



SYLLABUS

Course Information

Course Number:	KIN 283
Course Title:	Management, Leadership and Communication in Sport
Course Code:	43271
Units:	3
Semester:	Fall 2015
Course Meeting Days:	Monday
Course Meeting Time:	7:00pm – 9:45pm
Meeting Place:	SPX 151
Prerequisites:	Graduate Standing

Instructor Information

Name:	Arman P. Medina
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Office Hours:	By appointment

San José State University Mission Statement

In collaboration with nearby industries and communities, SJSU faculty and staff are dedicated to achieving the university's mission as a responsive institution of the state of California: To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.

http://www.sjsu.edu/about_sjsu/mission/

Department of Kinesiology Mission Statement

In an atmosphere of social justice, equity, and sensitivity to issues of diversity, the Department of Kinesiology seeks to:

- Assist in fulfilling the mission of San Jose State University
- Prepare exemplary professionals in the field of Kinesiology
- Promote and provide for physically active lifestyles for all
- Promote and provide for the academic study of human movement, physical activity, and sport

Additionally, the department will:

- Provide a high quality educational experience for our students
- Instill respect for lifelong learning and critical thinking
- Prepare students for life and society
- Offer a broad based and contemporary selection of activity, general education, undergraduate, and graduate courses
- Promote and provide for scholarship and professional activity
- Facilitate and promote community interaction

<http://www.sjsu.edu/kinesiology/about/>



Kinesiology Department Graduate Degree Program Student Learning Outcomes

Students will be able to:

- Synthesize information in Kinesiology and communicate it clearly and concisely in a written manner utilizing appropriate APA style.
- Synthesize information in Kinesiology and communicate it clearly and concisely in an oral manner.
- Demonstrate the acquisition of knowledge and strength in an area of study within Kinesiology through the graduate culminating experience.

http://www.sjsu.edu/kinesiology/learning_outcomes/

Student Learning Objectives (SLO)

After successfully completing the course, students will be able to demonstrate

1. knowledge learned in this course and apply it to real world situations
2. An advanced understanding of the management principles in sport: organizational behavior, organizing and delegating, planning, organizing, leading and evaluating.
3. An understanding and development of leadership principles as applied to sport organizations: recognize an absence of leadership, team development and situational leadership.
4. An understanding of human resource management specific to sport organizations: professional employees, and volunteers, organizational culture, motivation and decision making.
5. An understanding of diversity issues and managing change in sport organizations.
6. An ability to communicate for results: dealing with conflict, listening skills, getting along with superiors and subordinates, crisis management and service recovery.
7. The ability to organize creative activities to enhance the working environment within the sport organization
8. An ability to critique scholarly peer reviewed literature in sport management

Expectation for Students/Course Requirements

1. All students are expected to read the assigned readings before the lecture
2. All students are expected to participate in the class discussions from the assigned readings.
3. Students are expected to attend every class as scheduled.
 - a. Late homework is not accepted.
 - b. Written documentation of any illness, medical emergency or death of a close relative will be the exception. Contact instructor as soon as possible.
4. Students shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith or a University Sponsored Activity with prior written notification via email to the instructor.
5. No noise-making electronic devices (lap tops, phones, calculators, etc.) are allowed.
6. Computers may only be used for class related activities.
7. Students must plan to spend a minimum of 6 hours per week outside of class time in order to complete all requirements, including readings, and submit assignments on schedule.
8. Check email on a regular basis and respond to emails in a timely manner.



Course Description

Management, administration, organizational behavior and communication theories, problems and issues in leadership in sport.

<http://info.sjsu.edu/web-dbgen/catalog/courses/KIN283.html>

Required Text

Scott, D. (2014). *Contemporary leadership in sport organizations*. Champaign, IL: Human Kinetics.

Jackson, P. & Delhanty, H. (2014). *Eleven rings: The soul of success*. New York, NY: Penguin Group.

