School of Kinesiology, Faculty of Health Sciences, Western University

KIN 9030b
Sport Management: Organizational Analysis
Winter 2021
TENTATIVE

Instructor:
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Office Hours:
By appointment

Virtual Class
Tuesdays 10:00-1:00 (synchronous sessions may end earlier with mini assignments to be submitted within 24 hours)

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:

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

Course Evaluation (tentative):
Participation in weekly class discussions and completion of mini assignments based on the assigned readings
Presentation of an organizational case study (late March)
Organizational case study (due April 6, 1 mark/day penalty)
Take home exam (due April 13)

20% 20% 40% 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 competed in preparation for synchronous class discussion. With virtual course delivery in the Winter 2021 term, students will also be assigned mini assignments to be completed and submitted to OWL within 24 hours.

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 Times Roman 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 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, 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 virtual 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 April 6 during class and will focus on organizational strategy and/or change. Exam must be typed and uploaded to OWL 4:30 pm April 13. Papers must be double-spaced, 12-point font, 1-inch margins and numbered pages. More details will be provided with the assignment.
Course Content (Tentative):

**Week 1 Introduction**
Readings:

**Week 2 Organizational Effectiveness**
Readings:

**Week 3 Organizational Structure**
Readings:
(background reading:

**Week 4 Organizational Design**
Readings:

**Week 5 Organizational Culture**
Readings:

**Week 6 and 8 Environment and Interorganizational Relations, and Governance**
Readings:

Week 7 Reading Week

Week 9 and 10 Organizational Strategy, Corporate Social Responsibility
Readings:

Week 11 Organizational Change and Innovation
Readings:

Week 12 and 13 Organizational Case Study Presentations

Week 14 Organizational Change cont’d., Case Study due, Take Home Exam assigned

April 13 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.