

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism
PRLS 410 – Administration of Recreation Health & Tourism Organizations I (001)
Spring 2013

Day/Time:	T/R 9:00 – 10:15 AM	Office Location:	N/A
Location:	PW Bull Run 257	Phone Number:	703-599-0744
Instructor:	Leslie Shinner	Office Hours:	By appointment
Email:	lshinner@gmu.edu	Fax Number:	N/A

PREREQUISITE(S): 60 hours.

COURSE DESCRIPTION: Focuses on operation and management of health, fitness, and recreation services organizations. Covers management and leadership theories and techniques, problem-solving and decision making, organizational communications, design of organizational structures, 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 the barriers to effective communications and strategies for communicating in a multicultural society.

COURSE OVERVIEW: The course will consist of lecture and discussion with students completing assignments and exams to show comprehension and mastery of the material.

Use of personal electronic devices during class will not be allowed.

NATURE OF COURSE DELIVERY: Face-to-face.

PROFESSIONAL ASSOCIATION STANDARDS: Further, upon completion of this course, students will meet the following professional accreditation standards from the *Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT)*:

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.
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.
8.08 Understanding of the importance of maintaining professional competence and the available resources for professional development. <i>Content to consider: The importance of credentialing and contributing to the advancement of the profession. Certification processes, the maintenance of those credentials through attending national, regional, and local educational programs, and service via leadership positions in professional organizations. Competence in the provision of professional services and programs as an asset to the community and the prevention of consumer harm may also be addressed.</i>
8.12:02 Economic development. <i>Content to consider: The impact that leisure service delivery systems have on the economic development of a community, including the costs and benefits of program provision.</i>
8.16 Ability to use various leadership techniques to enhance individual, group, and community experiences. <i>Content to consider: Utilizing ethical considerations, leadership models, motivation techniques, team leadership, and self-managed team concepts in providing programs for individuals and groups.</i>
8.18 Understanding of the fundamental principles and procedures of management. <i>Content to consider: Organization philosophy, goals, and objectives; planning systems; policy and procedure formulation; governance and oversight; power and politics; organizational design and structures; and information technology management.</i>
8.19 Understanding of principles and procedures of human resource management. <i>Content to consider: Human resource planning and staffing, compensation, staff development, labor relations and collective bargaining, conflict resolution and negotiation, decision-making models, employment law, grievance management, and workplace diversity.</i>
8.20 Understanding of the principles and procedures of supervisory leadership. <i>Content to consider: Interpersonal communication; motivation, managing employee performance; supervisory leadership; discipline and separation; ethics and standards of conduct; managing volunteers, part-time, and seasonal staff.</i>
9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.

REQUIRED READINGS: Edginton, C., Hudson, S., Lankford, S., Larsen, D. (2008). *Managing Recreation, Parks, and Leisure Services; An Introduction* (3rd Edition). Sagamore Publishing, LLC.

Other readings will be posted on Blackboard, accessible at mymasonportal.gmu.edu.

EVALUATION: This course will be graded on a percentage point system, with a total of 100 possible percentage points.

Grading Scale

A = 94-100	B-=80-83	D = 60-69
A-= 90-93	C+ = 78-79	F=0-59
B+ = 88-89	C=74-77	
B= 84-87	C-=70-73	

Requirements

Class participation and attendance (includes in-class assignments)	20%
Assignments	35%
Tests (15% each)	45%

EXPECTATIONS – ATTENDANCE AND ASSIGNMENTS:

- Students are responsible for all information presented in the course. Students are expected to attend all class sessions, actively participate in class discussions, and complete all assignments.
- There is no make-up work or extra credit. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (e.g. physician's note for an illness).
- Assignments must be turned in at 9:00 am on the specified date due or no credit will be given. Only students with extreme emergencies, a documented medical excuse or university-sponsored functions discussed with the instructor prior to the due date will be given consideration for exception.
- It is recommended that students retain copies of all written work submitted.
- In this course, absences, tardiness, inattention in class and early departure are all considered evidence of non-participation.
- If you miss a class, it is your responsibility to obtain class materials (notes, handouts, etc.) from sources other than the instructor. Only then should you approach the instructor for questions.
- Written work is to be typed and spell checked to avoid point deduction. Tests must be taken on assigned days unless approved ahead of time.

ASSIGNMENTS:

Assignment summaries are provided as an appendix to this syllabus.

TENTATIVE COURSE SCHEDULE:

DATE	TOPIC	READINGS*
January 22	Course Introduction	
January 24	Recreation, Parks and Leisure Service Organizations	Chapter 1
January 29, 31	Evolution of Management Theory and Practice	Chapter 2 Assigned Readings**
February 5, 7	Organizing and Structuring Recreation, Parks, and Leisure Services	Chapter 4 Assigned Readings**
February 12	Vision, Mission, Goals and Policy Assignment #1 Due	Chapter 3
February 14	Test Review	
February 19	Test #1	
February 21	Decision-Making	Chapter 7
February 26	Planning Assignment #2 Due	Chapter 8
February 28	Communications and Marketing	Chapter 12
March 5, 7	Managerial Leadership and Motivation	Chapter 6
March 12, 14	SPRING BREAK	
March 19	Managerial Leadership and Motivation Assignment #3 Due	Assigned Readings**
March 21	Test Review; Intro to Human Resources	Chapter 10
March 26	Test # 2	
March 28	Human Resources	Assigned Readings**
April 2	Human Resources Assignment #4 Due	
April 4	Fiscal Resources and Budgets	Chapter 11
April 9	Fiscal Resources and Budgets	Assigned Readings**
April 11	Legal Issues and Risk Management	Chapter 13
April 16	Legal Issues and Risk Management Assignment #5 Due	Assigned Readings**
April 18	Evaluating Services	Chapter 14
April 23	Collaboration and Cooperation	Chapters 9, 15
April 25	Ethical Responsibilities	Chapter 5 Assigned Readings**
April 30	Test Review Assignment #6 Due	
May 2	Test #3	

*** Note that readings should be completed by the first date listed.**

****Links to these readings are posted on Blackboard.**

Note: Faculty reserves the right to alter the schedule as necessary.

