

GEORGE MASON UNIVERSITY
School of Sport, Recreation and Tourism
PRLS 410 – Administration of Sport, Recreation and Tourism Organizations I
(DL1)
Summer 2016

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PREREQUISITE(S): 60 hours or permission of instructor.

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.

DELIVERY METHOD: This upper level course will be delivered online using an asynchronous format via the Blackboard learning management system (LMS) housed in the MyMason portal. You will log in to the Blackboard course site using your Mason email name (everything before “@masonlive.gmu.edu) and email password. The course site will be available on Friday January 15, 2016.

Using Blackboard, students are expected to complete class participation/homework assignments, semester project assignments and tests by specified due dates (syllabus and Blackboard) and be engaged in course activities throughout the semester.

The online course is delivered through the textbook and other assigned readings; instructional audio lecture presentations, homework and peer review activities and the comprehensive semester project.

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 sport, recreation, and tourism (SRT) organizations.
3. Identify problems affecting the management and operation of organizations and the delivery of sport, recreation and tourism services.
4. Discuss the principles of organizing, allocating and managing organizational resources in order to provide equitable delivery of sport, recreation and tourism services.
5. Apply budgeting principles and techniques to developing and managing operational budgets of SRT organizations.
6. Describe the barriers to effective communications and strategies for communicating in a multicultural society.

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)*:

7.3 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 TEXT:

Bateman, T.S., & Snell, S.A, (2015). *M: Management, (4th edition)*; NY: McGraw-Hill/Irwin. Available as an e-Textbook for rent or purchase at www.barnesandnoble.com ISBN-13: 978-0077862596

TECHNICAL REQUIREMENTS:

To participate in this course, students will need the following resources:

- High-speed Internet access with a standard up-to-date browser, either Internet Explorer or Mozilla Firefox. Opera and Safari are not compatible with Blackboard; Chrome is also problematic with some applications. Additional information about operating systems and browsers that are listed as compatible or certified with Blackboard is available on the [myMason Portal](#) in the Student Help Section under the Courses tab.
- Consistent and reliable access to GMU email and Blackboard, as these are the official methods of communication for this course
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of the course requirements.
- The following software plug-ins for PCs and Macs respectively, available for free downloading by clicking on the link next to each plug-in:

Adobe Acrobat Reader: <http://get.adobe.com/reader/>

Adobe Flash Player:

<http://www.downloadsnew.com/landers/adobeflashplayer/index.php?kw=flash%20player%20download>

Windows Media Player: <http://windows.microsoft.com/en-US/windows/downloads/windows-media-player>

Apple QuickTime Player: www.apple.com/quicktime/download

Java: http://java.com/en/download/help/jcp_security.xml

EXPECTATIONS:

Course Week: Because online courses do not have a “fixed” meeting day, our week will start on Monday and finish on Friday, except for the week of Memorial Day (May 30), when the week will begin on Tuesday May 31st.

Students must check the course Blackboard site and their GMU email for communications from the instructor; this should be 3 times per course week at minimum (daily is strongly suggested).

Students are expected to actively engage in all course activities throughout the semester, which include viewing of all course materials, completing course activities and assignments, and participating in course discussions and group interactions.

Technology: Students are expected to demonstrate competence in the use of all course technology and to promptly seek assistance if struggling with technical components of the course.

Please budget your time with the expectation that you could experience some technical difficulties at some point in the semester. Individual technical issues are not an excuse for submitting homework and assignments after the due date and time.

Please make sure to update your computer and prepare yourself to begin using the online format BEFORE the first day of class. Reference the TECHNICAL REQUIREMENTS section in this syllabus for details. Also, make sure your computer is protected from viruses.

The [Student Support page](#) of the IT Services website has links to help and information about Blackboard.

Log on to [myMason Portal](#) to get started. On the Course page for PRLS 410, you will find the tools you need to become familiar with for this course on the menu bar to the left. Take time to learn each. Make sure everything is “working” before the class start date.

Note: If you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrators that you will be able to install the necessary applications and that corporate firewalls do not block access to any sites or media types.

