

ORGANIZATIONAL BEHAVIOR IN SPORT MANAGEMENT

01:955:330, Section 01

3 Credits

Semester: Fall 2022

Department of Kinesiology and Health

Rutgers University

Course information

Pre/co-requisites: General Psychology (01:830:101)

Online learning site: Canvas <https://canvas.rutgers.edu/>

Schedule: September 6, 2022 – December 13, 2022

In person meeting: Tuesday & Thursday, 2:00 PM – 3:20 PM

Classroom Location: Foran Hall – 138A, Cook/Douglass Campus

Instructor information

Instructor: Jaime Cosloy, Esq.

E-mail: jcosloy@kines.rutgers.edu

Virtual office hours: WebEx – Office hours will be held remotely by appointment unless a student requests an in person meeting. Students should send request for invitation via Canvas or Rutgers e-mail.

Required Course Materials

Organizational Behavior in Sport Management. Eric W. MacIntosh, PhD and Laura J. Burton, PhD. Human Kinetic Publishers, Champaign, Illinois. ISBN # 9781492552383.

- Hard copy of book is required.
- Additional required readings will be posted as internet links, PDF files, or Word documents on Canvas under the Module tab.

Course Description

Welcome to Organizational Behavior in Sport! I am so glad to have you in class this semester and look forward to getting to know you as we delve into the inner workings of sports organizations. This course will provide an in-depth study regarding individual employee intrapersonal aspects and interpersonal relationships as well as the organizational processes that are fundamental to working in a sport organization.

This course fulfills the Sport Management V12-Organization requirement.

Course Learning Objectives

By the conclusion of this course, student-learners will:

1. Learn of and develop an understanding of the fundamental theories and principles of employee and organizational behavior in the context of professional, college, and amateur sports by reading the assigned text book and related articles, listening to lectures, videos, and engaging in other course materials.
2. Identify and apply learned theories and approaches to address and resolve organizational and personnel issues encountered by management in sports organizations by analyzing and problem solving weekly case studies based on real-life organizational behavior examples in sports settings.
3. Demonstrate knowledge of the principles and practices associated with the following areas of organizational behavior in sports including leadership, organizational culture, internal and external organizational conflict, and diversity and inclusion.

4. Apply the information learned in weekly modules and through the completion of individual personality assessments in class to understand students' individual work styles and create a personal plan to employ work traits in a practical manner as future employees.
5. Develop personal growth through assessment activities where students have the opportunity to reflect on their own style of work in light of the course material as it aligns with their career goals.

Grading Policy

- This class uses a points-based system to calculate grades. The description of each assignment includes how many points it is worth. The total number of points for this class is 100. Assignments are due by 11:59 PM on the due dates listed below unless otherwise noted.
- Assignments turned in late will receive 0 points unless the student communicates with the instructor BEFORE the due date and receives written approval of an extension.
- Concerns about a graded assignment ***must*** be brought to the instructor within seven days of receiving the grade. Assignment grades are finalized after this seven day period.
- Grades on Canvas will be updated regularly; if you notice any discrepancies or have questions, please do not wait until the end of the semester – let your instructor know right away.

Letter Grade	Percent	Points Needed
A	90-100	90-100
B+	85-89.9	85-89.9
B	80-84.9	80-84.9
C+	75-79.9	75-79.9
C	70-74.9	70-74.9
D	60-69.9	60-69.9
F	0-59.9	0-59.9

Assignments

Discussion Questions and Case Studies:

At the end of each text chapter, there are discussion questions based on the text readings as well as a case study that sets forth a real life scenario that impacts a sports organization. The purpose of the discussion questions are for students to go back through the assigned reading for that week to reinforce material covered. Additionally, the case study is intended to allow students to apply learned material from reading and discussion questions to a practical scenario that student could encounter with while employed in a sports organization.

Students will submit one document that responds to both the discussion question and case study in each module. These assignments should be 1 1/2-2 pages, have 1" margins, use 12 pt Times New Roman font, should be submitted using Canvas Assignments, and are due by 11:59 PM on the due date of the assignment. For the assignment, save the file as: "Lastname_Casestudy" (e.g., Smith_Casestudy.doc). Submit in Microsoft Word format (.doc or .docx).