Tzu, S. (2003). *The art of war*. (L. Giles, Trans.). D. Galvin (Ed.). New York, NY: Barnes & Noble Books. (Original work published 1910)

Case Studies in Sport Management

Volume 1, 2012 Case 2: The Turnips: A Study in Leadership

Volume 2, 2013 Case 5: Capital University's Dilemmas: Contemplating Diversity and Legal Ramifications in Decision Making

Volume 1, 2012 Case 7: Gil's Sportsplex

Volume 3, 2014 Case 3: Salaries, Dollars, and Sense: Making Data Driven Decisions

Volume 3, 2014 Case 5: Learning Sport Management

Volume 4, 2015 Case 1: An Age-Old Problem in Little League Baseball

Volume 4, 2015 Case 4: To Run or Not to Run? A Community in Crisis

Volume 4, 2015 Case 5: Getting Clipped: An Evaluation of Crisis Management and the NBA's Response to the Actions of Donald Sterling

<http://libaccess.sjlibrary.org/login?url=http://journals.humankinetics.com/cssm>

CANVAS and MYSJSU Messaging

Course materials such as the course syllabus and major assignment handouts will be located on CANVAS) the content management system we use at SJSU. You are responsible for regularly checking with the messaging system through MySJSU (or other communication system as indicated by your instructors).

Grading Schedule

Class Participation	100
Textbook Chapter Presentations	100
Art of War Presentations	100
Eleven Rings Presentations	100
Sport Current Events	100
Team Case Study Presentations	50
Individual Case Study Presentations	50
Final Paper Outline & References	25
Final Paper Peer Review	25
Final Paper	300
Final Paper Presentations	50
Total	1000

*Detailed instructions for each assignment will be given during class including grading criteria



Grading Scale

97-100	A+
94-96	A
90-93	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
70-73	C-
67-69	D+
64-66	D
60-63	D-
0-59	F

Scale may be curved if it is to the advantage of the students.

Grading in KIN Graduate Coursework. The following points should be carefully considered throughout your graduate degree journey:

- Students may not count a grade of C- or lower towards graduation, and such a grade cannot be included on the student's final candidacy form. Students receiving a grade of C- or lower in a course must take another course to substitute on the final candidacy form.
- Students must maintain an overall GPA of 3.0 at all times. Failure to do so will result in the student being placed on academic probation, at which time the student will be required to raise his or her GPA above the 3.0 minimum the following semester or risk disqualification from the program.

http://www.sjsu.edu/kinesiology/docs/KIN_Grad_Handbook_12-13.pdf

San José State University Policies

All SJSU Policies in the Catalog, Schedule of Classes and Academic Senate apply to this course. <http://info.sjsu.edu/static/catalog/policies.html>

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester's catalog policies.

<http://info.sjsu.edu/static/catalog/policies.html>

Add/drop deadlines can be found

<http://www.sjsu.edu/registrar/calendar/2144/index.html>

Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the Advising Hub

<http://www.sjsu.edu/advising/>

Academic Integrity

Students should know that the University's Academic Integrity Policy is available at

<http://info.sjsu.edu/static/catalog/integrity.html>

Your own commitment to learning, as evidenced by your enrollment at San José State University and the University's integrity policy, require you to be honest in all your academic



course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. <http://www.sjsu.edu/studentconduct/>

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with the Accessible Education Center <http://www.sjsu.edu/aec/>.

Course Schedule

The dates below correspond to when each assignment is due.

Week	Date	Group	Assignment
1	08/24/15		Introductions & Review Syllabus
2	08/31/15	3	Current Events
		1	CLISO Ch 1
		2	ER Ch 1-2
		2	TAOW SunTzu, World of Tzu (p V-XII); Preface (XXV-XXVI); On the Translation, Notes and Commentaries (p 67-70)
		3	TAOW Introduction (p XIII-XXIV)
		4	TAOW I. Laying Plans (p 7-10 & 73-80)
	09/07/15		Labor Day
3	09/14/15	4	Current Events
		2	CLISO Ch 2
		3	ER Ch 3-4
		1	TAOW II. Waging War (p 11-14 & 81-86)
			Final Paper Outline & References
4	09/21/15	1	Current Events
		3	CLISO Ch 3
		4	ER Ch 5-6
		2	TAOW III. Attack by Stratagem (p 15-18 & 87-94)
		4	Volume 3, 2014 Case 5: Learning Sport Management
5	09/28/15	2	Current Events
		4	CLISO Ch 4
		1	ER Ch 7-8
		3	TAOW IV. Tactical Dispositions (19-22 & 95-100)

