# GEORGE MASON UNIVERSITY
## School of Recreation, Health, and Tourism
## PRLS 410 – Administration of Recreation, Health & Tourism Organizations I (A02)
## Summer 2015

| | | | |
|---|---|---|---|
| Day/Time: | Online, May 18 – June 19, 2015 | Office Hours: | Wednesdays 8-9 pm and |
| Instructor: | Leslie Shinners | | Thursdays 9-10 am |
| Email: | lshinner@gmu.edu | Fax Number: | N/A |
| Phone Number: 703-599-0744 | | | |

**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 audio lecture (class slides), discussion and group work, with students completing readings, homework assignments, exams and a comprehensive semester project to demonstrate knowledge and understanding of the course material.

**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 TEXT:**
Bateman, T.S., & Snell, S.A, (2015). M: Management, (4th edition); NY: McGraw-Hill/Irwin.  Available as an e-Textbook for rent or purchase at www.barnesandnoble.com ISBN-13: 978-0077862596

**NATURE OF COURSE DELIVERY:**
This is an upper-level asynchronous online course. It will require the use of information derived from: lecture/textbook material; general print and online library resources; and other external data sources. Using Blackboard, students are expected to complete class participation assignments, semester project assignments and tests by specified due dates (syllabus and Blackboard) and be engaged in course activities throughout the semester.
The online course is delivered through the assigned readings in the textbook and other readings as assigned in the syllabus; instructional audio lecture presentations, homework activities, peer reviews, and semester project.

**EXPECTATIONS:**
**Course Week:** Because online courses do not have a "fixed" meeting day, our week will start on Monday and finish on Friday, except the week of Memorial Day (May 25), when the week will begin on Tuesday May 26.
  Students must actively check the course Blackboard site and their GMU email for communications from the instructor; this should be 3 times per course week at minimum (daily is strongly suggested).
  Students are expected to actively engage in all course activities throughout the semester, which include viewing of all course materials, completing course activities and assignments, and participating in course discussions and group interactions.

**Technology:** Students are expected to demonstrate competence in the use of all course technology and to promptly seek assistance if struggling with technical components of the course.
  Please budget you time with the expectation that you could experience some technical difficulties at some point in the semester. Individual technical issues are not an excuse for submitting homework and assignments after the due date and time.

**Workload:** As mentioned above, expect to log in to the course daily during the course week to read announcements, view slide presentations, participate in the discussions, complete homework and generally stay up to date with course materials.
  Remember, this course is not self-paced. Successful completion of this course in the compressed Summer Schedule will likely require several hours of work each day. There are specific deadlines and due dates to which you are expected to adhere. It is your responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.

**Communication with Instructor:** E-mail communications from the instructor will be sent to students' GMU-assigned e-mail addresses. Students are responsible for checking ensuring that their e-mail inbox has room to receive incoming correspondence.
  I will respond to your emails within 24 hours during the course week. If I will be away from email for more than one day, I will post an announcement in the Blackboard course folder. Before sending me an email in regard to a question about the course, please check the syllabus and other course materials.
  Students are welcome to send messages through Blackboard. Go the Course Menu and choose Messages to send a message that way.

**Assignments** are to be checked for grammar and spelling. Follow style guidelines provided in the assignment instructions. 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). **Assignments must be turned in at the specified time and date due via Blackboard**

**or no credit will be given.**

**Due Dates:** No make-ups for missed exam or assignments will be allowed unless failure to take the exams or do the assignments is due to an extreme situation, e.g. military mobilization, jury duty, serious illness, the proven death of a very near and dear relative. That said, proof MUST be shown.

**Exams:** The Honor Code is in effect for all exams. No collaboration or group participation whatsoever is permissible.

All PRLS 410 exams are not designed to be "open book" in that there is a time limit that will not allow students to consult course materials extensively during the test. However, you are permitted to consult primary course materials and video lectures posted to the PRLS 410 course webpage, as well as your own notes prepared prior to the exam. The use of any other study aids, memoranda, books, data, or other information during the PRLS 410 exam is prohibited.

Note that there is only one opportunity for submission of exams. Any student who has a documented need for additional time on exams should contact me during the first week of the course.

**Office Hours:** Wednesdays 8-9 pm and Thursdays 9-10 am and by appointment. Scheduled office hours will be held on Blackboard Chat; "by appointment" hours can be face-to-face, by phone or other mutually agreeable means.

If you would like to schedule a one-on-one meeting to discuss course requirements, content or other course-related issues, send me a message or email and include your preferred meeting method and suggested dates/times.

