SPORT SCIENCE & MANAGEMENT
SS2109 MANAGEMENT OF SPORT ORGANISATIONS

Academic Year		Semester	
Course Coordinator			
Course Code	SS2109		
Course Title	Management of Sport Organisations		
Pre-requisites	-		
No of AUs	3		
Contact Hours	39		

Course Aims

The course introduces you to fundamental organisational theories and their application to sport organisations. It develops you a broad understanding of management issues in sport organisations. You will learn how to employ the theories to examine the various aspects of the management of sport organisations.

Intended Learning Outcomes (ILO)

By the end of this course, you (as a student) would be able to:
1. Explain the basic concepts of organizational theory and organizational behaviour.
2. Discuss the major theoretical approaches to understanding effectiveness.
3. Discuss the issue of structure and design in organisations.
4. Understand how strategy, environment, and technology influence the choice of an organization's design.
5. Explain power and politics in sport organizations and understand the role each may play in shaping the structure and operation of a sport organization.
6. Identify the processes that take place in sport organizations, including managing conflict, implementing change, and making decisions.
7. Explain the role of organizational culture in the management of sport organisations.

Course Content

1. Organisational Theory
2. Organisation Goal and Effectiveness
3. Dimensions of Organisational Structures
4. Design Options in Sport Organisations
5. Strategy and Strategic Alliances
6. Sport Organisation and Environments
7. Sport Organisation and Technology
8. Power and Politics in Sport
9. Managing Organisational Conflict
10. Organisational Change
11. Organisational Decision Making
12. Managing Organisational Culture

Assessment (includes both continuous and summative assessment)

Component	Course LO Tested	Related Programme LO or Graduate Attributes	Weight-ing	Team/ Individual	Assessment Rubrics
1. Individual Assignment	5, 6, 7	A1, B1, E1	20%	Individual	Appendix 1
2. Group Project	2, 3, 4	A1, A3, B1, B5, C1, C2, D1	20%	Team	Appendix 2
3. Participation	1-7	C1, E1	10%	Individual	
4. Examination	1-7	A1, A2, B1	50%	Individual	
Total			100%		

Graduates of the SSM programme should show:

Competence	
A1: {Understanding}	process and interpret information, evidence and methodologies related to sport science or sport management
A2: {Self-discipline}	independently apply themselves to solve relevant problems
A3: {Modern Tool Usage}	use technology to communicate and provide feedback on sports activities, improve sports performance, monitor and increase physical activity, provide exercise prescription, solve problems for disadvantaged athletes/sportspeople, and commercialise and innovate sports products, events and services
Creativity	
B1: {Critical Thinking}	critically assess the applicability of sport science and sport management tools toward problems and in the workplace
B2: {Analytical Thinking}	critically analyse data from a multitude of sources
B3: {Interdisciplinary Thinking}	connect the subfields of sport science and sport management to tackle problems

B4: {Innovation}	be able to develop new applications or improve existing techniques
B5: {Entrepreneurship}	develop new ideas and plans for sport science, businesses and events

Communication	
C1: {Effective Communication}	present findings or ideas from sport science and sport management research logically and coherently at the appropriate level for the intended audience and in all forms of communication
C2: {Teamwork}	work in teams on projects that require sport science or sport management application, and communicate results via demonstration, verbally and in written form

Civic-Mindedness	
D1: {Professionalism}	act in a manner that respects the profession and meets the expectations of the sport science and sport management industry
D2: {Inclusiveness}	promote sport and physical activity in all individuals to bring people together and improve physical, social and psychological outcomes

Character	
E1: {Ethical behaviour}	act with integrity and in a socially responsible and ethical manner in line with societal and legal expectations in relation to collecting and analysing data of people and protecting personal data with appropriate computer security
E2: {Sportspersonship}	demonstrate appropriate safety, concern and good conduct in sport situations towards other individuals involved in the activity

Formative Feedback

Feedback for learning will be verbal provided during each in-class discussion and tutorial session where you have the opportunity to reflect the depth and width of your thinking and learning. Generic verbal and written feedback will be provided to the class for the individual assignment, group project and examination.

Learning and Teaching Approach

Approach	How does this approach support students in achieving the learning outcomes?

Lectures	Lectures will provide information for key learning concepts and theories and support understanding of key concepts
Tutorial	Tutorials will: - Give hands-on practical learning to support key theories and information provided in class - Provide tasks for you to utilise what they recently learned to solve specific problems. - Give space and time for small group activities and discussions to allow you to assimilate the content and for sharing learning Allow opportunity for verbal feedback from instructor to you on discussion results and theory application
Online Learning	Time will be given for learning from online materials as a part of flip teaching approach. These materials will support key concepts covered in lectures and tutorials.

Reading and References

Required Textbook

Slack, T., & Parent, M. M. (2006). *Understanding sport organizations: The application of organization theory* (2nd ed.). Champaign, IL: Human Kinetics.

Suggested Textbooks

Chelladurai, P. (2006). *Human resource management in sport and recreation*. 2nd Edition. Champaign, IL: Human Kinetics Publishers, Inc.

