

## **COURSE SPECIFICATION DOCUMENT**

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|------------------------------------|--------------------------------------------------------|
| <b>Academic School/Department:</b> | Richmond Business School                               |
| <b>Programme:</b>                  | Master of Arts Degree in International Sports Business |
| <b>FHEQ Level:</b>                 | 7                                                      |
| <b>Course Title:</b>               | Leadership and Management in Sport                     |
| <b>Course Code:</b>                | SPT 7403                                               |
| <b>Total Hours:</b>                | 200                                                    |
| Timetabled Hours:                  | 39                                                     |
| Guided Learning Hours:             | 21                                                     |
| Independent Learning Hours:        | 140                                                    |
| <b>Credits:</b>                    | 20 UK CATS credits<br>10 ECTS credits<br>4 US credits  |

### **Course Description:**

The course examines management issues and organizational behaviour in the sports industry, relating particularly to staffing, motivation, and communication and uses a blend of critical management theory with an understanding of sport development and leadership in a range of contexts. It introduces theories on leadership and the tools and techniques of effectively leadership within a sports organization on a daily basis.

### **Prerequisites: MA International Sports business students only**

### **Aims and Objectives:**

- Develop an understanding of human resource strategies and operations
- Understand the nature of creativity and how to design and manage the innovation processes.
- Examine and critique the role of sport in a range of applications as a device for bringing about change and development for individuals and communities.
- Explore the role that the leader plays in teams, organisations and societies within the sport context of private, public and not-for-profit sectors.
- Explore the role of sport in a range of applications and contexts as a device for bringing about change and development for individuals and communities.
- Explore the role of strategic planning in the implementation of behaviour change in a range of sport-related settings.

### **Programme Outcomes:**

A1, A2, A5  
B1, B2, B3, B4, B5  
C1, C2, C3, C4, C5  
D1, D3, D4, D5

A detailed list of the programme outcomes are found in the Programme Specification. This is found at: <https://www.richmond.ac.uk/programme-and-course-specifications/>

### **Learning Outcomes:**

By the end of this course, successful students should be able to:

#### **Knowledge and Understanding**

- Analyse the current theoretical approaches to the theory of leadership.
- Critically discuss leadership in terms of goal attainment, adaption, and maintenance functions
- Analyse the effectiveness of Management and Leadership strategies in sports organisations
- Demonstrate a systematic understanding of the need for change, establishing common goals, and the leadership and management of the change process

#### **Cognitive skills**

- Demonstrate the ability to gather, organise and deploy complex and abstract ideas and diverse information.

#### **Subject specific, practical and professional skills**

- Work together as members of a team, in group work that will require rational, and analytical approaches

#### **General/transferable skills**

- Develop analytical skills and communicate their findings effectively to others.
- Develop an interdisciplinary appreciation of organisational leadership, both through content and experience of different disciplinary approaches to the subject.

### **Indicative Content:**

- Contemporary theories of Leadership
- Sources of Power and Influence;
- Leadership in Sport
- Leader Qualities and Roles
- Team Leadership Dynamics
- Managing and Motivating
- Ethics and Decision Making
- Leadership Philosophy
- Strategic People Management
- Managing Innovation
- Understanding Behaviour Change in Sport and Physical Activity
- Implementing, Monitoring and Evaluating Behaviour Change

### **Assessment:**

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

### **Teaching Methodology:**

The course will be taught through a combination of lectures, seminars, tutorials, directed and independent tasks and guided reading. Independent study will be strongly encouraged through the provision of reading lists and tasks to undertake in preparation for upcoming taught sessions. Together, the learning strategies of taught sessions and independent study aim to develop conceptual knowledge of international sport management.

### **Bibliography:**

#### ***IndicativeText(s):***

Borland, J., Burton, L. and Kane G. (2014) *Sport Leadership in the 21<sup>st</sup> Century*, Jones and Bartlett Inc.

Clutterbuck, D. (2007) *Coaching the Team at Work*, Nicholas Brealey Publishing,

Denison, J. (2007) *Coaching Knowledge: Understanding the Dynamics of Sport Performance*, A&C Black Publishers Ltd,

Jackson, B. & Parry, K.(2007) *A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership*, Sage Publications Ltd,

Jordan, D. J. (2007). *Leadership in leisure services: Making a difference* (3rd Ed.). Venture Publishing

Neale, S. et al,(2009) *Emotional Intelligence Coaching: Improving Performance for Leaders Coaches and the Individual*, Kogan Page,

O'Boyle, I., Murry, D. and Cummins', P. (2015) *Leadership in Sport (Foundations of Sport Management)*, Routledge.

Whitmore, J. (2009) *Coaching for Performance: Growing Human Potential and Purpose - the Principles and Practice of Coaching and Leadership*, Nicholas Brealey Publishing.

### **Journals**

*Leadership*

*Journal of Leadership Studies*

*The Leadership Quarterly*

*Journal of Leadership and Organisational Studies*

*International Journal of Sport Psychology*

### **Web Sites**

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

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**Change Log for this CSD:**

| Nature of Change    | Date Approved & Approval Body | Change Actioned by Academic Registry |
|---------------------|-------------------------------|--------------------------------------|
| Annual update       | June 2023                     |                                      |
| Total Hours Updated | April 2024                    |                                      |
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