

GEORGE MASON UNIVERSITY
 School of Recreation, Health and Tourism
 PRLS 411—Administration of HFRR Organizations II (3) Section 001
 Spring 2010

DAY/TIME:	Tue 7:20-10 pm	LOCATION:	Innovation 215G
INSTRUCTOR:	Leslie Shinnors	EMAIL:	lshinner@gmu.edu
OFFICE LOCATION:	Freedom Center Room 120	ADDRESS:	
OFFICE HOURS:	By Appointment	PHONE NUMBER:	703-993-8483
		FAX NUMBER:	703-993-8478

PREREQUISITES: PRLS 310, 410 and 60 credit hours

COURSE DESCRIPTION: A comprehensive course focusing on planning techniques for health, fitness, recreation, and other leisure service organizations. Discussion includes program and organizational planning with emphasis on service delivery through a marketing approach, quality assessment and organizational evaluation techniques, and organizational financing.

COURSE OBJECTIVES:

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

1. Apply planning methods.
2. Understand revenue generation and financing methods.
3. Apply fundamental skills in seeking grant funding.
4. Formulate promotional, pricing, and service strategies.
5. Identify and apply internal and external marketing research methods.

In addition, students will meet the following professional accreditation standards for NRPA Council on Accreditation:

8.12.01	Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting community development. <i>Content includes: The impact that program/plans will have on the immediate and surrounding communities, duplication of services, growth, and population(s) to be served.</i>
8.12.02	Understanding of the roles, interrelationships, and use of diverse leisure delivery systems in promoting economic development. <i>Content includes: The impact that leisure service delivery systems have on the economic development of a community, including the costs and benefits of program provision.</i>
8.14.04	Ability to implement the following principles and procedures related to planning for individual, group, and community quality of life: Marketing of programs/events. <i>Content includes: advertising, publicity, sales promotion, pricing, positioning, personal selling, and public relations.</i>
8.18	Understanding of the fundamental principles and procedures of management. <i>Content includes: Organization philosophy, goals, and objectives; planning systems; policy and procedure formulation.</i>
8.21	Understanding of the principles and procedures of budgeting and financial management. <i>Content includes: Financing, accountability, and fiscal policies.</i>
8.22	Understanding of the principles and procedures related to agency marketing techniques and

	strategies. <i>Content includes: consumer buying behavior; segmentation, targeting, and positioning; product life cycles; advertising; various forms of media, including print, broadcast and on-line; media planning and buying; planning and programming public relations events; implementing public relations strategy through various forms of media; and media relations.</i>
7A.01	Understanding of and ability to apply both traditional and innovative techniques of financial management, including revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
7A.02	Understanding of the management role, including, strategic planning and implementation and decision making.
9A.01	Understanding of and ability to apply organizational and political techniques to foster meaningful and principled relationships with boards, commissioners, staff; governmental, non-profit and private organizations; and the public to enhance leisure service opportunities.
9A.02	Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
9A.04	Understanding of the economic impact of leisure service programs upon the general economy.
9A.05	Understanding of and ability to apply techniques of program evaluation and policy analysis which measure service effectiveness and the extent to which programmatic and organizational goals and objectives have been achieved.

REQUIRED READINGS:

Janes, Patricia Click (2006). *Marketing in Leisure and Tourism: Reaching New Heights*. Venture Publishing.

Other readings as assigned throughout semester. Notes and most required readings will be posted on Blackboard, accessible at courses.gmu.edu or through the GMU home page/Students/Computing and Technology link.

EVALUATION:

Students are responsible for all information presented in the course, including that delivered through guest lectures, audio-visuals, and handouts. Students are expected to attend all class sessions, actively participate in class discussions, and complete all assignments. Assignments must be turned in at the beginning of class on the specified date due or no credit will be given. Only students with extreme emergencies, a documented medical excuse or university-sponsored functions discussed with the instructor prior to the due date will be given consideration for exception.

It is recommended that students retain copies of all written work submitted.

Requirements

Class Participation and Attendance (includes homework and in-class assignments)	100
Assignments	100
Tests	300
Total:	500

Grading Scale

A	=	460 – 500
A-	=	450 – 459
B+	=	440 – 449
B	=	410 – 439
B-	=	400 – 409
C+	=	390 – 399
C	=	350 – 389
D	=	300 – 349
F	=	0 – 299

COURSE SCHEDULE – Revised 2/12/2010

DATE	TOPIC	READINGS*
January 19	Course Introduction; Marketing Overview; Experiential Marketing	
January 26	Quality Service	Ch. 1-3
February 2	INCLEMENT WEATHER – NO CLASS	
February 9	INCLEMENT WEATHER – NO CLASS	
February 16	Organizational Planning	Ch. 4, Assigned Readings
February 23	Organizational and Marketing Planning	Assigned Readings
March 2	Financing; Due – Assignment #1	Ch. 13, Assigned Readings
March 9	Spring Break	
March 16	Financing; Test Review	Assigned Readings
March 23	Financing and Marketing in Community and Economic Development; Test #1	Assigned Readings
March 30	Market Research; Strategy Development Due – Assignment #2	Ch. 5, 6
April 6	Target Marketing; Branding	Ch. 7, 8
April 13	The Marketing Mix	Ch. 9, 10
April 20	The Promotional Mix	Ch. 11, 12
April 27	The Communications Mix; Final Test Review	Ch. 14
May 4	Final Test; Due - Assignment #3	

***Please note that readings should be done by the first date of the week listed. In addition, several other reading assignments are required. These will be posted on Blackboard or distributed in class no less than one week prior to their due date.**

Note: Faculty reserves the right to alter the schedule as necessary.

All students are held to the standards of the George Mason University Honor Code.

University policy states that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

STUDENTS WITH DISABILITIES: Students having documentation on file with the Disability Support Services Office should bring this to the attention of the instructor.

<http://www.gmu.edu/departments/hfr/HFRRNet/HFRRNetAnnouncements.htm>