

# COURSE SYLLABUS



Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

Learn more about Camosun's [Territorial Acknowledgement](#).

COURSE TITLE: **SPMA 425 – Sport Organizational Behaviour**

CLASS SECTION: 001

TERM: Winter 2025

COURSE CREDITS: 3.0

DELIVERY METHOD(S): In person

For COVID-19 information please visit <https://legacy.camosun.ca/covid19/index.html>.

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## INSTRUCTOR DETAILS

NAME: Brianna Waldman (she/her)

EMAIL: [waldmanb@camosun.ca](mailto:waldmanb@camosun.ca)

OFFICE: 306F

HOURS: By Appt Only (to set up appt, please email me)

*As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.*

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## CALENDAR DESCRIPTION

Students will study organizational behaviour as it applies to sport settings. Students will identify and critique internal aspects, functions and processes of sport organizations, with an emphasis on multisport, provincial and national sport organizations.

PREREQUISITE(S) or CO-REQUISITE (S): C in BUS 220 & SPMA 155

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## COURSE LEARNING OUTCOMES / OBJECTIVES

*Upon successful completion of this course students will be able to:*

- Analyze organizational culture, leadership styles and governance models in sport.
- Analyze organizational effectiveness in terms of conflict resolution strategies and group decision making in provincial and national sport organizations.
- Identify and apply models of change management strategies with consideration of the effectiveness of change strategies in sport organizations including indigenous sport organizations.
- Apply strategic planning skills through case study analysis and understanding of a comprehensive strategic plan for a multi-sport, provincial or national sport organization.

## REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

- (a) A notebook, computer, assigned readings or handouts, smart device and access to D2L are required for this course.
- (b) (d) Purchase of any additional desktop or mobile apps (at the student's discretion) for podcast listening and production (student makers studio has access to some equipment at Camosun).
- (c) Ted Lasso – Season 1 (Apple TV)

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

*Class dates/Times: Wed 12:30pm – 2:20pm PISE 330 & Fri 12:30pm – 2:20pm PISE 329B*

WEEK or DATE RANGE	ACTIVITY or TOPIC	ADDITIONAL DUE DATES
Wed Jan 8	Introduction to Organizational Behaviour in Sport	
Fri Jan 10	Governance Structures: Amateur Sport VS Government	<b>Hand out Assignment #1: Sport Governance Structures Due: Sun, Feb 2, 2025</b>  Pre-Reading> “From Olympic Administration to Olympic Governance” by Jean-Loup Chappelet.
Wed Jan 15	Governance Structures: Games and Events – <i>Org chart vs Governance</i>	
Fri Jan 17	Governance Structures: Charities / Foundations	Pre-Reading > “Sport Organisations, Autonomy and Good Governance”. (pp. 190-212)
Wed Jan 22	Governance Structures: Board of Directors - <i>emotional vs business driven. Bylaws and constitution, AGM, TOR, Mandates</i>	Pre-Reading> Sport Integrity Journal. “Good Governance In Sport” – pp. 45-55
Fri Jan 24	Equity, Diversity, Inclusion and Belonging/Board Diversity	Pre-Reading> Sport Integrity Journal. “Female Leadership in Sport” – pp. 15-20
Wed Jan 29	Strategic Planning in Sport Organizations/Strategy Mapping	<b>Episode 1</b> – Discussion Q’s
Fri Jan 31	Organizational Effectiveness: Metrics and Competencies	<b>Assignment #1 Due (Feb 2, 2025)</b>
Wed Feb 5	Organizational Culture	<b>Episode 2</b> – Discussion Q’s
Fri Feb 7	<b>Guest Speaker: Rob Fraser (Outway)</b>	

WEEK or DATE RANGE	ACTIVITY or TOPIC	ADDITIONAL DUE DATES
Wed Feb 12	Organizational Brand	
Fri Feb 14	The Talent Economy – <i>Recruitment and Retention</i>  People / Talent Metrics – <i>how do you tell if you doing a good job with your team.</i>	<b>Episode 3</b> – Discussion Q's <b>Hand out Assignment #2: Learning Needs Assessment</b>  <b>Due Date: Sun, March 16, 2025</b>
Wed Feb 19	<b>Reading Week (closed)</b>	
Fri Feb 21	<b>Reading Week (closed)</b>	
Wed Feb 26	<b>Guest Speaker: Mary Chan</b>	
Fri Feb 2	Succession Planning / Mentorship – Attracting and Recruiting Top Talent	<b>Episode 4</b> – Discussion Q's  <b>Hand out Group Project: Podcast</b> <b>Due Date: April 4, 2025 (9am)</b>
Wed Mar 5	<b>Guest Speaker: Paul Beirne – Pacific FC</b>	
Fri Mar 7	Learning and Development	<b>Episode 5</b> – Discussion Q's
Wed Mar 12	Conflict Resolution in the Workplace	<b>Episode 6</b> – Discussion Q's
Fri Mar 14	Change Management in Sport	<b>Episode 7</b> – Discussion Q's <b>Assignment #2 Learning Needs Assessment Due: March 16<sup>th</sup></b>
Wed Mar 19	Crisis Management in Sport Organizations	<b>Episode 8</b> – Discussion Q's
Fri Mar 21	Communication in the Workplace	
Wed Mar 26	Mental Health in the Workplace	<b>Episode 9</b> – Discussion Q's
Fri Mar 28	Social Responsibility in Sport Organizations (sustainability practices)	<b>Episode 10</b> – Discussion Q's
Wed Apr 2	Digital Transformation and Future Trends in Sport Organizations	
Fri Apr 4	Leadership Series Presentations and Podcasts	<b>Podcast Group Project Due: April 4<sup>th</sup> (9am)</b>
Wed Apr 9	Leadership Series Presentations and Podcasts	
Fri Apr 11	Exam Prep	

