RESM 4050 – Management Perspectives in RESM
Location: Frisco 129
Time: Wed 12:30 - 1: 50 p.m.

Instructor Information
Calvin Nite, PhD
Office: PEB 210D, New College offices
Office Hours: By Appointment
Email: calvin.nite@unt.edu

Course Materials
Text: Applied Sport Management Skills
Lussier, R. N., & Kimball, D. C. (2014)
Human Kinetics
ISBN-978-1-4504-3415-7

Course Websites: unt.instructure.com (Canvas); Foliotek
(accessed through Canvas)

Course Description:
This course is designed to provide students with opportunities for understanding and applying general management principles within various aspects of the sport industry. Particularly, this course will focus on important managerial issues confronting sport managers on a daily basis. This course will provide a broad overview of important managerial concepts and will provide students with opportunities to recognize these concepts in real-world situations.

Course Learning Objectives:
After completing this course, students should be able to:
1. Demonstrate knowledge of the various stages of planning organizational activities.
2. Critically discuss the strategic goals of sport organizations.
3. Demonstrate the importance of strategic management with a diverse work force.
4. Discuss the various leadership styles.
5. Critically discuss the differences between being a leader and a manager.
6. Understand management’s role in executing and maintaining high quality organizational activities

Grading Structure & Student Learning Outcome Evaluation

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Student Learning Outcomes Evaluated</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exams (3 * 10 points)</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>30</td>
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<tr>
<td>Manager Interview</td>
<td>2, 3, 4, 5, 6</td>
<td>10</td>
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<td>Leadership Essay</td>
<td>4, 5</td>
<td>5</td>
</tr>
<tr>
<td>Online Discussion</td>
<td>2, 3, 4, 5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
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Grading Scale:
45-50 A
44-40 B
35-39 C
30-34 D
≤ 30 F
Course Policies:

Class Decorum
Students will be held accountable for their words and actions in this class. Professionalism will be an element of every graded assignment. Students are expected to arrive at class on time and dressed professionally (business casual minimum). Students who do not adhere to the professional expectations of this class will lose one letter grade from their final grades per unprofessional instance. These can include but are not limited to the following: unprofessional email etiquette, dressing unprofessionally for class, not showing up for scheduled meetings with organizations working with the course, not preparing for class (e.g. reading the assigned material, not completing necessary assignments for class, etc.), and not participating in class discussions. Students will be notified by the professor of instances that are deemed unprofessional and when their grades have been reduced.

Class Attendance
Students are expected to attend class and be on time for class meetings. Students who miss assignments or learning activities due to absence or tardiness WILL NOT BE ALLOWED TO MAKE UP MISSED ASSIGNMENTS OR ACTIVITIES without documentation from a university sponsored trip, religious holy day observance, or documented illness. If students are going to have university excused absences, they should make every effort to notify the instructor PRIOR to the absence to obtain the make-up work for the missed class. For each unexcused absence, a student’s final grade will be dropped one letter grade. Students who are tardy to class (without approval from the instructor) will be given an unexcused absence and will have their final grade dropped by one letter. The professor will maintain attendance/tardy records and students will be informed when they have accrued an unexcused absence or tardy.

Late Work & Extra Credit
Any exams or assignments missed without prior arrangements being made or in compliance with previously outlined policies may not be made up. Also NO EXTRA CREDIT WILL BE GIVEN, SO PLEASE DO NOT APPROACH THE INSTRUCTOR ABOUT IT!!! Students will be given ample opportunities throughout the semester to earn their desired grades.

Academic Integrity
Students caught cheating or plagiarizing will receive a "0" for that particular assignment or exam [or specify alternative sanction, such as course failure]. Additionally, the incident will be reported to the Dean of Students, who may impose further penalty. According to the UNT catalog, the term "cheating" includes, but is not limited to: a. use of any unauthorized assistance in taking quizzes, tests, or examinations; b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; c. the acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university; d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s); or e. any other act designed to give a student an unfair advantage. The term "plagiarism" includes but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

Acceptable Student Behavior
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at http://deanofstudents.unt.edu.

