

**GEORGE MASON UNIVERSITY**  
**School of Recreation, Health, and Tourism**  
**PRLS 410 – Administration of Recreation, Health & Tourism Organizations I (004)**  
**Fall 2014**

Day/Time:	T/TH 1:30-2:45 PM	Office Location:	N/A
Location:	Occoquan 302	Phone Number:	703-599-0744
Instructor:	Leslie Shinnars	Office Hours:	By appointment
Email:	<a href="mailto:lshinner@gmu.edu">lshinner@gmu.edu</a>	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 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.

**COURSE OVERVIEW:** The course will consist of lecture, discussion, student presentation and small group work and presentation, with students completing readings, assignments and exams to show comprehension and mastery of the material.

**NATURE OF COURSE DELIVERY:** Face-to-face.

**PROFESSIONAL ASSOCIATION STANDARDS:** Upon completion of this course, students will meet the following professional accreditation standards from the *Council on Accreditation of Parks, Recreation, Tourism and Related Professions* (COAPRT):

7.03 Students graduating from the program shall be able to demonstrate entry-level knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions.

**REQUIRED READINGS:**

Bateman, T.S., & Snell, S.A, (2013). *M: Management*, (3rd edition); NY: McGraw-Hill/Irwin. Available immediately as an e-Textbook for rent or purchase at [www.barnesandnoble.com](http://www.barnesandnoble.com) .

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

*Grading Scale*

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

*Requirements*

Class participation and attendance:	15%
Assignments: Reading Presentation - 5%, Semester Project - 40%	45%
(See the end of the syllabus Appendix for Assignments' Descriptions)	
Tests: Test #1 – 10%, Tests #2 and #3 - 15% each	40%

**EXPECTATIONS – ATTENDANCE AND PARTICIPATION:**

Students are responsible for all information presented in the course.

Students are expected to attend all class sessions, arrive on time (allowing for traffic and parking), actively participate in class discussions, and complete all assignments.

In-class participation is important to you, the individual student, and to the class as a whole. Class participation is a factor in grading therefore absences, tardiness, and/or early departures are de facto evidence of non-participation. Class Participation grades are taken daily and any unexcused absence will result in a "0" grade for that day.

There is no make-up work or extra credit. Only those excused absences supported by documentation will be addressed at the instructor's discretion on an individual basis (e.g. physician's note for an illness). Tests must be taken on assigned days unless an alternate date is agreed upon in advance or you must provide written documentation, as described above.

Slides posted on Blackboard are only a guideline and that they are not all inclusive! If you miss a class, I strongly suggest that you also ask a classmate for his/her notes as it is likely that key points will be brought up in class lecture and discussion that are not captured on the slides. Once you have reviewed a classmate's notes, if you have targeted, specific questions on material covered, I will be glad to address any questions you may have.

**EXPECTATIONS – 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.

Written work is to be typed, checked for grammar and spelling, and follow style guidelines to avoid point deduction.

You should retain copies of all written work submitted for the duration of the course (until final grades are submitted).

Assignment summaries are provided as an appendix to this syllabus. Consult the Assignment section in Blackboard for detailed instructions and assignment requirements.

**ELECTRONIC DEVICES:** Cell phones are to remain off and put away during the entire class. Laptops are permitted for note taking only.

**TENTATIVE COURSE SCHEDULE:**

DATE	TOPIC	READING/ASSIGNMENT DUE
August 26, 28	Course Introduction; Effective Management	Chapter 1 pp. 3-15
September 2, 4	Starting a Business - Entrepreneurship; Evolution of Management <b>Reading Presentation Topics to be assigned in class Tuesday September 2</b>	Chapter 6 pp. 121-132; Chapter 2
September 9, 11	External Environment; Organizational Culture	Chapter 3 <b>Assignment #1 Due Tuesday September 9</b>
September 16, 18	Legal and Ethical Responsibilities <b>TEST #1 Thursday September 18</b>	Chapter 4
September 23, 25	Planning; Decision Making	Chapter 5 Chapter 6 pp. 139-142
September 30, October 2	Organizational Structure; Human Resources	Chapter 7 pp. 149-167 <b>Assignment #2 Due Tuesday September 30</b>
October 7, 9	Human Resources	Chapter 8
October 14	NO CLASS – FALL BREAK	
October 16	Managing Diversity	Chapter 9 pp. 203-221
October 21, 23	The Control Function	Chapter 14 <b>Assignment #3 Due Tuesday October 21</b>
October 28, 30	<b>TEST #2 Tuesday October 28</b> Fiscal Resources and Budgets	
November 4, 6	Fiscal Resources and Budgets; Leadership	Chapter 10
November 11, 13	Leadership; Motivation	Chapter 11 Chapter 15 pp. 365 – 374 “Managing Change” <b>Assignment #4 Due Tuesday November 11</b>
November 18, 20	Motivation; Teamwork	Chapter 12 pp. 279-295
November 25	<b>Semester Project Presentations</b>	<b>Assignment #5 Due Tuesday November 25</b>
November 27	NO CLASS - THANKSGIVING	
December 2, 4	<b>Semester Project Presentations (cont.)</b> <b>TEST #3 Thursday December 4</b>	