		2	Volume 1, 2012 Case 2: The Turnips: A Study in Leadership
6	10/05/15	3	Current Events
		1	CLISO Ch 5
		2	ER Ch 9-10
		4	TAOW V. Energy (23-26 & 101-106)
		3	Volume 2, 2013 Case 5: Capital University's Dilemmas: Contemplating Diversity and Legal Ramifications in Decision Making
7	10/12/15	4	Current Events
		2	CLISO Ch 6
		3	ER Ch 11-12
		1	TAOW VI. Weak Point and Strong (27-30 & 107-116)
		4	Volume 1, 2012 Case 7: Gil's Sportsplex
8	10/19/15	1	Current Events
		3	CLISO Ch 7
		4	ER Ch 13-14
		2	TAOW VII. Manoeuvring (31-34 & 117-128)
		1	Volume 3, 2014 Case 3: Salaries, Dollars, and Sense: Making Data Driven Decisions
9	10/26/15	2	Current Events
		4 & 1	CLISO Ch 8
		1	ER Ch 15-16
		2	Volume 4, 2015 Case 1: An Age-Old Problem in Little League Baseball
		3	TAOW VIII. Variations of Tactics (35-36 & 129-136)
10	11/02/15	1	Current Events
		2	CLISO Ch 9
		3	ER Ch 17-18
		4	TAOW IX. The Army on the March (37-42 & 137-150)
		3	Volume 4, 2015 Case 4: To Run or Not to Run? A Community in Crisis
11	11/09/15	X	Current Events
		4	CLISO Ch 10
		2	ER Ch 19-20
		3	TAOW X. Terrain (43-46 & 151-162)
		1	Volume 4, 2015 Case 5: Getting Clipped: An Evaluation of Crisis Management and the NBA's Response to the Actions of Donald Sterling
12	11/16/15	4	Current Events
		3	CLISO Ch 11
		4	ER Ch 21-22
		1	ER Afterword & Acknowledgments
		2 & 1	TAOW XI. The Nine Situations (47-54 & 163-190)
		3	Individual Case Study Presentation



13	11/23/15	3	Current Events
		4	TAOW XII. The Attack by Fire (55-58 & 191-198)
		1	Individual Case Study Presentation
14	11/30/15	2	Current Events
		1	TAOW XIII. The Use of Spies (59-61 & 199-212)
		4	Individual Case Study Presentation
	11/26/15		Thanksgiving
15	12/07/15		Final Paper Peer Review
		2	Individual Case Study Presentation
Final	12/14/15		Final Paper Due
			Final Paper Presentations

Class Participation

- 100 points
- THIS IS NOT AN ATTENDANCE GRADE
- This class relies on participation
- If you are not here you cannot participate
- You must have a question prepared for the current chapter or case study
 - You will be called on randomly
- You are expected to participate in Sport Current Events
 - You should have a sport article to discuss each class
- You may submit a video in your absence but your team is responsible for showing it
 - In this case you will get credit for the presentation but not participation
- Point Breakdown
 - 0 missing participation 100 points
 - 1 missing participation 95 points
 - 2 missing participation 75 points
 - 3 missing participation 55 points
 - 4 missing participation 0 points

Textbook Chapter Presentations

- 100 points
- Your group will make presentations three times
- 33, 33 and 34 points respectively for each of the three times your group leads the discussion
- Everyone should read the chapter and have one question for the discussion
- Your group will lead the discussion on your assigned chapter
 - Recap chapter
 - Explain key concepts
 - Review new vocabulary
 - How do you apply this to real world situations?
 - Presentation slides are not necessary
 - Handouts are not necessary
 - See Course Schedule for dates
 - 0 points if you miss class when your group is presenting the chapter
 - You may submit a video in your absence but your team is responsible for showing it



