

**George Mason University
College of Education and Human Development
School of Sport, Recreation, and Tourism Management**

**PRLS 410 DL1 – Administration of Sport, Recreation and Tourism Organizations I
3 Credits – Fall 2022
Online Asynchronous**

FACULTY:

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PREREQUISITE(S)/CO-REQUISITES:

None

UNIVERSITY CATALOG COURSE DESCRIPTION:

Focuses on operation and management of sport, recreation and tourism 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 online (76% or more) using an asynchronous format via Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available the first week of classes.

Under no circumstances, may candidates/students participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.

Technical Requirements

To participate in this course, you will need to satisfy the following technical requirements:

- High-speed Internet access with standard up-to-date browsers. To get a list of Blackboard's supported browsers see:

https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#supported-browsers

To get a list of supported operation systems on different devices see:

https://help.blackboard.com/Learn/Student/Getting_Started/Browser_Support#tested-devices-and-operating-systems

- You must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course.
- You 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 course requirements.

Expectations

- Course Week: Because asynchronous courses do not have a “fixed” meeting day, **our week will start on Monday and finish on Sunday.**
- Log-in Frequency: You must actively check the course Blackboard site and your GMU email for communications from the instructor, class discussions, and/or access to course materials at least 3 times per week.
- Participation: You are expected to actively engage in all course activities throughout the semester, which includes viewing all course materials, completing course activities and assignments, and participating in course discussions and group interactions.
- Technical Competence: You are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services.
- Technical Issues: You should anticipate some technical difficulties during the semester and should, therefore, budget your time accordingly. Late work will not be accepted based on individual technical issues.
- Workload: Please be aware that this course is **not** self-paced. You are expected to meet *specific deadlines* and *due dates* listed in the **Class Schedule** section of this syllabus. It is your responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.
- Instructor Support: I encourage you to schedule one-on-one meetings to discuss course requirements, content or other course-related questions. We can meet on campus, via phone, or via Zoom. Please use my Calendly link to schedule a meeting time (and select your preferred meeting method). If you don't see any times that work for you, please email me with several suggested dates/times and your preferred meeting method, and we will find a time that works for us both.
- Netiquette: The course environment is a collaborative space. Experience shows that even an innocent remark typed in the online environment can be misconstrued. Students must always re-read their responses carefully before posting them, so as others do not consider them as personal offenses. *Be positive in your approach with others and diplomatic in selecting your words.* Remember that you are not competing with classmates, but sharing information and learning from others. All faculty are similarly expected to be respectful in all communications.
- Accommodations: Online learners who require effective accommodations to ensure accessibility must be registered with George Mason University Disability Services. Please send me your accommodation letters from Disability Services as soon as possible!

LEARNER OUTCOMES/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., & Konopaske, R. (2022). M: *Management (7th Edition)*. McGraw-Hill Education.

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

Requirements	Points	Percentage of Overall Grade
Participation Activities	25 pts each x 6 = 150 total points	15%
Semester Research Project: 4 Assignments	Assignment #1 = 50 points Assignment #2 = 80 points Assignment #3 = 100 points Assignment #4 = 320 points Total = 550 points	55%
Exams: 3 Exams	100 pts each x 3 = 300 total points	30%
Total	1,000 points	100%

REQUIREMENTS:

Participation Activities

We will have 8 participation activities throughout the semester. You will need to complete at least 6 of them (in other words, I will drop your lowest 2 scores). Activities will vary, but will include things such as discussion boards, writing reflections, or applied scenarios where you have to respond to a particular management/administration situation (e.g., writing objectives or making budget cuts). Activities give you an opportunity to apply what you have learned that week and practice specific skills relevant not only to the semester project, but also the effective management of sport, recreation, and tourism organizations. They will also help us to build a community within our class and provide an opportunity for us to get to know one another. Many activities will have an interactive/collaborative component, meaning they will require an initial post/response and then a responses to peers. Initial posts/responses will always be due by Thursdays at 11:59pm, and responses to peers will always be due by Sundays at 11:59pm. Participation activity descriptions on Canvas will included detailed information and due dates.

