

School of Kinesiology, Faculty of Health Sciences, Western University

KIN 9030b
Sport Management: Organizational Analysis
Winter 2023 *DRAFT*

Instructor:

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Office Hours:
By appointment
Virtual/TH XXXX
Tuesdays 9:00-12:00

Description:

The course focuses on sport management from an organizational theory perspective. It begins with a review of organizational effectiveness, followed by discussions of structural, cultural, environmental and strategic influences on effectiveness. The course also examines organizational change in sport. Class format will be a combination of virtual lecture and discussions, mini assignments, and student presentations.

Course Objectives:

The course will provide an opportunity to:

1. Explore and analyze the organizational theory literature in sport.
2. Link the organizational theory literature to “real-life” cases and examples.
3. Utilize appropriate research methods and techniques in gathering, organizing, and preparing a case study of a sport organization.
4. Share with the class information gathered from research articles and original research.

Course Texts/Readings:

Required Text:

Slack, T. (Ed.), Byers, T., & Thurston, A. (2021). *Understanding sport organizations: Applications for sport managers* (3rd ed.). Champaign, IL: Human Kinetics. Soft cover or e-book available online for purchase.

Required Readings:

Readings are assigned by topic and are available on the Owl site for the course.

Course Evaluation:

Participation in weekly class discussions of readings (mid-term 10%, final 15%)	25%
Presentation of an organizational case study (late March/early April)	15%
Organizational case study (due last day, 1 mark/day penalty)	40%
Take home exam (end of course)	20%

Course Requirement Explanation:

1. Class Participation (25%):

Each student will be expected to make a quality, consistent, and balanced contribution to class discussions. It is important that all assigned readings are completed in preparation for class discussion. Mini assignments may be added in lieu of class discussion.

2. Organizational Case Study (40%, 1 mark/day penalty):

Each student will conduct a case study research project of a sport or recreation organization of their choice. The investigation and analysis of the organization will be based on the topics of organizational effectiveness (how does the organization assess effectiveness, and how should it), structure (including chart), culture, and environment/interorganizational linkages. The final report should reflect each of these topics. Readings and lecture material will guide the format of the project (nature and method of data collection, analysis).

The student must obtain permission from the organization to conduct the case study, identifying one or two people there who are willing and able to provide the necessary data (documents, interviews).

The final report will be approximately 30 typed (12-point Times Roman font), double-spaced pages with 1-inch margins. All material must be properly referenced, using the APA 7th Edition Style Manual (guidelines available on the Western Library website). It should include the following sections: (1) Introduction to the study (purpose, method; 2 marks); (2) Introduction to the organization (history, products/services, sector, size; 3 marks); (3) A section on each topic, including a review of the literature, description of the organization, a corresponding analysis of the findings (4 X 8 marks); and (4) Concluding comments, including implications/recommended modifications for the organization (3 marks).

3. Presentation of Organizational Case Study (15%):

Each student will prepare a 20-minute presentation of their case study. Evaluation will be based on the completeness of the case study, quality of the presentation, ability to effectively communicate the information to class members, and competency in answering any questions. Students should include an introduction to the organization and how they collected the data (who talked to, whether visited the organization), a description of the organization based on each topic, and their insights/analysis/recommendations for the organization. Note, it is not necessary to present a review of the literature on each topic.

4. Take Home Exam (20%):

An essay exam will be assigned on April 5 and will focus on organizational strategy and/or change. Exam must be typed and uploaded to OWL by April 11. Papers must be double-spaced, 12-point font, 1-inch margins and numbered pages. More details will be provided with the assignment.

Course Content and Readings *DRAFT (TO BE CONFIRMED)*:

Lecture 1 January 10 Introduction – VIRTUAL (ZOOM)

Readings:

1. Slack, T. (Ed.), Byers, T., & Thurston, A. (2021). The management of sport organizations. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 1).
2. Slack, T. et al. (2021). Doing research in sport management. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 2)
(background reading: Soucie, D., & Doherty, A. (1996). Past endeavours and future perspectives for sport management research. *Quest*, 48, 486-500.)

Lecture 2 January 17 Organizational Effectiveness

Readings:

1. Slack, T. et al. (2021). Organizational goals and effectiveness. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 3).
2. Chelladurai, P. (1987). Multidimensionality and multiple perspectives of organizational effectiveness. *Journal of Sport Management*, 1, 37-47.
3. Papadimitriou, D., & Taylor, P. (2000). Organizational effectiveness of Hellenic national sports organizations: A multiple constituency approach. *Sport Management Review*, 3(1), 23-46.
4. Winand, M., Zintz, T., Bayle, E., & Robinson, L. (2010). Organizational performance of Olympic sport governing bodies: Dealing with measurement and priorities. *Managing Leisure*, 15, 279-307.