**Netiquette:** Our goal is to be collaborative, not combative. Experience shows that even an innocent remark in the online environment can be misconstrued. I suggest that you always re-read your responses carefully before you post them to encourage others from taking them as personal attacks. Be positive in your approach to others and diplomatic with your words. Remember, you are not competing with each other but sharing information and learning from one another as well as from the instructor.

**SOFTWARE:**

Please make sure to update your computer and prepare yourself to begin using the online format BEFORE the first day of class. The Student Support page of the IT Services website has links to help and information about Blackboard and other helpful information.

To use Blackboard, you will need high-speed internet access and an up-to-date Mozilla Firefox or Internet Explorer browser, along with current versions of Acrobat Reader, Flash, Java, and Windows Media Player, QuickTime and/or Real Media Player. Your computer should be capable of running these applications. Also, make sure your computer is protected from viruses.

Log on to myMason Portal to get started. On the Course page for PRLS 410, you will find all the tools you need to become familiar with for this course on the menu bar to the left. Take time to learn each. Make sure everything is "working" before the class start date.

We will be using the Blackboard Chat feature for Office Hours and other discussions. **Please test this feature prior to the course start date!** I found that I had to take additional steps with my computer and browser's security settings to enable use of the Java Plug-in, required for the Chat feature. To

ensure that you have the latest version of Java and to make it available on Blackboard if it will not load, see: http://java.com/en/download/help/jcp_security.xml. In the Security Tab, add the following addresses to the Exception Site List in your computer's Java Control Panel:
https://mymasonportal.gmu.edu/
https://bb-gmu.blackboard.com:8011

Additional information about operating systems and browsers that are listed as compatible or certified with Blackboard are available on the myMason Portal in the Student Help Section under the Courses tab. Note: If you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrators that you will be able to install the necessary applications and that corporate firewalls do not block access to any sites or media types.

**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 – homework and discussions | 15% |
| Assignments:  Semester Project (5 assignments) | 45% |
| Tests:  Test #1 – 10%, Tests #2 and #3 - 15% each | 40% |

**TENTATIVE COURSE SCHEDULE:**

**Note that readings and associated slide presentations should be completed/viewed by the date listed. Discussion, Homework (which includes additional readings/research) and Semester Project Assignments are described in detail, with due dates provided, in the Unit Course Modules, Assignment, and Calendar areas in Blackboard.**

| WEEK ONE: May 18 – May 22 | | |
|---|---|---|
| **DATE** | **TOPIC/SLIDES** | **TEXT READING/SLIDES/DUE DATES** |
| Monday May 18 | Course Introduction | Blackboard INTRODUCTION UNIT: Syllabus, Course Introduction Slides, Student Introduction Homework Assignment |
| Tuesday May 19 | UNIT 1: Effective Management; Evolution of Management | Chapter 1 pp. 3-15, Chapter 2, Homework Due 5/21 |
| Thursday May 21 | UNIT 1: External Environment; Organizational Culture | Chapter 3, Homework Due 5/22 Assignment #1 Due |
| **WEEK TWO: May 26 (Tuesday) – May 29** | | |
| Tuesday May 26 | **TEST #1** | Covers UNIT 1 |
| Wednesday May 27 | UNIT 2: Planning | Chapter 5 pp. 89-106, Chapter 6 pp. 132-136 (Section 5: Planning and Resources), Homework due 5/29 |
| Thursday May 28 | UNIT 2: Decision Making | Chapter 5 pp. 106-114, Homework due 5/29 |
| Friday May 29 | UNIT 2: Legal and Ethical Responsibilities and Decision Making | Chapter 4, Homework due 6/1 |
| **WEEK THREE: June 1 – June 5** | | |
| Monday June 1 | UNIT 3: Organizational Structure | Chapter 7 pp. 141-157, Homework due 6/3 Assignment #2 Due |
| Wednesday June 3 | UNIT 3: Human Resources | Chapter 8, Homework due 6/5 |
| Friday June 5 | UNIT 3: Managing Diversity | Chapter 9 pp. 293-211, Homework due 6/8 |
| **WEEK FOUR: June 8-12** | | |
| Monday June 8 | **TEST #2** | Covers UNITS 2 and 3 |
| Tuesday June 9 | UNIT 4: Control | Chapter 14, Homework due 6/11 Assignment #3 due |
| Thursday June 11 | UNIT 4: Finance | Homework due 6/12 |
| **WEEK FIVE: June 15-19** | | |
| Monday June 15 | UNIT 5: Leadership | Chapter 10, Homework due 6/17 Assignment #4 due |
| Tuesday June 16 | UNIT 5: Motivation | Chapter 11, Homework due 6/17 |
| Wednesday June 17 | UNIT 5: Teamwork | Chapter 12, Homework due 6/18 Assignment #5 due |
| Friday June 19 | **TEST #3** | Covers UNITS 4 and 5 |

*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 [Seehttp://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.

