

**GEORGE MASON UNIVERSITY**  
**College of Education and Human Development**  
**School of Sport, Recreation and Tourism**  
**PRLS 410 001 – Administration of Sport, Recreation and Tourism Organizations I**  
**Tuesday 7:20 – 10:00 pm**  
**Robinson Hall A247, Fairfax Campus**  
**Three (3) credits, Spring 2018**

Instructor: Leslie Shinnors  
Office Hours: By Appointment  
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**PREREQUISITE(S):** 60 hours or permission of instructor.

**UNIVERSITY CATALOG 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 OVERVIEW:** Not applicable.

**COURSE DELIVERY METHOD:** This course will be delivered using a lecture and discussion format.

Students are expected to actively engage in all course activities throughout the semester, which includes completing all course activities and assignments and participating in class discussions and small group interactions.

Access to Blackboard learning management system (LMS), housed in the MyMason portal, is required to have access to assignments and course materials, such as presentation slides. The preferred method of assignment and homework submission is through Blackboard (though email and hard copy submissions will be accepted without penalty).

Students must also maintain consistent and reliable access to their GMU email, as this is the official methods of communication for this course outside of the classroom.

**LEARNER OUTCOMES AND OBJECTIVES:**

The course is designed to enable students to do the following:

1. Discuss management practices and principles developed and successfully used in business, industry and public agencies.
2. Discuss and 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](http://www.barnesandnoble.com) ISBN-13: 978-0077862596

**COURSE PERFORMANCE EVALUATION:**

- **Due Dates:** All assignments (including homework and class participation) are due at 7:20 PM on the date specified in the syllabus and/or as outlined by the instructor.
- **Assignments** (including homework) should be checked for grammar and spelling. For the Semester Research 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.
- **Exams:**  
Any student who has a documented need for additional time on exams should provide notification during the first week of the course and again at least 24 hours prior to each exam.
- **Attendance and participation**  
Students are expected to attend all class sessions, arrive on time (allowing for traffic and parking), actively participate in class discussions, and complete all readings, homework and assignments.  
Class participation is a factor in grading therefore absences, tardiness, and/or early departures are de facto evidence of non-participation. Class Participation grades are taken daily; any unexcused absence will result in a “0” grade for that day.  
There is no make-up work or extra credit. 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). Exams must be taken on assigned days unless an alternate date is agreed upon in advance or you must provide written documentation, as described above.
- **Grading:**  
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	15%
In-class presentation	5%
Assignments: Semester Project (5 assignments)	40%
Tests: Test #1 – 10%, Tests #2 and #3 - 15% each	40%

**PROFESSIONAL DISPOSITIONS:** See <https://cehd.gmu.edu/students/polices-procedures/>

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

**CLASS SCHEDULE:**

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.

*Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.*

DATE	TOPIC/SLIDES	TEXT READING/SLIDES/HOMEWORK
Week 1: January 23	INTRODUCTION and SYLLABUS: Course Introduction	Syllabus, including Appendix (Semester Research Project Summary)
Week 2: January 30	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
Week 3: February 6	UNIT 1: External Environment; Organizational Culture	Chapter 3
Week 4: February 13	UNIT 2: Planning and Decision Making <b>Tuesday February 13: Semester Project Assignment 1 Due</b>	Test covers Chapters 1-3 and associated materials Chapter 5, Chapter 6 pp. 132-136
Week 5: February 20	UNIT 2: Legal and Ethical Responsibilities and Decision Making <b>Tuesday February 20: TEST #1 – Unit 1</b>	Chapter 4
Week 6: February 27	UNIT 3: Organizational Structure <b>Tuesday February 27: Semester Project Assignment 2 Due</b>	Chapter 7 pp. 141-157
Week 7: March 6	UNIT 3: Human Resources	Chapter 8
March 13	SPRING BREAK	
Week 8: March 20	UNIT 3: Managing Diversity	Chapter 9 pp. 193-211
Week 9: March 27	UNIT 4: Control <b>Tuesday March 27 TEST #2 – Units 2 and 3</b>	Test covers Chapters 4-9 and associated materials Chapter 14
Week 10: April 3	UNIT 4: Finance <b>Tuesday April 3: Semester Project</b>	

