

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 410—Administration of Recreation, Health and Tourism (3)
Spring 2011

DAY/TIME:	TH 1:30 – 2:45 p.m.	LOCATION:	OC #203
PROFESSOR:	Megan McLaughlin	EMAIL ADDRESS:	mmclaug8@gmu.edu
OFFICE LOCATION:	BRH Suite 201	PHONE NUMBER:	703-593-6136 (cell)
OFFICE HOURS:	T-TH 10:15–11:15 a.m. T-TH 12:45–1:15 p.m.	FAX NUMBER:	

PREREQUISITES: 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 structure, 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 of organizing, allocating and managing operational budgets of RHT organizations.
6. Describe barriers to effective communications and strategies for communicating in a multicultural society.

PRLS 410 — Administration of RHT Organizations I

8.08 Understanding of the importance of maintaining professional competence and the available resources for professional development. *Content to consider: The importance of credentialing and contributing to the advancement of the profession. Certification processes, the maintenance of those credentials through attending national, regional, and local educational programs, and service via leadership positions in professional organizations. Competence in the provision of professional services and programs as an asset to the community and the prevention of consumer harm may also be addressed.*

8.12:02 Economic development. *Content to consider: The impact that leisure service delivery systems have on the economic development of a community, including the costs and benefits of program provision.*

8.16 Ability to use various leadership techniques to enhance individual, group, and community experiences. *Content to consider: Utilizing ethical considerations, leadership models, motivation*

techniques, team leadership, and self-managed team concepts in providing programs for individuals and groups.

- 8.18 Understanding of the fundamental principles and procedures of management.** *Content to consider: Organization philosophy, goals, and objectives; planning systems; policy and procedure formulation; governance and oversight; power and politics; organizational design and structures; and information technology management.*
- 8.19 Understanding of principles and procedures of human resource management.** *Content to consider: Human resource planning and staffing, compensation, staff development, labor relations and collective bargaining, conflict resolution and negotiation, decision-making models, employment law, grievance management, and workplace diversity.*
- 8.20 Understanding of the principles and procedures of supervisory leadership.** *Content to consider: Interpersonal communication; motivation, managing employee performance; supervisory leadership; discipline and separation; ethics and standards of conduct; managing volunteers, part-time, and seasonal staff.*
- 7A.01** Understanding of and ability to apply both traditional and innovative techniques of financial management, including development of budgets for operating and capital budgets, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 7A.02** Understanding of the management role, including organizational behavior and relationships, politics of organizations, strategic planning, policy development and implementation, decision making, cooperative problem solving and managing conflict.
- 7A.03** Understanding of the relationship of business, society and the economy, including the role of the entrepreneur.
- 9A.02** Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
- 7B.04** Understanding of and ability to apply both traditional and innovative management, including development of budgets for operations and capital improvements, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 7A.01** Understanding of and ability to apply both traditional and innovative techniques of financial management, including development of budgets for operating and capital budgets, revenue generation and accountability, pricing of services, cost analysis and financial forecasting.
- 7A.02** Understanding of the management role, including organizational behavior and relationships, politics of organizations, strategic planning, policy development and implementation, decision making, cooperative problem solving and managing conflict.
- 7A.03** Understanding of the relationship of business, society and the economy, including the role of the entrepreneur.
- 9A.02** Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.
- 9D.17** Understanding of and ability to apply effective management techniques, particularly financial, personnel, and reimbursement, to therapeutic recreation service provision.

COURSE OVERVIEW: Students are held to the standards of the George Mason University Honor Code. You are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due and will **not** receive credit after midnight that same day.

REQUIRED READINGS: All notes and handouts will be provided by the instructor through the use of the Blackboard (CE6) Classroom.

Recommended Reading –

Jordan, D.J., DeGraaf, D.G., and DeGraaf, K.H. *Programming for Parks, Recreation, and Leisure Services - A Servant Approach*. 2nd edition. Venture Publishing, Inc. 2005

EVALUATION

This course will be graded on a point system, with a total of 100 possible points.

	Points
Requirements	
Exam	
#1 Midterm on Thursday March 20 th 1:30-2:45p.m.	20
#2 Final on Thursday May 12 th 1:30-4:15p.m.	25
<i>Assignments (#1-10)</i>	40
<i>Binder</i>	5
<i>Discussion Board Submissions</i>	5
<i>Attendance/Conduct/Professional Dress (on Interview Days)</i>	5
TOTAL	100

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.

NO CLASS DATES/CHANGE IN REGULAR CLASS SCHEDULE:

- Spring Break — Monday, March 14th thru Sunday, March 20th

ASSIGNMENT BINDER: All assignments must be stored 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 will be posted on blackboard by the professor, and will be submitted by the student on blackboard. Once graded, it is the responsibility of the student to print out a "hard copy" of the assignment and place it in the required binder. Binders will be collected and reviewed by the professor twice over the semester - (1) March 20th, and (2) May 12th. (Binders will be returned during class/exam time)

Grading Scale

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

TENTATIVE COURSE SCHEDULE

DATE			TOPIC	READINGS/ASSIGNMENT DUE
T	January	25	The Recreation, Health and Tourism Service System	
TH	January	27	Organizational Structure	
T	February	1	Managing Human Resources	Assignment #1 & 2
TH	February	3	Managing Human Resources	Assignment #3
T	February	8	Managing Human Resources	Assignment #4
TH	February	10	Managing Human Resources	
T	February	15	Managing Physical Resources	Assignment #5
TH	February	17	Managing Physical Resources	
T	February	22	In-class Interviews	
TH	February	24	In-class Interviews	
T	March	1	Managing Physical Resources	Assignment #6
TH	March	3	Managing Physical Resources	
T	March	8	Managing Physical Resources/Review	
TH	March	10	MIDTERM	
T	March	22	Managing Financial Resources	
TH	March	24	Managing Financial Resources	
T	March	29	Managing Financial Resources	Assignment #7
TH	March	31	Managing the Consumption Process	
T	April	5	Managing the Consumption Process	Assignment #8
TH	April	7	Managing the Consumption Process	
T	April	12	Managing Temporal Resources	Assignment #9
TH	April	14	Managing Temporal Resources	
T	April	19	Managing Temporal Resources	Assignment #10
TH	April	21	Managing Temporal Resources/Information Resources Management	
T	April	26	Information Resources Management	
TH	April	28	Information Resources Management	

DATE			TOPIC	READINGS/ASSIGNMENT DUE
T	May	3	Information Resources Management	
TH	May	5	Information Resources Management/Review	
TH	May	12	FINAL	Discussion Board Submissions

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

Student Expectations

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://academicintegrity.gmu.edu/honorcode/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
- Students are responsible for the content of university communications sent to their George Mason University 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 must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.
- Students are expected to exhibit professional behaviors and dispositions at all times.

Campus Resources

- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
- For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

