

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 410 – Administration of Recreation Health & Tourism Organizations I (002)
FALL 2011

Day/Time:	T/R 1:30 - 2:45 PM	Location:	PW-BRH 131
Instructor:	Elizabeth Coberly	Email:	ecoberly@gmu.edu
Office:	N/A	Phone Number:	540-837-9398 <small>8am-9pm</small>
Office Hours:	T/R 1:00-1:30 PM By Appointment	Fax Number:	N/A

PREREQUISITE(S): 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 OVERVIEW: The course will mainly consist of lectures with student completing the Management Training Exercises and exams to show comprehension and mastery of the material.

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 the barriers to effective communications and strategies for communicating in a multicultural society.

Further, upon completion of this course, students will meet the following professional accreditation standards from the *National Recreation and Parks Association-Council on Accreditation of Parks, Recreation, Tourism and Related Professions* (NRPA/COAPRT)

- 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.**
- 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.**
- 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.*
- 9A.02 Understanding of and ability to utilize current technology for the management of leisure services, including organizing, marketing, implementing, and monitoring these services.**

REQUIRED READINGS: Hurd, Amy R., Barcelona, Robert J., Meldrum, John T. (2008). *Leisure Services Management*. Human Kinetics.

ACADEMIC INTEGRITY: GMU is an Honor Code University; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does

academic integrity mean in this course? First, it means that when you are responsible for a task, you will be the one to perform that task. When you rely on someone else's work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives and traditions. When in doubt, please ask for guidance and clarification.

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

Requirements	Percentage Points
2 Exams at 15 % Each	30%
Management Training Exercises & Presentation	40%
Volunteer for community organization and evaluate (individually volunteer, complete hours and evaluation)	10%
Class Participation (pop quizzes, paper/pencil exercises, professional dress, etc.)	10%
Reading Project paper based on the extra reading of your choice	10%
Total	100%

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	

ASSIGNMENTS:

Attendance Policy: Mason Catalog: "Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of non-participation. Students who miss an exam with an acceptable excuse may be penalized according to the individual instructor's grading policy, as stated in the course syllabus."

There is NO make-up work.

Accordingly, in this course, absences, tardiness, or early departure are considered de facto evidence of non-participation. Three tardies, and/or early departures (including putting head on the desk and closing one's eyes) equal one absence. Class Participation grades are taken daily and any unexcused absence will result in a 0 for that day. Three or more absences without advance permission or a doctor's note on letterhead will result in 0 points for Class Participation in the final grade.

If you miss a class, it is your responsibility to obtain class materials (notes, handouts, etc.) from sources other than the instructor. Only then should you approach the instructor for questions.

All assignments are due at 1:30PM, the beginning of class on the assigned day. No late work will be accepted without a doctor's note on letterhead. 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.

Assignment Summaries

VOLUNTEER

Each individual will - independent of his/her team - work as a volunteer for a specific organization in the Fairfax, Loudoun, or Prince William communities. Organizations, days, times, and evaluation criteria will come later. Students will not pass the course without completing the volunteer component, including contact hours and evaluation of the event.

READING PROJECT

Each student will choose a book on one of the course topics (leadership, operation, management, decision making, organizational communication, organizational structure, and budgeting). Before the due date, the student will have read the book and will compose an original 4-8 page composition in APA style that includes: 1) a title page, 2) a summary of the book and what you learned from the book, 3) at least one specific point that can be applied to what you have learned in class this semester, 5) why you think the book or topic is important to the recreation field, 6) what impact the book has had on you or how you can use the information you learned in your future career, 6) why you think another student should read the book, and 7) an APA style citation. You must also cite any articles you used to support your theories about the information in the book.

Sample Books:

- The Business & Politics of Sports by Evan Weiner
- Campus Recreation: Essentials for the Professional by NIRSA
- Destination Branding for Small Cities by Bill Baker
- Financial Management 101: Get a Grip on Your Business Numbers by Angie Mohr
- Geocaching: Hike & Seek with Your GPS by Erik Sherman
- Lead Like A General by Paul Gilbert
- Official Study Guide for the Certified Park and Recreation Professional Examination by NRPA
- Strengths-Based Leadership by Tom Rath
- Tongue-Tied America: Reviving the Art of Verbal Persuasion by Robert Saylor and Molly Shadel
- Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization by Dave Logan, John King, & Hallee Fischer-Wright
- Type Talk: The 16 Personality Types That Determine How We Live, Love, and Work by Otto Kroeger

MANAGEMENT TRAINING EXERCISES

During the course of the class, you will complete several management training exercises. Every few weeks each student will receive instructions for how to complete the next phase of your project. Each phase is dependent upon your work in the preceding phase and you will have until the due date to complete the project. At the end of the semester, you will present your work to the class.



- 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.
- 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>].

