



**DEPARTMENT OF HEALTH & HUMAN PERFORMANCE
COURSE SYLLABUS
FALL 2024**

**HHPS 110.81W
PRINCIPLES OF LEADERSHIP**

COURSE VALUE: Three (3) credit hours
COURSE LOCATION: Web-based
PROFESSOR: Ms. Brandy Runyan, PhD Candidate
OFFICE: Nursing & Health Sciences Building, NHS 141
OFFICE HOURS: M/W/F 9:00 AM- 12:00 PM (appointments required, Zoom available also)
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REQUIRED TEXT: Burton, L.J., Kane, G.M., & Borland, J.F. (2020). Sport Leadership in the 21st Century. 2nd edition. Jones & Bartlett. ISBN: 9781284149586

Course Description

In this course students will examine the role of administration and leadership in the objectives, organization, and procedures of sport and recreational organization.

Course Objectives

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

1. Recognize the required competencies and leadership skills for sport managers
2. Gain an understanding of the various leadership theories and their relationship to a variety of sport related organizational settings
3. Demonstrate and understanding of the unique dimensions and characteristics of sport and how these influence the leadership of sport
4. Appreciate the major ethical issues and problems confronting sport managers
5. Develop their own concept of leadership in sport

Course Requirements

Minimal Technical Skills Needed

Using the learning management system, using Microsoft Word, PowerPoint, and Excel, using university email, and using Google Docs / Slides

Instructional Methods

Students will access course materials via D2L. All notes, recorded lectures, discussions, announcements, assignments, and exams will be accessed and submitted via D2L. Course participation will include reading material, completing discussions, writing reports individually and as a group, exams over course content covered in each section. Students can reach the instructor via email or course GroupMe messenger.

Student Responsibilities or Tips for Success in the Course

This is a college level course requiring students to be disciplined, self-motivated, and good managers of their time. This 3-hour credit course and can require up to nine hours of commitment each week. Some weeks may require less. Time will be spent reading course materials and completing assignments. You are expected to check D2L regularly and to communicate with the instructor if you have any questions or concerns. Please check your email or D2L announcements regularly to stay up to date on any course announcements or changes.

Late Assignments

Please see syllabus for due dates on all assignments. **Late Assignments are not accepted!!** **Please notify instructor immediately if you have a circumstance affecting your ability to complete an assignment.** Highly recommended that students do not wait until the last minute to complete assignments, discussion boards or exams. Communication is important! If you have questions, concerns, are struggling with understanding material, will be missing class, etc. please notify the instructor.

Summary of Assignments and Assessments:

Assignments	# of assignments	Individual weights	Total Points
Weekly Participation	15	10	150
Weekly Lecture Quizzes	15	10	150
Leaders Report	1	100	100
Individual's Report	1	100	100
Exams	3	100	300
Group Presentation	1	200	200
Total Possible Points			1,000

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

Weights of the assessments in the calculation of the final letter grade. Example:

Leaders Report	100 points	
Individual's Report	200 points	Group
Report & Presentation	300 points	Exams (3 at 100 points
each) 300 points	Participation	100 points
TOTAL		1000 points

Assessments

Leaders Report (100 points) A 3-page paper profiling someone in the sport industry the student considers to be a leader. Why are they considered to be a leader? (Specific rubric & instructions will be provided)

Individual Report (100 points) Students will write a 5-page report that includes the theoretical underpinning of the concept of leadership, different types of leadership (both theoretical and in practice), the importance and impact of leadership in sport organizations, and the mechanisms for being a good leader. (Specific rubric & instructions will be provided)

Group Report and Presentation (200 points) In groups of four, students will analyze leadership strategies and processes in some of sport's leading governing bodies, franchises and organizations – answering questions like how is the organization managed? Is the person in charge a 'good leader'? What characteristics does this person have to qualify that statement? Is the leadership destructive? (Specific rubric & instructions will be provided)

Exams (300 points): Three (3) exams will be given to determine student progress and assist students in learning. Tests will consist of objective questions (T/F, multiple choice, and matching) and application questions. Each exam is worth 100 points. *No make-up exams will be given, unless arrangements are made prior to the exam or a verifiable medical excuse is provided within 3 days.

Participation (150 points) Students are expected to login to D2L on a regular basis AND contribute to discussions. I will make a note of those that enhance the course

Weekly Quizzes (150 points)

Weekly quizzes will test your knowledge of the content covered in the weekly lectures.

