full statement is available at Disability Services <http://www.umass.edu/disability/>.

Culture of Inclusion

Isenberg School of Management is constantly working towards a culture that values difference and respects the diversity that each and every person brings to our environment. Everyone has a voice, and everyone will be treated with dignity and respect. We will work every day, to make this environment and space a welcoming and inclusive culture, where each person feels comfortable bring their complete and authentic self to Isenberg, so long as they do not marginalize or infringe on the rights and liberties of others.

Recording of class sessions

Class meetings in Zoom may be recorded and posted for later viewing in the Course Blackboard site. Other Zoom sessions (group meetings, etc.) may also be recorded. Your voice and name may be included in these recordings as part of your participation. **Do not share any portion of these videos outside of class as that will be FERPA violation.**

UMass Zoom account

You must use your UMass Zoom account for any required class sessions.

Course Schedule:

*Course schedule subject to change at instructor’s discretion. Changes will be communicated via Blackboard Learn and/or email.

Week	Topic	Required Reading	**Assignment Due by 11:59pm on Friday
1- August 25 th & 27 th	Introduction- Expectations, Class Culture, and Development	None	
2- September 1 st & 3 rd	Topic 1- Sport Leadership and EI	See Blackboard Learn and HBSP course pack	Discussion 1 Assessment of Personal Leadership Style
3- September 8 th & 10 th	Topic 2- Sport Organizational Culture	See Blackboard Learn and HBSP course pack	Discussion 2
4- September 15 th & 17 th	Ignite Presentations		Ignite Presentations 1-10 Due
5- September 22 nd & 24 th	Topic 3- Leading Teams in Sport	See Blackboard Learn and HBSP course pack	Discussion 3
6- September 29 th & October 1 st	Ignite Presentations		Ignite Presentations 11-20 Due
7- October 6 th & 8 th	NO CLASS	See Blackboard Learn and HBSP course pack	
8- October 13 th & 15 th	Workshop: Knowledge Club		1-3-minute videos Knowledge Club Synthesis
9- October 20 th & 22 nd	Topic 4- Leading Organizational Change in Sport	See HBSP course pack	Movie Finalized Discussion 4
10- October 27 th & 29 th	Topic 5- Diversity and Inclusion in the Sport Workplace	See Blackboard Learn	Discussion 5
11- November 3 rd & 5 th	No Class – Open Office Hours Team Organizational Assessment		Team Organizational Assessment Planning
12- November 10 th & 12 th	Topic 6- Motivation, Happiness, and Employee Retention in Sport	See Blackboard Learn and HBSP course pack	Discussion 6
13- November 17 th & 19 th	Team Organizational Assessment Presentations, course evaluations, reflection, and closing remarks. ATTENDANCE MANDATORY	Presentations: Teams 1, 2, 3: 17 th Team 4, 5: 19 th	Team Organizational Assessment Due by Nov. 17 th