



Department of Kinesiology

KIN6025: Special Topics – Operations Management in Sport

Fall 2024 | 9/3 to 10/27 (*9/2 is a holiday*)

3 Units

Live Webinars:

TUESDAY 5:30PM - 6:45PM

Zoom Link:

<https://pointloma.zoom.us>

Passcode: KIN6025



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Office Hours:

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

COURSE DESCRIPTION

An integral part of any athletic business is the operations, whether a goods producing or service providing organization, profit or not for profit. Understanding key operations management knowledge areas, phases and processes are critical factors to any successful operational implementation. Students will identify basics of strategic and operations planning, finance, human resources, communications, planning and control systems. Topics include strategic planning, innovation, and the effectiveness of operations and systems management.

INSTITUTIONAL LEARNING OUTCOMES (ILO's)

1. **Learning, Informed by our Faith in Christ:** Students will acquire knowledge of human cultures and the physical and natural world while developing skills and habits of the mind that foster lifelong learning.
2. **Growing, In a Christ-Centered Faith Community:** Students will develop a deeper and more informed understanding of others as they negotiate complex professional, environmental and social contexts.
3. **Serving, In a Context of Christian Faith:** Students will serve locally and/or globally in vocational and social settings.

PROGRAM LEARNING OUTCOMES (PLO's)

The Point Loma Nazarene University MS-KIN graduate will be able to:

1. Appraise current research data and integrate it into professional practice to solve relevant problems and make effective decisions.
2. Work independently and with a team to persuasively communicate essential information in their discipline.
3. Demonstrate appropriate breadth of knowledge of the background and principle research in their specialization in order to conduct an independent research project.
4. Serve various populations, integrating compassionate care and the Christian faith with their professional practice.
5. Pursue an active and growing involvement in their discipline by achieving advanced certification and/or membership in a related professional organization.

COURSE LEARNING OUTCOMES (CLO's)

The following student learning outcomes will be achieved by this course; student will be able to:

1. Describe the responsibilities, skills and functions of sport managers.
2. Demonstrate the understanding of and utilization of a SWOT Analysis.
3. Define the components of organizational culture; compare innovation, diversity and quality.
4. Create and present the four parts of HR management.
5. Synthesize what job satisfaction is and why it is important.
6. Describe cohesiveness and why it is important to teams; understand how communication flows through organizations.
7. Create all components of a strategic management plan
8. Compare the trait, behavioral, and contingency theories of leadership.

CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 8 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

Assignments	Course Hours
Discussion Forums & Learning Activities	30.5
Major Assignments	24
Readings, Viewings and Webinars	40
Formative Assessments	18.5
Total Course Hours	112.5

REQUIRED TEXTS

Applied Sport Management Skills **Second Edition** by Robert N. Lussier (Author), David C. Kimball (Author) ISBN-13: 978-1450434157 ISBN-10: 1450434150

OR

Lussier, R. & Kimball, D. (2020). *Applied Sport Management Skills (3rd ed)*. Print ISBN: 9781492570158, eText

ISBN: 9781492589747

ASSESSMENT AND GRADING

The total number of points accumulated on quizzes, exams, assignments, learning activities, and discussion board posts determines your final letter grade in this course.

	Grades		
Written Discussions (3 @10 pts. each)	30 pts.	A=93-100%	C= 73-76.9%
Webinar Participation (6 @5pts. each)	30 pts.	A-=90- 92.9%	C-=70-72.9%

Formative Assessments (4 quizzes @ 20 pts. each)	80 pts.	B+=87-89.9%	D+= 67-69.9%
Learning Activities (6 @20 pts. each)	120 pts.	B=83-86.9%	D=63-66.9%
Video Discussions (3 @10 pts. each)	30 pts.	B-=80-82.9%	D-=60-62.9%
Culminating Experience	150 pts.	C+=77-79.9%	F=Below 60%
Culminating Experience Topic Selection	5 pts.		
Introduction Video	5 pts.		
Total Points	450 pts.		

