



**DEPARTMENT OF HEALTH & HUMAN PERFORMANCE  
COURSE SYLLABUS  
FALL 2021**

**GLB/HHPS 400  
SPORT & RECREATION MANAGEMENT**

COURSE VALUE: Three (3) credit hours  
COURSE LOCATION: NHS 161  
PROFESSOR: Dr Samantha Roberts  
OFFICE: Nursing & Health Sciences Building, NHS 146  
OFFICE HOURS: TWR 10-12, or by appointment  
PHONE: (903) 886-5308  
EMAIL: [Samantha.Roberts@tamuc.edu](mailto:Samantha.Roberts@tamuc.edu)

REQUIRED TEXT: O'Brien, D., Parent, M.M., Ferkins, L. & Gowthorp (2019). Strategic Management in Sport. Abingdon, UK: Routledge

### **Course Description**

An examination of the management and operational techniques and strategies for sport and recreation programs. Topics include an in-depth look at strategic management and governance of international sporting organizations and other organizations in the sport and recreation industry (which may include NCAA Division II Intercollegiate athletics, Campus Recreation, City Parks and Recreation), managing people in sport organizations, as well as the determination of strategic direction for sport and recreation organizations and effective implementation of strategies.

### **Course Objectives**

At the end of this course the students will be able to:

1. The functions of planning and organizing are an integral part of the course, as well as managing budgets, political challenges, staffing, strategic planning, emotional intelligence and diversity.
2. Culture and a better understanding of complex problem solving in a very fast paced and ever changing climate in the sport and recreation field.
3. Go beyond book and classroom knowledge and transition into the actual practice of sport and recreation management.
4. Demonstrate knowledge of the interconnectedness of global dynamics and apply that knowledge as an engaged citizen within an interconnected and diverse world.

### **Course Requirements**

Please note that all assignments **must be typed, a 1-inch margin on all sides, double-spaced in 12-point font (in Arial, Cambria, Calibri or Times New Roman only). Please use APA 7th Edition (American Psychological Association).**

## Summary of Assignments and Assessments:

Discussion Posts (50 points each x 2)	= 100 points
Governance Paper	= 200 points
Strategy Paper	= 300 points
2 Exams (100 points each)	= 200 points
Final Exam (Comprehensive)	= <u>200 points</u>
	<b>1000 points</b>

**\*Extra Credit Work** – There is NO Extra Credit in the Real Sport and Recreation World, thus there is no Extra Credit permitted in this course.

## Assignments

### 1. Discussion Posts (50 points x 2 = 100 points)

Students will participate in discussions posted in myLeo. A question will be posted on the discussion forum of myLeo based on class reading. Follow guidelines on posts to earn maximum points.

### 2. Governance Paper (200 points)

Students will choose a sport or recreation organization (to be approved by the Professor) and complete an analysis paper, discussing how that organization is managed, its internal and external environments and the challenges faced. Students must consider organizational structure, size and scope of the organization and the nature of its business

The paper will require referenced sources and research on a specific organization that you choose.

The paper will consist of (minimum):

- 7 total pages;
- 5 content pages;
- 1 cover page; and
- At least 1 reference page (at least 5 journal articles).

\*Executive Report format (with APA citations) only! It should be submitted via the Assignment Submission Folder in myLeo. Please see the schedule and calendar at the end of this syllabus for the due date for this assignment.

\*A Rubric for this assignment will be made available in class and on-line in myLeo.

### 3. Strategy Paper (300 points)

Building on the first assignment and using the same organization, students will analyze and evaluate the potential strategic planning process that their chosen organization might utilize and what factors they need to consider in making strategic decisions, including:

- How the organization might decide upon its strategic direction
- Whether the organization needs and can change
- How the organization can evaluate strategic decisions
- Who needs to be involved in that strategic planning process
- How they might manage stakeholder relationships

Students will prepare a professional paper of at least (minimum):

- 12 total pages;
- 10 of content;
- 1 cover page; and
- At least 1 reference page

\*Executive Report format (with APA citations) only! It should be submitted via the Assignment Submission Folder in myLeo. Please see the schedule and calendar at the end of this syllabus for the due date for this assignment.