Workload: As mentioned above, expect to log in to the course several times during the course week to read announcements, view slide presentations, participate in the discussions, complete homework and assignments, and to generally stay up to date with course materials.

This course is not self-paced. Successful completion of this course requires several hours of work each week. There are specific deadlines and due dates to which you are expected to adhere. It is your responsibility to keep track of the weekly course schedule of topics, readings, activities, exams and assignments due.

Communication with Instructor: E-mail communications from the instructor will be sent to students’ GMU-assigned e-mail addresses. Students are responsible for checking ensuring that their Mason e-mail inbox has room to receive incoming correspondence.

Email is the best way to contact me. I will respond to your emails within 24 hours during the course week. If I will be away from email for more than one day, I will email and/or post an announcement in the Blackboard course folder. Before sending me an email in regard to a question about the course, please check the syllabus and other course materials.

Assignments (including homework and class participation/discussion board submissions) should be checked for grammar and spelling. For the semester project assignments, follow style guidelines provided in the assignment instructions. Grammatical and style errors will result in grade deduction. You should retain copies of all written work submitted for the duration of the course until final grades are submitted.

Due Dates: All assignments (including homework and class participation) are due at 11:59 PM on the date listed unless otherwise specified in Blackboard. Assignments should be turned in via Blackboard at the specified time and date due via Blackboard or no credit will be given.

Make-ups or late submissions for missed exam or assignments will not be allowed unless failure to take the exams or do the assignments is due to an extreme situation, e.g. military mobilization, jury duty, serious illness, the proven death of a very near and dear relative. That said, proof **MUST** be shown.

Exams: The Honor Code is in effect for all exams. No collaboration or group participation whatsoever is permissible.

PRLS 410 exams are not designed to be “open book” in that there is a time limit that will not allow students to consult course materials extensively during the test. However, you are permitted to consult primary course materials and video lectures posted to the PRLS 410 course webpage, as well as your own notes that you have prepared prior to the exam. The use of any other study aids, memoranda, books, data, or other information during the PRLS 410 exam is prohibited.

Any student who has a documented need for additional time on exams should contact me during the first week of the course and again at least 24 hours prior to each exam.

Note that there is only one opportunity for submission of exams, from 12:00 AM to 11:59 PM on the date listed on the syllabus.

Office Hours: “By appointment” hours can be face-to-face, by phone or other mutually agreeable means. If you would like to schedule a one-on-one meeting to discuss course requirements, content or other course-related issues, send me an email or Blackboard course message and include your preferred meeting method and suggested dates/times.

Netiquette: Our goal is to be collaborative, not combative. Experience shows that even an innocent remark in the online environment can be misconstrued. I suggest that you always re-read your responses carefully before you post them to encourage others from taking them as personal attacks. Be positive in your approach to others and diplomatic with your words. Remember, you are not competing with each other but sharing information and learning from one another as well as from the instructor.

EVALUATION: This course will be graded on a point system, with a total of 100 possible 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 – homework and discussions	20%
Assignments: Semester Project (5 assignments)	40%
Tests: Test #1 – 10%, Tests #2 and #3 - 15% each	40%

TENTATIVE COURSE SCHEDULE:

Note that readings and associated slide presentations should be completed/viewed before or during the week listed. Chapter folders, located in each Unit listed in the Course Menu on the left side of the PRLS 410 Course Home Page, contain links to the Slides and Homework/Class participation assignments (which may include additional reading and /or research). Semester Project Assignments are described in detail in the Semester Project Assignments section of the Course Menu as well as in the Appendix of this syllabus. Tests are available for a 24-hour period ONLY (midnight to midnight on the date listed) and can be accessed through the Assessment section.

