



EAST TEXAS A&M
UNIVERSITY

DEPARTMENT OF HEALTH & HUMAN PERFORMANCE
COURSE SYLLABUS
SPRING 2026

HHPS 316-01E

**ORGANIZATIONAL STRATEGY & IMPLEMENTATION IN
SPORT MANAGEMENT**

COURSE VALUE: Three (3) credit hours
COURSE LOCATION: NHS, Room 160A - MWF 10:00-10:50 AM
PROFESSOR: Ms. Brandy Runyan, PhD Candidate
OFFICE: Nursing & Health Sciences Building, NHS 141
OFFICE HOURS: M/W/F 10:00 AM- 1:00 PM
PHONE : (903) 886-5308
EMAIL: Brandy.Runyan@tamuc.edu
Communication Response Time: within 24 business hours

REQUIRED TEXT: No textbooks are required for this course. All necessary and relevant materials, including readings, case studies, and resources, will be provided in class or made available through the course's online platform. These materials will be tailored to the specific initiatives and projects identified each semester, ensuring that students have access to the most relevant and up-to-date information to support their learning and project work.

Course Description

This course provides Sport & Recreation Management students with hands-on experience in applying organizational strategy within sport and recreation contexts. Each year, students will collaborate with a selected sport organization on campus to identify and address specific issues or initiatives, such as enhancing campus culture, increasing attendance at events, or boosting community engagement. The course emphasizes rapid problem identification, strategic planning, and implementation to deliver actionable solutions within the semester.

Student Learning Outcomes

1. Demonstrate Management and Coordination of Business Operations within Sport and Recreation Organizations: Students will plan, organize, and execute project tasks that involve managing business operations, including event coordination, marketing activities, and stakeholder engagement, within a sport organization setting.
2. Demonstrate Organizational Evaluation and Conduct SWOT Analysis of Sport and Recreation Organizations: Students will conduct a comprehensive SWOT analysis of the selected sport organization, identify strengths, weaknesses, opportunities, and threats, and develop actionable recommendations based on their findings.
3. Understand Budgeting and Financial Principles and Develop a Strategic Plan for Sport and Recreation Organizations: Students will create a detailed strategic plan that includes budgeting and financial analysis, demonstrating an understanding of financial principles by forecasting costs, allocating resources, and evaluating financial viability of proposed initiatives.
4. Understand and Implement Risk Management Principles for Sport and Recreation Facilities and Events: Students will assess potential risks related to the selected initiatives, develop risk management strategies, and implement these strategies to ensure safe and effective operations within the sport organization's context.
5. Understand the Personal and Professional Ethical Standards Required of a Sport Manager in a Diverse and Global Industry: Students will evaluate ethical scenarios in sport management, demonstrate ethical decision-making in their projects, and adhere to professional standards by applying personal and professional ethics in interactions with stakeholders, reflecting the diverse and global nature of the sport industry.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

- **Basic Computer Proficiency:** Students should be comfortable using computers for accessing course materials, participating in online discussions, and submitting assignments through the course's learning management system (e.g., Canvas).
- **Proficiency in Microsoft Office or Similar Software:** Students will need to use word processing (Word), spreadsheet (Excel), and presentation (PowerPoint) software to create reports, budgets, and presentations.
- **Familiarity with Online Research Tools:** Ability to conduct online research using academic databases, sport management resources, and relevant websites to support project work.
- **Communication Tools:** Basic skills in using email, video conferencing tools (e.g., Zoom), and collaboration platforms (e.g., Google Drive, Microsoft Teams) for team meetings and consultations with sport organization stakeholders.

Instructional Methods

- **Interactive Lectures and Discussions:** Classes will involve interactive lectures on key topics, followed by discussions that allow students to engage with the material and apply concepts in real-time.
- **Group Work and Collaboration:** Students will work in teams throughout the semester to identify issues, develop strategies, and implement solutions for the selected sport organization, fostering collaboration and teamwork skills.
- **Case Studies and Real-World Applications:** Instruction will incorporate case studies and examples from the sport industry, enabling students to see the practical application of theoretical concepts.
- **Project-Based Learning:** The course centers on project-based learning, with students actively working on real initiatives with the sport organization. This hands-on approach will be supported by continuous feedback from the instructor and organization representatives.
- **Guest Speakers and Stakeholder Engagement:** Periodic guest speakers from the sport industry and engagement with stakeholders will provide students with insights into current challenges and professional expectations.