Access to Information - Eagle Connect
Your access point for business and academic services at UNT occurs at http://www.my.unt.edu. All official communication from the university will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward your e-mail: http://eagleconnect.unt.edu/.

ADA Statement
The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation website at http://disability.unt.edu. You may also contact them by phone at (940) 565-4323.
**Emergency Notification & Procedures**
UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at [http://www.my.unt.edu](http://www.my.unt.edu). Some helpful emergency preparedness actions include: 1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held, 2) determine how you will contact family and friends if phones are temporarily unavailable, and 3) identify where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

**Retention of Student Records**
Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. You have a right to view your individual record; however, information about your records will not be divulged to other individuals without the proper written consent. You are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the university’s policy in accordance with those mandates at the following link: [http://essc.unt.edu/registrar/ferpa.html](http://essc.unt.edu/registrar/ferpa.html)

**Student Perceptions of Teaching (SPOT)**
Student feedback is important and an essential part of participation in this course. The Student Perceptions of Teaching (SPOT) evaluation is a requirement for all organized classes at UNT. This short survey will be made available at the end of the semester to provide you with an opportunity to evaluate how this course is taught.

**Succeed at UNT**
UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you learn and grown. And, as a faculty member, I am committed to helping you be successful as a student. Here’s how to succeed at UNT: Show up. Find Support. Get advised. Be prepared. Get involved. Stay focused. To learn more about campus resources and information on how you can achieve success: [http://success.unt.edu/](http://success.unt.edu/).
Assignments:

**Exams (30 points total): Learning Outcomes – 1, 2, 3, 4, 5, 6**

There will be three exams (10 points each) for this course. These exams may be any combination of multiple choice, True/False, and short answer questions. The final format of the exam will be left to the discretion of the instructor (including delivery options). Exam #1 will consist of all the information provided for Module 1 (Chapters 1 – 4, including lecture content). Exam #2 will consist of all the information provided for Module 2 (Chapters 5 – 9, including lecture content). Exam #3 will consist of information provided for Module 3 (Chapters 10 – 14, including lecture slides). Refer to the course schedule for the dates that exams will be available.

**Interview with Sport Managers (10 points total): Learning Outcomes – 2,3,4,5,6**

Each student will be responsible for conducting three interviews with individuals who hold managerial roles with different sport and recreation organizations. Students will be provided with an interview guide with questions for them to pose to their interviewees. Students will then be required to turn in their interview transcript (the answers their interviewees provide to their questions). Students will also be required to provide the full name, title, and contact information of their interviewees so that the instructor can verify that each interview actually occurred.

**Written Report (6 points):** Students will write 3-5 page essay (single spaced, 12 point font, one inch margins) wherein they will synthesize the information gleaned during their interviews. Students are expected to adhere to proper essay writing format (i.e. don’t simply list the interview questions and state how each person responded). This essay should also include critical discussion of how the information in the course aligns with or differs from the responses from the interviewees. Detailed instructions of this assignment are provided in a separate document (including the grading rubric and interview questions). The written report is to be turned in on Canvas. Refer to the course schedule for the due date for this assignment.

**Presentation (4 points):** Students will prepare a 5-10 minute presentation outlining their interview experiences and the information gleaned from the interviewees. Presentations will closely follow the information provided in the written report. Each student is expected to prepare a high-quality PowerPoint (or equivalent presentation technology) presentation. Refer to the course schedule for the presentation date.

