KINE 5322-W01
Strategic Management in Sports
Fall 2025

Dr. Billy Jack Ray

Assistant Professor - Kinesiology

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Office Hours:	**Monday 10am-2pm, Tuesday 11am-2pm, Wednesday 10am-2pm, Thursday 11am-2pm, and Friday 10am-12pm** <mark>**By appointment (email to set an appointment)**</mark>
Meeting:	**On-line via Blackboard and Connect**
Required Text:	**Applied Sport Management Skills 3rd Edition with Web Study Guide**

You will also need to access the SRSU Library to locate and download peer-review, scholarly articles. For assistance you may Ask the Library or contact the Graduate Student Center for help.

COURSE DESCRIPTION

An introduction to the theories, techniques, and principles of leadership in sport management. The goal of the course is for students to learn about leadership and to develop an appreciation for and a skillset in this area to assist them as they position themselves to assume leadership roles in the sport industry.

EXPECTATION OF STUDENTS

Students are responsible for keeping up with the reading and are expected to read the assigned chapters and/or other posted readings prior to class in order to contribute to online discussion. Handouts distributed through Blackboard should be kept in a notebook in order to be referred to as necessary.

Marketable Skills – The following marketable skills are met in this course:

- o **Collaboration –**
- o **Communication –**
- o <mark>**Critical Thinking**</mark> **– students will be asked to critically decipher a multitude of real-world scenarios**
- o <mark>**Career Readiness**</mark> **– students will develop the skills necessary to thrive in a management roll in their chosen profession**

STUDENT LEARNING OUTCOMES

The learning activities, assignments, and exams in this course are constructed to assess each student's mastery of the following learning outcomes:

a) Understand and explain how to sustain a dynamic organizational culture through recruiting and selecting, orienting and training, evaluating and rewarding sport andwellness staff;
b) Demonstrate skills to maximize interpersonal communication, manage change, maintain positive morale, manage difficult employees, develop a system of rewards, manage stress, create diversity, and develop a collaborative/participative managementstyle;
c) Understand basic financial statements, financial controls, and auditing procedures;
d) Develop strategies for securing external program support;
e) Identify design, construction, and modification best practices for sport/wellnessfacilities;
f) Conduct risk management appraisals of sport/wellness facilities; and
g) Demonstrate effective written, technological, and oral communication competencies.

The above outcomes will be assessed through various activities throughout the semester, including individual and group assignments, case study reflection, personal presentations.Readings to support the achievement of the above outcomes will be a shared responsibilityof the instructor and the students.

GRADING POLICIES/TESTING/ASSIGNMENTS/ATTENDANCE/EXPECTATIONS

Grade calculation	% of Grade	Grading Scale	
Introduction/Biography	50 points (5%)	900 or more	A
Unit Discussion Boards/Case Studies	6 @ 100 = 600 points (50%)	800-899	B
Weekly Chapter Test	6 @ 50 = 300 points (35%)	700-799	C
Final Exam	50 points (5%)	600-699	D
	Total Points = 1000	Less than 599	F

No Late Assignments Will Be Accepted. Also, No Credit Will Be Given For Any Late Assignments

*Letter Grading as per SRSU policy will be used in this course.

Note: Satisfactory progress in the Sports Administration program means a cumulative GPA of 3.0 in all core classes (e.g. everything leading up to the final practicum course). In most cases, this means a 'B' or better in each class is considered satisfactory progress.

LATE WORK POLICY

All coursework must be submitted by the provided due dates in Blackboard or Connect. Late work will be subject to the following deductions: Discussions/Responses/Assignments/ Quizzes/Final Projects carry a 5% deduction per day late; up to 30% maximum deduction. LearnSmart readings must be completed by the due date for credit.

COURSE CALENDAR

Week	Textbook Chapters	Assessments
1	**Introduction/Biography**	**Write a one-page biography introducing yourself to your classmates. Respond to each classmates' introduction with a minimum of 100 words.** **10/22/25 (Post)** **10/24/25 (Responses)**
2	**Chapter 1. Managing Sports** **Chapter 2. The Sport Industry Environment**	**Chapter Quiz 10/31/25** **Unit 1 Discussion/Case Study** **10/29/25 (Post)** **10/31/25 (Responses)**
3	**Chapter 3. Creative Problem Solving and Decision Making** **Chapter 4. Strategic and Operational Planning**	**Chapter Quiz 11/07/25** **Unit 2 Discussion/Case Study** **11/05/25 (Post)** **11/07/25 (Responses)**
4	**Chapter 5. Organizing and Delegating Work** **Chapter 6. Sport Culture, Innovation, and Diversity** **Chapter 7. Human Resources Management**	**Chapter Quiz 11/14/25** **Unit 3 Discussion/Case Study** **11/12/25 (Post)** **11/14/25 (Responses)**
5	**Chapter 8. Behavior in Organizations** **Chapter 9. Team Development** **Chapter 10. Communicating for Results**	**Chapter Quiz 11/21/25** **Unit 4 Discussion/Case Study** **11/19/25 (Post)** **11/21/25 (Responses)**
6	**Chapter 11. Motivating to Win** **Chapter 12. Leading to Victory**	**Chapter Quiz 11/28/25** **Unit 5 Discussion/Case Study** **11/26/25 (Post)** **11/28/25 (Responses)**
7	**Chapter 13. Controlling Quality, Financials, Productivity and Managing People** **Chapter 14. Facilities and Events Management**	**Chapter Quiz 12/05/25** **Unit 6 Discussion/Case Study** **12/03/25 (Post)** **12/05/25 (Responses)**
8	**Final Exam Week**	**Final Exam** **12/09/25 (Tuesday @ noon)**

