

School of Kinesiology
Faculty of Health Sciences
Western University

KIN 2298A INTRODUCTION TO MANAGEMENT IN KINESIOLOGY

Instructor: Mac Ross
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Office: Arts & Humanities 3R12A
Office Hours: Thursdays 10:30-11:30 am
or by appointment

Location: HSB Room 35
Lectures: Tuesdays 9:30-11:30 am
Thursdays 9:30-10:30 am

Teaching Assistants:
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Welcome to Management in Kinesiology

Calendar Description:

This course provides an overview of sport and organizational management from a macro perspective. Within this general thrust, emphasis will be placed on the managerial components of decision-making and communicating, as well as various functions of management: planning, organizing, staffing, and evaluating.

My Course Description!

Do you intend to work in a sport, physical activity, or health related organization?

If yes – then this course will be essential for you. Organizations are an important feature in all realms of society, and kinesiology is no different. You are likely here because you have an interest in sport/physical activity/health and therefore the functioning of the organizations that service these activities. This course is intended to provide you with an overview of organizational management from a macro-perspective as it applies to sport, physical activity, health and recreation related organizations. Given this approach, we will be focusing on the managerial components of decision making and communicating, as well as the various functions of management—planning, organizing, leading, and evaluating. Throughout the course, you are expected to examine and analyze issues and theoretical perspectives, and apply this knowledge to the practice of management in sport, recreation, physical activity, and health settings.

NOTE – Please note that this course has Community Engaged Learning (CEL) Component, which will be discussed extensively in the first few weeks of class.

Anti-requisite(s)/Pre-requisite(s)/Co-requisite(s) if applicable:

You are responsible for ensuring that you have successfully completed all course pre-requisites, and that you have not taken an anti-requisite course.

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:

Three lecture hours per week – two hours on Tuesdays and one hour on Thursdays. It is expected that you will contribute a maximum of 1.5 hours/week to the CEL component or alternative project of the course. This additional time spent on the CEL component or project has been offset by a reduction in the readings, and a reduction in lecture contact hours.

This is a half (.5) course. Check the course website for course syllabus, announcements, emails, grades, assignments, etc.

Learning Outcomes:

Upon completion of this course students will be able to:

1. **Identify and delineate** theoretical terms, concepts, and philosophies related to sports, physical activity, and recreation management.
2. **Analyze and compare** the context of the management across sectors in physical activity.
3. **Synthesize** management concepts and research through Community Engaged Learning and Projects.
4. **Develop** writing skills and project development related to management.
5. Begin to **develop** abilities to **critically reflect** upon own learning and relate to the topics discussed in class.

Course Readings:

A course textbook entitled *Contemporary Sport Management* (6th Edition) by Pederson and Thibault is available for purchase at the Campus Bookstore. The assigned weekly readings are contained in this course outline (see “Weekly Schedule”). Additional reading material will be posted on the course website via OWL.

Course Evaluation Summary:

| | |
|--|-----|
| Best-self Exercise (Due October 5 th) | 5% |
| Group Community Engaged Learning/Project including Logs, Agreement, Project Meeting and Interactive Presentation | 30% |
| Reflection Paper | 10% |
| Mid Term Examination (October 17th) | 20% |
| Final Exam | 35% |

Course Evaluation Details: (NOTE: All assignment details and rubrics will be posted on OWL)

1. Best-Self Exercise (5%)

This exercise, inspired by the University of Michigan Reflected Best-Self Exercise (*Roberts et al., 2005 “Composing best-self portrait...” Academy of Management Review*, see OWL) is designed to reveal your unique competencies and skills that you bring to your work and to others. The first task is to seek input from other people who know you in order to more deeply understand your personal, interpersonal, and managerial strengths. You need at least 3 responses to help guide your reflection. Develop a set of 3-4 questions to ask co-workers, boss, volunteer contacts, etc. (e.g. Describe an incident when I worked well with others). You will then develop a one-page double spaced ‘*Reflected Best-Self*’ paper. **Your paper is due at the beginning of class on Thursday October 4.**

2. Community Engaged Learning and Project (2 Options – see below) (30% broken down according to project choice – please take note of all components as some are individual)