WEEK ONE: May 16-May 20		
DATE	TOPIC/SLIDES	TEXT READING/SLIDES/HOMEWORK
Monday May 16	INTRODUCTION and SYLLABUS: Course Introduction	Syllabus, Course Introduction Slides Student Introduction Homework Assignment due Tuesday 5/17, comments are due Wednesday 5/18
Wednesday May 18	UNIT 1: Effective Management; Evolution of Management	Chapter 1 pp. 3-15; Chapter 2 “The Role of the Manager” – to access this reading, go to Unit 1, Chapter 1 in the Blackboard Course Menu Homework due Thursday 5/19, comments due Friday 5/20

Friday May 20	UNIT 1: External Environment; Organizational Culture Semester Project Assignment #1 Due	Chapter 3 Homework due Monday 5/23, comments due Tuesday 5/24
WEEK TWO: May 23 – May 27		
Monday May 23	TEST #1 – Unit 1	Covers Chapters 1-3 and associated materials
Tuesday May 24	UNIT 2: Planning and Decision Making	Chapter 5, Chapter 6 pp. 132-136 Homework due Wednesday 5/25, comments due Thursday 5/26
Thursday May 26	UNIT 2: Legal and Ethical Responsibilities	Chapter 4 Homework due Friday 5/27, comments due Tuesday 5/31
Friday May 27	UNIT 3: Organizational Structure	Chapter 7 pp. 141-157 Homework due Tuesday 5/31, comments due Wednesday 6/1
WEEK THREE: May 31 (Tuesday) – June 3		
Tuesday May 31	Semester Project Assignment #2 Due	
Wednesday June 1	UNIT 3: Human Resources	Chapter 8 Homework due Thursday 6/2, comments due Friday 6/3
Friday June 3	UNIT 3: Managing Diversity	Chapter 9 pp. 193-211 Homework due Tuesday 6/7, comments due Wednesday 6/8
WEEK FOUR: June 6 – June 10		
Monday June 6	Semester Project Assignment #3 due	
Tuesday June 7	TEST #2 – Units 2 and 3	
Wednesday June 8	UNIT 4: Control and Finance (two slide presentations)	Chapter 14 Homework due Thursday 6/9, comments due Friday 6/10
Friday June 10	UNIT 5: Leadership	Chapter 10 Homework due Monday 6/13
WEEK FIVE: June 13 – June 18 (Saturday)		
Monday June 13	Semester Project Assignment #4 Due	
Tuesday June 14	UNIT 5: Motivation and Teamwork (two slide presentations)	Chapters 11 and 12 Homework due Wednesday 6/15, comments due Thursday 6/16
Thursday June 16	Semester Project Assignment #5 due	
Friday June 17	TEST #3 – Units 4 and 5	
Saturday June 18	Semester Project Comments due	

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/the-mason-honor-code/>].
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services and inform their instructor, in writing, as soon as possible. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor [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 (DL1)
ASSIGNMENTS – SUMMER 2016

SEMESTER RESEARCH PROJECT – Profile an SRT Organization

Summary

Objective: To conduct research and apply concepts learned in the course to create and profile a fictional Sport, Recreation or Tourism/Hospitality/Event Management business organization.

Requirements:

- The organization must have been in operation for at least 5 years (founded in 2011 or earlier).
- The organization should have at least 10 full-time employees (or equivalent).
- The business may be in any sector – commercial/private, non-profit/private, or government/public.
- To receive full credit for the assignments, you must demonstrate evidence of research in each assignment. You will accomplish this by:
 - Finding, and using as references, at least 2 similar organizations to be your “models”; you must have access to business information about these organizations. Note that the organizations do not need to be identical to the business that you are creating. Ideally they will either be in the same sector and/or same general line of business as yours (e.g. hospitality, provision of recreation/sports services, marketing, professional sports team)
 - Establishing contact and interviewing at least one professional who has experience working in an organization that is similar to the one that you are creating. I strongly suggest that you establish the initial contact early in the semester to gather resource information (strategic and/or business plan, sample organization chart, job descriptions, interview questions, budget data and similar).
 - Use other supporting data to justify your work.

Additional considerations:

- You may create an organization that is in the public (government) sector; however, it will need to be a division of a larger entity, such as a municipality or state. For example, you could choose to create a “Recreation Center” or a “Senior Recreation Programs Division” for a city or county.
- It is acceptable to have your organization be a smaller subsidiary or independent division of a large corporation, such as a franchise operation of a hotel chain, or a regional division of a sports marketing firm.

