



## LEARNING OUTCOMES

Web5 Smucker, M., & Kent, A. (2004). Satisfaction and referent comparisons in the sport industry. *International Journal of Sport Management*, 5, 262-280.

Web6 Workplace Scenarios

Web7 Job Satisfaction Exercise

## Human Resource Planning and Development

### **Oct. 4-6 Overview, and Recruitment and Selection**

Reading:

Text Chapter 3 (pp. 31-41) (Human Resource Planning)

Text Chapter 4 (Recruitment and Selection for Sport Organizations)

### **Oct. 11-13 Orientation and Organizational Culture**

Reading:

Text Chapter 5 (Orientation and Organizational Culture)

## Oct. 18 Midterm Exam (in-class)

## Performance Management

### **Oct. 20-27 Overview, and Motivation**

Reading:

Text Chapter 7 (Performance Management)

Text Chapter 8 (pp. 131-140) (Motivation and Rewards Management)

Web8



### Step 1

Identify a sport, recreation, or leisure services organization and a knowledgeable individual who is willing to be interviewed for the case study. All names and information that may reveal the individual and his/her organization must be changed to ensure anonymity in the final report. Provide your prospective interviewee with the "Letter of Information" (in OWL - Assignments) and obtain consent for participation in your study. Check in by Nov. 17 to confirm this step has been completed (see in OWL Quiz).

### Step 2

Be familiar with the literature pertaining to the topics below to help prepare the interview guide (do this first!).

### Step 3

Prepare an interview guide, based on the review of literature in Step 2. The interview guide will be used to gather data for the case study. The interview guide must be included in an appendix of the final report. The following must be addressed in the interview:

1. Background
  - i) Description of the organization (sector, history, products/services)
2. Human resource management in the organization
  - i) Mission/goals of the organization
  - ii) SWOT analysis (internal strengths and weakness, external opportunities and threats)
  - iii) Strategic direction of the organization (where is it going? what are future plans? consider - does this coincide with the mission/goals and SWOT?)
  - iv) Human resource plan to meet those goals/strategy (staffing profile – roles, attributes; recruitment)
3. Human resource management topic; address any **one** of the following:
  - *Rewards* – describe the reward structure, for management, staff and volunteers (as applicable); critique the motivational forces of those rewards and any strengths, challenges, concerns.
  - *Job analysis/design redesign* – diagnose the job/role of your interviewee or another person or group in the organization; investigate the potential for job enrichment and propose the process and outcomes of a redesigned job (you may have to explain the concepts to your interviewee as you go along)
  - *Leadership* – describe the leadership style of your interviewee, or his/her supervisor, according to one or more of the leadership theories; is he/she an effective leader?
  - *Performance management* – describe what is done in the organization (if anything) – is there a systematic process in place (see model in the course text)? Are parts of performance management addressed? Who is responsible for this? Is it effective or ineffective? How could performance management be handled?
  - *Performance appraisal* – describe what is done in the organization (if anything) – who is evaluated, what is evaluated and how, what is done with the information (if anything); if appropriate propose an effective performance appraisal plan for the organization
  - *Orientation* – describe how orientation is handled in the organization



### **Use of Statistical Pattern Recognition on Multiple Choice Exams**

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.

### **3. Use of Electronic Devices**

**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 electronic devices during ANY tests, quizzes, midterms, examinations, or other in-class activities.

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