School of Kinesiology, Faculty of Health Sciences
Western University

KIN 3398F Managing People in Sport and Recreation (Human Resource Management)
Fall 2018

Instructor:
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Office hours by appointment

Teaching Assistant:
TBA
Location:
UC 3220
Tues. 2:30-4:20
Thur. 2:30-3:20

Calendar Description: This course examines the strategic management of human resources for optimal performance and organizational effectiveness in the sport, recreation, and physical activity setting. Topics include staffing, job design, leadership, organizational culture, and change that are critical to individual and workgroup performance.

Course Objectives:
This course introduces students to the theory and practice of strategic human resource management in the sport, recreation and physical activity organization setting. Lectures and reading material are 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 have an opportunity 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:

Assignment	*Date*	*Grade*
Mid-term Exam	Oct. 23 (during class)	30%
Organizational Culture analysis	due Nov. 13 (in class, 1 mark/day penalty)	10%
Case Study	due Dec. 6, 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:

Introduction to Strategic Human Resource Management

Overview

Individuals Within Organizations

Attributes and Personality
Attitude, Satisfaction

Human Resource Planning and Development

Recruitment and Selection
Orientation and Organizational Culture

Performance Management

Workplace Motivation
Organizational Rewards
Job Design

Employee Management

Employee Relations
Leadership

Managing Change

Organizational Change

Course/University Policies:

1. 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
2. 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. During Lectures and Seminars: Although you are welcome to use a computer during lecture and seminar 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. 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.
7. 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
8. 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.

9. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. 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.

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.health.uwo.ca
3. Registrar's Office -- http://www.registrar.uwo.ca/
4. Ombudsperson Office -- http://www.uwo.ca/ombuds/

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.http://www.mcintoshgallery.ca/.

Students who are in emotional or 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. To help you learn more about mental health, Western has developed an interactive mental health learning module, found here: https://uwo.ca/health/mental_wellbeing/education/module.html.

The university-wide descriptor of the meaning of letter grades, as approved by Senate:

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