Ch'ng, A., & Koh-Tan, A. (2006). *Managing sport: Concepts and issues of non-profit organisations*. Singapore: Pearson/Prentice Hall.

Daft, R.L. (2013). *Organisation Theory & Design*. 11th Edition. South-Western.

Gibson, Ivancevich, Doneelly & Konopaske. (2003). *Organisations*. 11th Edition. McGraw-Hill.

Hellriegel & Slocum. (2009). *Organisational Behaviour*. 12th Edition. South-Western.

Huczynski, A. & Buchanan, D.A. (2007). *Organisational Behaviour*. 6th Edition. Prentice-Hall.

Lussier, R.N. & Kimball, D.C. (2009). *Applied Sport Management Skills*. Human Kinetics.

Nelson, D.L. & Quick, J.C. (2011). *ORGB2*. South-Western.

Parks, J. B., Quarterman, J., & Thibault, L. (2007). *Contemporary sport management*. 3rd Edition. Champaign, IL: Human Kinetics Publishers, Inc.

Course Policies and Student Responsibilities

1) General

You are expected to complete all assigned pre-class readings and activities, attend all classes – lecture and laboratory - punctually and submit the scheduled assignment by the due dates. You are expected to take responsibility to follow up with course notes, assignments and course related announcements for sessions missed. You are expected to participate in all discussions and class activities unless there is a valid medical reason not to do so.

(2) Absenteeism

Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies.

If you miss a lecture, you must inform the course instructor via email prior to the start of the class.

(3) Absence Due to Medical or Other Reasons

If you are sick and not able to complete a test or submit an assignment, you have to submit the original Medical Certificate (or another relevant document) to the Sport Science & Management (or Home School) administration to obtain official leave. Without this, the missed assessment component will not be counted towards the final grade. There are no make-ups allowed.

Academic Integrity

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values.

As a student, it is important that you recognise your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Collaboration is encouraged for your work in the class and laboratories because peer-to-peer learning helps you understand the subject better and working in a team trains you to better communicate with others. Working together and exchanging ideas and experiences will help improve the quality of your assessed presentation. It is important to credit others for their contribution to your work which promotes ethical practices and academic integrity.

Course Instructors

Instructor	Office Location	Phone	Email

Planned Weekly Schedule

Week	Topic	Course LO	Readings/ Activities
1	Organisational Theory	LO1	Chapter 1
2	Organisation Goal and Effectiveness	LO2	Chapter 3
3	Dimensions of Organisational Structures	LO3	Chapter 4
4	Design Options in Sport Organisations	LO3	Chapter 5
5	Strategy and Strategic Alliances	LO4	Chapter 6 and 7
6	Sport Organisation and Environments	LO4	Chapter 8
7	Sport Organisation and Technology	LO4	Chapter 9
8	Mid-term		
9	Power and Politics in Sport	LO5	Chapter 10
10	Managing Organisational Conflict	LO6	Chapter 11
11	Organisational Change	LO6	Chapter 12
12	Organisational Decision Making	LO6	Chapter 13
13	Managing Organisational Culture	LO7	Chapter 14

Appendix 1: Assessment Criteria for Individual Assignment: Literature Review
The assessable components include the following:

<u>Assessment Rubrics</u>

Assessment Components	Level 1	Level 2	Level 3	Level 4
Salient points of research paper (60%)	Review of salient points is incomplete. Major issues are ignored.	Provides an unclear review. There are vague linkage among information and question under consideration.	Provides an acceptable and relevant review. There are appropriate linkage among information and question under consideration.	Provides a thorough review. There are clear linkage among information and question under consideration.
Conclusion of literature review (15%)	Draws conclusions which are not justified.	Draws less relevant conclusions from the articles and communicate is not connected from the conclusion to the topic	Draws acceptable conclusions from the articles and communicate an appropriate path from the conclusion to the topic	Draws sound conclusions from the articles and communicate a logical path from the from the conclusion to the topic
Application of the review findings (25%)	Applications for practice are absent or illogical	Applications for practice are included but lack of relevance or clarity	Applications for practice are somewhat logical, relevant and clear	Applications for practice are logical, relevant, and clear
Total (100%)				

Appendix 2: Assessment Criteria for Group Project: An Analysis of Sport Organisational Structure

The assessable components include the following:

<u>Assessment Rubrics</u>

Assessment Components	Level 1	Level 2	Level 3	Level 4
Organisation description (25%)	Provides inadequate and partial description about the organisation and its structure	Provides an acceptable, but limited description about the organisation and its structure.	Provides a complete and relevant, description about the organisation and its structure.	Provides and maintains a thorough, appropriate, and organized description about the organisation and its structure.
Structure analysis (75%)	Applies unrelated theories. Lacks clarity of ideas	Applies related theories. Exhibits rudimentary development of ideas	Applies relevant theories. Develops ideas but may be limited in depth	Applies appropriate theories. Exhibits ideas that are developed in depth
Total (100%)				