TENTATIVE COURSE SCHEDULE:

DATE			TOPIC	READING	ASSIGNMENT DUE
T	August	30	Introduction & Syllabus		
R	September	1	The Competent Leisure Services Manager	Chapter 1	
T		6	Foundations of Management	Chapter 2	
R		8	Leisure Services Managers	Chapter 3	
T		13	Organizational Structure	Chapter 5, Online Notes 1 & 2	
R		15			
T		20			
R		22	Coordination of Resources, Programs, and Services	Chapter 6, Online Notes 3, 4	Management Training Exercise #1
T		27			
R		29			
T		October	4	Personnel Procedures and Practices	Chapter 10
R	6		Motivation, Rewards, and Discipline	Chapter 11	
T	11		No Class Columbus Day		
R	13		Exam #1: Chapters 1-3, 5-6, 10-11, Notes 1-4		Management Training Exercise #3
T	18		Planning and Decision Making	Chapter 7, Online Notes 7	
R	20				
T	25		Sources and Methods of Financing	Ch 12	Management Training Exercise #4
R	27		Budgets and Financial Cost Analysis	Ch 13, Online Notes 5	
T	November		1		
R		3	Marketing and Public Relations	Ch 8	Management Training Exercise #5
T		8	Communications and Customers	Ch 9, Online Notes 6, 8	
R		10			

T		15			Management Training Exercise #6
R		17	Group Presentations		
T		22	Group Presentations		
R		24	No Class Thanksgiving		
T		29	Group Presentations		Volunteer Timesheet & Analysis
R	December	1	Group Presentations		
T		6	Group Presentations		
R		8	Exam #2: Chapters 7-9, 12-13, Online Notes 5-8		Reading Project Paper
T		13	Pickup Graded Assignments during assigned exam period.		

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

1"
Margins

SAMPLE APA BASICS

PRLS 410
Fall 2011
Month #Day, #Year

Recreation Administration Makes A Cool Title
An Analysis of: "Book on Recreation Administration" by Author Name
by
Student First & Last Name

Paragraph one introduces your theory or research. You will want to include the basic points you are setting out to discuss in detail later in your paper.

Paragraph two begins discussion of your first point. Don't forget to discuss the importance of your chosen book to the recreation administrator. You will not want to go question by question but create a logical flow in your paragraphs as you move from one point to another. Feel free to be creative in your approach to analyzing the book and discussing its importance to class.

Paragraph three is a nice and concise summary of the points you have made in your analysis. Summarize but don't repeat your points. It may be a good practice to restate your points in a different way but don't introduce new points in your conclusion.

Bibliography

Author Last, Author First Initial. (####year). Name of the article is in plain type. *Title of the Journal is in italics. Followed by Journal #, Page #s.*

Author Last, 1st Initial. (####). *Name of book in italics.* Name of publisher plain type.

Text
Body is
Double
Spaced

Citation
is in
APA
Style

PRLS 410 Administration of Recreation Health & Tourism Organizations I (02)
Fall 2011
Volunteer Hours Timesheet

Please PRINT clearly unless otherwise specified.

Student Volunteer Information

Name: (First) _____ (Last) _____

Total Number of Student Volunteer Hours: _____

Organization Information

Title: _____

Agency: _____

Location: _____

Date: _____ Program's Scheduled Time: From: __:__ AM/PM To: __:__ AM/PM

To be completed by the program supervisor

Student Volunteer arrived at __:__ AM/PM Student Volunteer left at __:__ AM/PM

Please answer Yes or No to these statements:

- | | |
|---|-----------------|
| • The student volunteer was properly dressed. | YES / NO |
| • The student volunteer arrived on time and prepared. | YES / NO |
| • The student volunteer was helpful. | YES / NO |
| • The student volunteer asked appropriate questions. | YES / NO |
| • The student volunteer interacted with the served population in an appropriate manner. | YES / NO |

Please Print Your Name: _____

Please Sign Your Name: _____

Please Print Your Title: _____

Phone: (_____)_____ - _____ Email: _____

Thank you very much for your time and assistance.

To be completed by the student

Please attach a typed statement (APA style) addressing as many of following topics as you can:

- What did you expect?
- Were your expectations met?
- What did you witness?
- What type of organizational structure was in place?
- Who is the target population of the organization?
- Do you think the target population benefits from the organization? Why?
- Describe the setting (you may use a map).
- List or describe any equipment.
- Describe the role of the administrator/volunteer in the organization.
- Describe your role as a volunteer in the organization.
- Do you think the organization is transferrable? Why?
- Do you think the organization was a success? Why?
- Is this an organization YOU would like to work for in your future career? Why?

Please attach any handouts from the organization.

Please attach a copy of any agenda you may have been provided with.

Please attach any promotional materials for the organization.