

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

PRLS 410—Administration of RHT Organizations (3)
Summer 2013

DAY/TIME:	M,T,W,TH 12;00-2;15 PM	LOCATION:	Bull Run Hall 257
PROFESSOR	E. Jay Ellington	EMAIL	jellingt@gmu.edu ; jayellington@comcast.net
OFFICE HOURS:	By appointment before or after class	ADDRESS:	
		PHONE	703-754-3020
		NUMBER:	

PREREQUISITES: 60 hours

COURSE DESCRIPTION: Focuses on operation and management of health, fitness, and recreation services organizations. This Course 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.

COURSE OVERVIEW

The content of this course will be presented through lectures, and classroom participation. Students will demonstrate their comprehension of the course material through in-class and take home assignments, as well as attendance and participation. Students will be expected to adhere to the guidelines listed at the end of the syllabus, and additional policies handed out during the semester.

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 or **no credit will be given**. Use of all personal electronic devices during class will not be allowed.

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* (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

Books:

Gilbert, Paul A. (2011) *Lead Like a General: Modern research on leadership as seen through the Civil War*. Springfield Virginia: Marquis Press.

Harvard Business School Press (2004), *Manager's Toolkit: The 13 Skills Managers Need to Succeed*. Boston, Massachusetts, Harvard Business School Press.

Articles provided electronically:

Gilbert, Paul (September 2010), *Are You a Viking or a Farmer*, Park & Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201009/index.php?startid=22&qs=vikings#/24>

McCarthy, Michael (October 2010), *Valhalla*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201010/index.php?startid=28&qs=#/30>

Lovell, Tom (January 2011), *A Crisis of Knowledge*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201101/index.php#/30>

Ferris, Randolph (April 2011), *Secrets of Farmers and Vikings*, Park and Recreation Magazine
<http://www.nxtbook.com/nxtbooks/nrpa/201104/index.php?startid=26&qs=vikings#/28>

Rainey, Hal G. (1999) *Using Comparisons of Public and Private Organizations to Assess Innovative Attitudes Among Members of Organizations*, Public Productivity and Management Review, Vol 23, No. 2, 130-

NRPA: Five Cutting-Edge Industry Monographs

- [The Benefits of Physical Activity: The Scientific Evidence](#)
Dr. Geoffrey Godbey and Dr. Andrew Mowen
- [Measuring the Economic Impact of Park and Recreation Services](#)
Dr. John Crompton
- [Parks and Other Green Environments: Essential Comp. of a Healthy Human Habitat](#)
Dr. Frances E. (Ming) Kuo
- [Air Quality Effects of Urban Parks and Trees](#)
Dr. David J. Nowak and Dr. Gordon M. Heisler
- [The Rationale for Recreation Services for Youth: An Evidence Based Approach](#)
Dr. Peter A. Witt and Dr. Linda Caldwell

EVALUATION

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

	Points
Requirements	
Exam	
#1 Mid-term	15
#2 Final	20
<i>Paper on "Vikings vs. Farmers" the future of Park & Recreation</i>	15
<i>Interview paper on the top organizational challenges of actual park agencies</i>	15
<i>Paper on positioning the agency</i>	15
<i>Class participation</i>	<u>20</u>
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	

TENTATIVE COURSE SCHEDULE- separate page

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

Tentative Classroom Guests:

- Kathy Pierce, Administrative Services Division Chief for Prince William county Parks and Recreation – will help with our discussion of capital project planning, budgeting, organization of finance, and audits.
- Kathy Bentz, Executive Director for Leadership Prince William– will help with our discussion of tourism organizations.
- Barbara Tulipane, CEO of the National Recreation and Park Association – will help with our discussion of accreditation and professional certification.

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/>].



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Date		Topic	Readings/ Assignment Due
M	May 20	Jobs assignment	
T	May 21	Management, Visio/ Mission, Policies, Organization structure	Chapters 1-3
W	May 22	Ethics, Motivation, Planning, Evaluations, PDSA, Collaborations	Chapters 4-9
TH	May 23	Human Resources	Chapter 10
M	May 27	No Class	
T	May 28	Fiscal Management, Quiz, Marketing/Surveying	Chapters 11-12
W	May 29	Legal Liabilities, Risk Management, Evaluations	Chapter 13
TH	May 30	Exam 1, Risk Assessment at Freedom Center	
M	June 3	The Future-Demographics, Forecasts, Partnerships	Chapters 14-15
T	June 4	Contracting for Public Services	
W	June 5	Partners-associations, trust, boosters, Schools	
TH	June 6	Professionalism-NRPA, Certification and Accreditation	NRPA Web Standards and Classes of Certification
M	June 10	Productivity measures, Planning 2	Chapter 7
T	June 11	Quiz, Terminology	
W	June 12	Managers vs Leaders, Leadership roles,	Chapter 6
TH	June 13	Exam, TQP< CQI, HPO, Management, Audits and controls	
M	June 17	Policy Manual's, purchasing regulations	
T	June 18	Case Studies	
W	June 19	Presentations, Final Exam	
TH	June 20	Presentations	
F	June 21	Grades Posted	