



PRLS 410

Administration of Recreation, Health, and Tourism Organizations (I)

Spring Semester 2010

Day/Time: Tuesday and Thursday, 1:30 – 2:45 p.m. (January 19 - April 29)

Location: PW-BRH 134

Professor: Dr. Russ Brayley

Office Location: BRH 208 (Prince William Campus)

Office Hours: Tuesday & Thursday 11:00 a.m. - 1:00 p.m. Other times by appointment.

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PRE-REQUISITES: 60 hours, or permission of instructor

COURSE DESCRIPTION: A comprehensive course addressing the day-to-day problems in the operation and management of recreation, health, and tourism organizations. Discussion will include: management and leadership theories and techniques; problem solving and decision making; motivation; design and organizational structures; communications; and budgeting.

COURSE OBJECTIVES: At the completion of this course, students should be able to:

1. Discuss management practices and principles developed and successfully used in business, industry and public agencies.
2. Discuss and be able to apply a behavioral approach to facilitating individual development within recreation, health, and tourism (RHT) organizations.
3. Identify problems affecting the management and operation of organizations and the delivery of recreation, health, and tourism services.
4. Discuss the principles of organizing, allocating and managing organizational resources in order to provide equitable delivery of recreation, health, and tourism services.
5. Apply budgeting principles and techniques to developing and managing operational budgets of RHT organizations.
6. Describe barriers to effective communications and strategies for communicating in a multicultural society.

REQUIRED TEXT: Class notes (in .pdf format) will be sent via e-mail prior to the start of each unit

EVALUATION:

Requirements

1. Assignments (6 @ 30 points each);
2. Unscheduled, in-class assignment (1 @ 20 points)
3. Professional Dress/Conduct [see attached] (up to 25 points)
4. Midterm Exam (125 points) [Scheduled for Thursday, February 25, 2010 (1:30 – 2:45 p.m.)]
5. Final Exam (150 points) [Scheduled for Thursday, May 13, 2010 (1:30 - 4:30 p.m.)]
6. Attendance (more than 2 unexcused absences will result in an F grade [regardless of evaluation points earned]).

Exams and assignment deadlines are scheduled well in advance and should be given appropriate priority in you work plan. Exams will not be rescheduled for individuals and assignments will not be accepted after the announced due date. Credit for any in-class assignment will be given only for participants who are in attendance (or excused). Advance notice of the in-class assignment will not be given.

Assignment Binder: All assignments must be stored in and submitted in a 1/2 inch, hard, "clear view", 3-ring binder. The binder should have an attractive cover and spine that clearly identifies its owner and the nature of its contents. The use of subject dividers is encouraged. Page protectors may be used, but only with work that has been evaluated and returned. Assignments and binders not meeting these specifications will not be accepted. Assignments submitted by e-mail will not be accepted. *Keep a backup copy of all your work.*

Attendance and punctuality is required. Extreme or habitual tardiness will also be counted as absence or result in an 'F' Grade.

Grading Scale: The following semester point accumulation scale will be used by the instructor as a guide for determining the final grade:

480 to 500 = A+
465 to 479 = A
450 to 464 = A-
430 to 449 = B+
415 to 429 = B
400 to 414 = B-
370 to 399 = C+
350 to 369 = C
300 to 349 = D
299 and below = F

COURSE OUTLINE

- I Organizing and staffing in the public, private NFP, and commercial sectors
- II Human resource management
- III Physical resource management
- IV Financial resource management
- V Time management
- VI Information management / Communications
- VII Consumer behavior

IMPORTANT DATES

Tuesday, January 19	First day of class
Thursday, February 25	Mid-term exam
Mon, Mar 8 - Fri, Mar 12	No class meetings (Spring Break recess)
Thursday, April 29	Last class meeting
Thursday, May 13	Final examination (1:30 p.m.)