Semester Research Project: 4 Assignments

Throughout the semester, you will complete a profile of a sport, recreation, or tourism organization. This multi-step project encompasses four separate, but related assignments. Each assignment builds on the prior ones, and the assignments follow along with the content you will be learning in the course. More details are provided below, but broadly speaking, you will select a sport, recreation, or tourism organization, research this organization, and interview a manager at this organization. Through your own research and what you learn from your interview, you will describe the organization's purpose, mission, history, and services. You will develop a short-term organizational plan including goals, actions, a vision, and a plan for overcoming anticipated challenges. Then, you will focus on staffing the organization, including interpreting and describing its organizational chart and structure, writing a job description, and designing a series of interview questions. Finally, at the end of the semester, you will create a presentation reflecting your semester project (the profile of your organization) which also incorporates recent research about the type of organization you selected.

Exams: 3 Exams

This course has three exams. Each exam will cover several weeks of content (and the associated textbook chapters). Exams are not cumulative, but please note that many of the concepts that we will be learning about build on each other.

GRADING POLICIES:

Attendance Policy:

There is NO make-up work. Written work is to be typed and spell checked to avoid point deduction. Exams must be taken on assigned days unless approved ahead of time and **no participation activity make-ups** will be available. Unless otherwise noted, all assignments and exams are due at 11:59pm on Sundays at the end of their assigned week.

Grading Scale

A	=	940-1,000 pts	(94%-100%)	C+	=	780-799 pts	(78%-79%)
A-	=	900-939 pts	(90%-93%)	C	=	740-779 pts	(74%-77%)
B+	=	880-899 pts	(88%-89%)	C-	=	700-739 pts	(70%-73%)
B	=	840-879 pts	(84%-87%)	D	=	600-699 pts	(60%-69%)
B-	=	800-839 pts	(80%-83%)	F	=	0-590 pts	(0%-59%)

PROFESSIONAL DISPOSITIONS: Students are expected to exhibit professional behaviors and dispositions at all times. See <https://cehd.gmu.edu/students/policies-procedures/>.

COURSE SCHEDULE:

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

DATE	TOPIC	READING/ASSIGNMENTS
Week 1: Begin 8/22	INTRODUCTION and SYLLABUS Managing in a Global World	Chapter 1 pp. 3-15 Week 1 Activity
Week 2: Begin 8/29	The Evolution of Management	Chapter 2 Week 2 Activity
Week 3: Begin 9/5	The Organizational Environment and Culture	Chapter 3 Week 3 Activity
Week 4: Begin 9/12	Exam #1	Exam #1 (covers Chapters 1 to 3)

Week 5: Begin 9/19	Ethics and Corporate Responsibility	Chapter 4 Semester Project Assignment #1 Due
Week 6: Begin 9/26	Planning and Decision Making	Chapter 5 Week 6 Activity
Week 7: Begin 10/3	Entrepreneurship Organizing for Success	Chapter 6 Chapter 7 Week 7 Activity
Week 8: Begin 10/10	Work on Semester Project	Semester Project Assignment #2 Due
Week 9: Begin 10/17	Human Resources Managing Diversity	Chapter 8 Chapter 9 Week 9 Activity
Week 10: Begin 10/24	Exam #2	Exam #2 (covers Chapters 4 to 9)
Week 11: Begin 10/31	Leadership Motivating People	Chapter 10 Chapter 11 Week 11 Activity
Week 12: Begin 11/7	Teamwork	Chapter 12 Semester Project Assignment #3 Due
Week 13: Begin 11/14	Managerial Control	Chapter 14 Week 13 Activity
Week 14: Begin 11/21	THANKSGIVING	
Week 15: Begin 11/28	Exam #3	Exam #3 (Covers Chapter 10 to 14)
EXAM PERIOD: Begin 12/5	Presentations	Semester Project Assignment #4 Due (Final Presentations)

