



PRLS 410 **Administration of Recreation, Health, and Tourism Organizations (I)**

Summer Term 2012

Day/Time: Monday - Thursday, 9:30 – 11:45 a.m. (May 21 - June 21)

Location: IN - 129

Professor: Dr. Russ Brayley

Office Location: BRH 208 (Prince William Campus)

Office Hours: By appointment.

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PRE-REQUISITES: 60 hours

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.

Further, upon completion of this course, students will meet the following professional accreditation standards:

Council on Accreditation of Parks, Recreation, and Tourism Related Professions standards met:

- 8.08 Understanding of the importance of maintaining professional competence and the available resources for professional development.
- 8.12.02 Economic development.
- 8.16 Ability to use various leadership techniques to enhance individual, group, and community experiences.
- 8.18 Understanding of the fundamental principles and procedures of management.
- 8.19 Understanding of principles and procedures of human resource management.
- 8.20 Understanding of the principles and procedures of supervisory leadership.

Council on Accreditation of Parks, Recreation, and Tourism Related Professions standards met (continued):

- 7A.01 Understanding of and ability to apply both traditional and innovative techniques of financial management, including development of budgets for operating and capital budgets, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 7A.02 Understanding of the management role, including organizational behavior and relationships, politics of organizations, strategic planning, policy development and implementation, decision making, cooperative problem solving and managing conflict.
- 7A.03 Understanding of the relationship of business, society and the economy, including the role of the entrepreneur.
- 9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
- 7B.04 Understanding of and ability to apply both traditional and innovative management, including development of budgets for operations and capital improvements, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 9D.17 Understanding of and ability to apply effective management techniques, particularly financial, personnel, and reimbursement, to therapeutic recreation service provision.

NATURE OF DELIVERY: Lecture

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. Professionalism (up to 25 points)
4. Midterm Exam (125 points) [Scheduled for Tuesday, June 5]
5. Final Exam (150 points) [Scheduled for Thursday, June 21]
5. Attendance (more than 1 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. Attendance and punctuality are 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

ASSIGNMENTS:

Submitted assignments must be original work and are to be submitted on-time and in the prescribed format. Each assignment is described in an issuing memorandum that includes an evaluation rubric as an attachment. The rubric is to be printed and attached to the submitted assignment. Each assignment comes as a memorandum from your 'employer' that describes an administrative action required of you. The completed assignment must be submitted with an appropriate cover memo.

Assignments may include requests for you to:

1. Prepare an organizational chart
2. Prepare a detailed job description
3. Prepare a recruitment plan
4. Develop and respond to hiring interview questions
5. Discuss your personal leadership/management style
6. Discuss your approach to employee motivation and crisis management
7. Prepare a maintenance plan
8. Prepare and present a budget proposal
9. Modify a budget proposal and discuss its implications
10. Discuss time management principles
11. Prepare an information management plan
12. Prepare a plan for managing consumer evaluation
13. Discuss best practices of service quality management

The evaluation rubric for each assignment outlines the criteria against which that assignment will be evaluated. Generally, these criteria include on-time submission, appropriate format, professional presentation, originality, and the inclusion of all elements of the assigned task.

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.

COURSE SCHEDULE:

| <u>WEEK</u> | <u>TOPIC</u> | <u>READINGS/ POSSIBLE ASSIGNMENTS</u> |
|-------------|---|--|
| Week 1 | Introduction The community RHT system Organizational Theory Recruiting | Unit 1 notes Selection of work setting Unit 2 notes Organizational Chart Job Description |
| Week 2 | Staff Selection Human Resources Motivation Delegation Volunteer Management Ethical Leadership Performance Appraisal | Unit 3 notes Recruiting Plan Leadership Style Professional Dress Performance Appraisal Guide |
| Week 3 | Mid-Term Exam Facility Management Financial Management | Unit 4 Maintenance Plan Unit 5 notes Budget Proposal Revised Budget |

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|--------|---|---|
| Week 4 | Time Management Meeting Management | Unit 6 notes Meeting Evaluation Plan |
| Week 5 | Information Management Marketing Basics Managing Consumer Evaluation Service Quality Issues in Administration Final Exam | Unit 7 notes Mini-Marketing Plan Unit 8 notes |

Note: The instructor reserves the right to revise the course schedule as needed.

IMPORTANT DATES:

Monday, May 21 First meeting
Monday, May 28 Memorial Day (No class meeting)
Tuesday, June 5 Mid-Term Exam
Thursday, June 21 Last meeting, Final Exam

CORE VALUES (College of Education and Human Development)

The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

ADDITIONAL INFORMATION:

1. Turn off or silence all sound emitting devices before entering the classroom. Text messaging during class is considered unprofessional and inappropriate.
2. Attendance and participation are key elements to a successful learning experience. Beyond any specific 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 (9:30 a.m.) on the date it is due. Assignments submitted later that day (but earlier than 4:00 p.m.) will be eligible for no more than 80% of the grading point value of the assignment. Assignments will not be accepted after 4:00 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. Unless required due to documented disability, laptop computers may NOT be used during class meetings. The use of communication and entertainment devices such as iPads, iPods, etc. during class time is also prohibited.
5. Students who require special accommodations due to disabilities (documented by the Office of Disability Services (<http://ods.gmu.edu/>)) 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 email.

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. Students must arrive on-time for the mid-term exam. Admission to the exam will not be granted later than 15 minutes after the exam begins.

11. 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 must be original and/or properly cited.

12. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].

13. Students are expected to exhibit professional behaviors and dispositions at all times.

Campus Resources

1. The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].

2. The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].

3. For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].