	<b>Assignment 3 due</b>	
Week 11: April 10	UNIT 5: Leadership	Chapter 10
Week 12: April 17	UNIT 5: Motivation <b>Monday April 17: Semester Project Assignment 4 Due</b>	Chapter 11
Week 13: April 24	UNIT 5: Teamwork	Chapter 12
Final Week: May 1	<b>Tuesday May 1: TEST #3 – Units 4 and 5 Semester Project Assignment 5 due; Final presentations in class</b>	

**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: <http://cehd.gmu.edu/values/>.

**GMU POLICIES AND RESOURCES FOR STUDENTS:**

*Policies*

- Students must adhere to the guidelines of the Mason Honor Code (see <https://catalog.gmu.edu/policies/honor-code-system/> ).
- 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 Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. 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 stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

*Campus Resources*

- Support for submission of assignments to Tk20 should be directed to [tk20help@gmu.edu](mailto:tk20help@gmu.edu) or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://course-support.gmu.edu/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.

PRLS 410 RUBRIC - SEMESTER PROJECT ASSIGNMENT  
**Create and Profile a Fictional SRT Organization**

<p>COAPRT 7.03 <i>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</i></p>	<p><b>Outstanding</b></p> <p>100 %</p>	<p><b>Competent</b></p> <p>75 – 99%</p>	<p><b>Minimal</b></p> <p>50 – 74%</p>	<p><b>Unsatisfactory</b></p> <p>0-49%</p>
<p>Content Areas – 20-40% each (standards are “per section”)</p>	<p>Includes all required elements; demonstrates understanding of each element</p>	<p>Missing one required element OR does not fully demonstrate understanding of up to two elements</p>	<p>Missing 1-2 required elements AND/OR does not fully demonstrate understanding of up to three elements</p>	<p>Missing two or more required elements AND/OR does not demonstrate understanding of the content area subject</p>
<p>Evidence of Research – 20 %</p>	<p>References at least two model organizations in content and bibliography/footnotes; Cites additional sources to support content</p>	<p>References at least two model organizations OR one model organization and additional sources</p>	<p>References at least one model organization OR additional sources</p>	<p>No references</p>
<p>Presentation – up to 10% deduction</p>	<p>Follows format and general guidelines as stated in assignment instructions</p>	<p>Does not follow format or general guidelines in 1-2 areas</p>	<p>Does not follow format or general guidelines in multiple areas</p>	<p>Does not follow format and general guidelines in multiple areas</p>
<p>Grammar and spelling – up to 10 % deduction</p>	<p>Uses correct grammar and spelling</p>	<p>Infrequent grammar or spelling errors</p>	<p>Frequent grammar and spelling errors; does not interfere with conveyance of meaning</p>	<p>Frequent grammar and spelling errors that interfere with content delivery</p>



# APPENDIX

PRLS 410 001– SPRING 2018

## SEMESTER RESEARCH PROJECT

### Create and Profile a Fictional SRT Organization

#### Summary and General Instructions

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.

#### *Basic Requirements:*

- The organization profiled must have been in operation for at least 5 years (founded in 2012 or earlier). In other words, it is not a “start-up” business.
- The organization should have at least 10 full-time paid 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 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 with at least one professional “consultant” who has experience working in an organization that is similar to the one that you are creating. Students are required to conduct an interview with the consultant, demonstrating evidence of the knowledge gained in one or more of Assignments 2, 3 and/or 4.
    - 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 references to support and justify your work.
- Describe the organization as if it really exists! Use present tense in your narrative, except when discussing history or future plans.
- Narrative should be “business professional”. Avoid jargon and redundancy. Note also that you are not “selling” the organization; I suggest using third person tense (vs. the first person “I”, “we” or “us”) when discussing the organization.
- With the possible exception of Assignment 1, do not repeat assignment instructions verbatim in the body of the paper. You may use headings to separate the sections if desired.
- Generally speaking, do not copy information! If deemed necessary to do so, properly cite in footnote(s) and bibliography.