Student Responsibilities or Tips for Success in the Course

- **Engage Actively:** Participation is crucial in this course. Engage actively in class discussions, team meetings, and project activities to gain the most from the hands-on learning experience.
- **Stay Organized and Meet Deadlines:** Keep track of all assignment deadlines, project milestones, and course activities. Use a planner or digital calendar to manage your time effectively and stay on top of tasks.
- **Communicate Effectively:** Clear and timely communication with your team members, instructor, and sport organization stakeholders is essential. Practice professional communication skills in all interactions.
- **Be Proactive and Take Initiative:** This course requires initiative and problem-solving skills. Don't wait for instructions—proactively seek ways to contribute to your team and address the challenges faced by the sport organization.
- **Embrace Feedback:** Constructive feedback is a key part of the learning process. Be open to feedback from peers, the instructor, and sport organization representatives, and use it to refine your work and approach.
- **Collaborate and Support Your Team:** Teamwork is at the heart of this course. Collaborate effectively, share responsibilities, and support your team members to achieve common goals. Success in this course is built on collective effort.
- **Apply Ethical Standards:** Always adhere to ethical standards in your work. Consider the impact of your decisions and actions on the sport organization, your peers, and the broader community.

- **Utilize Provided Resources:** Take advantage of all materials, readings, and resources provided by the instructor. These will be tailored to support your projects and enhance your learning experience.

GRADING

Final grades in this course will be based on the following scale:

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or Below

Total points corresponding to the final letter grades

A = 900 +

B = 800 – 899

C = 700 – 799

D = 600 – 699

F = under 600

F = 300 & > Points

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

Example:

Assignments	# of assignments	Individual weights	Total Points
Participation	16	18.75	300
Weekly Assignments	15	40	600
Final Exam	1	100	100
Total Possible Points			1,000

****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. Please refer to the “Extra Credit” tab in the Course Toolbox section.

****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. Extenuating circumstances will be reviewed on a case-to-case basis and must conform to University policy (requiring verifiable documentation) to be considered.

****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. Additionally, students suspected of plagiarism or AI will be referred to the Provost's office for Academic Dishonesty. If you have any questions about the use of AI or this policy, please feel free to contact me to discuss further.

Assignments

Participation: Weekly participation is earned through attendance and class participation.

Weekly Assignments: Each week students will turn in an element or assignment for the course. Unless otherwise stated, all coursework is due on Sunday by 11:59 PM. No late work is accepted.

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 CONDUCTIVE 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.

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool

https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

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

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. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

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.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

- **Attendance and Participation:**
 - Attendance is essential for success in this course. Both planned and unplanned absences require email communication with the instructor within 24 hours of the absence to be eligible for participation points.
 - University-approved formal documentation is required for excused absences, as outlined in the student handbook. Unexcused absences or failure to communicate within the required timeframe may result in loss of participation points.
- **Punctuality and Lock-Out Policy:**
 - A strict lock-out policy is enforced in this course. Late entry to the classroom is prohibited once class has begun. Students should plan accordingly to ensure they arrive on time. Late arrivals disrupt the learning environment and are not permitted.
- **Assignment Submission and Late Work:**
 - Late work is not accepted in this course. Students must pay close attention to deadlines and due dates and are expected to plan their time effectively to ensure assignments are completed on time or in advance.
 - Technical issues, personal conflicts, or other challenges do not excuse late submissions. Students should have backup plans in place, such as early submissions and multiple copies of work.
- **Team Collaboration and Accountability:**
 - Teamwork is a critical component of this course, and all team members are expected to contribute equally. Peer evaluations will be conducted to assess

individual contributions, and these will impact individual grades on group assignments.

- o Any issues within teams should be addressed promptly among team members. If conflicts remain unresolved, please consult the instructor for assistance.
- **Professional Conduct:**
 - o Professional behavior is expected in all aspects of this course. This includes interactions with peers, the instructor, and sport organization stakeholders.
 - o Adherence to ethical standards and maintaining confidentiality with the sport organization are required. Any breach of conduct may result in disciplinary actions.
- **Use of Technology:**
 - o Technology should be used appropriately during class sessions for course-related activities only. Inappropriate use, such as browsing unrelated content or using devices disruptively, may lead to a loss of privileges.
 - o Students are responsible for ensuring they have reliable access to necessary technology for participation in online components, including meetings with stakeholders.
- **Communication:**
 - o Regularly check your email and the course platform for updates, announcements, and feedback. It is your responsibility to stay informed of any changes to the course schedule or requirements.
 - o Timely communication is critical; respond to emails from the instructor, team members, and stakeholders within 24 hours.
- **Academic Integrity:**
 - o All work submitted must be your own. Collaboration should be properly acknowledged, and academic integrity must be upheld in all assignments and projects.
 - o Any form of plagiarism or cheating will result in a zero for the assignment and may lead to further disciplinary action, in accordance with university policies.
- **Accommodations:**
 - o If you require accommodation due to a disability or other circumstances, please inform the instructor as early as possible. We will work together to ensure your learning needs are appropriately addressed.
- **Course Adjustments:**
 - o The instructor reserves the right to adjust the course schedule, assignments, or policies as needed to best meet the course objectives. Any changes will be communicated promptly to all students.

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.

<https://inside.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf>.

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedures 13.99.99.R0.01](#)

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

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:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

Graduate Students Academic Integrity Policy and Form

[Graduate Student Academic Dishonesty Form](#)

<https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

Students with Disabilities-- ADA Statement

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
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu

Website: [Student Disability Services](#)

<https://www.tamuc.edu/student-disability-services/>

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.