**Note that readings should be completed by the first class date listed.**

*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://oai.gmu.edu/honor-code/>].
- 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/policies/responsible-use-of-computing/>].
- 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.

#### *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/>].

**PROFESSIONAL BEHAVIOR:** Students are expected to exhibit professional behaviors and dispositions at all times.

**CORE VALUES COMMITMENT:** The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

**APPENDIX**  
**PRLS 410 (004)**  
**ASSIGNMENTS – FALL 2014**

**READING PRESENTATION**

From the topic choices below, find and read a recent (within the last 10 years) article from a credible and reputable journal, periodical, book/book section or multi-media presentation. The article content should be relatable to business administration in sports, recreation, health or tourism/hospitality.

Assignments are posted on Blackboard and will be distributed for sign-up in class on Tuesday September 2.

- 1) Make a 5-10 minute presentation in class summarizing:
  - The article's main points.
  - Your "take-away"; how the reading was meaningful to you and what you learned. Describe how the article relates to course content, your semester project, and the sports, recreation, and health or tourism/hospitality industries.
  - Bibliographical reference. (Copy of the article may be submitted but is not required).
- 2) Submit your bibliographical reference (via email or on paper) on, or before, the due date.

September 9	Entrepreneurship; Innovation
September 16	Organizational Culture
September 23	Ethics in Management
September 30	Planning; Decision-Making
October 7	Partnerships; Collaboration
October 21	Organizational Structure; Human Resources
October 28	Managing Diversity
November 4	Organizational Controls; Financing; Budgets
November 11	Leadership
November 18	Motivation; Teamwork

**5 points; Due dates variable**

## **SEMESTER PROJECT - Summary**

### **Format/Style**

APA style (i.e. typed, double-spaced, and using a size 12 font with 1-inch margins).

Cite references and include a bibliography for full credit.

*Include previous assignments (with instructor comments) with each submission.*

### **Overview**

***Consult the Assignment section in Blackboard for detailed instructions and requirements.***

Create a fictional RHT (Recreation, Health, Tourism or Sport) organization that has been in operation for at least 3 years. Cite at least one organization that serves as a model and resource for this semester project.

Provide an overview of the organization you have created, including the name and location of the organization, history, purpose, products/services, customers/clients, stakeholders, competitors and current goals, objectives and strategies.

Develop an organizational chart for your organization OR provide a chart for a select department/division. Explain the type of horizontal structure the chart represents and how and why this structure best suits your business. In addition, select one position from your organizational chart and create a job description and interview questions for that position.

Develop a one-year operating budget for your organization or, for large organizations, one for a select department/division. Provide a budget narrative.

Describe your 5-year vision for the organization. Describe two challenges that you believe that your organization will be facing in the future. Explain why you believe these challenges will exist and what steps you think your organization should take now to prepare for them.

In your presentation, give an overview of your organization (history, purpose, products/services, customer base, goals, and similar). Describe your vision and anticipated challenges, as described above. Presentations should be approximately 10 minutes long. Be prepared to answer questions.

### **ASSIGNMENT #1 - Concept Presentation**

**Due Tuesday September 9**

### **ASSIGNMENT # 2 - Organization Overview**

**10 points (includes Assignment #1); Due Tuesday September 30**

### **ASSIGNMENT #3 – Staffing the Organization**

**10 points; Due Tuesday October 21**

### **ASSIGNMENT #4 – The Budget**

**10 points; Due Tuesday November 11**

### **ASSIGNMENT #5 AND FINAL PRESENTATION**

**10 points; Tuesday November 25**