#### *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”, “Senior Recreation Programs Division” or “Visitor’s Bureau” for a city or county.
- It is acceptable to have your organization be a 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.
- APA (<http://www.apastyle.org/> and <http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>) or Chicago style ([http://www.chicagomanualofstyle.org/tools\\_citationguide.html](http://www.chicagomanualofstyle.org/tools_citationguide.html)) is recommended for use in these assignments.

**The following assignment instructions are also posted in the Assignments section in Blackboard. Submit Semester Project assignments 1, 2, 4 and 5 by clicking on the assignment title in Semester Project Assignments in the course menu in Blackboard and following submission instructions. Submit Assignment 3 by following the instructions in Assessments. In all cases, submit as an attachment.**

### **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 Tuesday February 13**

Provide an overview of the organization. Include:

- The name of the organization.
- The purpose of the organization – why it exists; what need(s) it meets.
- 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 and profile this organization.

General guidelines

- You may use an outline/bullet-point format for this assignment if preferred.
- This submission should be 1-2 pages in length.

References/Bibliography

For this project (all five assignments) you will need to demonstrate that you are using at least two model business organizations as resources for accurate and relevant information, in addition to other germane references. Provide bibliographic information about your model organizations in this submission, such as each organizations' name, description of purpose and services offered, website address, location and/or similar.

Evaluation of this assignment – The instructor and a 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 Tuesday February 27

Provide a written overview of the organization you have created, reiterating and expanding upon Assignment 1 content. 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. Describe physical administrative and program space.
- 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? How are services delivered to customers?
- Describe the organizations' stakeholders (not customers or employees).
- Name and explain at least three specific factors/activities in the Macroenvironment, including its subset, the Competitive Environment, that the organization should monitor regularly and how the organization will monitor these activities.

Consider specific activities in the Political, Economic, Social and Technological realms.

Think in terms of all 5 competitive forces e.g. In the social area, look at demographics and values in both the market and the workforce. For instance, 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. Business goals are related to revenue generation and/or expense control (in the commercial sector, profitability), growth and customer service.
- **For each goal**, list 2-3 organizational plans (actions) the organization will execute to achieve those goals.
- Describe the 5-year vision for the organization. Describe two challenges that you believe that the organization will be facing in the future. Explain why you believe these challenges will exist and what steps you think the 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; in other words, document where you obtained information to support your writing.

Reminder: Students are required to conduct an interview with a professional consultant and show evidence of knowledge gained in one or more of Assignments 2, 3 and/or 4 (see Summary and General Instructions for details). There will be a 2-point deduction on the Assignment 5 grade when this requirement hasn't been met.

#### General guidelines

- This paper should be 2-4 pages in length.
- Review Summary and General Instructions for additional details.

## ASSIGNMENT 3 – Staffing the Organization

10 points

Due Tuesday April 3

### Organizational Chart – 3 points

- Develop an organizational chart for the organization. The chart should fit on one 8 x 11" page. Depending on the size of the organization, boxes may represent "work" at the individual job level or as a grouping of jobs. If the organization is very large, you may choose to represent a division or department of the organization (as opposed to the entire 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 the 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. This position must report to a supervisor (should not be the CEO for instance) AND must be a manager, supervising a minimum of 3 employees. **Include all of the recommended content of a job description, as discussed in class and presented in the Chapter 8 slides.** 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 the 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). Questions should be: 1) behavioral (if asking about experience), 2) specifically related to the job (not generic) and 3) open-ended to invite discussion (vs. yes/no or one-word answers). 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.