Campus Concealed Carry Statement

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 the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

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.

A&M-Commerce Supports Students' Mental Health

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

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.



<http://telusproduction.com/app/5108.html>

AI use policy [Draft 2, May 25, 2023]

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

Course Outline

DATE	TOPICS	WHAT'S DUE
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WEEK 1	Course Introduction and Organizational Overview <ul style="list-style-type: none"> • Introduction to course objectives and expectations. • Overview of potential sport organizations and current challenges. • Introduction to initial data and insights from the sport organization. 	Week 1 Participation Assignment: Initial observations and potential issue identification
WEEK 2	Deep Dive into Organizational Challenges <ul style="list-style-type: none"> ○ Conducting organizational evaluations and stakeholder interviews. ○ Analyzing current processes and identifying pain points. ○ SWOT Analysis and issue identification report (Group) 	Week 2 Participation Assignment: Stakeholder Interviews
WEEK 3	Finalizing Initiative Selection <ul style="list-style-type: none"> ○ Prioritizing issues based on impact and feasibility. ○ Final selection of initiatives for the semester. 	Week 3 Participation Assignment: SWOT analysis and issue identification report
WEEK 4	Strategy Creation and Implementation Planning <ul style="list-style-type: none"> • Brainstorming and refining strategic solutions for selected initiatives. • Aligning proposed solutions with the sport organization’s goals. 	Week 4 Participation Assignment: Draft strategic plan outline
WEEK 5	Implementation Planning <ul style="list-style-type: none"> ○ Developing detailed implementation steps, timelines, and responsibilities. ○ Identifying required resources and potential obstacles. 	Week 5 Participation Assignment: Implementation plan document
WEEK 6	Risk Management and Budgeting <ul style="list-style-type: none"> ○ Addressing risk management considerations for proposed strategies. 	Week 6 Participation

	<ul style="list-style-type: none"> ○ Creating budgets and financial plans for initiatives. 	Assignment: Risk assessment and budget proposal
WEEK 7	Midterm Preparation and Review <ul style="list-style-type: none"> ○ Preparing progress reports and presentations for midterm evaluation. ○ Incorporating stakeholder feedback into strategic plans. 	Week 7 Participation Assignment: Midterm presentation slides and progress report
WEEK 8	Midterm Presentations <ul style="list-style-type: none"> ○ Teams present progress reports to the sport organization and instructor. ○ Feedback session with organization representatives. 	Week 8 Participation Assignment: Reflection on midterm feedback and action steps
SPRING BREAK		
WEEK 9	Marketing and Engagement Strategies <ul style="list-style-type: none"> ○ Developing marketing plans and engagement strategies to support initiatives. ○ Implementation of promotional activities. 	Week 9 Participation Assignment: Marketing strategy plan
WEEK 10	Leadership and Team Coordination <ul style="list-style-type: none"> ○ Managing teams and coordinating efforts with the sport organization. ○ Ensuring effective communication and stakeholder involvement. 	Week 10 Participation Assignment: Leadership evaluation and team management report: Ethical Decision-Making in Sport Management
WEEK 11	Implementation Execution <ul style="list-style-type: none"> ○ Full-scale execution of strategic initiatives. 	Week 11 Participation Assignment: Event Coordination & Management Plan

	<ul style="list-style-type: none"> ○ Monitoring progress and adapting strategies as needed. 	
WEEK 12	<p>Data Collection and Analysis</p> <ul style="list-style-type: none"> ○ Gathering data on initiative outcomes and performance metrics. ○ Analyzing effectiveness and making necessary course corrections. 	<p>Week 12 Participation</p> <p>Assignment: Data analysis report</p>
WEEK 13	<p>Refining Strategies and Preparing Final Reports</p> <ul style="list-style-type: none"> ○ Refining strategies based on data analysis and stakeholder feedback. ○ Finalizing documentation and preparation for final presentations. 	<p>Week 13 Participation</p> <p>Assignment: Final strategic plan and implementation review</p>
WEEK 14	<p>Final Presentation Preparation</p> <ul style="list-style-type: none"> ○ (Mon) Preparing final presentations to the sport organization and class. ○ (Wed & Fri) Rehearsals and peer feedback sessions. 	<p>Week 14 Participation</p> <p>Assignment: Final presentation slides</p>
WEEK15	<p>Final Presentations and Report Submission</p> <ul style="list-style-type: none"> ○ Teams present their final strategic plans and outcomes to the sport organization and instructor. ○ Feedback from stakeholders and course instructor. 	<p>Week 15 Participation</p> <p>Assignment: Final presentation and written report submission</p>
WEEK 16	<p>Course Reflection and Future Applications</p> <ul style="list-style-type: none"> ○ Reflecting on project impacts and personal learning outcomes. ○ Discussing sustainability and future applications of initiatives beyond the course. ○ Course evaluations and final thoughts. 	<p>Week 16 Participation</p> <p>Assignment (Final Exam): Reflection paper on course experience and personal learning</p>

*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.