Midterm – Friday, March 11, 2022, available from 9:00 AM – 7:00 PM – 20 points

An open book/note test will be scheduled during the last class period. The test will be based on assigned readings and in-class discussions. Exam format will be a combination of true or false, multiple choice, and/or matching questions, and short answer. Exam will be completed online using Canvas Quizzes. The exam will be available to you for a 10-hour window of time. Once you begin the exam, you will have 80

minutes to complete it.

Final Exam – December 20, 2022, 12:00 PM – 3:00 PM, 20 points

A cumulative test will be scheduled during the University’s final exam period in December 2022. The test will be based on assigned readings and in-class discussions. Exam format will be a combination of true or false, multiple choice, and/or matching questions, and short essay answers.

Summary of Assignments with Due Dates

Assignment	Due Date	Points	Percent of Grade
Homework # 1	September 8, 2022	25	5
Homework # 2	September 15, 2022	25	5
Homework # 3	September 22, 2022	25	5
Homework # 4	September 29, 2022	25	5
Homework # 5	October 6, 2022	25	5
Homework # 6	October 13, 2022	25	5
Homework # 7	October 20, 2022	25	5
Midterm	October 27, 2022	100	20
Homework # 8	November 3, 2022	25	5
Homework # 9	November 10, 2022	25	5
Homework # 10	November 17, 2022	25	5
Homework #11	November 29, 2022	25	5
Homework # 12	December 1, 2022	25	5
Final Exam	December 20, 2022	80	20
Total		100	100%

Course Policies and Procedures

Academic Integrity

Students are responsible for becoming familiar with the definitions, procedures and sanctions outlined in Rutgers University Academic Integrity Policy before submitting any assignment or exam. The policy can be found at: <http://nbacademicintegrity.rutgers.edu/>

All students should conduct themselves with the highest standards of academic honesty. Examples of academic dishonesty include: copying others’ written work, not citing sources, and submitting the same assignments/papers multiple times in different courses. All incidences of questionable academic integrity are a serious matter and may result in a no grade (0.0) for the assignment or course. Academic dishonesty will not be tolerated and will be treated in accordance with Rutgers University Academic Integrity Policy.

***ALL COURSE SYLLABI, ASSIGNMENTS, AND MATERIALS ARE COPYRIGHTED PROPERTY AND PROPRIETARY INFORMATION. THE SHARING OF MATERIALS WITH OTHER STUDENTS IN ANY MANNER, INCLUDING BUT NOT LIMITED TO THE DISTRIBUTION BY FORMER STUDENT TO CURRENT OR FUTURE STUDENT, UPLOADING ON CHEGG, COURSE HERO, OR ANY OTHER ONLINE FORUM, OR DISTRIBUTION IN ANY MANNER IS STRICTLY PROHIBITED AND WILL RESULT IN A POTENTIAL VIOLATION OF THE UNIVERSITY’S ACADEMIC INTEGRITY POLICY.**

Plagiarism

By enrolling in this course, you are indicating implicitly that you have read, understood, and accepted

Rutgers University's policies and procedures regarding academic integrity and dishonesty. Plagiarism and cheating will not be tolerated and all University policies apply. Specifically, if plagiarism or cheating is suspected, the student(s) will be asked to meet with the instructor. If the instructor concludes that an instance of plagiarism or cheating has occurred, the student(s) will be subject to an appropriate sanction or penalty outlined in Rutgers University Academic Integrity Policy.

Please note that plagiarism is using the ideas or writings of another as one's own. It varies in degree and severity. The most severe is the use of another's entire paper word-for-word. Less severe is the use of another's sentence, paragraph, or ideas without giving credit to that individual (i.e., without providing a reference).

Expectations

- Attend all in-person classes;
- Engage in class discussions;
- Complete all assigned readings and assignments on time;
- Follow the honor code when completing all assignments and tests;
- Ask questions to enhance understanding of the material;
- Communicate with the instructor if you have questions pertaining to the material or the course;
- Check your email and Canvas announcements regularly to stay informed about course updates.

Email Etiquette

When emailing your instructor, please use your Rutgers e-mail address and **identify yourself by full name and course number**. Students are expected to place the course number, followed by the subject, in the subject line, use appropriate e-mail etiquette, and maintain reasonable expectations for instructor responses. The instructor will respond to student emails within 1-2 business days.

