Course Description:

This course is designed to provide students with both theoretical and practical knowledge of the managing recreation and sport organizations. This course will cover a variety of topics of organizations (broadly defined) and of individual behaviors within organizations. Students will gain knowledge of various organizational theories and learn to recognize and apply theoretical knowledge when examining organizational practices.

Student Learning Objectives:

After completing this course, students should be able to:

1. Demonstrate a basic understanding of various organizational theories applicable to sport managers.
2. Identify external and internal factors influencing organizational culture.
3. Explain the factors influencing employee job satisfaction.
4. Discuss organizational persistence and barriers to organizational change.
5. Apply theoretical knowledge to practical organizational issues.

Grading Structure & Student Learning Outcome Evaluation

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Learning Outcomes Evaluated</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Quizzes (10*5)</td>
<td>1, 2, 3, 4, 5,</td>
<td>50</td>
</tr>
<tr>
<td>Journal Entries (10*2)</td>
<td>1, 2, 3, 4, 5</td>
<td>20</td>
</tr>
<tr>
<td>Ethnography Manuscript</td>
<td>1, 2, 3, 4, 5</td>
<td>20</td>
</tr>
<tr>
<td>Ethnography Presentation</td>
<td>1, 2, 3, 4, 5</td>
<td>10</td>
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<tr>
<td>Total</td>
<td></td>
<td>100</td>
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Grading Scale:

- 90-100 A
- 80-89 B
- 70-79 C
- 60-69 D
- ≤ 59 F
Course Policies:

**Class Decorum**
Students will be held accountable for their words and actions in this class. **Professionalism** is expected in all interactions in this class. Students are expected to arrive at class on time and dressed professionally (business casual minimum). Students who routinely fail to exhibit professional behavior will be removed from the course.

**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. 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 evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website ([http://spot.unt.edu/](http://spot.unt.edu/)) or email spot@unt.edu.

**Sexual Assault Prevention**

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment, sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT’s Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim’s compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565-2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

**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:

**Reading Quizzes (50 points): Course Learning Outcomes – 1, 2, 3, 4, 5**

At the beginning of the semester, students will be provided the reading list for this course. Students will be responsible for the assigned readings for each class. As such, there will be 11 reading quizzes (5 points each) throughout the course of the semester. Quizzes will be completed in class and students will be allowed to use any notes they have taken while reading (may not use the readings themselves). Missed reading quizzes may not be made up. Refer to the course schedule for assigned readings for each class. Please note, the lowest reading quiz grade will be dropped. That is, only 10 of the reading quizzes will count toward your final grade.

At the beginning of the semester, students will be divided into groups. Every student in the group will receive the LOWEST grade of all students in their group for each reading quiz. This is designed to teach students two invaluable lessons. One, there are group consequences for individual action in any work setting. Indeed, organizational success is dependent on every members’ contributions. Two, students will further develop teamwork and time management skills as they should work together to ensure all group members understand the course content. As such, it is incumbent on students to hold each other accountable on completing course readings. Finally, group members will have the option to “fire” low performing members for any of the following offenses: lack of communication, consistent failure to read weekly assignments, consistent failure to contribute to group learning activities, lack of responsiveness to group inquiries, failure to attend class, showing up late to class resulting in inability to complete reading quizzes within allotted time frames, and/or other egregious derelictions of responsibility within the group. Group members must maintain documentation outlining their grievances toward group members (without documentation, members will not be allowed to fire other members). With proper documentation, a group member may be fired if two-thirds of the other group members vote to fire said member. If a student is fired from her/his group, the student will be responsible for completing all reading quizzes independently and will only be allowed to earn half of the points on each quiz s/he completes independently.

**Organization Ethnography (50 points total): Course Learning Outcomes – 1, 2, 3, 4, 5**

In order to gain a deeper understanding of the content for this course, students will complete a semester-long ethnographic study of a sport organization of their choosing. While there are no restrictions on the type of sport organization, students must obtain approval of their organizations from the instructor AND they must obtain approval from the managers of their desired organizations. Sufficient class time will be devoted to learning the basic procedures of ethnographic research. The most basic task for students will be conducting weekly observations of their sport organizations. Students will be evaluated as follows.

**Journal Entries (20 points)**

Students are required to observe their organizations three hours per week (at minimum). Throughout these observations, students should take extensive notes on what they observe within their organizations (i.e. employee interactions, meetings, processes, the physical features of their environment, etc.). From these notes, students will then interpret their observations using the course content. This will aid students in learning to connect observed practices to theoretical dimensions. Additionally, students should consult/interview at least one member of the organization for every journal entry (and provide mention of this person in the journal entry) to discuss the students observations/interpretations of the work environment. Journal entries are due every Monday by NOON (uploaded via Canvas). This will provide the instructor sufficient time to grade and offer feedback to the students for each class. Students will not receive credit for journal entries that reflect poor efforts of either observation or interpretation.

