

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 410—Administration of RHT Organizations (3) (001)
SPRING 2014

DAY/TIME:	Wednesday 1:30 – 4:15 P.M.	LOCATION: Fairfax Thompson Hall 1020
PROFESSOR	Paul Gilbert	EMAIL ADDRESS: pgilber4@gmu.edu or pgilbert@nvrpa.org
		PHONE NUMBER: 703-359-4600
OFFICE HOURS:	By appointment before or after class	FAX NUMBER: 703-273-0905

PREREQUISITES: 60 hours

COURSE DESCRIPTION: Focuses on operation and management of health, fitness, and recreation services organizations. This Course covers management and leadership theories and techniques, problem solving and decision making, organizational communications, design of organizational structure, 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 challenges affecting the management and operation of organizations.
4. Discuss the principles of organizing, allocating and managing resources in order to provide equitable delivery of recreation, health, and tourism services.
5. Apply budgeting principles of organizing, allocating and managing operational budgets of RHT organizations.
6. Develop effective communications and leadership skills.

COURSE OVERVIEW

The content of this course will be presented through lectures, and classroom participation. Students will demonstrate their comprehension of the course material through in-class and take home assignments, as well as attendance and participation. Students will be expected to adhere to the guidelines listed at the end of the syllabus, and additional policies handed out during the semester.

You are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due or **no credit will be given**. Use of all personal electronic devices during class will not be allowed.

PROFESSIONAL ASSOCIATION STANDARDS

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)*:

- 7.03: Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions.

REQUIRED READINGS

Books: Electronic Pdf copies of the text will be provided to the students.

Articles provided electronically:

Gilbert, Paul (September 2010), *Are You a Viking or a Farmer*, Park & Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201009/index.php?startid=22&qs=vikings#/24>

McCarthy, Michael (October 2010), *Valhalla*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201010/index.php?startid=28&q=#/30>

Lovell, Tom (January 2011), *A Crisis of Knowledge*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201101/index.php#/30>

Ferris, Randolph (April 2011), *Secrets of Farmers and Vikings*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201104/index.php?startid=26&q=vikings#/28>

Rainey, Hal G. (1999) *Using Comparisons of Public and Private Organizations to Assess Innovative Attitudes Among Members of Organizations*, Public Productivity and Management Review, Vol 23, No. 2, 130-149.

NRPA: Five Cutting-Edge Industry Monographs

- [The Benefits of Physical Activity: The Scientific Evidence](#)
 Dr. Geoffrey Godbey and Dr. Andrew Mowen
- [Measuring the Economic Impact of Park and Recreation Services](#)
 Dr. John Crompton
- [Parks and Other Green Environments: Essential Comp. of a Healthy Human Habitat](#)
 Dr. Frances E. (Ming) Kuo
- [Air Quality Effects of Urban Parks and Trees](#)
 Dr. David J. Nowak and Dr. Gordon M. Heisler
- [The Rationale for Recreation Services for Youth: An Evidence Based Approach](#)
 Dr. Peter A. Witt and Dr. Linda Caldwell

EVALUATION

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

Requirements	Points
Exam	
#1 Mid-term	15
#2 Final	20
<i>Paper on “Vikings/Farmers” the future of Park & Recreation</i>	15
<i>Interview of employees</i>	10
<i>Memo & presentation on positioning the agency</i>	20
<i>Class participation</i>	<u>20</u>
TOTAL	100

Papers and Primary Assignments:

- Viking/Farmers Paper – Referring to the four articles from Park & Recreation Magazine on this them, right your own article using this metaphor to express your thoughts on management and leadership issues in the field of Park and Recreation. Write as if this paper will be published as a follow up magazine article (approximately 1,500 words). Show your thinking on these themes.
- Using the elements on the circle of satisfaction and the circle of discontent, create a survey form. On this form also ask full time employees (from any organization) if they feel a sense of progress on a daily, weekly, monthly or yearly basis. Also ask how long they think they will continue to work at that employer, about 6 months, about a year, 5 years, 10 years? Give this survey anonymously to 10 or more employees. From this small sample can you can find a correlations between the circle factors and how long employees thought they would continue employment at their organization. Turn in a one page memo summarizing your finds and attach the raw survey data.
- Positioning Paper - Write a memo as if you are the Director of Parks and Recreation for a local government in your area. You have been told that this will be a tight budget year. However using data from at least two of the research papers discussed in this chapter reposition your agency and make a case

for your high value proposition. Close with asking the Mayor and Council for a 10% increase in your budget. Tie your request to the greater good your department can do in the community with greater resources. This should be a 3 page paper in memo format. In class you will give a short presentation on this memo.

Grading Scale

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

TENTATIVE COURSE SCHEDULE

R = reading assignment to be complete before that class A = Other assignments due at that class

DATE		TOPIC	READINGS/ASSIGNMENT DUE
	Jan 22	Introduction to class & Organizational Life Cycle	R:Introduction
	Jan 29	Organizational Structure	R : Organizational Structure
	Feb 5	Mission/Momentum & Strategic Planning	R :Mission/Momentum, Strategic Planning
	Feb 12	Management vs Leadership	A: Viking/Farmer Papers R: the 4 Viking/Farmer essays
	Feb 19	Innovation & Pricing	R :Innovation, Pricing
	Feb 26	Marketing & Partnering	R: Marketing, Partnering
	March 5	Individual Differences & Review for Midterm	A:Complete and bring to class personality test R: Human Resources/Individual Differences
	March 12	NO CLASS – SPRING BREAK	
	March 19	Hiring & keeping the best, MID-TERM EXAM	R:Hiring the Best, Keeping the Best & Training
	March 26	Performance based compensation & Disciplinary Action	A :Employee Interview R :Performance based compensation, Disciplinary Action
	April 2	Budgeting & Land Acquisition	R :Budgeting, Land Acquisition
	April 9	Positioning	A : Positioning Paper & Presentation R : Positioning
	April 16	Vision for the Future & Comparing public & private sectors	R: Vision for the future, Using Comparisons of Public and Private...
	April 23	Leadership	R: Leadership
	April 30	Review	
	May 7	FINAL EXAM	

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

Tentative Classroom Guests:

- Barry Biggar, CEO of Visit Fairfax – will help with our discussion of tourism organizations.
- Barbara Tulipane, CEO of the National Recreation and Park Association – will help with our discussion of accreditation and professional certification.
- General Manager of a major hotel to discuss the hospitality industry

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>].