



PRLS 410 **Administration of Recreation, Health, and Tourism Organizations (I)**

Fall Semester 2010

Day/Time: Tuesday and Thursday, 10:30 – 11:45 a.m. (August 31 – December 9)

Location: PW-BRH 134

Professor: Dr. Russ Brayley

Office Location: BRH 208 (Prince William Campus)

Office Hours: Tuesday & Thursday Noon. - 1:30 p.m. Other times by appointment.

Phone Number: (703) 993-4698 Fax Number: (703) 993-2025

E-Mail Address: rbrayley@gmu.edu

PRE-REQUISITES: 60 hours

COURSE DESCRIPTION: Focuses on operation and management of health, fitness, and recreation services organizations. Covers management and leadership theories and techniques, problem-solving and decision making, organizational communications, design of organizational structures, and budgeting.

COURSE OBJECTIVES: At the completion of this course, students should be able to:

1. Discuss management practices and principles developed and successfully used in business, industry and public agencies.
2. Discuss and be able to apply a behavioral approach to facilitating individual development within recreation, health, and tourism (RHT) organizations.
3. Identify problems affecting the management and operation of organizations and the delivery of recreation, health, and tourism services.
4. Discuss the principles of organizing, allocating and managing organizational resources in order to provide equitable delivery of recreation, health, and tourism services.
5. Apply budgeting principles and techniques to developing and managing operational budgets of RHT organizations.
6. Describe barriers to effective communications and strategies for communicating in a multicultural society.

REQUIRED TEXT: Class notes (in .pdf format) will be sent via e-mail prior to the start of each unit

EVALUATION:

Requirements

1. Assignments (6 @ 30 points each);
2. Unscheduled, in-class assignment (1 @ 20 points)
3. Professional Dress/Conduct (up to 25 points)
4. Midterm Exam (125 points) [Scheduled for Thursday, October 9, 2010 (10:30 – 11:45 a.m.)]
5. Final Exam (150 points) [Scheduled for Tuesday, December 14, 2009 (10:30 – 1:15 p.m.)]
6. Attendance (more than 2 unexcused absences will result in an F grade [regardless of evaluation points earned]).

Exams and assignment deadlines are scheduled well in advance and should be given appropriate priority in your work plan. Exams will not be rescheduled for individuals and assignments will not be accepted after the announced due date. Credit for any in-class assignment will be given only for participants who are in attendance (or excused). Advance notice of the in-class assignment will not be given.



PRLS 410

Administration of Recreation, Health, and Tourism Organizations (I)

Assignment Binder: All assignments must be stored in and submitted in a 1/2 inch, hard, "clear view", 3-ring binder. The binder should have an attractive cover and spine that clearly identifies its owner and the nature of its contents. The use of subject dividers is encouraged. Page protectors may be used, but only with work that has been evaluated and returned. Assignments and binders not meeting these specifications will not be accepted. Assignments submitted by e-mail will not be accepted. *Keep a backup copy of all your work.*

Attendance and punctuality is required. Extreme or habitual tardiness will also be counted as absence or result in an 'F' Grade.

Grading Scale: The following semester point accumulation scale will be used by the instructor as a guide for determining the final grade:

480 to 500 = A+
465 to 479 = A
450 to 464 = A-
430 to 449 = B+
415 to 429 = B
400 to 414 = B-
370 to 399 = C+
350 to 369 = C
300 to 349 = D
299 and below = F

COURSE OUTLINE

- I Organizing and staffing in the public, private NFP, and commercial sectors
- II Human resource management
- III Physical resource management
- IV Financial resource management
- V Time management
- VI Information management / Communications
- VII Consumer behavior

IMPORTANT DATES

Tuesday, August 31	First day of class
Thursday, October 9	Mid-term exam
Tuesday, October 12	No class meeting (Columbus Day recess)
Thursday, November 25	No class meeting (Thanksgiving recess)
Thursday, December 9	Last class meeting
Tuesday, December 14	Final examination (10:30 a.m.)

Additional Information:

1. Turn off or silence all sound emitting devices before entering the classroom. Text messaging during class is considered unprofessional and inappropriate.
2. Attendance and participation are key elements to a successful learning experience. Beyond any specific grading point penalties for unexcused absence or habitual tardiness, the instructor may issue an 'F' grade if, after written warning, the student's absence or tardiness continues at a level that constitutes 'non-participation'. When tardiness or an absence is anticipated, it is the responsibility of the student to advise Dr. Brayley at a professionally appropriate time (preferably before, but no later than the scheduled end of the class period). However, notification alone does not necessarily excuse the absence. Further documentation should be offered and may be required. Advising Dr. Brayley of unexpected absence or tardiness should take place at the earliest opportunity.
3. Unless otherwise stipulated, assignments are due at the beginning of the class period (10:30 a.m.) on the date it is due. Assignments submitted later that day (but earlier than 4:30 p.m.) will be eligible for no more than 80% of the grading point value of the assignment. Assignments will not be accepted after 4:30 p.m. on the due date. Excused absence does not necessarily change submission deadlines, but may be considered in negotiating an appropriate accommodation (if necessary). Opportunities to complete exams or submit assignments on other than scheduled or due dates/times, or to participate in other learning activities or receive tutoring necessitated by absence from class will only be provided if the absence is excused by the instructor.
4. Unless required due to documented disability, laptop computers may NOT be used during class meetings. The use of communication and entertainment devices such as iPads, iPods, etc. during class time is also prohibited.
5. Students who require special accommodations due to disabilities (documented by the Office of Disability Services [<http://www2.gmu.edu/depts/unilife/ods/>]), or student athletes and student government officers who have duties that occasionally conflict with the class schedule must formally bring this to the attention of the instructor during the first week of the semester.
6. All assignments must be typed and presented in a professional format. Electronic versions of assignments will only be accepted when that form is specifically requested by the instructor or approved in advance of the submission deadline.
7. Students are encouraged to discuss class or content issues with Dr. Brayley in person. A telephone conversation is the second most preferred way to deal with questions or discuss issues. All e-mail inquiries will be answered but appropriate time should be allowed for the e-mail to be received and a response formulated. Tutorial discussions will not be conducted using e-mail.
8. Official e-mail communications from the instructor will be sent to students' GMU-assigned e-mail addresses. Students are responsible to check their e-mail inbox and to ensure that there is room to receive incoming correspondence.



