



HHPS 584 01W & 01B – Administration in Sport and Recreation Programs Fall 2024

Credit Hours: 3

Course Dates: 8/26/24 to 12/13/24

Course Location: Online

Instructor: Dr. HoYeol Yu

Office: NHS 142

E-mail: Hoyeol.Yu@tamuc.edu

Office Hours: Online or by appointment

Optional Text:

Lussier, R. N., Kimball, D. C. (2019). Applied Sport Management Skills (3rd Ed). Human Kinetics. ISBN-10: 149257015X

Additional readings will be assigned/provided by the instructor through D2L. Be sure to check your email and D2L for announcements and assignment details.

Course Description:

This class is designed as an introductory graduate level administration and management course for prospective sport and rec managers, and encompasses both theory and practice, with the focus on management practice in sport organizations. Students will be introduced to an array of theories, research, and applied management techniques that will serve to lay a foundation for their sport management career. In this course, we will seek to enhance the development of leadership and critical thinking skills necessary for success in the professional workplace. The content focuses on the challenges that manager's face stemming from organizational issues, complex environmental conditions, new technological developments, and increasingly diverse workforces. Critical management issues related to the management functions of planning, organizing, controlling, and leading an organization will be highlighted. The goal of the course is to strengthen students' managerial potential by helping them develop the skill set needed to analyze, diagnose, and respond to both fundamental and complex problems found in sport organizations. It also provides opportunities for students to enhance their communication and interpersonal skills, both of which are essential to effective management and to success in the workplace.

Class Format and Expectations:

Throughout the delivery of the course a variety of methods to stimulate students' intellectual curiosity and critical thinking skills will be used, including readings, instructor led PowerPoints, discussion forums, assignments, and individual and small team projects and papers. Even though this course is online, students are still expected to be active participants in the learning process. Assignments will be largely devoted to discussing the assigned readings and completing activities associated with the current topic. Participation is **MANDATORY!**

I expect that you will take ownership of your learning, complete all of the course readings and reflect on the application of these readings to your current or future jobs. I expect that you will

master the material, as well as how it is (or could be) applied to the sport industry. I also expect you to ask questions in a timely fashion and to submit your assignments on time. Late assignments will receive a **ZERO** unless permission is granted beforehand. I also expect you to be familiar with the course syllabus and schedule, which includes my contact information and office hours, required readings, learning outcomes, course requirements and evaluation, and course policies.

Course Objectives:

This course provides a focused exploration of topics that will promote students' knowledge and understanding of the following objectives. Upon successful completion of this course, students should be able to...

- Identify the strengths and weaknesses of management theories as they pertain to contemporary sport and recreation organizations.
- Distinguish how organizational structures and environmental conditions impact the decisions of sport/rec administrators.
- Create a vision to improve an organizations functionality by examining the current external environment and internal factors.
- Evaluate a sport and rec organization's current structure, environment, and internal culture.
- Design and deliver oral presentations that summarize research and/or experiences.

Course Requirements and Expectations:

- Regular participation is expected. Participation is part of the academic requirement of a course and reflects a commitment to your academic career. **If you are unable to complete course assignments for any reason, you are expected to get in touch with me and determine a timeline. General absence is not an excuse for missing work.**
- Class participation is demonstrated by being prepared to discuss the assigned readings (and other course materials) in a thoughtful and detailed manner, whether through discussion forums, assignments, projects, or papers. Peer interactions enhance the development of listening, analytical and critical thinking skills. Class discussion via online participation expands one's knowledge and often compels one to embrace another's perspective. Students are expected to ask questions and participate in class discussions online.
- Thoughtful completion of all assignments, examinations, and projects. **All work must be the original work of the student, developed specifically for this class.** Students should plan to complete their assignments on time. **Late assignments will receive a ZERO unless previous permission is granted.**

Additional Class Information:

- After assignments are returned, if you wish, you have three working days to arrange an appointment/Zoom meeting/phone call to discuss the evaluation.

Assessment:

Foremost in the determination of the final grade is the **preparation, quality, and comprehensiveness** of your work, as well as your participation in class discussion. Points and grades will be **earned**, not **given**. Grades will be calculated on a point basis. This is directly related to percentages, which are determined by computing points earned out of total points

possible (refer to assignment weighting below). A: 90.0%+; B: 89.99-80.0%; C: 79.99-70.00%; D: 69.99-60.00%; F: 60.00>. From a point basis: A: 540+; B: 480+; C: 420+; D: 360+; F: 360>.

Assignments and Weighting:

Discussion Posts	50
Book Report Presentation	50
E-Portfolio	50
Response Papers (3) @ 25 each (4 total - Lowest Dropped)	75
Organizational Analysis	75
Final Paper	100
Total	400

Organizational Analysis: The organizational analysis assignment focuses on examining, in-depth, a sport organization and its culture. More information and a rubric is provided on D2L.

Discussion Posts: This is a chance for you to interact with your fellow students. I ask that you provide a thoughtful response to the provided prompt. You will be placed in groups and the discussion posts will stay within your group. I also ask that you respond to at least two of your classmates' posts with thoughtful comments. What I would like to see from discussion posts are thoughtfulness and effort. If you put the work in, you will be rewarded.

Group Document Contributions: Each group will send a representative document to me about a given topic. The group will work together on building their document (I would suggest creating a Wiki or using a Google Doc [see on D2L]). The goal here is for each group to describe, explain, and relay what they have learned about a module. Each group's document should be thorough and professional – if you were to meet someone on the street that did not know anything about Organizational Theory, how would you explain it to them? You will submit the document to me, and I will post each group's document for all to see.

