

LEADERSHIP DEVELOPMENT IN SPORT

01:955:332, 3 Credits

Semester: Fall, 2022

Department of Kinesiology and Health

Rutgers University

Course Information

Pre/co-requisites: None

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

Online format: Asynchronous

Schedule: By Arrangement

Class lectures will be provided using: Pre-recorded lectures will be uploaded on Canvas via Zoom and found in weekly modules.

Technology requirements for this course: Access to the internet and a computer with audio is required of students to complete all components of this course.

Instructor Information

Instructor: Mary Kate Schiff

Email: mkschiff@sas.rutgers.edu

Virtual office hours: By Appointment.

Virtual office hours format: Appointments will be held on Zoom

Canvas email will be used for all information/communication related to this course.

Required Course Textbook

Borland, J., Kane, G., Burton, L., (2020) **Sport Leadership in the 21st Century, Second Edition**. Jones & Barlett Learning: Burlington, MA. ISBN: 9781284149586

Course Description

An examination of leadership theories and their application for effective Sport Management. There are many different leadership approaches that have been considered effective. This course will provide an overview of these approaches based on a comprehensive review of case studies and research related to the field. The primary goal of this course is to guide current and aspiring students interested in the sport industry to gain a better understanding of effective leadership. It also seeks to provide the necessary tools in developing effective leaders.

This course fulfills the Sport Management Organization requirement or an upper-level elective requirement for the major. This course fulfills a requirement for the Sport Management minor.

**Cannot be used to satisfy both requirements and elective within the major or minor.*

Course Learning Objectives

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

1. Develop a fundamental understanding of leadership concepts and models as they pertain to various sectors in Sport Management.
2. Examine approaches which contribute to effective leadership.
3. Understand and analyze the implications of different leadership styles.
4. Critically examine common conceptions of leadership and leader development according to Sport Management.
5. Examine the journeys of current leaders in Sport Management.

Online Learning

This course will be an interactive and engaging experience throughout the entire semester which will cover various topics and theories within sport leadership. As a class, we will discuss each week how this subject relates and influences all sport organizations both big and small. Correspondence regarding weekly content and requirements will be communicated through Canvas announcements. Lectures and course materials will be uploaded throughout the semester and organized within the Modules tab. A "General Class Questions" platform is available in the Discussions tab for full transparency and easy access to ask questions. As your instructor, I am available via email or any Rutgers supported remote platform for individual questions or concerns. Continued communication, meeting assignment deadlines and participating in weekly discussion will be an important factor as we learn and grow from one another.

Grading Policy

- Final grades are based off the percentage earned for each assessment. The description of each assignment includes a breakdown of percentage and points. 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.

Assignments	Percentage	Points
Reading Quizzes	32%	80
Weekly Discussions	40%	100
Papers	12%	30
Case Study Review	16%	40

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

Assignments

Reading Quizzes:

There will be 16 quizzes based on the chapter reading(s) and lecture(s) assigned for each upcoming week. Credit will **not** be given for missed quizzes or attempted late submissions, and 0 points will be received. They cover material from the chapter readings and power point lectures for the assigned week. The format of quizzes will be a combination of true or false, multiple choice, matching and/or short answer questions. Online quizzes must be completed using Canvas Quizzes during the semester. Each quiz's due date is outlined in the course schedule and must be in by 11:59 PM on said date.

Weekly Discussions:

There will be 10 weekly discussions throughout the duration of the semester. Credit will **not** be given for missed Weekly Discussions or attempted late submissions, and 0 points will be received. Weekly discussions will be based off course lectures or related topics within sport leadership. Students will be required to post an initial response to the discussion question. Thereafter, students will be required to also respond to classmate reactions for the specific topic that week. Weekly discussion must be completed using the Canvas Discussions tab. All responses must be submitted by 11:59 PM. Each Weekly Discussion due date is outlined in the course schedule.

Assignments:

1. Personal Leadership Philosophy – 15 points
2. Ethical Leadership and Decision Making – 15 points

Assignments are due as scheduled. Credit will **not** be given for missed assignments or attempted late submissions, and 0 points will be received. All papers must be in APA format and include a title page, minimum 2 pages of the written assignment, and a reference page with all sources used. Papers must have 1" margins, use 12 pt. Times New Roman font and must be submitted using Canvas Assignments. Save the file as: "Lastname_AssignmentName" (e.g., Smith_PersonalLeadershipPhilosophy). Submit in Microsoft Word or PDF format (.doc, docx, pdf).

Case Study Review:

1. Case Study Review – 40 points

Each student will be assigned a case study from our book; Borland, J., Kane, G., Burton, L., (2020) **Sport Leadership in the 21st Century, Second Edition**. Jones & Barlett Learning: Burlington, MA.

Credit will **not** be given for missed Case Study or attempted late submission, and 0 points will be received. Students will follow the case study instructions and submit their work via Canvas Assignments. Submit in Microsoft Word or PDF format (.doc, docx, pdf).

Final Exam Period:

There will not be a final exam during the designated exam period for this course.

