

Western University  
Faculty of Health Sciences  
**School of Kinesiology**

**KIN 3398F - Managing People in Sport and Recreation Organizations  
Fall 2021**

<p><b>Instructor:</b> Dr. Alison Doherty <b>Office:</b> 3M Ctr. 2225D <b>Email:</b> <a href="mailto:adoherty@uwo.ca">adoherty@uwo.ca</a> <b>Phone:</b> 519-661-2111 ext. 88362 <b>Office Hrs:</b> By appointment</p> <p><b>TAs:</b> TBA</p>	<p><b>Lectures:</b> Tu. 2:30 - 4:30 Th. 2:30 - 3:30</p> <p><b>Fall 2021 Instruction Mode:</b> In person</p>
---	---

**NOTE:** All course information including grades, assignment outlines, deadlines, etc. are available via OWL. Check the website regularly for course announcements.

**Calendar Course Description (including prerequisites/anti-requisites):**

This course examines the strategic management of human resources for optimal performance and organizational effectiveness in the sport, recreation, and physical activity setting. Topics include staffing, job design, leadership, organizational culture, and change that are critical to individual and workgroup performance.

**Prerequisite(s):** [Kinesiology 2298A/B](#).

**Extra Information:** 3 lecture hours.

*You are responsible for ensuring that you have successfully completed all course pre-requisites, and that you have not taken an anti-requisite course.*

*Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.*

**NOTE: If you wish to enroll in this course without the stated pre-requisite(s), you must obtain written approval from the course instructor. The approval should then be forwarded to your academic counsellor.**

**COURSE OBJECTIVES**

This course introduces students to the theory and practice of strategic human resource management in the sport, recreation and physical activity organization setting. Lectures and reading material are used to examine the main issues pertaining to the management of individuals, such as satisfaction and motivation at work, and critical performance management practices, such as job design and leadership. Throughout the course, students have an opportunity to analyze these issues and practices, and apply their knowledge to typical organizational behaviour problems in the sport, recreation, and physical activity setting. This course is fundamental for anyone who envisions managing a team or workplace.

**LEARNING OUTCOMES:**

Upon completion of this course students will be able to:

1. Describe the key elements of strategic human resource management
2. Apply theory to explain and predict individual workplace behaviour
3. Analyze the effectiveness of various approaches to managing people in sport and recreation
4. Design a plan for the effective management of people in the workplace

**REQUIRED COURSE MATERIALS:**

Taylor, T., Doherty, A., & McGraw, P. (2015). *Managing people in sport organizations: A strategic human resource management perspective (2<sup>nd</sup> ed.)* London: Routledge.

The text is available at Western Libraries as an e-book that can be borrowed.

Additional materials for the course are available on Owl (numbered Web1, Web2, etc.).

**COURSE EVALUATION:**

<u>Assignment</u>	<u>Date</u>	<u>Grade</u>
Three mini-assignments (5% each)		15%
Job analysis	Oct. 8 11:55 pm	
Orientation	Oct. 15 11:55 pm	
Compensation plan	Nov. 12 11:55 pm	
Mid-term Exam (in class)	Oct. 19	25%
Case Study	Dec. 7 11:55 pm	30%



### Mini-Assignments (3 X 5% for total 15%)

Specific details are available in OWL - Assignments. Late penalty 1 mark/day including weekend days.

Overview:

1. Job Analysis (due Oct. 8, 11:55 pm) conduct a job analysis of your most recent work or volunteer position
2. Orientation (due Oct. 15, 11:55 pm) describe the orientation process undertaken with GoodLife staff (see case in text)
3. Develop a compensation plan for a given employee (to be assigned) (due Nov. 12, 11:55 pm)

### Case Study (30%)

(due Dec. 7 by 11:55 pm on OWL, late penalty 1 mark/day including weekend days)

Each student will undertake a case study of a sport, recreation or leisure services organization. The final report will be approximately 15-20 typed, double-spaced pages of text (excluding references and appendix; using 12 pt. font, 1-inch margins). Papers will be submitted to an online plagiarism detector.

The purpose of the case study is to gain an understanding of human resource management through an in-depth investigation in the field. The study (including the interview guide and the final report) will be based on, and refer to, a review of the SHRM literature.

The assignment will require the following:

#### Step 1

Identify a sport, recreation, or leisure services organization and a knowledgeable individual who is willing to be interviewed for the case study. All names and information that may reveal the individual and his/her organization must be changed to ensure anonymity in the final report. Provide your contact information (see OWL - Assignments) and obtain consent for participation in the study. Check by Nov. 16 to confirm this step has been completed (see in OWL Quiz).

#### Step 2

Be familiar with the literature pertaining to the topics used to help prepare the interview guide (do this first!).

#### Step 3

Prepare an interview guide, based on a review of literature from Step 2. The interview guide will be used to gather data for the case study. The interview guide must be included in an appendix of the final report. The following must be included in the interview guide:

1. Background information about the organization (sector, history, products/services)
  - i) Description of the organization (sector, history, products/services)
2. Human resource management information (see SHRM literature)
  - i) Major goals of the organization

*Job analysis/design redesign* diagnose the job/role of your interviewee or another person or group in the organization; investigate the potential for job enrichment and propose the process and outcomes of a redesigned job (you may have to explain the concepts to your interviewee as you go along)

*Leadership* describe the leadership style of your interviewee, or his/her supervisor, according to one or more of the leadership theories; is he/she an effective leader?

*Performance management*

## Course/University Policies

### 1. **Statement on Use**

their use (Guidelines are shown below). Instructors are to communicate clearly to students information on how cli



their course require



to minimize background noise, kindly mute your microphone for the entire class until you are invited to speak, unless directed otherwise

[suggested for classes larger than 30 students] In order to give us optimum bandwidth and web quality, please turn off your video camera for the entire class unless you are invited to speak

[suggested for cases where video is used] please be prepared to turn your video camera off

unless invited by your instructor, do **not**