Final Paper: The literature review paper is akin to a term paper, but shorter and more focused. This assignment will give you practice in researching a sport management-related area of the academic literature.

Book/Presentation: Students will select and read one book from the provided list. Each student will then present what they took away from the book and how it relates to their current career goals. Books can be claimed online but not until the first WEDNESDAY of class at noon CST.

Response Papers: Students will write three 2-3-page response papers on broad theoretical principles. These papers will consist of both academic sources and popular press articles. The goal of each response paper is for you to demonstrate your understanding of the broad theories and then relate the theory to your career. These papers should NOT be a recap of discussion posts. It is strongly suggested that you review my feedback to you after each response paper. My expectations for your work will increase with each paper. The topics include Institutional Theory, Social Identity Theory, and Leadership.

TECHNOLOGY REQUIREMENTS

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.

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

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>
- 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/>
- Adobe Flash Player (version 17 or later) <https://get.adobe.com/flashplayer/>
- Adobe Shockwave Player <https://get.adobe.com/shockwave/>
- Apple Quick Time <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.

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.

Interaction with Instructor Statement

It is my goal to respond to any questions you have within a 24-hour period Monday through Friday (weekends are an exception). If the matter is urgent, please include the word "urgent" in the email subject line.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures

- 1) Because this is an online course, you may never meet me or your other classmates face-to-face. That means that written communication must be clear in all circumstances.
- 2) While completing assignments, chatting, etc within the eCollege environment (within this class), be professional. Write clearly with correct spelling, punctuation, and grammar. Actively prepare by reading the assigned materials. Share your thoughts (ask and answer questions). Have course materials with you when you are online (you can use materials during quizzes, etc).
- 3) Due dates: The "due dates" listed for sections are the LAST chance to submit them. Please submit your work early. I DO NOT accept late assignments. A zero grade will be given for any work not turned in on time.
- 4) If you have a question or concern, e-mail me. Please include in the subject of the e-mail ("HHPS 520") and the subject of the message. I will respond within 24hrs during the week.
- 5) Use the following e-mail address for me: Logan.Schuetz@tamuc.edu
- 6) You **MUST** check your e-mail regularly in case I need to communicate with you.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: Netiquette

<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage.

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

ADA Statement

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 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: Office of Student Disability Resources and Services

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/Nondiscrimination>

Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Course Schedule

Opening Week (8/26-9/1)	
<u>Readings:</u>	None
<u>Topics:</u>	Understand course objectives Review all due dates, assignment details, and future modules
<u>Assignments:</u>	Introductory Discussion Post Due by 9/2 at 11:59 PM Syllabus Quiz Pick your own management book
Module #1 – Organizational Environments (9/2-9/15)	
<u>Readings:</u>	Chapter 8 Articles on D2L
<u>Topics:</u>	Organizations as Rational Systems Organizations as Open/Natural Systems
<u>Assignments:</u>	Organizational Analysis Choice Due by 9/16 at 11:59 PM Module #1 Response Paper Discussion Post #2: Rational vs. Natural Organizational Systems
Module #2 – Organizational Theory (9/16-9/29)	
<u>Readings:</u>	Chapter 6 Articles on D2L
<u>Topics:</u>	Institutional Theory Organizational Structures Organizational Culture Organizational Change
<u>Assignments:</u>	Discussion #3: OT vs. Org. Environments, Favorite OT Due by 9/30 at 11:59 PM Theory Module #2 Response Paper
Module #3 – Introduction to Organizational Behavior (9/30-10/13)	
<u>Readings:</u>	Chapter 9 Chapter 10 Articles on D2L
<u>Topics:</u>	Social Capital Social Identity Theory Collaboration and Conflict Social Anchor Theory
<u>Assignments:</u>	Book Update Due by 9/30 at 11:59 PM Discussion #4: Value of OB in Contemporary Sport

Organizations Module #3 Response Paper	
Module #4 – Motivation (10/14-10/27)	
<u>Readings:</u>	Chapter 11 Articles on D2L
<u>Topics:</u>	Motivation Perceptions & Attitudes of Employees
<u>Assignments:</u>	Organizational Analysis Update E-Portfolio Initial Review Due by 10/28 at 11:59 PM
Module #5 – Leadership (10/28-11/10)	
<u>Readings:</u>	Chapter 12 Articles on D2L
<u>Topics:</u>	Trait Theory Empowerment Leadership Styles
<u>Assignments:</u>	Module #5 Response Paper Discussion #5: Sport Leadership Discussion #6: Political Skill vs. Everything Else E-Portfolio Initial Attempt Feedback Due by 11/11 at 11:59 PM
Module #6 – Sport & Rec Administration Current Trends and Topics (11/11-11/26)	
<u>Readings:</u>	Chapter 1-3 Articles on D2L
<u>Topics:</u>	Pride and Passion Corporate Social Responsibility
<u>Assignments:</u>	Management Book Presentation E-Portfolio Final Due by 11/25 at 11:59 PM Due by 11/15 at noon
Thanksgiving Break (11/28-11/29)	
Module #7 – Where Do We Go From Here in Sport Management (12/2-12/6)	
<u>Readings:</u>	None
<u>Topics:</u>	Academics vs. Practitioners in Sport Future of Sport Management
<u>Assignments:</u>	Final Paper Due by 12/6 at 11:59 PM
Final Week (12/7-12/13)	
<u>Readings:</u>	None
<u>Topics:</u>	Organizational Analysis Processes E-Portfolio Post-Assignment Reviews

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