**Reports of unprofessional or inappropriate behavior from organizational representatives will result in severe grade repercussions. Behaviors deemed unprofessional or inappropriate may include but are not limited to the following: failure to attend scheduled meetings, arriving late to scheduled meetings, using offensive language, wearing inappropriate attire, etc. Punishments for these violations may include but are not limited to loss of points on the final grade, receiving a zero for the marketing plan assignment, and/or being dropped from the class. Students will be held accountable for their behavior.**

**Leadership Essay (5 points): Learning Outcomes – 4,5**

Each student will write a 2-3 page paper (single spaced, 12 point font, one inch margins) wherein they compare and contrast the various leadership styles discussed in the course text. Students will provide their thoughts concerning the most effective types of leadership and when certain leadership styles are more appropriate than others. Students will also provide their thoughts regarding the differences between leadership and management/administration. The written report is to be turned in on Canvas. Refer to the course schedule for the due date for this assignment.

**Online Discussion (5 points total): Learning Outcomes: 2, 3, 4, 5**

Considering the nature of this course, students are expected to actively engage in discussion on the message board for this course. Each week, the instructor will post discussion questions coinciding with the readings from the course text. Each student is expected to respond to at least one of the questions. Further, students are required to respond to at least three posts from their classmates and accumulate five posts per week (1 point per posting up to 5 points total). As these discussions are meant to stimulate critical thought and reflection, students will not receive credit for posts that do not effectively contribute to the learning environment. Once the week has passed (Sunday @ midnight), students will no longer have the opportunity to receive points for discussion. Simply, students must be active throughout the term and will not receive credit for “last minute” posts that occur at the end of the semester. The final grade for this assignment will be the mean score of each student’s weekly accumulated points.

Posts that do not advance the discussion WILL NOT BE COUNTED. These types of posts include but are not limited to:
- “I agree/disagree with the your post” (no justification)
- “I think you are right/wrong about this” (no justification)
- “Good point, I never thought of that”

Acceptable posts will resemble the following:
- “I agree/disagree with the your post. Here’s the reason why I agree/disagree…..”
- “I think you are right/wrong about this. My experiences suggest…. Or another situation (or course text) disputes/corroborates…..”
**Tentative Course Schedule***

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<td><strong>Week 1 (8/29)</strong></td>
<td>Syllabus &amp; Course Acclimation</td>
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| **Week 2 (9/5)** | Chapter 1: Managing Sports  
Chapter 2: The Sport Industry Environment  
Discussion #1 |  |
| **Week 3 (9/12)** | Chapter 3: Creative Problem Solving and Decision Making  
Discussion #2 |  |
| **Week 4 (9/19)** | Chapter 4: Strategic and Operational Planning  
Discussion #3 |  |
| **Week 5 (9/26)** | Exam #1 |  |

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| **Week 6 (10/3)** | Chapter 5: Organizing & Delegating Work  
Discussion #4 |  |
| **Week 7 (10/10)** | Chapter 6: Sport Culture, Innovation, and Diversity  
Discussion #5 |  |
| **Week 8 (10/17)** | Chapter 7: Human Resources Management  
Discussion #6 |  |
| **Week 9 (10/24)** | Chapter 8: Behavior in Organizations  
Chapter 9: Team Development  
Discussion #7 |  |
| **Week 10 (10/31)** | Exam #2 |  |
| **Week 11 (11/7)** | Manager Interview Presentations, Paper due @ midnight (submitted via Canvas) |  |

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<th>Module 3</th>
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| **Week 12 (11/14)** | Chapter 10: Communicating Results  
Discussion #8 |  |
| **Week 13 (11/21)** | THANKSGIVING BREAK |  |
| **Week 14 (11/28)** | Chapter 11: Motivating to Win  
Chapter 12: Leading to Victory  
Discussion #9 |  |
| **Week 15 (12/5)** | Chapter 13: Controlling for Quality and Productivity  
Chapter 14: Facilities and Events  
Discussion #10  
**Leadership Essay due @ midnight (submitted via Canvas)** |  |
| **Final Exam:**  
December 12,  
10:30 a.m. | Exam #3 |  |

* There may be instances where we have unannounced guest speakers. In those instances, the course content will be covered in subsequent lectures.