Students are required to attend all sessions and complete all assignments to receive class credit.

Course Text and Readings:
2. Additional readings (required and elective) will be available on the course Blackboard site.

Required Reading of Text: Read chapters 1-7 of text prior to the first class (1/9); read chapters 8-12 for the second weekend (2/13).

Current Events: Regular scanning of national news sources and management journals is important for an awareness of the current climate regarding political and managerial issues in sport organizations. Online and/or print versions of *USA Today, the Sports Business Journal, Business Week, Harvard Business Review, Forbes, Athletic Business, the Denver Post/Rocky Mountain News, and the Wall Street Journal* are recommended because of their excellent coverage, as are various social media.

Course Description: This class is designed as an introductory graduate level management course for prospective sport managers, and encompasses both theory and practice, with the focus on management in sport delivery organizations. In this course we will seek to enhance the development of leadership and critical thinking skills necessary for success in the both the academic and professional workplace. The content focuses on the challenges that manager’s face stemming from organizational issues, complex environmental conditions, new technological developments, and increasingly diverse workforces. Critical management issues related to management functions of planning, organizing, controlling, and leading an organization will be highlighted. The goal of the course is to strengthen students’ managerial potential by helping them develop the skill set needed to analyze, diagnose, and respond to both fundamental and complex problems found in sport organizations. It also provides opportunities for students to enhance their communication and interpersonal skills, both of which are essential to effective management and to success in the workplace.

Class Format: Throughout the delivery of the course a variety of methods to stimulate students’ intellectual curiosity and critical thinking skills will be used, including readings, case analysis, lectures, discussion, simulations and exercises, and individual and small team projects. Students are expected to be proactive participants in the learning process.

Course Lectures and Study Questions: Content-based PowerPoint lectures for each unit are available via Blackboard ([http://unco.blackboard.com/](http://unco.blackboard.com/)). Students are expected to have completed all assigned readings, reviewed the PowerPoint lecture slides, and considered responses to the study questions included at the end of each chapter prior to each class session.

Library Utilization: Students are encouraged to use the Michener Library and the online library catalog to supplement assigned readings and to complete assignments. Via the *Sport Administration Research Guide* the online library portal provides access to the catalogs of several research libraries, the UnCover serials database, and several information databases. SBRnet (Sports Business Research Network), Business Periodicals Index, Infotrac General Businessfile ASAP, First Search’s ABI, and Dialog@CARL are also good sources for identifying information related to the sport industry.
Learning Outcomes: Upon satisfactory completion of the course, the student will be able to:
1. Demonstrate comprehension of the foundational principles of management theory and practice as they relate to sport organizations.
2. Recognize the influence that organizational structure and environmental conditions have on the ability of sport administrators to function effectively.
3. Recognize that administrators need to know about technology, organizational structure and culture, administrative policy and procedure, and human behavior in order to be effective leaders and decision-makers.
4. Demonstrate mastery of the concepts of the primary management functions and managerial roles as described in the literature, and practiced in sport delivery organizations.
5. Refine the ability to analyze and problem solve via a variety of applied management exercises and apply these skills to specific problems found in sport organizations.

Course Requirements:
1. Regular attendance is expected. Attendance is part of the academic requirement of a course and reflects a commitment to your academic career. Absences may influence the professor's evaluation of student performance or affect eligibility to submit course work. If you are absent for any reason, you are expected to check with other students to find out about lecture material and/or assignments. Absence is not an excuse for missing work.
2. Class participation as demonstrated by being prepared to discuss the assigned readings (and other course materials) and attention to the instructor and guest speakers. Class discussion and peer interactions enhance the development of listening, analytical and critical thinking skills. Class discussion expands one's knowledge and often compels one to embrace another's perspective. Students are expected to speak up, ask questions and participate in class discussions. As the class progresses, students will be expected to take a more active role in class discussion. Students may increase their participation by bringing in relevant Internet, newspaper, magazine and journal articles, as well as other materials that augment class materials.
3. Thoughtful completion of all assignments, examinations, and projects. All work must be the original work of the student, developed specifically for this class, and produced using a word processor. Students should plan to complete their assignments on time. Assignments are due at the beginning of the class period unless indicated otherwise. Absent permission to extend the due date, late assignments will be penalized 5% for each day beyond the stated deadline.

Determination of Final Grade: Foremost in the determination of the final grade is the quality of your work. The University of Northern Colorado’s grading scale will be used in assigning final grades; plus-minus grading will be used in this class. Please note that the University’s incomplete policy stipulates that an instructor may give a grade of incomplete only if a student cannot take a final exam (or equivalent) because of hospitalization or a death in the family. The School of Sport and Exercise Science adheres to this policy. Per the University of Northern Colorado’s grading scale, plus-minus grading may be used in this class as follows: A: 92.50%+; A−: 90.0.0-92.49%; B+: 87.5-89.99%; B: 82.5-87.49%; B−: 80.0-82.49%; C+: 77.5-79.99%; C: 72.5-77.49%; etc.

Assignments:
1. Budget analysis* (30%)
2. Project: Organizational analysis* (30%)
3. Final exam (35%)
4. Class participation: participation in class discussion and completion of in-class assignments is required. Discussions are informed by current events, SBJ and other readings, lectures, and scanning of relevant social media. (5%)

* Group Projects: Over the last two decades there has been a dramatic increase in the use of teams and groups within organizations. Some studies indicate that more than 80% of organizations employ multiple types of workplace teams (Hansen et al., 2006). Learning how to work effectively in teams is thus an increasingly important skill. For this reason, the budget exercise will be a team project. Specific details for each assignment will be distributed in class and posted on the Blackboard site. The budget assignment must be completed in pairs or teams; the organizational analysis may be completed individually or with a partner.
*Budget assignment*: The budget assignment focuses on examining a college athletic budget and rectifying the department’s deficit situation. At its core, this is a decision exercise, as the program or department budget is a reflection of program priorities. **Students must complete this assignment in teams of two or three.**

*Organizational analysis*: The organizational analysis assignment focuses on examining, in depth, a sport organization and its culture. **Students may complete this assignment with a partner.**

**Final Exam**: The final exam will be an in-class, comprehensive essay exam (blue books required). Study questions can found in the Blackboard course site.

**Honor Code**: All members of the University of Northern Colorado community are entrusted with the responsibility to uphold and promote five fundamental values: **Honesty, Trust, Respect, Fairness, and Responsibility.** These core elements foster an atmosphere, inside and outside of the classroom, which serves as a foundation and guides the UNC community’s academic, professional, and personal growth. Endorsement of these core elements by students, faculty, staff, administration, and trustees strengthens the integrity and value of our academic climate.

**Academic Misconduct Policy**: In accordance with university policy, instances of cheating on examinations, plagiarism, or other offenses that violate rules of fair conduct will be reported to the committee on academic misconduct for investigation. Sport Administration students are expected to conduct themselves in accordance with the highest standards of academic honesty. Cheating, plagiarism, illegitimate possession and disposition of examinations or projects, and similar acts or the attempt to engage in such acts are grounds for disciplinary action. This action can include the following in addition to any University disciplinary action:

1. A zero for the assignment.
2. A failing grade for the course.
3. Expulsion from the UNC Sport Administration program.

**Students with Disabilities** who believe they may need accommodations in this class are encouraged to contact the Disability Access Center (970-351-2289) as soon as possible to better ensure that such accommodations are implemented in a timely fashion.

**Cell Phone**: Please extend courtesy to your instructor and fellow students by silencing your cell phones and pagers during class. Thank you for your cooperation.