

KIN 3398F Managing People in Sport and Recreation Organizations

Fall 2024

3M 3.5 (9:00-10:30) T, W, F 8:25-9:50, Tu 2:42-3:10, Th 5:02-5:31, F 8:12-8:41, Sa 10:30-11:00  
Office Hrs: By appointment Lectures : Tu. 2:30-3:10 / TT02 0.001 Tc -0.001 Tw

TAs: TBA

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 Brightspace (numbered Web1, Web2, etc.).

#### COURSE EVALUATION:

<u>Assignment</u>	<u>Date</u>	<u>Grade</u>
Three mini-assignments (5% each)		15%
Job analysis	Oct. 4 11:55 pm	
Orientation	Oct. 11 11:55 pm	
Compensation plan	Nov. 15 11:55 pm	
Mid-term Test (in class)	Oct. 22	25%
Case Study	Dec. 5 11:55 pm	30%
Final Exam	December exam period	30%

Details about the mini-assignments and Om pem mmm

## Human Resource Planning and Development

Oct. 1-3 Overview, and Recruitment and Selection

Reading:

Text Chapter 3 (pp. 31-41) (Human Resource Planning)

Text Chapter 4 (Recruitment and Selection for Sport Organizations)

Oct. 8-10 Orientation and Organizational Culture

Reading:

Text Chapter 5 (Orientation and Organizational Culture)

## Oct. 15/17 Reading Week

## Oct. 22 Midterm Test (in-class)

## Performance Management

Oct. 24-29 Overview, and Motivation

Reading:

Text Chapter 7 (Performance Management)

Text Chapter 8 (pp. 131-140) (Motivation and Rewards Management)

Oct. 31-Nov. 7 Motivation cont'd – Rewards/Compensation and Expectancy Theory

Reading:

Text Chapter 8 (pp. 139-148, 150-152)

Nov. 12 Job Design

Reading:

Text Chapter 3 (pp. 41-47) (Human Resource Planning)

Text Chapter 8 (pp. 148-150) (Motivation and Rewards Management)

Web Neufeind, M., Guntert, S.T., & Wehner, T. (2013). The impact of job design on event volunteers' future engagement: Insights from the European Football Championship 2008. *European Sport Management Quarterly*, 13, 537-556.

## Employee Management

Nov. 14 Employee Relations

Reading:

Text Chapter 9 (pp. 154-165) (Sport Organizations and Employee Relations)

## Managerial Leadership

Nov. 19-21 Managerial Leadership

Reading:

Web Langton, N., Robbins, S.P., & Judge, T.A. (2013). Leadership. *Organizational behaviour* (6<sup>th</sup> Canadian ed.) (pp. 394-411). Toronto: Pearson.

Managing Change
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Nov. 26-28 Organizational Change

Reading:

Text Chapter 11 (Managing Change and Future Challenges)

## COURSE ASSIGNMENTS

Note: There will not be makeup assignments offered. The value of missed evaluations because of verified academic consideration will be added to subsequent evaluations (re-weighted).

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

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

Overview:

1. Job Analysis (due Oct. 4, 11:55 pm) – conduct a job analysis of your most recent work or volunteer position, and your ideal sport/recreation job
2. Orientation (due Oct. 11, 11:55 pm) – describe the orientation process of your ideal sport/recreation job
3. Develop a compensation plan for a given employee (assigned) (due Nov. 15, 11:55 pm)

- Case Study (30%)

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2. Human resource management in the organization
  - i) Mission/goals of the organization
  - ii) SWOT analysis (internal strengths and weakness, external opportunities and threats)
  - iii) Strategic direction of the organization (where is it going? what are future plans? consider  
- does this coincide with the mission/goals and SWOT?)
  - iv)



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You must use only your own clicker. For all components of this course in which clicker records are used to compute a portion of the grade:

- The use of somebody else's clicker in class constitutes a scholastic offence;
- The possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offense

4.





