PRLS 410-001: **Administration of Sport, Recreation and Tourism Organizations**
3 Credits, Spring 2019
Tuesdays, 7:20 p.m. – 10:00 p.m., Thompson Hall 2022

Faculty
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Prerequisites/Corequisites

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 Delivery Method

This course will be delivered using a [lecture, lab, seminar, internship, and/or hybrid (2-75% online)] format.

Learner Outcomes or 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 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 Texts

Bateman, T.S., & Snell, S.A, (2018). M*: Management, (5th edition);* NY: McGraw-Hill/Irwin. Available as an e-Textbook for rent or purchase at www.barnesandnoble.com ISBN: 978-1-259-73280-5

Course Performance Evaluation

Students are expected to submit all assignments on time. This course will be graded on a point system, with a total of 100 possible points.

> ### *Requirements*
> Class participation – homework and discussions   15 points
> Assignments: Semester Project (4 assignments)   45 points
> Tests: Test #1 – 10 points, Tests #2 & #3 15 points each   <u>40 points</u>
> 100 points

SEMESTER RESEARCH PROJECT
Profile a SRT Organization

Summary and General Instructions

Objective: To conduct research and apply concepts learned in the course to profile a REAL 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 2014 or earlier). In other words, it is not a "start-up" business.
- The organization should have at least 5+ 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 an organizations; you must have access to business information about the organization.
  - Establishing contact with at least one professional "consultant" who has experience

working in the organization. Students are required to conduct an interview with the consultant, demonstrating evidence of the knowledge gained in one or more of Assignments 2 and/or 3.

- 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)

o 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.

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) is recommended for use in these assignments.

The following assignment instructions will be also posted in the Assignments section in Blackboard. Submit Semester Project assignments 1- 4 by clicking on the assignment title in Semester Project Assignments in the course menu in Blackboard and following submission instructions.

- **Assignment 1 – Organization Overview – <u>February 20</u>**

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

Provide an overview of your selected 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.
- Explain why you chose to 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.

- **ASSIGNMENT 2 – The Organization – <u>March 27</u>**
10 points (includes Assignment 1)

Provide a written overview of the organization you have decided to profile, reiterating and expanding upon Assignment 1 content.

General Information
- 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
- What is the history of the organization; how and why was this organization established?
- 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
- 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
Demonstrate research and use of course and outside resources - provide references.
Reminder: Students are required to conduct an interview with a professional consultant and show evidence of knowledge gained.

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

- **ASSIGNMENT 3 – Staffing the Organization – <u>April 10</u>**
10 points

Organizational Chart – 3 points

- What is the 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/find 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 1 employee. **Include all of the recommended content of a job description, as discussed in class and presented in the Chapter 8 slides.**

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 including one regarding ethics.

References/Bibliography

Demonstrate research and use of course and outside resources - provide references.
Reminder: Students are required to conduct an interview with a professional consultant and show evidence of knowledge gained.

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

- **ASSIGNMENT 4 - PROJECT PRESENTATION**

15 points

Part 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 most valuable part of this project for me was…because…
11. The assignment (or aspect) that I found most challenging was…because…
12. Provide a complete bibliography of ALL references/resources used for this project, including footnotes and full information about the required interview.

Part 2: 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 that is about you're the type of organization you selected for your semester project. You should be able to relate the content to business administration in sports, recreation, tourism/hospitality or event management.

1. The end of your presentation should summarize the following information about your article:
   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 references

2. Evaluation will be based on:
   1. Ability to summarize the article's main points clearly and concisely
   2. Relevancy of the article to your semester project and ability to relate to class content and/or the sports, recreation, health and tourism/hospitality industries
   3. General presentation skills

General guidelines
- Use any appropriate presentation format, such as Power Point OR Prezi that can be uploaded.
- Stay on topic! The presentation should take no more than 10 minutes.
- Provide a full bibliography of references used in all aspects of this project (last slide)

Grading

Attendance Policy:

There is NO make-up work.

Written work is to be typed and spell checked to avoid point deduction. Tests must be taken on assigned days unless approved ahead of time and **no class participation make-ups** will be available.

Grading Scale

A+ = 97-100	B+ = 88-89	C+ = 78-79	D = 60-69
A = 94-96	B = 84-87	C = 74-77	F = 0-59
A- = 90-93	B- = 80-83	C- = 70-73	

DATE			TOPIC	READING	ASSIGNMENT DUE
	Jan	22	Unit One	SYLLABUS Chapter One	**R** Managing Effectively in a Global World
		29		Chapter Two	**R** The Evolution of Management
	Feb	6		Chapter Three	The Org Environ and Culture
		20			Test One
		27			Assignment #1
	March	6	Unit Two	Chapter Four	Ethics and Corporate Responsibility
		20		Chapter Five	Planning and Decision Making
		27		Chapter Seven	Organizing for Success

					Assignment #2
	April	3		Chapter Eight	Managing Human Resources Test Two
		10	Unit Three	Chapter Nine	Managing Diversity and Inclusion Assignment #3
		17		Chapter Ten	Leadership
		24		Chapter 11 & 12	Motivating People Teamwork Assignment #4
	May	1			
					Test Three

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 https://ds.gmu.edu/).
- Students must silence all sound emitting devices during class unless otherwise authorized by the instructor.

Campus Resources

Last revised July 2017

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or https://cehd.gmu.edu/aero/tk20. Questions or concerns regarding use of Blackboard should be directed to http://coursessupport.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/students/ .

Create and Profile a SRT Organization

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

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