Lecture 3 January 24 Organizational Structure

Readings:

1. Slack, T. et al. (2021). Dimensions of organizational structure. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 5)
2. Papadimitriou, D. (2002). Amateur structures and their effect on performance: The case of Greek voluntary sports clubs. *Managing Leisure*, 7, 205-219.
3. Cunningham, G.B., & Rivera, C.A. (2001). Structural designs within American intercollegiate athletic departments. *The International Journal of Organizational Analysis*, 9, 369-390.
4. Lang, G., Strobel, & Nagel, S. (2019). Professionalization forms in mixed sport industries: Is it time to rethink the stereotypes of non-profit and for-profit sport organizations? *Managing Sport and Leisure*, 24, 208-225.

Lecture 4 January 31 Organizational Culture

Readings:

1. Slack, T. et al. (2021). Managing culture in sport organizations. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 17)
2. MacIntosh, E., & Doherty, A. (2005). Leader intentions and employee perceptions of organizational culture in a private fitness organization. *European Sport Management Quarterly*, 5, 1-22.
3. Beattie, M.A., & Lower-Hoppe, L.M. (2021 ahead of print). The Marshall Plan: How diversity and inclusion transformed the Dallas Mavericks' organizational culture. *Sport Management Education Journal*. [will be provided]

Lectures 5 and 6 February 7 and 14 Environment and Interorganizational Relations

Readings:

1. Slack, T. et al. (2021). Sport organizations and their environments. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 4)
2. Thibault, L. & Harvey, J. (1997). Fostering interorganizational linkages in the Canadian sport delivery system. *Journal of Sport Management*, 11, 45-68.

For February 14:

3. Babiak, K. (2007). Determinants of interorganizational relationships: The case of a Canadian non-profit sport organization. *Journal of Sport Management*, 21, 338-376.
4. Welty Peachy, J., Cohen A., Shin, N., & Fusaro, B. (2018). Challenges and strategies of building and sustaining inter-organizational partnerships in sport for development and peace. *Sport Management Review*, 21, 160-175.

(background reading:

Misener, K., & Doherty, A. (2013). Understanding capacity through the processes and outcomes of interorganizational relationships in non-profit community sport organizations. *Sport Management Review*, 16, 135-147.)

February 21 Reading Week – No Class

Lecture 7 February 28 Organizational Strategy

Readings:

1. Slack, T. et al. (2021). Strategy in sport organizations. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 8)
2. Thibault, L., Slack, T., & Hinings, B. (1994). Strategic planning for nonprofit sport organizations: Empirical verification of a framework. *Journal of Sport Management*, 8, 218-233.
3. Cunningham, G.B. (2002). Examining the relationship among Miles and Snow's strategic types and measures of organizational effectiveness in the NCAA Division I athletic departments. *International Review for the Sociology of Sport*, 37, 159-175.

Lecture 8 March 7 Organizational Strategy Cont'd, Corporate Social Responsibility

Readings:

1. Morrison, K.A., & Misener, K.E. (2021 ahead of print). A framework of strategic approaches to membership growth in nonprofit community sport. *Journal of Sport Management*. <https://doi.org/10.1123/jsm.2021-0066>
2. Slack, T. et al. (2021). Corporate social responsibility and sport organizations. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 23)

Lectures 9 and 10 March 14 and 21 Organizational Change and Innovation

Readings:

1. Slack, T. et al. (2021). Organizational change in sport. *Understanding sport organizations* (3rd ed.). Champaign, IL: Human Kinetics. (Chapter 18)
2. Hoerber, L., & Hoerber, O. (2012). Determinants of an innovation process: A case study of technological innovation in a community sport organization. *Journal of Sport Management*, 26, 213-223.
3. Hemme, F., Morais, D.G., Bowers, M.T., & Todd, J.S. (2021). Leading culture change in public recreation. *Journal of Sport Management*, 35, 485-498.

For March 21:

4. Thompson, A., & Parent, M.M. (2021). Understanding the impact of radical change on the effectiveness of national-level sport organizations: A multi-stakeholder perspective. *Sport Management Review*, 24, 1-23.

Lectures 10 and 11 March 21 and March 28 Organizational Case Study Presentations

Lecture 12 April 4 Case Study Presentations cont'd., Case Study due, Take Home Exam assigned

April 11 Take Home Exam due

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 Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

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 The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Students seeking academic accommodation on illness grounds for any missed tests, exams, participation components and/or assignments worth 10% or more of their final grade must apply to the Academic Counselling office of their home Faculty and provide documentation. Academic accommodation cannot be granted by the instructor or department.