Book (TAOW) Chapter Presentations

- 100 points
- 25 points for each of the four times your group leads the discussion
- Everyone should read the chapter and have one question for the discussion
- Your group will lead the discussion on your assigned chapter
 - Recap chapter
 - How does this relate to the textbook?
 - Presentation slides are not necessary
 - Handouts are not necessary
 - See Course Schedule for dates
 - 0 points if you miss class when your group is presenting the chapter
 - You may submit a video in your absence but your team is responsible for showing it

Book (ER) Chapter Presentations

- 100 points
- 33, 33 and 34 points respectively for each of the three times your group leads the discussion
- Everyone should read the chapter and have one question for the discussion
- Your group will lead the discussion on your assigned chapter
 - Recap chapter
 - How does this relate to the textbook?
 - Presentation slides are expected
 - Handouts are not necessary
 - See Course Schedule for dates
 - 0 points if you miss class when your group is presenting the chapter
 - You may submit a video in your absence but your team is responsible for showing it

Sport Current Events

- 100 points
- This is an open discussion using Sport Business Daily as a primary source
- Everyone in the group should have an article to discuss each class
- Groups will be responsible to lead three class discussions on Sport Current Events
 - Each member must have a couple articles to discuss
 - See Course Schedule for dates
 - 33, 33 and 34 points respectively for each of the three times your group leads the discussion
 - 0 points if you miss class when your group is leading the discussion
 - You may submit a video in your absence but your team is responsible for showing it

Team Case Study Presentations

- 50 points
- 25 points for both times your group leads the discussion
- Everyone should read the case study and have one question for the discussion
- Your group will lead the discussion on your assigned case study
 - Recap the case study
 - Explain key concepts



- How do you apply this to real world situations?
- Presentation slides are not necessary
- Handouts are not necessary
- See Course Schedule for dates
- 0 points if you miss class when your group is presenting the case study
 - You may submit a video in your absence but your team is responsible for showing it

Individual Case Study Presentations

- 50 points
- You will pick a case study or a sport related law case
- You will lead the discussion on your choice
 - Recap the case study
 - Explain key concepts
 - How do you apply this to real world situations?
 - Case Study cannot be from *Case Studies in Sport Management*
 - Presentation slides are not necessary
 - Handouts are not necessary
 - See Course Schedule for dates
 - 0 points if you miss class when your group is presenting the case study

Final Paper Outline & References

- 25 points
- Due Monday 9/14/15 2:00pm on CANVAS as a pdf file
- Outline format or a couple of paragraphs to introduce your paper.
- Include your preliminary thesis statement
- Include potential references
- Please see the instructions for the Final Paper

Final Paper Peer Review

- 25 points
- Due Monday 12/07/15
- Bring a hard copy of your paper to class
- Please see the instructions for the Final Paper

Final Paper

- 350 points
- Due Monday 12/14/15 2:00pm on CANVAS as a pdf file
- Open topic related to class
- At least 15 pages not including cover or references
 - Highest grade for anything less than 15 pages is 68%
- APA Format
- Must use three citations from the textbook
 - Citations must be tied in to the paper
 - The paper cannot have random quotes
- Must use one citation from either TAOW or ER
 - Citations must be tied in to the paper
 - The paper cannot have random quotes



- Must use two scholarly references
 - References must be tied in to the paper
 - The paper cannot have random quotes
 - Sports Illustrated and the New York Times is not scholarly
- Avoid Common Point Deductions
 - Follow assignment directions
 - 15 pages not 14.5 or 14.75 pages
 - Proper APA
 - 1 inch margins
 - Spelling or Grammatical errors

Presentation of Paper

- 50 points
- Recap of paper
- Timed 4 to 6 minute presentation
- Point deductions for going under or over time limit
- This should be a professional presentation that has been rehearsed several times

Disclaimer

This syllabus is subject to modification. The instructor will communicate with students on any changes.