

School of Kinesiology
Faculty of Health Sciences
Western University

**KIN 3398F Managing People in Sport and Recreation (Human Resource Management)
Fall 2017**

INSTRUCTOR

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Office hours by appointment

CLASSES

Tuesday
2:30-4:30 p.m.
Arts & Humanities Bldg Rm 1B04

Thursday
2:30-3:30 p.m.
Arts & Humanities Bldg Rm 1B04

Calendar Description: This course examines the organizational behaviour and management of human resources in sport and recreation. Topics include attitudes and motivation of individuals, and the organizational processes of job design, performance appraisal, power, and conflict resolution.

Course Objectives:

This course introduces students to the theory and practice of strategic human resource management in the sport and physical activity organization setting. Lectures and reading material will be 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 will be expected 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

Prerequisites: KIN 298a/b or 2298a/b

Antirequisites: KIN 398a/b or 3398a/b

Please note: Unless you have either the requisites for this course or written special permission from the course department 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.

Course Format: Lecture format.

Required Course Materials:

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

The text is available for purchase at the Campus Bookstore.

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

NOTE: All course information including grades, assignment outlines, deadlines, etc. are available via Owl.

Course Evaluation:

| <i>Assignment</i> | <i>Date</i> | <i>Grade</i> |
|---------------------------------|--|--------------|
| Mid-term Exam | Oct. 24 (during class) | 30% |
| Organizational Culture analysis | due Nov. 14 (in class, 1 mark/day penalty) | 10% |
| Case Study | due Dec. 7, 4:30 p.m. (1 mark/day penalty) | 30% |
| Final Exam | December exam period | 30% |

The mid-term and final exams will be based on material in the readings and lectures. Marks will be posted on Owl. Details about the Organizational Culture analysis and Case Study will be provided at the start of the semester with a more details course syllabus

General Overview of Topics:

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| Introduction to Strategic Human Resource Management |
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Overview

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|---|
| Individuals Within Organizations |
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Attributes and Personality

Attitude, Satisfaction

| |
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| Human Resource Planning and Development |
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Recruitment and Selection

Orientation and Organizational Culture

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| Performance Management |
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Workplace Motivation

Organizational Rewards

Job Design

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|----------------------------|
| Employee Management |
|----------------------------|

Employee Relations

Leadership

| |
|------------------------|
| Managing Change |
|------------------------|

Organizational Change**Course/University Policies:**

- Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically the definition of what constitutes a Scholastic Offence, at the following website:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf
- Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar). All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of

plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>)

3. Formatting: APA style is the approved style of writing for all assignments for this course. Please refer to Western University Library webpage for information on citation style and format or consult the APA publication manual: Publication manual of the American Psychological Association (6th ed.). (2009). Washington, DC: American Psychological Association.
4. Assignment grades will be posted on OWL. Should you have a concern regarding the grade you received for an assignment or feel that it is unfair in any way, you must wait 24 hours from the receipt of the assignment to approach the instructor or TA. In doing so, please make an appointment and prepare in writing, with evidence, why you feel your grade is inappropriate. Please be aware that in requesting a grade reassessment, your grade could go up/down/or stay the same. Note that calculations errors (which do occur!) should be brought to my attention immediately. 15% of course grades will be posted by the last day to drop a course.
5. According to the Examination Conflict policy, "A student who is scheduled to write more than two examinations in any 24-hour period may request alternative arrangements through the office of their Academic Counsellor." **This policy does NOT apply to mid-term examinations.* There will be no make-up for the mid-term exam. Students who miss this exam with a valid reason may have the final re-weighted accordingly.
6. Laptops are allowed in the classroom for note taking, as long as their use is not distracting or disruptive to other students.

Support Services:

There are various support services around campus and these include, but are not limited to:

1. Student Development Centre -- <http://www.sdc.uwo.ca/ssd/>
2. Student Health -- <http://www.shs.uwo.ca/student/studenthealthservices.html>
3. Registrar's Office -- <http://www.registrar.uwo.ca/>
4. Ombuds Office -- <http://www.uwo.ca/ombuds/>

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.