Recommendations:

- Ensure that you understand the scope of research required for the semester project by becoming familiar with all individual assignment requirements at the start of the semester.
- Begin working on the Final Presentation (Assignment #5) early in the course. The Final Presentation is your opportunity to improve upon previous work.

The following instructions are as presented as a general guideline only. Please refer to information posted in the Assignments section in Blackboard for complete instructions and due dates.

Assignment #1 – Organization Overview

Grade/no grade; failure to submit this assignment by the due date will result in an automatic 4 point deduction on Assignment #2

Due May 20

Provide an overview of the organization. Include:

- The name of the organization.
- The purpose of the organization – what need(s) does it meet, why does it exist.
- Who the organization serves; describe the client/customer base.
- Which sector (public, not-for-profit, commercial) the organization falls under; explain why your organization is in this sector.
- Describe the organizations that you are using as models. Provide bibliographic references for these organizations.
- Explain why you chose to create this organization.

General guidelines

- You may use an outline/bullet-point format for this assignment if preferred.
- Please describe the organization as if it really exists! Use present tense in your narrative, except when discussing future plans, such as when describing the 5-year vision.
- Narrative should be “business professional”. Note that you are not “selling” the organization in this assignment; I suggest using third person tense to describe the business, avoiding “our” or “we” in favor of “the organization” or “the business”, as appropriate.
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This submission should be 1-2 pages in length.

References/Bibliography

For this project you will need to demonstrate that you are using at least 2 model business organizations. Provide reference information from your model organizations in this submission.

Evaluation of this assignment – The instructor and discussion group will provide feedback, which you should use when resubmitting the content required in Assignment #2.

ASSIGNMENT #2 – The Organization

10 points (includes Assignment #1)

Due May 31

Provide a written overview of the organization you have created, including several of the points contained in Assignment #1. You are encouraged to make changes from your Assignment #1 submission based on instructor and peer feedback.

General Information – 2 points

- The name of the organization
- Mission Statement – purpose of the organization
- Explain which sector (public, not-for-profit, commercial) the organization falls under and why it is in that sector.

History and Service – 3 points

- Create a history of the organization; how and why was this organization established.
- Explain where the organization is located, including physical administrative and program space, and how services are delivered to customers.
- Describe the services that your organization provides and the target markets. In other words, who are the services designed to serve and/or what customers/clients/constituents are most likely to use the services?
- Describe the organizations' stakeholders (not customers or employees).
- Discuss competitive forces that effect the business. Who are the rivals (direct competitors)? What other services could be substitutes for the organization's offerings?

Organization Plan – 3 points

- Present 2 SMART business (vs. program) goals that the organization is attempting to accomplish within the next year.
- **For each goal**, list 2-3 organizational plans (actions) the organization will execute to achieve those goals.
- Describe your 5-year vision for the organization. Describe two challenges that you believe that your organization will be facing in the future. Explain why you believe these challenges will exist and what steps you think your organization should take now to prepare for them.

References/Bibliography – 2 points

Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Please describe the organization as if it really exists! Use present tense in your narrative, except when discussion future plans, such as when describing the 5-year vision.
- Narrative should be "business professional". Avoid jargon and redundancy. Note also that you are not "selling" the organization; I suggest using third person tense to describe the business, avoiding "our" or "we" in favor of "the organization" or "the business", as appropriate.
- Do not copy information. APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 2-4 pages in length.