GEORGE MASON UNIVERSITY | School of Recreation, Health, and Tourism

# APPENDIX
## PRLS 410 (A02)
## ASSIGNMENTS – SUMMER 2015

## SEMESTER RESEARCH PROJECT – Create an SRHT Organization

## Summary

Objective: To conduct research and apply concepts learned in the course to a fictional SRHT (Sport, Recreation, Health, or Tourism/Hospitality) business organization.

Requirements:
- The organization must have been in operation for at least 5 years (founded in 2010 or earlier).
- The organization should have at least 10 full-time employees (or equivalent).
- The business may be in any sector – commercial/private, non-profit/private, or government/public.
- To receive full credit for the assignments, you must demonstrate evidence of research in each assignment. You will accomplish this by:
    - Finding at least 2 similar organizations to be your "models"; you must have access to business information about these organizations. Note that the organizations do not need to be identical to the business that you are creating. Ideally they will either be in the same sector and/or same general line of business as yours (e.g. hospitality, provision of recreation/sports services, marketing, professional sports team)
    - Establishing contact with at least one professional "consultant" who has experience working in an organization that is similar to the one that you are creating. I strongly suggest that you establish the initial contact early in the semester to gather resource information (strategic and/or business plan, sample organization chart, job descriptions, interview questions, budget data and similar)
    - Use other supporting data to justify your work.

Additional considerations:
- You may create an organization that is in the public (government) sector; however, it will need to be a division of a larger entity, such as a municipality or state. For example, you could choose to create a "Recreation Center" or a "Senior Recreation Programs Division" for a city or county.
- It is acceptable to have your organization be a smaller subsidiary or independent division of a large corporation, such as a franchise operation of a hotel chain, or a regional division of a sports marketing firm.

Recommendations:
- Ensure that you understand the scope of research required for the semester project by approaching as a single task, becoming familiar with all individual assignment requirements at the start of the semester.
- Begin working on the Final Presentation (Assignment #5) early in the course. The Final Presentation is your opportunity to improve upon previous work.

**The following instructions are as presented as a general guideline only. Please refer to information posted in the Assignments section in Blackboard for complete instructions and due dates.**

### Assignment #1 – Organization Overview
**Due May 21**
**Grade/no grade; failure to submit this assignment by the due date will result in an automatic 4 point deduction on Assignment #2**

Provide an overview of the organization.   Include:
- The name of the organization.
- The purpose of the organization – what need(s) does it meet, why does it exists.
- 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.

General guidelines
- You may use an outline/bullet-point format for this assignment if preferred.
- Please describe the organization as if it really exists! Use present tense in your narrative, except when discussion future plans, such as when describing the 5-year vision.
- Narrative should be "business professional". Note that you are not "selling" the organization in this assignment; I suggest using third person tense to describe the business, avoiding  "our" or "we" in favor of "the organization" or "the business", as appropriate.
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This submission should be 1-2 pages in length.

References/Bibliography
   For this project you will need to demonstrate that you are using at least 2 model business organizations. Provide reference information from your model organizations in this submission.

Evaluation of this assignment – The instructor and discussion group will provide feedback, which you should use when resubmitting the content required in Assignment #2.

### ASSIGNMENT #2 – The Organization
**10 points (includes Assignment #1)**
**Due June 1**
 Provide a written overview of the organization you have created, including several of the points contained in Assignment #1. You are encouraged to make changes from your Assignment #1 submission based on instructor and peer feedback.

General Information – 2 points

- The name of the organization
- Mission Statement – purpose of the organization
- Explain which sector (public, not-for-profit, commercial) the organization falls under and why it is in that sector.

History and Service – 3 points
- Create a history of the organization; how and why was this organization established.
- Explain where the organization is located, including physical administrative and program space, and how services are delivered to customers.
- Describe the services that your organization provides and the target markets. In other words, who are the services designed to serve and/or what customers/clients/constituents are most likely to use the services?
- Describe the organizations' stakeholders (not customers or employees).
- Discuss competitive forces that effect the business. Who are the rivals (direct competitors)? What other services could be substitutes for the organization's offerings?