Summary of Assignments with Due Dates

Assignment	Due Date	Points	Percent of Grade
Weekly Discussion #1	11:59PM EST Sunday, September11, 2022	10	4%
Readings Quizzes for Lectures 1 & 2	11:59PM EST Sunday, September11, 2022	10 (5/quiz)	4%
Weekly Discussion #2	11:59PM EST Thursday, September15, 2022	10	4%
Readings Quizzes for Lectures 3 & 4	11:59PM EST Sunday, September18, 2022	10 (5/quiz)	4%
Weekly Discussion #3	11:59PM EST Thursday, September22, 2022	10	4%
Reading Quizzes for Lectures 5& 6	11:59PM EST Sunday, September25,2022	10 (5/quiz)	4%
Weekly Discussion #4	11:59PM EST Thursday, September29, 2022	10	4%
Reading Quiz for Lecture 7	11:59PM EST Sunday, October2, 2022	5	2%
Personal Leadership Philosophy	11:59PM EST Thursday, October6, 2022	15	6%
Readings Quizzes for Lectures 8	11:59PM EST Sunday, October9, 2022	5	2%
Weekly Discussion #5	11:59PM EST Thursday, October13, 2022	10	4%
Readings Quizzes for Lectures9& 10	11:59PM EST Sunday, October16, 2022	10 (5/quiz)	4%
Weekly Discussion #6	11:59PM EST Thursday, October20, 2022	10	4%
Reading Quiz 11 and Weekly Discussion #7	11:59PM EST Week of October 23, 2022	15	6%
Reading Quiz 12	11:59PM EST Sunday, October30, 2022	5	2%
Weekly Discussion #8	11:59PM EST Thursday, November3, 2022	10	4%
Readings Quizzes for Lectures 13& 14	11:59PM EST Sunday, November6, 2022	10 (5/quiz)	4%
Weekly Discussion #9	11:59PM EST Thursday, November 10, 2022	10	4%
Reading Quiz for Lecture 15	11:59PM EST Wednesday, November 16, 2022	5	2%
Ethical Leadership and Decision-Making	11:59PM EST Wednesday, November23, 2022	15	6%
Case Study Review	11:59PM EST Week of Nov28.	40	16%
Reading Quiz for Lecture 16	11:59PM EST Wednesday, December7, 2022	5	2%
Weekly Discussion #10	11:59PM EST Wednesday, December14, 2022	10	4%
Total		250	100.00%

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 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.

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

- Engage with all online class material
- Complete all assigned readings and assignments on time
- Actively participate in all online discussions
- Follow the honor code when completing all quizzes, and exams
- 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 class 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:

- Athletics 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.
- 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.

RUTGERS UNIVERSITY STUDENT SERVICES

Service	Description	Contact Information
Report a Bias Incident	If you experience or witness an act of bias or hate, report it to someone in authority. You may file a report online and you will be contacted within 24 hours.	https://studentaffairs.rutgers.edu/bias-incident-reporting
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 notretroactive.	(848) 445-6800 Lucy Stone Hall, Suite A 145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 https://ods.rutgers.edu/
Crisis Intervention	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.	Share a concern: http://health.rutgers.edu/do-something-to-help/ http://health.rutgers.edu/medical-counseling-services/counseling/crisis-intervention/ Just In Case Web App 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: https://kines.rutgers.edu/academics/academic-advising

COURSE OVERVIEW

Week	Date	Topic	Textbook Readings	Assignment Due
1	Sept. 6 – 11	Intro to Course; Review Syllabus; Go Over Canvas; Course Expectations		Review Course Overview video and Canvas by Wednesday, Sept. 7
		Personal Leadership Exercise; Motivational Leadership		
2	Sept. 11 – 18	Leadership Theories	Chapter 1	
		Positive Leadership Theory	Chapter 2	
3	Sept. 18 – 25	Differences Between Leadership and Management	Chapter 3	
		Leadership and Motivation	Chapter 4	
4	Sept. 25 – Oct. 2	Leadership Communication and Crisis Management	Chapter 5	
		Ethical Leadership	Chapter 6	
5	Oct. 2 – 9	Strategic Leadership; Personal Leadership Philosophy Paper Due	Chapter 7	
6	Oct. 9 – 16	Forging Significant Change	Chapter 8	
7	Oct. 16 – 23	Fostering Innovation	Chapter 9	
		Team Leadership and Group Dynamics	Chapter 10	
8	Oct. 23 – 30	Discovering your Personal Strengths		Materials provided and not in textbook.
9	Oct. 30 – Nov. 6	Shepherding Sport for Development Organizations	Chapter 11	
		Bystander Intervention		Materials provided and not in textbook.
10	Nov. 6 – 13	Addressing the Gender Gap in Sport Leadership	Chapter 12	
		Lingering Issues in Race and Leadership	Chapter 13	
11	Nov. 13 – 17	Leading Athletes with Disabilities	Chapter 14	
12	Nov. 17 – 23	Ethical Leadership and Decision-Making Paper Due		
13	Nov. 24 – 27	THANKSGIVING RECESS		
14	Nov. 28 – Dec. 7	Case Study Review	Chapters 1 – 15	11:59PM EST Week of Nov28.
15	Dec. 7 – 14	Real World Applications and Career Paths	Chapter 15	
		Final Class Reflections and Discussion		