Make-up Policy

No make-ups or extensions will be offered for missed assignments except in one of the following situations, provided that the instructor is notified in advance:

- Athletic or other Rutgers sponsored trips: Travel dates and times accompanied by a signed memo from the group's advisor/coach must be presented to the instructor prior to travel dates;
- Religious observances; and
- Extenuating circumstances: This includes (but is not limited to) family emergencies, severe illnesses, accidents, etc. It will be up to the prerogative of the instructor whether or not the student will be allowed to take the make-up or receive an extension.

Diversity & Inclusion

The Department of Kinesiology and Health supports an inclusive learning environment wherein diversity and authenticity are valued. We are committed to creating a culture of equality that respects the diverse voices of our students, faculty and staff. We will continuously strive to create a curriculum and academic environment to reflect the community we serve, and drive innovation, social responsibility and excellence. Our diversity in thought, skill, and academic discipline is a resource and strength, which stands to benefit the whole and positively contribute to University and global reach.

UNIVERSITY SERVICES

Although many of these offices remain closed to in-person visits, all remain accessible virtually. We encourage students to continue to use these resources during this semester of remote learning.

Service	Description	Contact Information
Student Accommodations	If you are a student in need of accommodations, please register with the Office of Disability Services in order to initiate the accommodations process. Please present your letter of accommodation to your instructor during the first week of the semester. Please note that accommodations are not retroactive.	(848) 445-6800 Lucy Stone Hall, Suite A 145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 https://ods.rutgers.edu/
Just In Case Web App	Access helpful mental health information and resources for yourself or a friend in a mental health crisis on your smartphone or tablet and easily contact CAPS or RUPD.	http://codu.co/cee05e
Counseling, ADAP & Psychiatric Services (CAPS)	CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professional within Rutgers Health services to support students' efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners.	(848) 932-7884 17 Senior Street, New Brunswick, NJ 08901 www.rhscaps.rutgers.edu/ Medical Services: http://health.rutgers.edu/medical-counseling-services/medical/ Counseling Services: http://health.rutgers.edu/medical-counseling-services/counseling/
Violence Prevention & Victim Assistance (VPVA)	The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.	(848) 932-1181 3 Bartlett Street New Brunswick, NJ 08901 www.vpva.rutgers.edu/
Academic Support	School of Arts and Sciences Academic Advising for personal, career, and educational goals. Department of Kinesiology & Health Academic Advising for questions about Exercise Science or Sport Management major/minor requirements.	SAS: https://sasundergrad.rutgers.edu/ Dept. of Kinesiology & Health: Daria Gonzalez Loree Gym, Room 110 Email: Daria.Gonzalez@rutgers.edu https://kines.rutgers.edu/academics/academic-advising

COURSE OVERVIEW

Week	Day	Date	Topic	Reading	Assignment Due
1	Tuesday	9/6	<ul style="list-style-type: none"> Chapter 1: Importance of Organizational Behavior in Sport 	<ul style="list-style-type: none"> Text pages 3 –13 	<ul style="list-style-type: none"> Read Syllabus
	Thursday	9/8	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Planning to Launch a New Sport Team 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #1: Discussion Questions: Page 13 - #s 1-5 Case Study #1: Page 12
2	Tuesday	9/13	<ul style="list-style-type: none"> Chapter 2: Understanding Diversity Review homework discussion questions Case Study: Planning to Launch a New Sport Team 	<ul style="list-style-type: none"> Text pages 15 – 29 Assigned articles 	<ul style="list-style-type: none"> No assignment
	Thursday	9/15	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Improving Gender Diversity in Intercollegiate Sport 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #2: Discussion Questions: Page 29 - #s 1-5 Case Study #2: Page 28
3	Tuesday	9/20	<ul style="list-style-type: none"> Chapter 3: Ethics in Sports Organizations 	<ul style="list-style-type: none"> Text pages 31-43 	<ul style="list-style-type: none"> No assignment
	Thursday	9/22	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Ethical Challenges in Youth Sport Administration 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #3: Discussion Questions: Page 43 - #s 1-4 Case Study #3: Page 42
4	Tuesday	9/27	<ul style="list-style-type: none"> Chapter 4: Understanding Personality and Attitudes 	<ul style="list-style-type: none"> Text pages 47-58 	<ul style="list-style-type: none"> No assignment
	Thursday	9/29	<ul style="list-style-type: none"> Review homework discussion questions Case Study: 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #4: Discussion Questions: Page 58 - #s 1-5 Case Study #4: Page

