

**GEORGE MASON UNIVERSITY**  
**School of Recreation, Health, and Tourism**  
**PRLS 410 – Administration of Recreation, Health & Tourism Organizations I (002)**  
**Spring 2015**

Day/Time:	Tuesdays and Thursdays 1:30-2:45 PM	Office Location:	N/A
Location:	Occoquan 203	Phone Number:	703-599-0744
Instructor:	Leslie Shinnars	Office Hours:	T/W/TH mornings 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)*:

7.3 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 as an e-Textbook for rent or purchase at [www.barnesandnoble.com](http://www.barnesandnoble.com) .

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

*Grading Scale*

A	94-100	B-	80-83	D	60-69
A-	90-93	C+	78-79	F	50-59
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%
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:**

**Full assignment instructions are provided in the Assignment section in Blackboard.**

Assignments must be turned in at the beginning of class on the specified date due or reduced/no credit will be given. Only students with 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 and checked for grammar and spelling. Follow style guidelines. Grammatical and style errors will result in grade deduction.

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

**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:**

<b>DATE</b>	<b>TOPIC</b>	<b>READING/ASSIGNMENT DUE</b>
January 20, 22	Course Introduction; Effective Management	Chapter 1 pp. 3-15
January 27, 29	Evolution of Management <b>Presentation Topics to be assigned in class Tuesday January 27</b>	Chapter 2
February 3, 5	External Environment; Organizational Culture	Chapter 3
February 10, 12	Legal and Ethical Responsibilities	Chapter 4 <b>Semester Project – Organization Overview Due Tuesday Feb. 10</b>
February 17, 19	Planning <b>TEST #1 – Thursday Feb. 19</b>	Chapter 5 Chapter 6 pp. 139-142
February 24	Decision Making	<b>Semester Project - Assignment #1 Due Tuesday Feb. 24</b>
March 3, 5	Organizational Structure	Chapter 7 pp. 149-167
March 10, 12	<b>NO CLASS – SPRING BREAK</b>	
March 17, 19	Human Resources	Chapter 8 Chapter 9 pp. 203-221
March 24, 26	Managing Diversity	<b>Semester Project - Assignment #2 Due Thursday March 26</b>
March 31, April 2	The Control Function; Finance <b>TEST #2 – Thursday April 2</b>	Chapter 14
April 7, 9	Finance; Leadership	Chapter 10, 11
April 14, 16	Motivation	<b>Semester Project - Assignment #3 Due Tuesday April 14</b>
April 21, 23	Teamwork; <b>Semester Project Break-out Sessions</b>	Chapter 12 pp. 279-295 <b>Semester Project - Assignment #4 Due Thursday April 23</b>
April 28, 30	<b>Semester Project Break-out Sessions TEST #3 – Thursday April 30</b>	

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

*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/the-mason-honor-code-2/>].
- 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 (002)**  
**ASSIGNMENTS – SPRING 2015**

**READING PRESENTATION**

From the topic choices below, find and read a recent (within the last 10 years) article or other media piece from a credible and reputable journal, periodical, book/book section or multi-media presentation. The 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 January 27.

- 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 the 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.
- 3) Evaluation will be based on:
  - Ability to summarize the article’s main points clearly and concisely – 2 points
  - Ability to relate the article content to class content and/or the sports, recreation, health and tourism/hospitality industries – 2 points
  - General presentation skills – 1 point

February 10	Organizational Culture
February 24	Ethics in Management
March 3	Planning; Decision-Making
March 17	Partnerships; Collaboration
March 24	Organizational Structure; Human Resources
March 31	Managing Diversity
April 7	Organizational Controls; Financing; Budgets
April 14	Leadership; Motivation
April 21	Change Management; Teamwork

**5 points; Due dates variable**

## SEMESTER PROJECT - Assignments

### Format/Style

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

Demonstrated use of references is required for all assignments.

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

### Summary

Create a fictional SRHT (Recreation, Health, Tourism or Sport) organization for the 5 assignments outlined below.

Requirements:

- The organization must have been in operation for at least 5 years.
- The organization should have at least 10 full-time employees (or equivalent).
- You must have access to reference information from at least two actual organizations that are similar to the organization that you are creating for this project.

Other considerations:

- For organizations in the public (government) sector, your organization may be a division of a larger entity. For instance, you may choose to create a "Recreation Center" or a "Senior Recreation Programs Division" for a city or county.
- For large corporations and/or private companies, your organization may be one of their small subsidiaries or independent divisions, such as a franchise operation of a hotel chain, or a regional division of a sports marketing firm.

All Term Project assignment submissions must include copies of previously graded assignments for instructor reference. You may submit assignments in a small portfolio or electronically (time stamped before the start of the class when assignment is due).

### Organization Overview

#### **4 points – see below\*; Due Tuesday February 10**

Provide an overview of the organization. Be prepared to present this information for discussion in a small group.

Include:

- The name of the organization.
- The purpose of the organization – what need(s) does it meet, why does it exist.
- Who the organization serves; describe the client/customer base.
- Which sector (public, not-for-profit, commercial) the organization falls under; explain why your organization is in this sector.
- Describe the organizations that you are using as models. Provide bibliographic references for these organizations.
- Explain why you chose to create this organization.