\*A Rubric for this assignment will be made available in class and on-line in myLeo.

The due dates for both assignments are found in the schedule and calendar section of the syllabus.

#### **4. Exams (2 @ 100 points each, total of 200 points):**

Each exam will have a total of 100 points and consist of true/false, multiple choice, as well as possible short answer and discussion type questions.

The dates and times for each exam can be found in the schedule and calendar section at the end of the syllabus; however, please remember that those dates are subject to change!

#### **5. Final Exam (200 Points)**

There will be a case study – discussion question only final exam that will be given during the official final exam period for the class and this Final will be comprehensive

The following final grading scale will be utilized to determine the final grade based on the average of your course work:

A = 900 +  
B = 800 – 899  
C = 700 – 799  
D = 600 – 699  
F = under 600

ALL STUDENTS ENROLLED AT THE UNIVERSITY SHALL FOLLOW THE TENETS OF COMMON DECENCY AND ACCEPTABLE BEHAVIOR CONDUCIVE TO A POSITIVE LEARNING ENVIRONMENT. (SEE STUDENT'S GUIDE BOOK.)

STUDENTS REQUESTING ACCOMMODATIONS FOR DISABILITIES MUST GO THROUGH THE ACADEMIC SUPPORT COMMITTEE. FOR MORE INFORMATION, PLEASE CONTACT THE DIRECTOR OF DISABILITY RESOURCES AND SERVICES, GEE LIBRARY, ROOM 132, (903) 886-5835.

**GLB/HHPS 400**  
**SPORT & RECREATION MANAGEMENT**  
**Fall 2021**  
**Course Outline**

<b>DATE</b>	<b>CHAPTERS</b> (Read & Review)	<b>AREA OF FOCUS</b>	<b>ASSIGNMENTS DUE</b> (by 11.30pm)
08/30		CLASS ORIENTATION	
09/01		Key Concepts & Critical Issues (1)	
09/03		Video ('Regaining the Ashes') – No Class	
09/06		<i>Labor Day – No Class</i>	
09/08		Key Concepts & Critical Issues (2)	
09/10		Reading (TBA)	
09/13		Sport Management Around the World (1)	
09/15		Sport Management Around the World (2)	
09/17		Video ('Let's Play Kabaddi') – No Class	
09/20		Understanding the Organization	
09/22		Governance in Sport	<i>Discussion ONE DUE</i>
09/24		Reading (TBA)	
09/27		Governance in Sport (Video) – No Class	
09/29	1	The Process of Strategic Management in Sport	
10/01		Assignment Work Day – No Class	
10/04	2	Internal Environmental Analysis	
10/06		<b>Exam #1</b>	
10/08		Assignment Work Day – No Class	
10/11	3	External Environmental Analysis	
10/13		Generic Competitive Strategies	
10/15		Reading (TBA)	

10/18	4	Strategic Leadership & Governance	
10/20		Assignment Drop In	
10/22		Assignment Work Day – No Class	
10/25	5	Stakeholder Management	
10/27		Strategic Direction	<i>Discussion TWO DUE</i>
10/29		Reading (TBA)	
11/01	6	Multi-level Strategy Formulation	<i>Governance Paper DUE</i>
11/03	7	Strategy Evaluation & Selection	
11/05		Assignment Work Day – No Class	
11/08	8	Strategy Implementation & Organizational Change	
11/10	9	Strategic Control Systems & Change Management	
11/12		Assignment Work Day – No Class	
11/15	10	Strategy in Action	
11/17		Strategic Planning	
11/19		<b>Exam #2</b>	
11/22		Reading (TBA)	
11/24		<b><i>Thanksgiving Holiday</i></b>	
11/26		<b><i>Thanksgiving Holiday</i></b>	
11/29		Human Resource Management (HRM)	
12/01		Recruitment & Selection for Sport Organizations /Managing Volunteers	
12/03		Reading (TBA)	
12/06		Performance Management	
12/08		Managing Change & Future Challenges in Sport Organizations	<i>Strategy Paper DUE</i>

12/10		Reading (TBA)	
12/13		<b>FINALS WEEK</b>	
12/15			
12/17			

\*Please note that this schedule is tentative and is subject to change. Also, this is NOT all-inclusive (i.e., Homework/Participation). Other assignments might be given throughout the semester, so you MUST check the class announcements and e-mail frequently.