			Importance of Personality in Supporting Volunteer Work Teams		57
5	Tuesday	10/4	<ul style="list-style-type: none"> Chapter 5: Learning, Motivation, Training and Development 	<ul style="list-style-type: none"> Text pages 59-71 	<ul style="list-style-type: none"> No assignment
	Thursday	10/6	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Developing Employees in Intercollegiate Athletics 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #5: Discussion Questions: Page 71 - #s 1-4 Case Study #5: Page 70
6	Tuesday	10/11	<ul style="list-style-type: none"> Chapter 6: Job Satisfaction and Design 	<ul style="list-style-type: none"> Text pages 73-83 	<ul style="list-style-type: none"> No assignment
	Thursday	10/13	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Creating Successful Internship Environments 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #6: Discussion Questions: Page 83 - #s 1-5 Case Study #6: Page 82
7	Tuesday	10/18	<ul style="list-style-type: none"> Chapter 7: Stress and Well-Being 	<ul style="list-style-type: none"> Text pages 85-96 	<ul style="list-style-type: none"> No assignment
	Thursday	10/20	<ul style="list-style-type: none"> Review homework discussion questions Case Study: The Stress of Coaching in High-Performance Sport 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #7: Discussion Questions: Page 96 - #s 1-6 Case Study #7: Page 96
8	Tuesday	10/25	<ul style="list-style-type: none"> Optional Midterm Review 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None
	Thursday	10/27	<ul style="list-style-type: none"> Midterm 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None
9	Tuesday	11/1	<ul style="list-style-type: none"> Chapter 8: Socialization and Integration 	<ul style="list-style-type: none"> Text pages 97-108 	<ul style="list-style-type: none"> No assignment
	Thursday	11/3	<ul style="list-style-type: none"> Review homework discussion 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #8: Discussion Questions:

			<ul style="list-style-type: none"> questions Case Study: Socialization in Professional Basketball: The Rookie Transition Program Assignment 		<ul style="list-style-type: none"> Page 108 - #s 1-5 Case Study #8: Page 107
10	Tuesday	11/8	<ul style="list-style-type: none"> Chapter 9: Leadership and Development 	<ul style="list-style-type: none"> Text pages 111-121 	<ul style="list-style-type: none"> No assignment
	Thursday	11/10	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Leadership and Hindsight 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #9: Discussion Questions: Page 121 - #s 1-4 Case Study #9: Page 120
11	Tuesday	11/15	<ul style="list-style-type: none"> Chapter 10: Decision Making 	<ul style="list-style-type: none"> Text pages 123-137 	<ul style="list-style-type: none"> No assignment
	Thursday	11/17	<ul style="list-style-type: none"> Review homework discussion questions Case Study: Group Decision Making in Hiring Collegiate Coaches 	<ul style="list-style-type: none"> Assigned articles 	<ul style="list-style-type: none"> HW #10: Discussion Questions: Page 137 - #s 1-5 Case Study #10: page 136
12	Tuesday	11/22	<ul style="list-style-type: none"> Catch up day – lecture TBD 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> No assignment
	Thursday	11/24	<ul style="list-style-type: none"> Thanksgiving – no class 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Enjoy your time off!
13	Tuesday	11/29	<ul style="list-style-type: none"> Chapter 11: Effective Teamwork Review homework discussion questions Case Study: Development of a Fitness-Center Work Team 	<ul style="list-style-type: none"> Text pages 139-151 	<ul style="list-style-type: none"> HW #11: Discussion Questions: Page 151 - #s 1-5 Case Study #11: Page 149
	Thursday	12/1	<ul style="list-style-type: none"> Chapter 12: Conflict, Negotiation and Power Review homework discussion questions Case Study: Balancing Power 	<ul style="list-style-type: none"> Text pages 153-163 Assigned Articles 	<ul style="list-style-type: none"> HW #12: Discussion Questions: Page 163 - #s 1-5 Case Study #12: Page 162

			in Intercollegiate Athletics		
14	Tuesday	12/6	<ul style="list-style-type: none"> Chapter 13: Communication in Organization 	<ul style="list-style-type: none"> Text Pages 167-179 	<ul style="list-style-type: none"> No assignment
	Thursday	12/8	<ul style="list-style-type: none"> Chapter 14: Organizational Culture 	<ul style="list-style-type: none"> Text pages 181-191 	<ul style="list-style-type: none"> No assignment
15	Tuesday	12/13	<ul style="list-style-type: none"> Last class/optional final exam review 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> No assignment