Additional Information:

1. Turn off or silence all sound emitting devices before entering the classroom.
2. Attendance and participation are key elements to a successful learning experience. Beyond any specified grading point penalties for unexcused absence or habitual tardiness, the instructor may issue an 'F' grade if, after written warning, the student's absence or tardiness continues at a level that constitutes 'non-participation'. When tardiness or an absence is anticipated, it is the responsibility of the student to advise Dr. Brayley at a professionally appropriate time (preferably before, but no later than the scheduled end of the class period). However, notification alone does not necessarily excuse the absence. Further documentation should be offered and may be required. Advising Dr. Brayley of unexpected absence or tardiness should take place at the earliest opportunity.
3. Unless otherwise stipulated, assignments are due at the beginning of the class period on the date they are due. Assignments submitted later that day (but earlier than 4:30 p.m.) will be eligible for no

more than 80% of the grading point value of the assignment. Assignments will not be accepted after 4:30 p.m. on the due date. Excused absence does not necessarily change submission deadlines, but may be considered in negotiating an appropriate accommodation (if necessary). Opportunities to complete exams or submit assignments on other than scheduled or due dates/times, or to participate in other learning activities or receive tutoring necessitated by absence from class will only be provided if the absence is excused by the instructor.

4. In general, laptop computers may be used for note-taking and in-class topical research. Other activities during the class period (including work on projects unrelated to this class, social networking, recreational web-surfing, and personal entertainment) are distracting and professionally inappropriate. Always be prepared to refer to or take notes using a different medium in case computer use is restricted.
5. Students who require special accommodations due to disabilities (documented by the Office of Disability Services [<http://www2.gmu.edu/depts/unilife/ods/>]), or student athletes and student government officers who have duties that occasionally conflict with the class schedule must formally bring this to the attention of the instructor during the first week of the semester.
6. All assignments must be typed and presented in a professional format. Electronic versions of assignments will only be accepted when that form is specifically requested by the instructor or approved in advance of the submission deadline.
7. Students are encouraged to discuss class or content issues with Dr. Brayley in person. A telephone conversation is the second most preferred way to deal with questions or discuss issues. All e-mail inquiries will be answered, but appropriate time should be allowed for the e-mail to be received and a response formulated. Tutorial discussions will not be conducted using e-mail.
8. Official e-mail communications from the instructor will be sent to students' GMU-assigned e-mail addresses. Students are responsible to check their e-mail inbox and to ensure that there is room to receive incoming correspondence.
9. The instructor reserves the right to change this syllabus in order to improve the quality of the overall learning experience. Changes may include scheduled activities, classroom policies, and future grading criteria, and will be communicated to all students in a revised syllabus document.
10. The George Mason University Honor Code [<http://academicintegrity.gmu.edu/honorcode/>] applies to all aspects of this class. Students should be particularly attentive to University policies regarding plagiarism. Unless otherwise permitted, all assignments and elements thereof should be original and/or properly cited.
11. For mid-term and final examinations, students may not leave the exam room during the first 20 minutes of the scheduled examination period, and no students will be admitted to the exam room after 15 minutes of the exam period has passed.

Rubric for Evaluation Student Professionalism (PRLS 410)

Your professional conduct will be evaluated using the criteria described and discussed in the booklet "The Spirit of Professionalism". Specifically, the following will be considered:

1. Accountability and Responsibility

- Student accepts responsibility for shortcomings or failings
- Student demonstrates desire to learn from mistakes
- Student shows appropriate concern for the impact of his/her work on others in a work group

2. Punctuality and Dependability

- Student is seated and ready to take notes and participate in class discussion at 1:30 p.m.
- Student submits assignments on time or early, and has developed contingency plans for possible delays.
- Student attends all class meetings
- Student does not engage in conduct that wastes other students' time

3. Dress and Appearance

- Student is clean and well groomed
- Student is modest in dress

4. Language and Communication

- Student refrains from using profanity
- Student demonstrates attentiveness to clear and concise written and verbal communication

5. Courtesy and Respect

- Student follows appropriate classroom etiquette
- Student demonstrates appropriate deference to guests and other in positions of authority
- Student regularly practices normal social graces

6. Honest Evaluation

- Student accepts honest and fair criticism as constructive feedback
- Student uses evaluation as a step to improvement
- Student provides honest, fair, and helpful feedback to others

7. Integrity

- Student is honest
- Student takes credit only for his/her original work, and gives credit to the work of others
- Student does not hide behind excuses or rationalizations
- Student does not encourage or tolerate dishonesty in other class members