This assignment should be 1-2 pages in length. Group presentation is 3-5 minutes.

\*Evaluation of this assignment – Your discussion group and the instructor will provide feedback, which you should use when resubmitting the content required in Assignment #1. If this assignment is not completed, or not submitted on time, up to 4 points will be deducted from the Assignment #1 grade.

Make sure that you cite information from model organizations in your bibliography, along with other references. Do not copy information.

## **ASSIGNMENT #1 – The Organization**

### **10 points (includes Assignment #1); Due Tuesday February 24**

Provide a written overview of the organization you have created, including several of the points contained in Assignment #1 (marked with an \*).

#### General Information – 2 points

- The name of the organization.\*
- The general purpose of the organization – what need(s) does it meet.\*
- Which sector (public, not-for-profit, commercial) the organization falls under; explain why your organization is in this sector.\*

#### History and Service – 3 points

- History of the organization; how and why was this organization established.
- Describe where the organization is located, including physical administrative and program space, and how services are delivered to customers.
- Describe the products and services that your organization provides.
- Who the organization serves; describe the client/customer base.
- Describe the organizations' stakeholders (not customers or employees).
- Who are your rivals (direct competitors)? What products or services could be substitutes for your offerings?

#### Organization Plan – 3 points

- A MISSION STATEMENT
- Present 2-3 goals that the organization is attempting to accomplish sometime within the next year.
- **For each goal**, list 2-3 organizational strategies (actions) the organization plans to execute to reach those goals.

#### Bibliography – 2 points

Provide references, including information from your model organizations, of where and how you obtained information to support your organization design and plan.

#### General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Narrative should be in third person tense.
- Do not copy information.
- This paper should be 2-4 pages in length.

## **ASSIGNMENT #2 – Staffing the Organization**

### **10 points; Due Tuesday March 24**

#### Organizational Chart – 3 points

- Develop an organizational chart for your business. The chart should easily fit on one 8 x 11" page. Depending on the size of your organization, boxes may represent "work" at the individual job level or as a grouping of jobs. If your organization is very large, you may choose to represent a division or department of the organization; please specify if this is the case and provide a brief overview of where this division/department fits into the overall organizational structure.
- Organizational Chart Narrative:

- Explain which of the four structures discussed in class (Functional, Divisional, Matrix, Network, or a combination of these) best represents your organization's structure. Explain why that is the most efficient and effective way for your organization to get work done. Consider: Is your organization dynamic or stable? How much diversification is there in company businesses, products, customers and/or locations? Who should make strategic decisions? How much does the organization rely on lower level employees to be creative and autonomous in decision-making?
- Provide any additional background information necessary to explain how your business is organized for action. Ensure that all critical business functions (administration, finance, HR, sales, marketing, and similar), as well as service and production, are clearly represented in the organizational chart OR described in the narrative

#### The Job Description – 3 points

Select one position from your organizational chart and create a job description for that position. Pick a position that supervises a minimum of 3 people and reports to a supervisor. **Include all of the recommended content of a job description as discussed in class.** You should use job descriptions from existing organizations / governments / businesses for ideas about format and content. Evaluation is based on both comprehensiveness of content and how strongly you demonstrate that the job description matches your organization's needs.

#### The Interview – 2 points

Design interview questions that will help determine each candidate's suitability for the position. The interview questions should relate to the job requirements outlined in the job description (above). Include a minimum of 10 questions to be asked of every applicant.

#### Bibliography – 2 points

Provide references and citations of how you obtained information about your model organization(s) and other research that you've done to support how your company organizes for action.

#### General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Narrative should be in third person tense.
- Do not copy information.
- This paper should be 3-6 pages in length.

### **ASSIGNMENT #3 – The Organizational Budget**

#### **10 points; Due Tuesday April 14**

Design a Revenue and Expense detail budget for your organization for a typical budget cycle – 4 points  
You may use the template provided on Blackboard for this assignment.

#### Budget narrative – 4 points

Explain the budget cycle and what functional area your budget represents (describe the department or division if you choose Item #1 above). Explain how your budget represents your organization or department/division's strategic goals. Do the expenses match the revenues? Explain why they do or don't.

#### Bibliography – 2 points



Provide references and citations of how you obtained information about your model organization(s) and other research that you've done to support how your company manages and controls its fiscal resources.

General guidelines

- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Narrative should be in third person tense.
- Do not copy information.
- This paper should be 2-4 pages in length.

**ASSIGNMENT #4 – The Organization Vision and Future**  
**10 points; Due Tuesday April 21**

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.

Evaluate the term project assignment - What did you learn? What suggestions do you have for improving the assignment in the future?

In your presentation, give an overview of your organization (history, purpose, products/services, customer base, mission statement, goals, and similar). Describe your 5-year vision and anticipated challenges, as described above. Be prepared to answer questions.

Evaluation of this assignment – 8 points for the paper and 2 points for the presentation, based on fulfilling requirements listed above.

The paper should be 2-3 pages in length. Group presentation is 5-10 minutes.