ASSIGNMENT #3 – Staffing the Organization

10 points

Due June 7

Organizational Chart – 3 points

- Develop an organizational chart for your business. The chart should easily fit on one 8 x 11" page. Depending on the size of your organization, boxes may represent "work" at the individual job level or as a grouping of jobs. If your organization is very large, you may choose to represent a division or department of the organization; please specify if this is the case and provide a brief overview of where this division/department fits into the overall organizational structure.
- Organizational Chart Narrative:
 - Explain which of the four structures discussed in class (Functional, Divisional, Matrix, Network, or a combination of these) best represents your organization's structure. Explain why that is the most efficient and effective way for your organization to get work done. Consider: Is your organization dynamic or stable? How much diversification is there in company businesses, products, customers and/or locations? Who should make strategic decisions? How much does the organization rely on lower level employees to be creative and autonomous in decision-making?
 - Provide any additional background information necessary to explain how your business is organized for action. Ensure that all critical business functions (administration, finance, HR, sales, marketing, and similar), as well as service and production, are clearly represented in the organizational chart OR described in the narrative

The Job Description – 3 points

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. **Include all of the recommended content of a job description discussed in class.** You should use job descriptions from existing organizations for ideas about format and content. Evaluation is based on both comprehensiveness of content and how strongly you demonstrate that the job description matches your organization's needs.

The Interview – 2 points

Design interview questions that will help determine each candidate's suitability for the position. The interview questions should relate directly to the needs of the organization and the requirements outlined in the job description (above). Include a minimum of 10 questions to be asked of applicants in a structured interview.

References/Bibliography – 2 points

Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections.
- Use present tense in your narrative, except when discussing future plans.
- Narrative should be "business professional".
- Do not copy information. APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 3-6 pages in length.

ASSIGNMENT #4 – Finance and Controls

10 points

Due June 13

Revenue/Expense Budget Information – 4 points

For your organization, list and explain:

- 1) Sources of revenues than directly support and/or are generated from operations
- 2) Operational expenses. Consider your organization’s mission and strategic goals, staffing plan (organizational chart), costs of producing products and services, physical space and infrastructure maintenance, as well as administrative requirements, such as taxes and insurance.

Consider whether revenue is set aside each year to:

- Pay long-term debt
- Save for future capital or developmental (such as research and design) expenses
- Distribute to owners (including stockholders) if your organization is in the commercial sector

Controls – 4 points

Select ONE of the SMART goals that your organization plans to achieve within the next year. (See Assignment #2).

For this goal, develop and explain 3 bureaucratic or market controls that you, as an executive manager in the organization, will put into place. Consider the following in your discussion:

1. Explain how this control device uses bureaucratic or market mechanisms.
2. Explain how each control is feedforward, concurrent, or feedback.
3. Walk through the control process. Give samples of valid performance standards that accurately reflect what your organization is attempting to accomplish (i.e. “the goal”). Explain how your organization measures performance. How often does this take place? What is considered an unacceptable deviation requiring correction?
4. Give suggestions for corrective action if the organization goals are not being met to an acceptable standard.

References/Bibliography – 2 points

Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Use present tense in your narrative, except when discussing future plans.
- Narrative should be “business professional”.
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 2-4 pages in length.

ASSIGNMENT #5 - PROJECT PRESENTATION

10 points

Due June 16

Develop a presentation that gives an overview of your semester project.

Include the following KEY points:

1. My organization is... (name, location, size, sector). It was formed when... (history).
2. Our mission (purpose) is to ...
3. The organization offers... (services) that are designed to serve..... (markets)
4. One business goal that we plan to complete in the next year is...
5. We plan to achieve this goal by...
6. In the next 5 years the organization will ... (vision)
7. In the next 5 years we expect to have to overcome the following challenges...
8. Here's my organizational chart. The ... (structure type). This structure best represents my organization because...
9. In order to ensure that job applicants are a good "fit" for our organization, one question we will ask all potential employees that we interview is...
10. We receive income to conduct business from the following sources...
11. Our major expenses are...
12. The most valuable part of this project for me was...because...
13. The assignment (or aspect) that I found most challenging was...because...

While you will use information already presented in Assignments #1-4, this is your opportunity to make improvements as needed based on feedback that you receive from previously graded assignments.

General guidelines

- Do not repeat assignment instructions verbatim. The questions above are cues to the required content.
- Use any appropriate presentation format, such as Power Point, Prezi, video presentation or other.
- Narrative (audio) or video are encouraged but not required.
- Stay on topic! The presentation should take no more than 10 minutes to read or view.