PRLS 410

Administration of Recreation, Health, and Tourism Organizations (I)

9. The instructor reserves the right to change this syllabus in order to improve the quality of the overall learning experience. Changes may include scheduled activities, classroom policies, and future grading criteria, and will be communicated to all students in a revised syllabus document.

10. Students must arrive on-time for the mid-term and final exams. Admission to the exam will not be granted later than 15 minutes after the exam begins.

11. The George Mason University Honor Code [<http://academicintegrity.gmu.edu/honorcode/>] applies to all aspects of this class. Students should be particularly attentive to University policies regarding plagiarism. Unless otherwise permitted, all assignments and elements thereof must be original and/or properly cited.

12. Counseling and Psychological Services are available at <http://caps.gmu.edu>

13. For more information on the School of Recreation, Health, and Tourism, see <http://rht.gmu.edu>

Rubric for Evaluation Student Professionalism (PRLS 410)

Your professional conduct will be evaluated using the criteria described and discussed in the booklet "The Spirit of Professionalism". Specifically, the following will be considered:

1. Accountability and Responsibility

- Student accepts responsibility for shortcomings or failings
- Student demonstrates desire to learn from mistakes
- Student shows appropriate concern for the impact of his/her work on others in a work group

2. Punctuality and Dependability

- Student is seated and ready to take notes and participate in class discussion at 1:30 p.m.
- Student submits assignments on time or early, and has developed contingency plans for possible delays.
- Student attends all class meetings
- Student does not engage in conduct that wastes other students' time

3. Dress and Appearance

- Student is clean and well groomed
- Student is modest in dress

4. Language and Communication

- Student refrains from using profanity
- Student demonstrates attentiveness to clear and concise written and verbal communication

- Student follows appropriate classroom etiquette
- Student demonstrates appropriate deference to guests and other in positions of authority
- Student regularly practices normal social graces

6. Honest Evaluation

- Student accepts honest and fair criticism as constructive feedback
- Student uses evaluation as a step to improvement
- Student provides honest, fair, and helpful feedback to others

7. Integrity

- Student is honest
- Student takes credit only for his/her original work, and gives credit to the work of others
- Student does not hide behind excuses or rationalizations
- Student does not encourage or tolerate dishonesty in other class members

EVALUATION:

Requirements -

1. Assignments (10 @ 18 points each)

- #1 - Choose a public, private, and commercial entity, and create a leadership level chart for comparison.
- #2 - From the "Learning Modules" section complete module #1 "Recreation Providers."
- #3 - From the "Learning Modules" complete module #2 "Characteristics of a Servant Leader"
- #4 - Describe a HFRT setting wherein a mechanistic organizational structure might be more appropriate than an organic structure.
- #5 - (1) Create a job description, job announcement, for a position available in your chosen entity from the previous assignments. (2) Create a resume (your personal resume) to use during a later class.
- #6 - Reflect on Today's interviews and determine the best way to improve or maintain during the next set of interviews (if applicable).
- #7 - Design a budget plan for a Youth Sports Program that is being run by your organization.
- #8 - Identify a program or service (of your choosing) and discuss what you could do in the reference stage of the consumption process in order to increase the likelihood of the consumer a) adopting a desired behavior, b) repeating the experience, c) recommending it positively to others, and d) appropriately attributing the positive experience to your organization.
- #9 - After reading the Document/Powerpoint labeled "Programming Theories, complete #3 "Theories" chart the "Learning Modules" section.
- #10 - Create an agenda for your entity - which should last for 45 minutes and will be held on Thursday, November 18th (date subject to change). Once complete, email to all students in class and me (the instructor).



PRLS 410

Administration of Recreation, Health, and Tourism Organizations (I)

2. Discussion Boards (2 @ 10 points each)

3. Professional Dress/Conduct (up to 20 points)

4. Binder (5 points) - Description below

5. Midterm Exam (125 points) [Scheduled for Tuesday, October 19th, 2010 (1:30—2:45 p.m.)]

6. Final Exam (150 points) [Scheduled for Tuesday, December 14th, 2010
(1:30 p.m.—4:15 p.m.)]

7. Attendance (more than 2 unexcused absences will result in an F grade [regardless of evaluation points earned])

Exams and assignment deadlines are scheduled well in advance and should be given appropriate priority in your work plan. Exams will not be rescheduled for individuals and assignments will not be accepted after the announced due date.