Reminder: Students are required to conduct an interview with a professional and show evidence of knowledge gained in one or more of Assignments 2, 3 and/or 4 (see summary instructions for details). There will be a 2-point deduction on the Assignment 5 grade when this requirement hasn't been met.

### General guidelines

- This paper should be 3-6 pages in length.
- Review Summary and General Instructions for additional details.

## **ASSIGNMENT 4 – Finance and Controls**

**10 points**

**Due Tuesday April 17**

Revenue/Expense Budget Information – 4 points

For your organization, list and explain:

- 1) All 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).

To ensure that the goal that you use for this assignment is SMART, see instructor comments in your Assignment 2 submission.

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 and/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.

Reminder: This is the final opportunity to fulfill the interview requirement of this project. There will be a 2-point deduction on the Assignment 5 grade when this requirement hasn’t been met in one or more of Assignments 2, 3 and/or 4 (see summary instructions for details).

General guidelines

- This paper should be 3-6 pages in length.
- Review Summary and General Instructions for additional details.

## **ASSIGNMENT 5 - PROJECT PRESENTATION**

**10 points**

**Due Tuesday May 1**

Develop a presentation that gives an overview of your semester project. Include the following KEY points:

1. The 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 the organization plans to complete in the next year is...
5. The organization will achieve this goal by...
6. In the next 5 years the organization will ... (vision)
7. In the next 5 years, the leadership expects to have to overcome the following challenges...
8. Here is the organizational chart. The ... (structure type). This structure best represents the organization because...
9. To ensure that job applicants are a good "fit" for our organization, one question the interviewer(s) will ask all potential employees is...
10. The organization receives income to conduct business from the following sources...
11. Major expense categories 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...
14. Provide a complete bibliography of ALL references/resources used for this project, including footnotes and full information about the required interview.

Use information already presented in Assignments 1 - 4, with corrections as needed based on feedback received from previously graded assignments.

Submit the presentation in Blackboard and give a brief (5-10 min.) presentation to a small group of your classmates.

### General guidelines

- Use any appropriate presentation format, such as Power Point, Prezi, video presentation or other.
- Stay on topic! The presentation should take no more than 10 minutes.
- Provide a full bibliography of references used in all assignments of this project.
- There will be a 2-point deduction on the Assignment 5 grade when the interview requirement isn't met in one or more of Assignments 2, 3 and/or 4 (per Summary Instructions).

## CLASS PRESENTATION

### 5 points; due dates variable

From the topic choices below, find and read a recent (within the last 10 years) and relevant article or other media piece from a credible and reputable journal, periodical, book/book section or multi-media presentation. You should be able to relate the content to business administration in sports, recreation, tourism/hospitality or event management.

Topics and due dates are also posted on Blackboard and will be distributed for sign-up in class on Tuesday February 6.

1. Give a 5-10 minute presentation in class summarizing:
  - a. The article's main points.
  - b. Your "take-away"; how the reading was meaningful to you and what you learned. Describe how the article relates to the course content, your semester project, and the sports, recreation, and health or tourism/hospitality industries.
  - c. Bibliographical reference. (Copy of the article may be submitted but is not required).
2. Submit your bibliographical reference (via Blackboard or email) on, or before, the due date.
3. Evaluation will be based on:
  1. Ability to summarize the article's main points clearly and concisely – 2 points
  2. Relevancy of the article and ability to relate to class content and/or the sports, recreation, health and tourism/hospitality industries – 2 points
  3. General presentation skills – 1 point

Organizational Culture	February 13	
Planning; Decision-Making	February 27	
Ethics in Management	March 6	
Organizational Structure	March 20	
Human Resources; Managing Diversity	March 27	
Organizational Controls	April 4	
Financing; Budgets	April 10	
Leadership; Motivation; Teamwork	April 24	
Partnerships; Collaboration	Flexible Date	