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

- Support for submission of assignments to VIA should be directed to viahelp@gmu.edu or <https://cehd.gmu.edu/aero/assessments>. Questions or concerns regarding use of Blackboard should be directed to <https://its.gmu.edu/knowledge-base/blackboard-instructional-technology-support-for-students/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking:

As a faculty member, I am designated as a “Responsible Employee,” and must report all disclosures of sexual assault, sexual harassment, interpersonal violence, and stalking to Mason’s Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as Student Support and Advocacy Center (SSAC) at 703-380-1434 or Counseling and Psychological Services (CAPS) at 703-993-2380. You may also seek assistance from Mason’s Title IX Coordinator by calling 703-993-8730, or emailing titleix@gmu.edu.

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

SEMESTER RESEARCH PROJECT: Profile a Sport, Recreation, Tourism 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.

Organization Selection Requirements:

- The organization you profile must have been in operation for at least 5 years (founded in 2017 or earlier). In other words, it is not a new “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.

Research Requirements

- To receive full credit for the assignments, you must demonstrate evidence of research in each assignment. You will accomplish this by:
 - Finding an organization where you have/can get access to business information about the organization.
 - Establishing contact with at least one manager who has experience working in the organization. Students are required to conduct an interview with the manager demonstrating evidence of the knowledge gained in Assignments 2 through 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 in APA format to support and justify your work.

General Writing Requirements:

- Narratives 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 are encouraged to use headings to separate sections in each assignment.
- Do not copy information! If you need to use a direct quote, it must be cited in APA format.

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 are also posted in the Assignments section in Blackboard:

**ASSIGNMENT #1 – Organization Selection and Overview
50 points**

The purpose of Assignment #1 is to select an organization, make contact with a manager at the organization, and start to explore the organization’s purpose, services, and sector.

Part 1: Select an SRTM organization that meets the Organization Selection Requirements.

- The organization you profile must have been in operation for at least 5 years (founded in 2017 or earlier). In other words, it is not a new “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.
- Ensure you select an organization where you have/can get access to business information. If you cannot find any publicly available info, it’s probably not a good organization to select.

Part 2: Make contact with someone who works in a management position/role at this organization. For the purpose of this class, we’ll internally call this person your “professional consultant.”

- Follow professional etiquette in your email (an example initial email template will be posted on Blackboard)
- Don’t be alarmed if the first person you contact does not get back to you. People are busy, and if you don’t hear back in a few days, move on to your second choice. It’s a good idea to have a back-up organization in mind just in case.
- **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).**
- **You will need to conduct an interview with your professional consultant as part of Assignment 2. Establish a contact as early in the semester as possible.**

Part 3: Provide a written overview of your selected organization which includes the following:

- 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, non-profit, commercial) the organization falls under; explain why your organization is in this sector.
- Explain why you chose to profile this organization.
- Provide the name and title of your professional consultant contact at your organization.
- Be sure to cite your sources with an APA style reference list.

General guidelines

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

ASSIGNMENT #2 – The Organization & Interview **80 points**

The purpose of Assignment #2 is to explore your organization in further detail, particularly with regard to its history, service, stakeholders, external factors, organizational plans, and vision for the future. You will conduct a professional consultant interview with a manager at your organization. In addition to your own research, the interview will help you learn more about these facets of the organization.

Step 1: Conduct “Professional Consultant” Interview

For the professional consultant interview, you must interview someone in a management position at your selected sport, recreation, or tourism organization. Examples of managers could include a recreation director, a YMCA director, an arena or venue manager, or a tourism director. In Step 2 of this assignment, you must show evidence of conducting an interview and the knowledge you gained from it.

Prior to the interview, **develop a list of questions for your interview that allow you to gain information on the organization’s history, mission and services, structure (think organizational chart), stakeholders, finances, strategic direction, vision, needs/plans for the future, and other topics you’ll need to write about in your assignments.** You’ll want to make sure you ask your interviewee not just about topics for Assignment 2, but also for Assignments 3 and 4.