I. OPTION ONE: Community Engaged Learning Project

We are fortunate to have a number of local community organizations from the sport, recreation, physical activity and health sectors to work with in the course. These organizations have identified a specific issue/project related to the course concepts that you are to address. There is a single point of contact for the organization that will help guide your project. Some projects may involve some off-campus work which should be taken into consideration regarding schedules. You will be asked to sign up for one Community Engaged Learning Group as posted on OWL. Each of the organizations involved in this portion of the course will be discussed the first week of class. The purpose of this experiential component of the course is to give you an opportunity to gain important practical experience in sport/recreation/physical activity organizations, and to see the course concepts in practice. Please see the 'application' form on OWL to submit your interest in the CEL project. Groups will be formed based on interest and related experience. We will do our best to accommodate all of your requests/needs in working with these organisations. As part of the Community Engaged Learning, there are number of small but essential components to be completed:

a) Partnership Agreement Form (2%): Once all students have signed up for their EL group and organisation, a meeting will be set up with the organisational supervisor to discuss your role and commitment to the organisation. You must complete the partnership agreement with your community partner by **Thursday September 27**. If the agreements are not completed by this date, 2% will automatically be subtracted from your grade.

b) CEL Logs (3%): The CEL Hours Tracking application will be managed by the CEL office and not me. It is to serve as a record of the contributions you, as a Western student, have made to the London community and beyond through Community Engaged Learning. Since you are engaged in Community Engaged Learning as part of your course, this will allow the CEL staff to track your progress, CEL @ Western to help you ensure your community work is of benefit to you and the community, and for CEL @ Western to collect statistics of the ways that students are "giving back" to our surrounding communities.

Students involved in the CEL as part of a course will be asked to report on their service work in **2-week time blocks** (see reporting periods below). CEL logs should be reported for all hours spent serving the community organization you are engaged with.

The CEL Hours Tracking application can be accessed through visiting www.myEL.uwo.ca. Select your role (student) and log in with your Western Student ID and Password. Once you are logged in, select "Complete A CEL Log", which can be found in a blue tab at the bottom of the webpage. You will then be prompted to input some information about your CEL activities. Please keep your entries brief but use full sentences. We do not expect any more than 2 to 3 sentences. If you fail to complete any of the logs, 3% will automatically be subtracted from your project grade.

Reporting Periods for myEL.uwo.ca

| Reporting Periods for Students |
|--------------------------------|
| TBD |
| TBD |
| TBD |
| TBD |
| TBD |

NOTE: Students will have until midnight on the Monday after the reporting period to submit their report for the 2-week block. There will be no exceptions for students completing these late due to the high volume of CEL students, courses and faculty. All students in the CEL program will not begin their engagements with their partners at the same time, but are expected to report any of their CEL activities within the appropriate reporting period.

II. OPTION TWO: Self-Directed Projects

Should you choose not to be part of the CEL projects, you may choose to be involved in a Self-Directed Project. In this case, you will also work in groups (3-4 people; see sign up on OWL) where you will develop your own management project (Event plan; Marketing and Communication Strategy; Issue Resolution; Strategic Plan, etc.). You should work with me and the TA's to hone your ideas in the first few weeks so you have a solid direction. The purpose of this experiential component of the course is to give you an opportunity to gain important experience in sport/recreation/physical activity organizations, and to see the course concepts in put into practice, however will allow you some flexibility to develop your own timeline and ideas.

a) Group Partnership Agreement Form and b) Program Outline (5%): Once all students have signed up for their projects you will need to complete a group partnership agreement form. This form serves as your group commitment to the project ideas and your group. In this agreement, you must clearly outline your roles and responsibilities, plan for completing (e.g. meetings, etc.) and project goals. A template will be posted on OWL for this agreement. This must include an outline of the project and responsibilities of each group member. You must complete the partnership agreement with your group by **Thursday September 27, 2017**. If the agreements are not complete by this date, 5% will automatically be subtracted from your grade for all group members.

2c) Project Plan Submission (5%)

Your group will submit a project plan and progress report to the professor via OWL. Your report should detail progress on the project, individual roles in the project, and plan for completion.

Due date for these meetings is Thursday November 1.

2d) Reflection (10%): As part of the CEL/Project process, you will be reflecting on your experiences in developing your ideas and the connections to the course concepts. A full presentation about reflection and this process will be conducted in class. **Individually**, you will complete a 2-page reflection on the process. This should be about your reflection on working through the ideas and engaging with the community partners. You may submit this at any point in the course.

2e) Group Presentation and Final Submission (20%)

Upon completion of your Project, you will present on your experiences, learning, and evaluation of the outcomes. Where possible, the Community Partners involved in the CEL component will be invited to attend your presentation. It is expected that these presentations be creative and interactive to facilitate a collaborative learning opportunity for students and Community Partners. Your submission may take any form you choose in terms of an output based on what you have done with your project. Extensive details, marking rubric, scoring and other details will be developed as a class and posted on OWL.