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.

****Extra Credit Work:** There is no guaranteed extra credit in this course. However, if the opportunity for extra credit arises, I will post it in our D2L course space and notify you via email or course announcements.

****No Late Work Accepted:** If students have foreseeable issues turning in their work on time they are encouraged to work with their professor to arrange to turn their assignments in *before* the due date. No late work will be accepted in this course. Most course content is due by 11:59 PM on Sundays before Monday starts the next week, unless otherwise instructed.

****Work hard!** Grades are earned, not given. You will receive the grade that you earn so manage your time wisely, ask questions, and do not wait until last minute to review lectures or begin your work. You are 100% responsible for your academic work-ethic, failure, and success in this course. You can do it!

****Statement on AI:** Use of AI is prohibited on any portion of this course without the instructor's consent. While there may occasionally be opportunities where AI is encouraged, all students must be aware that use of AI without instructor approval will result in an immediate zero on the assignment it was used for. If you have any questions about the use of AI or this policy, please feel free to contact me to discuss further.

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Course Outline

DATE	AREA OF FOCUS	ASSIGNMENTS DUE
Week 1 8/26-9/1	Welcome to the Course Course Orientation Lecture #1: Leadership Theories	Q1 P1
Week 2 9/2-9/8	Lecture #2: Understanding the difference between leadership and management Lecture #3: Transformational, Transactional, and Servant Leadership	Q2 P2 Leader's Report Due
Week 3 9/9-9/15	Lecture #4: The necessary skills set	Q3 P3
Week 4 9/16-9/22	Lecture #5: Communication that motivates and resonates	Q4 P4 Exam #1 due
Week 5 9/23-9/29	Lecture #6: Applying a principled and ethical approach to sport leadership	Q5 P5
Week 6 9/30-10/6	Lecture #7: Strategy and leadership Lecture #8: Forging significant change	Q6 P6 Individual's Report Due
Week 7 10/7-10/13	Lecture #9: Fostering innovation	Q7 P7
Week 8 10/14-10/20	Lecture #10: Handling crisis and conflict	Q8 P8 Exam #2 Due
Week 9 10/21-10/27	Lecture #11: Team leadership and group dynamics	Q9 P9
Week 10 10/28-11/3	Lecture #12: Shepherding sport for development organizations	Q10 P10
Week 11 11/4-11/10	Lecture #13: addressing the gender gap in sport	Q11 P11

Week 12 11/11-11/17	Lecture #14: Lingering issues in race and leadership	Q12 P12
Week 13 11/18-11/24	Lecture #15: Positioning the organization through branding	Q13 P13 Group Presentations Due
Week 14 11/25-12/1	Lecture #16: Leading athletes with disabilities THANKSGIVING BREAK	Q14 P14
Week 15 12/2-12/8	Lecture #17: Leadership on a global scale Lecture #18: Real world applications and career paths	Q15 P15
Week 16 12/9-12/13	FINALS WEEK	Final Exam Due

*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 (Brandy.Runyan@tamuc.edu) as I check it frequently. When emailing me, please include your First & Last Name along with the class name! 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. It is commonly accepted courtesy to give an individual at least 24-48 hours to respond to an email. In general, I will respond to your emails within 48 hours, EXCLUDING weekends, if I am not out sick or at a conference. This means if you email me on a Friday, it may be Monday afternoon or Tuesday before I can respond. If you do email me, please include the course name and/or number, as well as your specific concern/question/problem/etc. Please also utilize correct spelling, grammar, and complete sentences. You can also schedule an appointment for an online chat, conference phone call, or face-to-face meeting if needed, but please request appointments **at least** 24 hours in advance. Do not expect me to respond urgently to your emails because you suddenly realized a deadline for submitting an assignment is due and you have urgent questions. Pace your work and when a need arises to email me, make sure you have enough time to cover the 48-hour expected response duration. Emergencies 'you create' on your side will not constitute emergencies on my side.

Therefore you will NOT be excused for not meeting a due date just because you did not receive a response from me to your email/inquiry related to a pending assignment due.

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 point release of that major version) and the previous major version of iOS (the latest minor or point 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.

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.

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

Examination Policy

Exams are timed but they are open book.

Religious observations: Any student in this course who plans to observe a religious holiday which conflicts in any way with the course schedule or requirements should contact the instructor at the **beginning** of the semester to discuss alternative accommodations.

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

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.

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.