***Recommend copy/save all discussions from yourself and others, and all submitted work so you can have this material for your COMP exam at the end of the program.

ALL COURSE REQUIREMENTS DEADLINE

Due to the time requirement for grading purposes, all course requirements must be submitted/completed by the 'Course Requirements Deadline' of *Wednesday of Week 8 at 11:59pm* to be counted for credit towards the final letter grade in this course. There will be no exceptions to this policy. Late deductions will apply as per above policy.

Distance Education Statement

Students enrolled in distance education courses have equal access to the university's academic support services, such as Smarthinking, library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login information to verify students' identities and to protect students' information. The procedures for filing a student complaint are included in the student handbook. Students enrolled in distance education courses at Sul Ross are expected to

adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website.

Accidents & Injuries
In the case of bodily or personal property damage, the Kinesiology Department will not be held responsible. The student must report any field experience related injury or illness to the Instructor immediately. Any expense incurred due to injury or illness will be the student's responsibility.

Academic Integrity Statement
Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. The Student Handbook can be found at: https://www.sulross.edu/catalog/undergraduate-academic-regulations-2/#1605412215143-c8b265dc-3e01 In addition, please note that plagiarism detection software will be used in this class for written assignments.

Academic Civility Statement
Students are expected to interact with professors and peers in a respectful manner that enhances the learning environment. Professors may require a student who deviates from this expectation to leave the face-to-face (or virtual) classroom learning environment for that particular class session (and potentially subsequent class sessions) for a specific amount of time. In addition, the professor might consider the university disciplinary process (for Academic Affairs/Student Life) for egregious or continued disruptive behavior.

Academic Affairs Service Statement

Sul Ross faculty, staff, and students are expected to model responsible citizenship through service activities that promote personal and academic growth while enhancing the university, local, regional, national, and global communities. These activities will foster a culture of academic/public engagement that contributes to the achievement of the university's mission and core values.

Libraries
The Bryan Wildenthal Memorial Library in Alpine.
Offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or phone (432-837-8123).

Academic Excellence Statement
Sul Ross holds high expectations for students to assume responsibility for their own individual learning. Students are also expected to achieve academic excellence by:

- Honoring the core values of Sul Ross.
- Upholding high standards of habit and behavior.
- Maintaining excellence through class attendance and punctuality.
- Preparing for active participation in all learning experiences.

- Putting forth their best individual effort.
- Continually improving as independent learners.
- Engaging in extracurricular opportunities that encourage personal and academic growth.
- Reflecting critically upon feedback and applying these lessons to meet future challenges.

ADA Statement

Sul Ross State University is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is the student's responsibility to initiate a request for accessibility services. Students seeking accessibility services must contact Mary Schwartze, M. Ed., L.P.C., in Counseling and Accessibility Services, Ferguson Hall, Room 112. The mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas 79832. Telephone: 432-837-8691. E-mail: mschwartze@sulross.edu

AI Policy Statement: Sul Ross State University Kinesiology Department

The Sul Ross State University Kinesiology Department is committed to upholding the highest standards of academic integrity and excellence. As artificial intelligence (AI) tools become increasingly accessible, we recognize their potential as valuable resources for learning and innovation. However, it is imperative that students use AI tools ethically and responsibly.

The improper use of AI in assignments, including but not limited to, generating content without proper attribution, submitting AI-generated work as one's own, or using AI tools to circumvent the learning process, constitutes academic dishonesty. Such actions undermine the educational goals of our programs and violate the University's Code of Conduct.

Students found to be improperly using AI for assignments may face severe consequences, including but not limited to receiving a failing grade for the assignment or course. Additionally, such violations will be referred to the Dean of Students Office for further disciplinary action, which may include probation, suspension, or expulsion from the University.

We encourage students to seek guidance from their instructors if they have any questions about the appropriate use of AI in their coursework. Our department is committed to fostering an environment of integrity, where students can achieve their academic and professional goals through honest and meaningful engagement with their studies.