## Communication & Support

The best way to reach me is via email ([Samantha.Roberts@tamuc.edu](mailto:Samantha.Roberts@tamuc.edu)) as I check it frequently. I will aim to reply with 24 hours to your MyLeo email address. Please be courteous and professional in all of your interactions with me and fellow students.

### D2L Brightspace

#### *Browser support*

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year. Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

#### *Desktop Support*

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

## Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or <b>point</b> release of that major version) and the previous major version of iOS (the latest minor or <b>point</b> release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
  - 512 MB of RAM, 1 GB or more preferred
  - Broadband connection required courses are heavily video intensive
  - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- **For YouSeeU Sync Meeting sessions *8 Mbps* is required.** Additional system requirements found here: <https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements>
- You must have a:
  - Sound card, which is usually integrated into your desktop or laptop computer
  - Speakers or headphones.
  - \*For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
  - [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
  - [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
  - [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
  - [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)

- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

## ***ACCESS AND NAVIGATION***

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

## ***COMMUNICATION AND SUPPORT***

### ***Brightspace Support***

#### ***Need Help?***

#### ***Student Support***

If you have any questions or are having difficulties with the course material, please contact your Instructor.

### ***Technical Support***

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.



### ***System Maintenance***

D2L runs monthly updates during the last week of the month, usually on Wednesday. The system should remain up during this time unless otherwise specified in an announcement. You may experience minimal impacts to performance and/or look and feel of the environment.

## ***Course & University Procedures/Policies***

### ***Class Participation***

Systematic and timely on-line participation is expected. University policy notes that excused absences include (i) participation in an authorized university activity, (ii) illness verified by a physician, (iii) death in the immediate family, and (iv) verifiable, official court appearance.

### ***Respect Differing Views***

As with all courses, this course deals with ideas. Please be respectful of individuals with ideas and beliefs that differ from your own. If you disagree with someone then ask them why they believe as they do, and then listen to the answer. People can have complex reasoning for what is seen as, on the surface, a simple idea. Only civil and even tempered discussions will be permitted in class.

### ***Academic Honesty***

Plagiarism within an assignment will result in a failing grade for that assignment. I expect all assignments for this course to be original works produced specifically for this course. Work produced, whether in part or in whole, from assignments for other courses will not be accepted for credit.



**Late Assignments**

Late assignments will lose one letter grade (10%) per day late. The measurement of days ends at 11:59pm the following day of class. A new day begins at Midnight (12 am) and continues to 11:59 pm.

**Examination Policy**

Exams are timed but they are open book.

**Religious Holidays Policy**

Reasonable accommodation will be given to students who require homework extensions because of religious holidays. However, your best option is to complete the required work early, as this is a fast paced summer course and you will not want to get behind.

**Dropping the Class**

If you need to adjust your schedule by dropping this course, please follow university procedures to officially drop the class. If you fail to officially drop the class, a failing grade shall be assigned at the end of the course.

**Incompletes**

Per university policy is granted only for circumstances beyond student's control which prevented the student from attending classes during Finals Week or the preceding three weeks (Policy A 12.07, 1998). The extension cannot exceed one semester. Failure to fulfill plan requirements within the specified time will result in an F.

**Course Communication**

Course communication will occur through your MyLeo Account. You will need to regularly and systematically review your e-mail on a timely basis.

**Writing Center**

Students are encouraged to visit the A&M-Commerce Writing Center for writing assistance. Visit the website at: <http://web.tamuc.edu/academics/colleges/humanitiesSocialSciencesArts/departments/literatureLanguages/writingCenter/default.aspx>

**Counseling Center**

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

***University Specific Procedures*****Students with Disabilities**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection 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 their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce, Gee Library, Room 132

Phone (903) 886-5150 or (903) 886-5835; Fax (903) 468-8148

StudentDisabilityServices@tamuc.edu

Student Disability Resources & Services

**Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See Code of Student Conduct from Student Guide Handbook).

**Campus Concealed Carry**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.