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines scan be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

## EVALUATION OF LEARNING

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ASSESSMENT	TITLE	DESCRIPTION	DUE DATE	WEIGHTING
Assignment #1	Sport Governance Structures	An assessment and depiction of a governance structure within the Canadian sport ecosystem. (Canada Vs UK).	Sun Feb 2	20%
Assignment #2	Learning Needs Assessment	A personal reflection on your ideal role, the job description, the competencies required to succeed and an assessment of your learning needs.	Sun Mar 16	15%
Group Project	Leadership Series Presentations and Podcasts record session.	Presentation of a podcast on a topic on organizational behaviour, leadership, governance, etc.	Thurs Apr 4 (9am)	30%
Exam	Final Exam	Final Exam is intended to assess the student's recognition, recall, and understanding of the entirety of the course material.	TBD	25%
Discussions	Ted Lasso Discussions	Ongoing discussion questions will take place in class during Ted Lasso showings. Periodically they will be submitted, as well participation in discussion.	All Semester	10%
				100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.  
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

## COURSE GUIDELINES & EXPECTATIONS

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Please note: In order to satisfy the Learning Outcomes for the course, **all assignments and presentations** must be completed to receive a final grade.

**Attendance:** Students are expected to attend all classes, labs, and exams. Students are responsible for getting their own notes from class as well as information pertaining to changes in the course outline, readings, assignments, and information pertaining to any tests or exams. Lab attendance is mandatory unless you have a medical reason for missing it, in which case you should email the instructor ahead of time to make note of your reason for missing class. Failure to attend the laboratory component could result in failure of the course.

An **excused** absence includes:

- a medical certificate
- an intercollegiate trip
- permission of instructor prior to absence
- compassionate reasons
- signs & symptoms of COVID-19

*Absences from Campus due to COVID-19:*

If a student is feeling unwell, they should inform their instructor that they will be unable to participate in any in-person classes. Where possible, alternative means of participating in the learning will be arranged. Students will not be academically penalized for such absences.

**Late Assignments:** Late assignments will receive a deduction of 20% per day.

**Missed Exams:** Exams must be written on the date scheduled. If a student is unable to write an exam through no fault of their own for medical or other reasons, valid documentation must be provided and discussed with the instructor. If a student who is absent has not made arrangements with the instructor in advance, he or she will receive a zero. Final Exams may be scheduled at any time during the final exam block; therefore, students should avoid making travel plans, professional or personal commitments for the duration of the exam period.

**Office hours:** While office hours are noted on the course outline, students are free to make an appointment with their instructor at a time that is mutually convenient. Another option is to email your question. Questions sent by email must be brief (think the length of a tweet). If it is impossible to reply with a brief response (due to the nature of the question) then you will be asked to make an appointment. Your instructor will respond to emails as quickly as possible, however, please keep in mind that this reply may be delayed when the instructor is tied up with other courses or if it is outside of work hours.

## STUDENT RESPONSIBILITY

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Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

## SUPPORTS AND SERVICES FOR STUDENTS

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Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	<a href="http://camosun.ca/advising">http://camosun.ca/advising</a>
Accessible Learning	<a href="http://camosun.ca/accessible-learning">http://camosun.ca/accessible-learning</a>
Counselling	<a href="http://camosun.ca/counselling">http://camosun.ca/counselling</a>
Career Services	<a href="http://camosun.ca/coop">http://camosun.ca/coop</a>
Financial Aid and Awards	<a href="http://camosun.ca/financialaid">http://camosun.ca/financialaid</a>
Help Centres (Math/English/Science)	<a href="http://camosun.ca/help-centres">http://camosun.ca/help-centres</a>
Indigenous Student Support	<a href="http://camosun.ca/indigenous">http://camosun.ca/indigenous</a>
International Student Support	<a href="http://camosun.ca/international/">http://camosun.ca/international/</a>
Learning Skills	<a href="http://camosun.ca/learningskills">http://camosun.ca/learningskills</a>

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Support Service	Website
Library	<a href="http://camosun.ca/services/library/">http://camosun.ca/services/library/</a>
Office of Student Support	<a href="http://camosun.ca/oss">http://camosun.ca/oss</a>
Ombudsperson	<a href="http://camosun.ca/ombuds">http://camosun.ca/ombuds</a>
Registration	<a href="http://camosun.ca/registration">http://camosun.ca/registration</a>
Technology Support	<a href="http://camosun.ca/its">http://camosun.ca/its</a>
Writing Centre	<a href="http://camosun.ca/writing-centre">http://camosun.ca/writing-centre</a>

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If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

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## COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

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### Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started: <http://camosun.ca/services/accessible-learning/>

### Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

### Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

### Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

### Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the “Attendance” section under “Registration Policies and Procedures” (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

### Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

### Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun’s Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student’s right to choose what is right for them. For more information see Camosun’s Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and [camosun.ca/sexual-violence](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-3703841

### Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College’s Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College’s expectations of academic integrity and student behavioural conduct.

**Changes to this Syllabus:** Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.