

**GEORGE MASON UNIVERSITY**  
**School of Recreation, Health, and Tourism**  
**PRLS 410 – Administration of Recreation, Health & Tourism Organizations I (003)**  
**Spring 2014**

Day/Time:	T 7:20-10 PM	Office Location:	N/A
Location:	FFX University Hall 1203	Phone Number:	703-599-0744
Instructor:	Leslie Shinnars ,M.P.A.	Office Hours:	By appointment
Email:	<a href="mailto:lshinner@gmu.edu">lshinner@gmu.edu</a>	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:** 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:**

Bateman, T.S., & Snell, S.A, (2013). *M: Management*, (3rd edition); NY: McGraw-Hill/Irwin. This text should be available in the Mason bookstores by 8/30/2013. It is also available immediately as an e-Textbook for rent or purchase at [www.barnesandnoble.com](http://www.barnesandnoble.com) .

Additional readings and/or links and related assignments will be posted on Blackboard, accessible at [mymasonportal.gmu.edu](http://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	50-59
B+	88-89	C	74-77		
B=	84-87	C-	70-73		

*Requirements*

Class participation and attendance	15%
Assignments (Reading Presentation 10%, Semester Project 30%)	40%
Tests (Midterm 20%, Final 25%)	45%

## **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.

In-class participation is important to you, the individual student, and to the class as a whole. Class participation is a factor in grading therefore absences, tardiness, and/or early departure are de facto evidence of non-participation. Class Participation grades are taken daily and any unexcused absence will result in a "0" grade for that day.

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.

Slides posted on Blackboard after class sessions are only a guideline and that they are not all inclusive! If you miss a class, 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 lecture and 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 be glad to address any questions you may have.

## **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 for the duration of the course (until final grades are 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:**

<b>DATE</b>	<b>TOPIC</b>	<b>READING/ASSIGNMENT DUE</b>
January 21	Course Introduction; Effective Management	Chapter 1
January 28	Starting a Business - Entrepreneurship; Evolution of Management <b>Reading Presentation Topics to be assigned in class Tuesday January 28</b>	Chapter 6 pp. 121-132; Chapter 2 * The Role of the Manager: Kraut,et.al. The Academy of Management Executive, (Nov., 2005), pp. 122-129
February 4	External Environment; Organizational Culture	Chapter 3 <b>Assignment #1 Due</b>
February 11	Legal and Ethical Responsibilities; Presentations	Chapter 4
February 18	Planning and Decision Making; Presentations	Chapter 5 Chapter 6 pp. 139-142
February 25	Organizational Structure; Review	Chapter 7 <b>Assignment #2 Due</b>
March 4	Presentations; <b>Mid-Term Test</b>	
March 11	<b>NO CLASS – SPRING BREAK</b>	
March 18	Human Resources; Presentations	Chapter 8
March 25	Managing Diversity; Presentations	Chapter 9
April 1	The Control Function; Presentations	Chapter 14 <b>Assignment #3 Due</b>
April 8	Fiscal Resources and Budgets; Presentations	*Readings – TBA (see Blackboard Assignments)
April 15	Leadership; Presentations	Chapter 10 Chapter 15 pp. 365 – 374 “Managing Change”
April 22	Motivation; Teamwork; Review	Chapter 11 and 12 <b>Assignment #4 Due</b>
April 29	Presentations; <b>Final Test</b>	

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

**\*This reading/link and related instructions 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://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 – SPRING 2014**

**READING PRESENTATION**

From the topic choices below, find and read a recent (within the last 10 years) article from a credible and reputable journal, periodical, book/book section or multi-media presentation. The article content should be relatable to business administration in sports, recreation, health or tourism/hospitality.

Assignments will be distributed in class on Tuesday January 28 and posted on Blackboard.

- 1) Submit a 1-2 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, your semester project, and the sports, recreation, health or tourism/hospitality industries.
  - Bibliographical reference. (Copy of the article may be submitted but is not required).
  
- 2) Make a 10 minute presentation in class (on the due date or the subsequent class). Be prepared to answer questions.

Paper (vs. electronic) submission is preferred.

February 11	Entrepreneurship; Innovation
February 18	Organizational Culture
March 4	Ethics in Management
March 4	Planning; Decision-Making
March 18	Partnerships; Collaboration
March 25	Organizational Structure; Human Resources
April 1	Managing Diversity
April 8	Organizational Controls; Financing; Budgets
April 15	Leadership
April 29	Motivation
April 29	Teamwork

**10 points; Due dates variable**

## **SEMESTER PROJECT**

**Assignment summaries are provided below. Consult the Assignment section in Blackboard for detailed instructions and assignment requirements.**

### **Format/Style**

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

Assignment 1 should be 1-2 pages; assignments 2, 3 and 4 should be 3-6 pages in length. Cite references and include a bibliography for full credit.

Paper (vs. electronic) submission is preferred.

Re-submit previous assignments with assignments 3 and 4.

### **ASSIGNMENT #1 - Concept Presentation**

**5 points; Due Tuesday February 4**

Create a fictional RHT (Recreation Health Tourism or Sport) organization that has been in operation for 3 years. You will build on this organization in subsequent assignments.

Use existing organizations for ideas and/or to serve as models.

### **ASSIGNMENT # 2 - Organization Overview**

**5 points; Due Tuesday February 25**

Provide an overview of the organization you have created, including the name and location of the organization, history, purpose, products/services, customers/clients, stakeholders, competitors and current goals, objectives and strategies.

### **ASSIGNMENT #3 – Staffing the Organization**

**10 points; Due Tuesday April 1**

Develop an organizational chart for your organization or a select department/division with explanation of the structure the chart represents and how and why this structure best suits your business. In addition, select one position from your organizational chart and create a job description, hiring matrix and interview questions for that position.

### **ASSIGNMENT #4 – The Budget**

**10 points; Due Tuesday April 22**

Develop a one-year operating budget for your organization or select department/division with narrative description.