3. Mid Term Examination

The mid-term exam will be written in during class time. The exam is comprehensive up to and including Organisational Systems. This exam will include multiple choice, short answer questions, and one longer answer question. Please note the professor will be available for questions up until 24 hours prior to the exam.

4. Final Exam (Scheduled by Registrar)

The 2-hour final exam will be cumulative and will include multiple choice, short answer questions, and 2 case study long answer questions. Please note the professor will be available for questions up until 24 hours prior to the exam.

Course/University Policies

"I like students to think about the class as a COMMUNITY. The class is a place to promote dialogue and mutual understanding in all aspects of the course. My goal is to continue to challenge students to think critically about the various social, cultural, historical, and managerial approaches to understanding sport, recreation, leisure, health, and physical activity. As such, my expectation is that students respect the community and all members of this community to promote a mutually beneficial learning environment."

1. **Lateness/Absences:** Assignments are due at the beginning of class on the assigned due date and will not be accepted late, except under medical or other compassionate circumstances. Electronic submission of assignments will not be accepted (unless otherwise specified) under any circumstances. Submitting a late assignment without appropriate documentation will result in a zero (0) grade. Appropriate documentation for assignments worth less than 10% should be submitted to the instructor. A missed mid-term examination, if applicable without appropriate documentation will result in a zero (0) grade. The **course policy is not to allow make-ups for scheduled midterms, presentations or final exams**, nor to assign a grade of "Incomplete" without acceptable and verifiable medical (or equivalent compassionate) reasons. Acceptable reasons might include hospital stays, serious illness, family emergencies (like serious accidents, illness or death) or similar circumstances.

2. Documentation for Accommodation (Illness, Medical/Non-Medical Absences):

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

A UWO Student Medical Certificate (SMC) is required where a student is seeking academic accommodation. This documentation should be obtained at the time of the initial consultation with the physician or walk-in clinic. An SMC can be downloaded under the Medical Documentation heading of the following website:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

Documentation is required for non-medical absences where the course work missed is more than 10% of the overall grade. Students may contact their Faculty Academic Counselling Office for what documentation is needed.

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. stating specific reasons and dates. Students must follow up with their professors and their Academic Counselling office in a timely manner. Documentation for medical requests for accommodation must be submitted within two (2) business days after the end date on the documentation, to the appropriate Academic Counselling Office of the student's Faculty of registration. For KIN students, you may go to the School of Kinesiology in 3M Centre room 2225 **NOT** to the instructor. It will be the Academic Counselling office that will determine if accommodation is warranted.

An "Accommodation Consideration Request Form" found online

https://www.uwo.ca/fhs/kin/undergrad/files/accommodation_request.pdf or in the Kinesiology Undergraduate Office" for ALL accommodation requests must be submitted into the appropriate Academic Counselling office of the student's Faculty/School of registration. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy.

3. **Grades:** Where possible assignment objectives and rubrics 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.

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| A+ | 90-100 | <i>One could scarcely expect better from a student at this</i> |
| A | 80-89 | <i>Superior work that is clearly above average</i> |
| B | 70-79 | <i>Good work, meeting all requirements and eminently</i> |
| C | 60-69 | <i>Competent work, meeting requirements</i> |
| D | 50-59 | <i>Fair work, minimally acceptable.</i> |
| F | below 50 | <i>Fail</i> |

4. **Scholastic offences:** They 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:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

A) 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>

B) Computer marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. **Formatting** (as recommended by the course instructor): example- APA style is the approved style of writing for all assignments produced 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.

6. According to the **Examination Conflict policy**, Please see the Office of the Registrar policy on Exam Conflict and Multiple Exam Situations
www.registrar.uwo.ca/examinations/exam_schedule.html

7. **Classroom Behaviour:** Class will begin promptly at the time specified at the top of page one of this syllabus. In the event that you must arrive late, please enter the classroom with a minimal disturbance to the class. Please keep all electronic devices on silent and avoid distracting classmates. .

8. **Electronic Device Usage:**

During Exams - Unless you have medical accommodations that require you to do so, or explicit permission from the instructor of the course, you may not use any of the following electronic devices during ANY of the tests, quizzes, midterms, examinations, or other in-class evaluations: cellphones, smart phones, smart watches, smart glasses, audio players or recorders of any sort, video cameras, video games, DVD players, televisions, laptop/notebook/netbook computers, flashlights or laser pointers.