**Ethnography Manuscript (20 points)**

Upon conclusion of their observations (toward the end of the semester), students will submit a manuscript detailing the findings of their ethnographies. In addition to the observations throughout the semester, students should interview at minimum five employees, customers, or stakeholders to clarify/affirm/corroboreate their observations and findings. These manuscripts should be completed following the stylistic requirements of Journal of Sport Management (http://journals.humankinetics.com/submissionguidelines-for-jsm) or Sport Management Review (http://www.elsevier.com/journals/sport-management-review/1441-3523/guidefor-authors). Students should provide a brief introduction wherein they describe the organization they observed. While students are free to structure the findings from their studies to tailor their unique organizational settings, students should provide their findings regarding: the culture of the organization, organizational structure, how the organization functions and makes sense to stakeholders, employee motivation, barriers to change, and job satisfaction. Students should remember that this assignment is their interpretation of the organization. As such the grades of this assignment will be based on the following: demonstrated effort addressing the elements above, evidence of data analysis, interpretation of findings utilizing course reading materials and/or existing published research, and proper writing and formatting.
**Ethnography Presentation (10 points)**

At the end of the semester, students will present the findings from their ethnographic studies. Presentations should be completed within a 5-10 minute timeframe. These presentations should include the most interesting observations from the students’ findings along with an overview of what students felt they learned about how organizations function. Students are expected to prepare a Powerpoint (or equivalent) presentation that is visually pleasing and professionally formatted. Please refer to the course schedule for the date of the presentations.

**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 assignment, and/or being dropped from the class. Students will be held accountable for their behavior.**
*Tentative Course Schedule:

Week 1 (8/26): Syllabus, Course Introduction

Week 2 (9/2): Labor Day; Ethnographic Research & Data Analysis
  **Readings:** Atkinson & Hammersley (1994); Gioia et al. (2013); Krane & Baird (2005)

Week 3 (9/9): Leadership
  **Readings:** Bush (2008); Fletcher & Arnold (2011); Welty Peachey et al. (2015)
  **Due:** Reading Quiz #1

Week 4 (9/16): Strategic Management
  **Readings:** Carmeli & Tishler (2004); Koch & McGrath (1996); Smith & Tushman (2005)
  **Due:** Journal Entry #1; Reading Quiz #2

Week 5 (9/23): Institutions
  **Readings:** Greenwood et al. (2008); Kraatz & Block (2008); Nite & Bopp (2017)
  **Due:** Journal Entry #2; Reading Quiz #3

Week 6 (9/30): Organizational Culture
  **Readings:** Denison (1995); Maitland et al. (2015); Weese (1996)
  **Due:** Journal Entry #3; Reading Quiz #4

Week 7 (10/7): Organizational Change
  **Readings:** Amis et al. (2004); Battilana et al. (2009); Kavanagh & Ashkanasy (2006); Legg et al. (2016)
  **Due:** Journal Entry #4; Reading Quiz #5

Week 8 (10/14): Organizational Support, Organizational Justice
  **Readings:** Colquitt et al. (2001); Eisenberger et al., (2002); Kerwin et al. (2015); Rhoades & Eisenberger (2002)
  **Due:** Journal Entry #5; Reading Quiz #6

Week 9 (10/21): Building Teams
  **Readings:** Cohen & Bailey (1997); Cummings (2004); Rousseu et al. (2006);
  **Due:** Journal Entry #6; Reading Quiz #7

Week 10 (10/28): Service Quality
  **Readings:** Husin et al. (2012); Howat & Assaker (2016); Murray & Howat (2002); Yoshida & James (2011)
  **Due:** Journal Entry #7; Reading Quiz #8

Week 11 (11/4): Motivation & Innovation
  **Readings:** Baer (2012); Herzberg, F. (2003); Oldham & Cummings (1996)
  **Due:** Journal Entry #8; Reading Quiz #9

Week 12 (11/11): Job Satisfaction, Burn out
  **Readings:** Harter et al. (2002); MacIntosh & Doherty (2010); MacIntosh & Walker (2012); Maslach & Leiter (2008)
  **Due:** Journal Entry #9; Reading Quiz #10

Week 13 (11/18): Sunk Costs
  **Readings:** Brockner (1992); Nite et al., (in press); Staw & Hoang (1995);
  **Due:** Journal Entry #10: Reading Quiz #11

Week 14 (11/25): THANKSGIVING

Week 15 (12/2): Ethnography Presentations
  **Due:** Ethnography Manuscripts

**Final Exam Time:** December 9th @ 6:00 p.m.

*Scheduled topics and assignment due dates are subject to change. Students will be apprised of changing due dates.*