Organization Plan – 3 points
- Present 2 SMART business (vs. program) goals that the organization is attempting to accomplish within the next year.
- **For each goal**, list 2-3 organizational plans (actions) the organization will execute to achieve those goals.
- 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.

References/Bibliography – 2 points
Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines
- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Please describe the organization as if it really exists! Use present tense in your narrative, except when discussion future plans, such as when describing the 5-year vision.
- Narrative should be "business professional". Avoid jargon and unnecessary redundancy (repetition of information). Note also that you are not "selling" the organization in these assignment; I suggest using third person tense to describe the business, avoiding "our" or "we" in favor of "the organization" or "the business", as appropriate.
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 2-4 pages in length.

**ASSIGNMENT #3 – Staffing the Organization**
**10 points**
**Due June 9**
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 discussed in class.** You should use job descriptions from existing organizations 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 directly to the needs of the organization and the requirements outlined in the job description (above). Include a minimum of 10 questions to be asked of applicants in a structured interview.

References/Bibliography – 2 points
Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines
- Do not repeat assignment instructions verbatim. You may use headings to separate the sections.
- Use present tense in your narrative, except when discussing future plans.
- Narrative should be "business professional".
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 3-6 pages in length.

**ASSIGNMENT #4 – Finance and Controls**
**10 points**
**Due June 15**

Revenue/Expense Budget Information – 4 points

For your organization, list and explain:
1) Sources of revenues than directly support and/or are generated from operations
2) Operational expenses. Consider your organization's mission and strategic goals, staffing plan (organizational chart), costs of producing products and services, physical space and infrastructure maintenance, as well as administrative requirements, such as taxes and insurance.

Consider whether revenue is set aside each year to:
- Pay long-term debt
- Save for future capital or developmental (such as research and design) expenses
- Distribute to owners (including stockholders) if your organization is in the commercial sector

Controls – 4 points

Select ONE of the SMART goals that your organization plans to achieve within the next year. (See Assignment #2).

For this goal, develop and explain 3 bureaucratic or market controls that you, as an executive manager in the organization, will put into place. Consider the following in your discussion:
1. Explain how this control device uses bureaucratic or market mechanisms.
2. Explain how each control is feedforward, concurrent, or feedback.
3. Walk through the control process. Give samples of valid performance standards that accurately reflect what your organization is attempting to accomplish (ie. "the goal"). Explain how your organization measures performance. How often does this take place? What is considered an unacceptable deviation requiring correction?
4. Give suggestions for corrective action if the organization goals are not being met to an acceptable standard.

References/Bibliography – 2 points
Demonstrate research and use of course and outside resources. Provide footnotes and bibliography, including reference information from your model organizations and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines
- Do not repeat assignment instructions verbatim. You may use headings to separate the sections if desired.
- Use present tense in your narrative, except when discussing future plans.
- Narrative should be "business professional".
- Do not copy information.
- APA style (i.e. typed, double-spaced, size 12 font with 1-inch margins)
- This paper should be 2-4 pages in length.

**ASSIGNMENT #5 - PROJECT PRESENTATION**
**15 points**
**Due June 17**

Develop a presentation that gives an overview of your semester project.
Include the following KEY points:

1.  My organization is… (name, location, size, sector). It was formed when… (history).

2.  Our mission (purpose) is to …

3.  The organization offers… (services) that are designed to serve….. (markets)

4.  One business goal that we plan to complete in the next year is…

5.  We plan to achieve this goal by…

6.  In the next 5 years the organization will … (vision)

7.  In the next 5 years we expect to have to overcome the following challenges…

8.  Here's my organizational chart. The … (structure type). This structure best represents my organization because…

9.  In order to ensure that job applicants are a good "fit" for our organization, one question we will ask all potential employees that we interview is…

10. We receive income to conduct business from the following sources…

11. Our major expenses are…

12. The most valuable part of this project for me was…because…

13. The assignment (or aspect) that I found most challenging was…because…

While you will use information already presented in Assignments #1-4, this is your opportunity to make improvements as needed based on feedback that you receive from previously graded assignments.

General guidelines
*   Do not repeat assignment instructions verbatim. The questions above are cues to the required content.
*   Use any appropriate presentation format, such as Power Point, Prezi, video presentation or other.
*   Narrative (audio) or video are encouraged but not required.
*   Stay on topic! The presentation should take no more than 10 minutes to read or view.