STUDENT EXPECTATIONS:

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

CAMPUS RESOURCES:

- 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/>].
- 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/>].
- 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>].

CORE VALUES COMMITMENT: 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.



**APPENDIX
PRLS 410 (001)
ASSIGNMENTS – SPRING 2013**

The Format

APA style (i.e. typed, double-spaced, and using a size 12 font with 1-inch margins).

**ASSIGNMENT # 1 - Overview of Selected Organization – Part 1
5 points (5% of final grade)
Due 2/12/13**

Create your own RHT (Recreation Health Tourism or Sport) organization and provide an overview of the organization you have created. You will build on this organization in subsequent assignments.

You may use existing organizations / governments / businesses for ideas and/or to serve as models. If you do so, make sure you cite them in your bibliography. Do not copy information.

The overview should include:

- The name of the organization (be creative).
- The purpose of the organization – what need(s) does it meet.
- Who the organization serves; describe the client/customer base.
- Which subsystem (public, not-for-profit, commercial) the organization falls under; provide evidence to support your choice.
- Explain why you chose this particular type of subsystem.

The submission should be greater than 2 pages (no more than 6 pages), plus a bibliography page.

**ASSIGNMENT #2 - Overview of Selected Organization – Part 2
5 points
Due 2/26/13**

Continuing the development of your organization:

- Explain the history of the organization
- State the organization's mission.
- List 2-4 of the organization's goals and any relevant 2013 objectives and strategies to reach those goals.
- Besides clients/customers, describe the organizations' stakeholders.
- Diagram the organizational structure of the organization, giving titles to all of the positions. Explain why you chose this particular structure style.
- Is your organization mechanistic or organic? Why?
- What organizations provide governance to management, operations, programs and activities? Describe the role and level of interaction between your organization and these governing agencies.
- Any other relevant information about the organization.

The submission should be greater than 3 pages (no more than 10 pages), plus a bibliography page.

ASSIGNMENT # 3 - The Product

5 points

Due 3/19/13

Design and provide an overview of your own RHT (Recreation Health Tourism or Sport) product, in other words, describe a solution to meet a client/customer need.

The product can be anything you believe your organization could sell. Examples may include: services, software, programs, events, memberships, or equipment.

You may base your design on products produced in existing RHT organizations / governments / businesses and if you do so, make sure you cite them in your bibliography. Do not copy information.

Your product paper should address:

- A detailed description of your product and a comparison with a similar “real” product.
- Why you chose to produce this product.
- Why you believe your product is unique and sellable (differentiation).
- Research on the costs associated with producing your product and how you might price the product to make it sellable within the constraints of organizational structure.
- Why your organization is the most capable of producing such a product (competitive advantage).

The exercise must be greater than 2 pages (no greater than 10 pages), plus a bibliography page.

ASSIGNMENT #4 - Hiring and Managing Employees - Job Description and Recruiting

5 points

Due 4/2/13

The Job Description

Select one position from your organizational chart and create a job description for that position. Pick a position that supervises a minimum of 3 people and reports to a supervisor. You will continue to build on this position in the next assignment.

- You may use job descriptions from existing organizations / governments / businesses for ideas and if you do so, make sure you cite them in your bibliography. Do not copy information.
- Explain why you chose to fill this particular position.

The Job Announcement

Using your job description, place it in the job announcement format used for job postings for both NIRSA and NRPA.

The exercise must be greater than 2 pages (no greater than 6 pages), plus a bibliography page.

ASSIGNMENT #5 - Hiring and Managing Your Employees – The Interview

10 points

Due 4/16/13

The Interview

Design a sample 2-3 page INTERVIEW FORM for the interviewer to use while conducting interviews for the position you selected in the previous assignment. Your form must include a minimum of 10 questions to be asked of every applicant.

- You may use interview questions from existing organizations / governments / businesses for ideas and if you do so, make sure you cite them in your bibliography. Do not copy information.
- You must provide instructions for the interviewer.
- On the form, describe the interview setting (including staff members present). You may use diagrams.
- On the form, explain the interview style that will be used to conduct the interview.
- On the form, explain how the interviewer should address the issue of improper questions.
- Explain why you made your choices in the accompanying paper.
- Make sure to leave space for the interviewer to write notes on the applicant's responses.

The Interview Matrix

Design a 1-page HIRING MATRIX for the interviewers to use to evaluate candidates. Your form must include a minimum of 5 criteria, must explain how each competency is weighted, and must have a standardized grading format that is explained somewhere on the form. You may wish to list behavioral expectations to help you in the decision making process.

- You may use a matrix from existing organizations / governments / businesses for ideas and if you do so, make sure you cite them in your bibliography. Do not copy information.
- You must provide instructions for the evaluator about how to use the matrix.

The exercise must be greater than 3 pages (no greater than 10 pages), plus a bibliography page.

ASSIGNMENT #6 – The Budget

5 points

Due 4/30/13

Design an annual revenue and expense budget for your organization following the sample spreadsheet to be provided in class. Include an executive summary and expense justification document.

The executive summary and expense justification must be greater than 2 pages (no greater than 10 pages), plus a bibliography page. The spreadsheet(s) will follow the format provided in class.