

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism
PRLS 410 – 002 Administration of Recreation, Health & Tourism Organizations I (3)
Fall 2013

Day/Time:	T 7:20-10 PM	Office Location:	N/A
Location:	FFX Art and Design Building 2003	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, discussion, student presentation and small group work and presentation, with students completing readings, assignments and exams to show comprehension and mastery of the material.

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:

Bateman, T.S., & Snell, S.A, (2013). *M: Management*, (3rd edition); NY: McGraw-Hill/Irwin
 Additional readings and/or links and related assignments 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	30%
Tests (2 @ 25% each)	50%

EXPECTATIONS – ATTENDANCE AND PARTICIPATION:

- Students are responsible for all information presented in the course. Students are expected to attend all class sessions, arrive on time (allowing for traffic and parking), actively participate in class discussions, and complete all assignments. Absences, tardiness, inattention in class and early departure are all considered evidence of non-participation.
- 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). Tests must be taken on assigned days unless an alternate date is agreed upon in advance or you must provide written documentation, as described above.
- If you miss a class, you may access the slides on Blackboard. I strongly suggest that you also ask a classmate for his/her notes as it is likely that key points will be brought up in class discussion that are not captured on the slides. Once you have reviewed a classmate’s notes, if you have targeted, specific questions on material covered, I will gladly meet with you to answer your questions. However, I will not have time to “re-do” the lecture, nor will I have documented class notes.

EXPECTATIONS – ASSIGNMENTS:

- Assignments must be turned in at the beginning of class 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.
- Written work is to be typed, checked for grammar and spelling, and follow style guidelines to avoid point deduction.
- You should retain copies of all written work submitted.
- Assignment summaries are provided as an appendix to this syllabus. Consult the Assignment section in Blackboard for detailed instructions and assignment requirements.

ELECTRONIC DEVICES: Laptops, cell phones, pagers, Blackberries, etc. are to remain off and put away during the entire class.

TENTATIVE COURSE SCHEDULE:

DATE	TOPIC	READING/ASSIGNMENT DUE
August 27	Course Introduction; Effective Management	
September 3	The Evolution of Management	Chapters 1 and 2 * *The Role of the Manager: Kraut, et.al. The Academy of Management Executive, (Nov., 2005), pp. 122-129 Reading Presentation Topics Due
September 10	External Environment	Chapter 3 Concept Presentations Due
September 17	Organizational Culture	Chapter 4
September 24	Legal and Ethical Responsibilities; Planning	Chapter 5
October 1	Decision-Making	Assignment #1 Due
October 8	Mid-Term Test	
October 15	FALL BREAK (Monday classes held 10/15)	
October 22	Organizational Structure	Chapter 7
October 29	Human Resources	Chapter 8
November 5	Managing Diversity	Chapter 9 Assignment #2 Due
November 12	The Control Function: Fiscal Resources and Budgets	Chapter 14
November 19	Leadership	Chapter 10
November 26	Motivation	Chapter 11
December 3	Teamwork	Chapter 12 Assignment #3 Due
December 10	Final Test (7:30-10:15 PM)	

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

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

****This reading/link and related instructions are posted on Blackboard.**

Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- 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/policies/responsible-use-of-computing/>].

- 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.

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/>].

PROFESSIONAL BEHAVIOR: Students are expected to exhibit professional behaviors and dispositions at all times.

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 (002)
ASSIGNMENTS – FALL 2013

READING PRESENTATIONS

Find and read a recent (within the last 10 years) article on **one** of the topics below from a credible and reputable journal, periodical, book/book section or multi-media presentation.

Please submit preferred date/topic choices - your top three - to the instructor via email by the beginning of class, September 3rd. The instructor reserves the right to distribute assignments based on number of requests on a first-come, first-served basis.

On your assigned topic, submit a one-page paper (with bibliographical reference) on or before the due date, summarizing:

- The article's main points
- Your "take-away"; how the reading was meaningful to you, what you learned, and similar
- How the article relates to course content and/or your semester project

Paper (vs. electronic) submission is preferred.

Make a 5-minute presentation in class (on the due date or the subsequent class). Be prepared to answer questions.

Credit for this assignment is included in the class participation grade.

September 17	Partnerships; Collaboration
September 24	Organizational Culture
October 1	Ethics in Management
October 22	Decision-Making
October 29	Organizational Structure
November 5	Human Resources
November 12	Managing Diversity
November 19	Entrepreneurship; Innovation
November 26	Leadership
December 3	Motivation; Teamwork

SEMESTER PROJECT

Format/Style

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

Assignments 1, 2, and 3 should be 3-6 pages in length, plus a bibliography page.

Paper (vs. electronic) submission is preferred.

Please re-submit previous assignments (for my reference) with Assignments #2 and #3.

CONCEPT PRESENTATION

Included in the Class Participation Grade; Due September 10

Create a fictional RHT (Recreation Health Tourism or Sport) organization. You will build on this organization in subsequent assignments.

You should use existing organizations for ideas and/or to serve as models.

Your organization should have been in operation for at least 3 years.

Provide an overview of the organization, in outline form. Be prepared to give a 5 minute, in-class, presentation to a small group. Include:

- The name of the organization.
- 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; explain why you chose this particular type of subsystem.

In addition to presentation notes, bring a copy of the outline (1-2 pages) to class to submit to the instructor.

ASSIGNMENT # 1 - Organization Overview

10 points (10% of final grade); Due October 1

Provide a written overview of the organization you have created. Make sure that you cite information from model organizations in your bibliography, along with other references. Do not copy information.

In addition to the items listed in the CONCEPT PRESENTATION (above), the overview should include:

- History of the organization; how and why was this organization established.
- Purpose of the organization.
- The organization's mission statement.
- Organizational goals, objectives and strategies.
- The organizational structure.
- Any other relevant information about the organization.

ASSIGNMENT #2 - Hiring and Managing Staff
10 points (10% of the final grade); Due November 5

The Job Description

Select one position from your organizational chart and create a job description for that position.

The Job Announcement

Using your job description, create an announcement for an online job “board”.

The Hiring Matrix

Design a 1-page HIRING MATRIX to use to evaluate candidates at all stages of the hiring process (resume/application review, phone interview, in-person interview, candidate presentation, or other).

The Interview

Design interview questions that will help determine each candidate’s suitability for the position.

ASSIGNMENT #3 – The Product and Budget
10 points (10% of the final grade); Due December 3

Design a “solution” that your organization can provide to meet a client/customer need. Your product can be anything you believe your organization could sell. Examples may include: services, programs, events, memberships, supplies or equipment.

Design a one-year revenue and expense budget for production and sale of your product.