During Lectures and Tutorials: Although you are welcome to use a computer during lecture and tutorial periods, you are expected to use the computer for scholastic purposes only, and refrain from engaging in any activities that may distract other students from learning. Please be respectful to your fellow students and turn the sound off. If the professor receives complaints from other students regarding noise or other disruptive behavior (e.g. watching videos on YouTube.com, updating your Facebook status, playing Solitaire), your classroom privileges will be revoked. From time to time, your professor may ask the class to turn off all computers, to facilitate learning or discussion of the material presented in a particular class. **Unless explicitly noted otherwise, you may not make audio or video recordings of lectures – nor may you edit, re-use, distribute, or re-broadcast any of the material posted to the course website.**

9. **Health and Wellness:** As part of a successful undergraduate experience at Western, we encourage you to make your health and wellness a priority. Western provides several on-campus health-related services to help you achieve optimum health and engage in healthy living while pursuing your degree. For example, to support physical activity, all students receive membership in Western's Campus Recreation Centre as part of their registration fees. Numerous cultural events are offered throughout the year. Please check out the Faculty of Music web page (<http://www.music.uwo.ca/>), or the McIntosh Gallery <http://www.mcintoshgallery.ca/>

Further information regarding health and wellness-related services available to students may be found at <http://www.health.uwo.ca/>.

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

STUDENT CODE OF CONDUCT

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For more information, visit <https://www.uwo.ca/univsec/pdf/board/code.pdf>

ENGLISH PROFICIENCY FOR THE ASSIGNMENT OF GRADES

Visit the website http://www.uwo.ca/univsec/pdf/academic_policies/exam/english.pdf

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 & Wellness* -- <http://www.health.uwo.ca/>
3. *Registrar's Office* -- <http://www.registrar.uwo.ca/>
4. *Ombudsperson Office* -- <http://www.uwo.ca/ombuds/>

Tentative Schedule (please check OWL frequently for updates)

| DATE | TOPIC | READINGS | NOTES |
|------------------------|--|---|--|
| Thursday, September 6 | Introduction to Course, Syllabus Review | <i>No Reading</i> | |
| Tuesday, September 11 | Introduction to the Field | CHAPTER 1 – Managing Sport | |
| Thursday, September 13 | Professionalism in Sport Management | CHAPTER 2 – Developing a Professional Perspective | |
| Tuesday, September 18 | The Rise and Professionalization of Sport Business and Management | CHAPTER 3 – Historical Aspects of the Sport Business Industry | |
| Thursday, September 20 | What is Management? | CHAPTER 4 - Management Concepts and Practice in Sport Organizations | |
| Tuesday, September 25 | Leadership in the Sports Industry | CHAPTER 5 – Managing and Leading in Sport Organizations | Group Discussions & Planning |
| Thursday, September 27 | Principles of Planning & Project Management | <i>No Reading</i> | Partnership agreements due. |
| Tuesday, October 2 | Grassroots Sport and Recreation | CHAPTER 6 – Community and Youth Sport | Midterm Review |
| Thursday, October 4 | Secondary Schools and Sporting Culture | CHAPTER 7 – Interscholastic Athletics | Best Self paper due. |
| October 9 & 11 | FALL STUDY WEEK | | |
| Tuesday, October 16 | MIDTERM EXAM IN CLASS | | |
| Thursday, October 18 | University and College Sport | CHAPTER 8 - Intercollegiate Athletics | |
| | Play for Pay | CHAPTER 9 - Professional Sport | |
| Tuesday, October 23 | Introduction to Sport Agencies | CHAPTER 10 – Sport Management and Marketing Agencies | |
| Thursday, October 25 | The Athletic Tourist | CHAPTER 11 - Sport Tourism | |
| Tuesday, October 30 | Industry Panel | <i>Guest Speakers TBD</i> | |
| Thursday, November 1 | Introduction to Sport Marketing | CHAPTER 12 - Sport Marketing | Last day to submit project report to prof. |

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| Tuesday, November 6 | The Sports Consumer | CHAPTER 13 – Sport Consumer Behavior | Planning final presentations (poster design). |
| Thursday November 8 | Strategic Sport Communication | CHAPTER 14 – Communication in the Sport Industry | |
| Tuesday, November 13 | Sport Management and the Law | CHAPTER 17- Legal Considerations in Sport Management | |
| Thursday, November 15 | The Rise of “Mathletics” | CHAPTER 20 - Analytics in the Sport Industry | |
| Tuesday, November 20 | Research, Academia, and Sport Management | CHAPTER 21 - Sport Management Research | |
| Thursday, November 22 | FINAL PREPARATION MEETINGS | | |
| Tuesday November 27 | FINAL PRESENTATIONS | | |
| Thursday November 29 | TBD | | |
| Tuesday December 4th | Final Exam Review | | |