You’ll should take detailed notes during the interview, and you may want to consider audio recording your interview (with the interviewee’s permission, of course).

Although not required, you should also consider asking your professional consultant about their day-to-day responsibilities, their management philosophy, and advice they have for a young professional.

You **MUST** also write a thank you card/note/letter to the consultant thanking them for the interview. Take a picture of that as well and paste it at the end of your Step 2: Written Response.

Step 2: Written Response

Provide a written overview of the organization you have decided to profile, reiterating and expanding upon Assignment 1 content, and demonstrating evidence of your professional consultant interview with a manager at your organization. Good ways to demonstrate that you conducted an interview include sharing stories or quotes from your interviewee, discussing detailed aspects of the organization beyond what is publicly available on their website, and using citations to indicate information you obtained from the interview.

Your written response for Assignment #2 should be 2 to 4 pages in length (double spaced). Your written response should include the following four sections and their respective content:

Section 1: General Information

- The name of the organization
- Location of 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.

Section 2: 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?

Section 3: 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.

Section 4: References and Photo

- Demonstrate research on the organization, content obtained in your interview, and use of course materials and outside resources - provide references in APA format.
- Include the photo of your thank you note/card (with postage) to the person you interviewed.

ASSIGNMENT #3 – Staffing the Organization

100 points

The purpose of Assignment #3 is to explore your organization's structure (as evidenced by their organizational chart) and critical business functions. You will also create a job description for a manager position (selected from your organizational chart) and design a series of interview questions to be used

with candidates for your selected job. Your written response for Assignment #3 should be 3 to 6 pages in length and include the following four sections and their respective content:

Section 1: Organizational Chart

- 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 organization businesses, services, 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 organization is structured 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.

Section 2: The Job Description

Select one position from your organizational chart and develop a job description for that position. This position must report to a supervisor (the supervisor should NOT be the CEO) AND must be a manager, supervising a minimum of 1 employee. **Include all of the recommended content of a job description.**

Section 3: The Interview

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. Remember, you are trying to assess whether the interviewee would be a good fit not only for the specific position, but also for the organization as a whole.

Section 4: References

Demonstrate research on the organization, content obtained in your interview, and use of course materials and outside resources, provide references in APA format.

ASSIGNMENT #4 - PROJECT PRESENTATION Divided into Part 1 and Part 2 Assignments

*This is a Performance-Based Assessment

Part 1: 170 points

Part 2: 150 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) and expects to overcome the following challenges...
7. Here is the organizational chart. The ... (structure type). This structure best represents the organization because...
8. One SMART goal is...
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. **Do not use a website.** 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. Full reference in APA format.
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, Prezi, video presentation or other.
- Stay on topic! The presentation should take no more than 10 minutes.
- Provide a full list of references used in all aspects of this project (last slide)

Profile a SRT Organization

*This is a Performance-Based Assessment

	Unsatisfactory (1)	Minimal (2)	Competent (3)	Outstanding (4)
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Content Areas COAPRT 7.03	Missing two or more required elements AND does not demonstrate understanding of the content area subject	Missing 1-2 required elements OR does not fully demonstrate understanding of up to 3 elements	Required element BUT does not fully demonstrate understanding of up to 2 elements	Includes all required elements; demonstrates understanding of each element
Evidence of Research COAPRT 7.03	No references	References at least 1 model organization OR additional sources	References at least 2 model organization OR 1 model organization and additional sources	References at least 2 model organizations in content and bibliography/footnotes; Cites additional sources to support content
Presentation	Does not follow format and general guidelines in multiple areas	Does not follow format or general guidelines in multiple areas	Does not follow format or general guidelines in 1-2 areas	Follows format and general guidelines as stated in assignment instructions
Grammar and Spelling	Frequent grammar and spelling errors that interfere with content delivery	Frequent grammar or spelling errors; does not interfere with conveyance of meaning	Infrequent grammar or spelling errors	Uses correct grammar and spelling

