

YORK UNIVERSITY

FACULTY OF ARTS

FACULTY OF PURE AND  
APPLIED SCIENCE

SCHOOL OF  
KINESIOLOGY AND HEALTH SCIENCE  
AS/KINE 3580 3.0  
COACHING: THE STRATEGY AND TACTICS OF SPORT

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COURSE OUTLINE

1. THE CONCEPT OF STRATEGY AND TACTICS

PURPOSE: To examine the origins of strategic and tactical development in sport and their application to coaching.

i) The Role of Strategy and Tactics in the Coaching Process:

1. The collection and analysis of relevant information.
2. The setting of objectives.
3. Determining alternative courses of action to solve problems.
4. Formulating a plan of action.
5. Carrying out a plan of action.

ii) The Role of Match/Performance Analysis in the Formulation of Strategic and Tactical Plans:

1. A Hierarchical Approach to Performance Analysis.
2. Computer-Assisted Analysis of Sport.
3. Analysis of the Coaching Process.
4. Analysis of Performance: Qualitative or Quantitative.
5. Applying Performance Analysis to Seasonal Planning

iii) Selected Military Principles and their Relationship to the Strategy and Tactics of Sport:

1. A Historical Overview of Military Theorists and Practitioners.
2. Military Principles Identified.
3. Applying Military Principles to Strategic and Tactical Planning.

iv) Additional Sources Related to Strategic and Tactical Planning:

1. Business (Marketing) Strategies.
2. Rules and Rule Changes.
3. Intersport Influences.
4. Equipment/Facility Improvements.
5. Ethical Imperatives

2. THE COMPONENTS OF SPORT STRATEGIES:

PURPOSE: To examine the components of strategic plans used in sport:

- i) The Strategy of the Attack.
- ii) The Strategy of the Defense.
- iii) The Dimensions of Strategic Plans:
  - 1. Long Range.
  - 2. Short Range.
  - 3. Immediate Action.

3. THE COMPONENTS OF SPORT TACTICS:

PURPOSE: To examine the tactical elements of sport as they relate to the deployment of sport strategies.

- i) The Tactical use of Force, Time and Space:
  - 1. Analysis of force, time and space as instruments which the coach can use to advantage.
- ii) The Element of Control:
  - 1. What constitutes control.
  - 2. What must be controlled.
  - 3. The nature of the control process.
  - 4. Consequences of the control process.
- iii) The Element of Pressure:
  - 1. Aim of pressure and its relationship with time and space.
  - 2. Time pressure and its relationship with deception.
- iv) The Examination of the Will and Morale:
  - 1. Contact attrition.
  - 2. Non-contact attrition.
  - 3. Strategy of the indirect approach.

#### 4. BIBLIOGRAPHY

##### A. REQUIRED READING

COLLINS, JOHN M. Grand Strategy: Principles and Practices. Annapolis, MD., Naval Institute Press, 1973.

EVERED, RODGER. So What is Strategy? Long Range Planning. Permagan Press, Toronto, 16, 57-72, 1983.

FAIRS, JOHN R. Shaping Strategy and Tactics for Effective Squash. Squash Life. September-October, 1984.

FRANKS, IAN M., and GOODMAN, DAVID. A Hierarchal Approach to Performance Analysis. Sports Periodical on Research and Technology in Sport. June, 1984.

FRANKS, IAN M., GOODMAN, DAVID and MILLER, GARY. Analysis of Performance: Qualitative or Quantitative. Sports Periodical on Research and Technology in Sport. March, 1983.

LAROSE, BOB. Strategy and Tactics in Sport. Sports Science Periodical on Research and Technology in Sport. May, 1982.

QUINN, J.B., MINTZBERG, H. and JAMES, R.M. The Strategy Process: Concepts, Contexts and Cases. Prentice-Hall, Englewood Cliffs, (3rd ed.) 2-17, 1996.

THOMSON, BILL. Anatomy of a Season. Sports Science Periodical on Research and Technology in Sport. November, 1985.

##### B. SUPPLEMENTARY READING LIST

COVEY, STEPHEN. The Seven Habits of Highly Effective People, New York: Simon & Schuster, 1990.

CLAUSEWITZ, von CARL. On War, translated Peter Paret, Princeton University Press, 1976.

HART, LIDDELL. Strategy. New York: Praeger, 1972.

SHAUL, P. LADANY and MACHOL, ROBERT E. Optimal Strategies In Sports. New York: North-Holland Publishing Company, 1977.

WING, R.L. (trans.) Sun Tzu: The Art of Strategy. New York: Doubleday, 1988.

NOTE: A number of sport specific coaching manuals and books are available on loan from the course instructors. In addition numerous sport specific books and articles are available from the library. As well, additional required reading may be provided during the term.

#### 4. COURSE EVALUATION:

Scouting Report	15%	Due Date: Thursday, March 9/06
Mid Term Exam	20%	Thursday, February 9/06
Class Presentation	15%	TBA
Term Paper	20%	Due Date: Tuesday, April 4/06 at class
Final Exam	20%	End of term - TBA
Class Participation	10%	

\*\*\* If the Mid Term exam is missed, the percentage allocated to the missed exam will be added to the final oral examination. There will be no make-up Mid-term exams.

\*\*\*\*\* All exams cover material from the lectures, readings as well as the class presentations

FRIDAY, MARCH 10, 2006 : The last day to drop a Winter term course without receiving a grade.