- Module 1** Course overview; The sport industry environment, managing sports and what is involved. (introduction to the roles of sport managers; conducting business as a sport manager; the ethical and social responsibilities of a sport manager)
- Module 2** Planning – Part I (Creative Problem Solving and Decision Making) Part II (Strategic and Operational Planning)
- Module 3** Organizing – Part I (Organization and Delegation) Part II (Culture, Innovation, and Diversity)
- Module 4** Human Resources – Human Resource Management (Creating policies, procedures,

employee recruitment and retention)

- Module 5** Leading in Management – Part I (Behavior in Organizations) Part II (Team Development in Organizations) Part III (Communications)
- Module 6** Controlling - Part I (Operational Decision Making – Financial, operations structure, procedures, services, risk management) Part II (Performance Management – Objectives, performance, performance indicators)
- Module 7** Operational Decision Making – Financial, operations structure, procedures, services, risk management
Motivation and Leadership - Part I (Motivating and Performance) Part II (Leadership Styles and Characteristics)
- Module 8** Leadership - Leadership Styles and Characteristics

DISCUSSION EXPECTATIONS

Class participation and professionalism are expected in this course. It is your responsibility to access Canvas regularly and to participate in class discussions, as your interaction with the course content, the instructor, your colleagues, and the learning process directly influences your levels of success in the course. To reinforce and expand upon the material covered, each week you will be expected to craft **one (1) detailed post** in response to the discussion board question(s) provided. **Each original discussion board post must be at least 200 words in length, include at least one citation (in APA format), and is due by Friday at 11:59pm.** Following your original post, you will then be asked to craft at least **one (1) post** in response to the work of your colleagues to demonstrate your understanding and application of the concepts presented, as well as to further the class discussion in a meaningful way. **Your response posts must be at least 100 words in length and must be crafted in a way to offer additional perspective, a new point of view and/or some other type of substantive information to further the discussion and the learning process. Response posts are due by Sunday at 11:59pm.** Please note that late submissions will not be considered for credit.

LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the end of day (11:59pm PT) on which they are due via Canvas. Late work will **not** be accepted in this course.

FINAL EXAMINATION POLICY

Successful completion of this class requires completing a final culminating experience during the last week of the course during the designated timeframe. No requests for early submissions or alternative days will be approved.

EMAIL ETIQUETTE

When sending an email to the professor, students are expected to utilize best professional practices, constructing well-written, complete correspondence in which the student's name and course number are noted in the subject line. In addition, the body of the email should include an appropriate salutation

as well as detailed information regarding the nature of the question or concern. The professor will respond to all emails within 48 hours of receipt.

SPIRITUAL CARE

PLNU strives to be a place where you grow as whole persons. To this end we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Balboa campus we have an onsite chaplain, Rev. Kevin Portillo who is available during class break times across the week. If you have questions, desire to meet with Rev. Portillo or prayer requests you can contact him directly at KevinPortillo@pointloma.edu.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

ACADEMIC HONESTY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-

2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional detail.

Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

INSTRUCTOR FEEDBACK

Weekly assignments will be graded as soon after the due date as possible and grades for the week will be posted to the Canvas gradebook by Wednesday night of the following week. Grades for major assignments will be posted one week after the assignment due date. If an immediate response is needed, please email the instructor, or post to Hallway Conversations.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the [Title IX Office](#). Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at the [Title IX Office | Get Help Now](#)

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

USE OF TECHNOLOGY

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

ACADEMIC STANDING

Graduate students at Point Loma must obtain a 3.0 GPA to remain in good standing in the MS Kinesiology program:

http://catalog.pointloma.edu/content.php?catoid=20&navoid=1403#Academic_Standing.

Additionally, all graduate students need to earn a C or higher in all graduate courses according to the catalog grading policy:

Traditional letter grades (A, B, C, D, F) including plus and minus grades are used to indicate the level of scholarship earned for each course. Except for the correction of an error, all traditional letter grades are final at the conclusion of the academic term. Once the degree has been posted on the student's official

transcript, no change of grade action is allowed for courses leading to the degree. The grade of C is the lowest grade acceptable for graduate credit.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California. <https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures>