School of Kinesiology, Faculty of Health Sciences  
The University of Western Ontario

KIN 9030a  
Sport Management: Organizational Analysis  
2019

Instructor:  
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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 lecture, discussions, 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 Readings: Readings are assigned by topic, and are available on the Owl site for the course.

Course Evaluation:  
Participation in weekly class discussions on the assigned readings 20%  
Presentation of an organizational case study (late November) 20%  
Organizational case study (due December 4, 1 mark/day penalty) 40%  
Take home exam (due December 11) 20%
Course Requirement Explanation:

1. Class Participation (20%):
   Each student will be expected to make a quality, consistent, and balanced contribution to class discussions. It is important that all assigned readings are read in preparation for 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 and design, culture, and environment and 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 font), double-spaced pages with 1 inch margins. All material must be properly referenced, using the APA 6th Edition Style Manual (guidelines available on the UWO Library website). It should include the following sections: (1) Introduction to the study (purpose, method; 2 marks); (2) Introduction to the organization (3 marks); (3) A section on each topic, including a review of the literature, description of the organization, a corresponding analysis of the findings, and implications/recommended modifications for the organization (4 X 8 marks); and (4) Concluding comments about the case (3 marks).

3. Presentation of Organizational Case Study (20%):
   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 December 4 during class, and will focus on organizational strategy and/or change. Exam must be typed and submitted to adoherty@uwo.ca by 4:30 December 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:

Week 1 Introduction
Readings:

Week 2 Organizational Effectiveness
Readings:

Other readings tba

Week 3 Organizational Structure
Readings:

Other readings tba

Week 4 Organizational Design
Readings:

Other readings tba

Week 5 Organizational Culture
Readings:

Other readings tba
Weeks 5 and 7 Environment and Interorganizational Relations
Readings:

Other readings tba

Week 7 and 8 Organizational Strategy
Readings:

Other readings tba

Week 10 Organizational Change
Readings:

Other readings tba

Weeks 11-12 Organizational Case Study Presentations

Week 13 Organizational Change cont’d., Case Study due, Take Home Exam assigned

Week 13 Take Home Exam due to adoherty@uwo.ca

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](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf)

Academic Handbook, Examinations, Course Outlines Last Revised: 2013 04

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](http://www.turnitin.com)).