

GEORGE MASON UNIVERSITY
School of Sport, Recreation and Tourism
PRLS 410 003 – Administration of Sport, Recreation and Tourism Organizations I
Spring 2016

Day/Time:	Wednesdays 1:30 – 4:10	Office Location:	N/A
Location:	Robinson Hall A105	Phone Number:	703-599-0744
Instructor:	Leslie Shinner	Office Hours:	By appointment
Email:	lshinner@gmu.edu	Fax Number:	N/A

PREREQUISITE(S): 60 hours or permission of instructor.

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 sport, recreation, and tourism (SRT) organizations.
3. Identify problems affecting the management and operation of organizations and the delivery of sport, recreation and tourism services.
4. Discuss the principles of organizing, allocating and managing organizational resources in order to provide equitable delivery of sport, recreation and tourism services.
5. Apply budgeting principles and techniques to developing and managing operational budgets of SRT 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, (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

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 readings, homework and 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 not all inclusive! Reading and class participation are critical components of the course. If you miss a class, I strongly suggest that you also ask a classmate for 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 on 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.

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, Reading Presentation (5%), attendance	20%
Semester Project (5 assignments)	40%
Tests: Test #1 – 10%, Tests #2 and #3 - 15% each	40%

TENTATIVE COURSE SCHEDULE:

DATE	TOPIC/TESTS/ASSIGNMENTS DUE	TEXT READINGS
January 19	Course Introduction UNIT 1: Effective Management	Course syllabus
January 26	UNIT 1: Evolution of Management Presentation Topics to be assigned in class Tuesday January 26	Chapter 1 pp. 3-15, Chapter 2 Homework
February 2	UNIT 1: External Environment; Organizational Culture Semester Project - Assignment #1 Due	Chapter 3
February 9	UNIT 2: Planning TEST #1 – Unit 1	Chapter 5 pp. 89-106 Chapter 6 pp. 132-136 (Section 5: Planning and Resources) Homework
February 16	UNIT 2: Decision Making	Homework
February 23	UNIT 2: Legal and Ethical Responsibilities	Chapter 4; Homework
March 1	UNIT 3: Organization Structure Semester Project - Assignment #2 Due	Chapter 7 pp. 141-157
March 8	NO CLASS – SPRING BREAK	
March 15	UNIT 3: Human Resources	Chapter 8; Homework
March 22	UNIT 3: Managing Diversity	Chapter 9 pp. 193-211; Homework
March 29	UNIT 4: Control TEST #2 – Units 2 and 3	Chapter 14
April 5	UNIT 4: Finance Semester Project - Assignment #3 Due	Homework
April 12	UNIT 5: Leadership; Motivation	Chapter 10, 11 Homework
April 19	UNIT 5: Teamwork Semester Project - Assignment #4 Due	Chapter 12
April 26	Semester Project Break-out Sessions TEST #3 – Units 4 and 5	Semester Project - Assignment #5 Due

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/>].
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services and inform their instructor, in writing, as soon as possible. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor [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 1

PRLS 410 (003) – SPRING 2016

READING PRESENTATION

From the topic choices below, find and read a recent (within the last 10 years) and relevant 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 26.

- 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
 - Relevancy of the article and ability to relate to class content and/or the sports, recreation, health and tourism/hospitality industries – 2 points
 - General presentation skills – 1 point

February 9	Organizational Culture
February 16	Planning; Decision-Making
February 23	Partnerships; Collaboration
March 1	Ethics in Management
March 15	Organizational Structure
March 22	Human Resources; Managing Diversity
March 29	Organizational Controls
April 5	Financing; Budgets
April 12	Leadership; Motivation
April 19	Change Management; Teamwork

5 points; Due dates variable

APPENDIX 2

PRLS 410 (001) – SPRING 2016

SEMESTER RESEARCH PROJECT – Profile a Fictional SRT Organization

Summary

Objective: To conduct research and apply concepts learned in the course to a fictional SRT Sport, Recreation, Tourism/Hospitality/Event Management 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.

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.

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

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 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.

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 discussing 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)

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 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 affect 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 (at least 2) and professional consultant; in other words, document where you obtained information to support your writing.

General guidelines

- Do not repeat assignment instructions verbatim in your submission. 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 discussing future plans, such as when describing the 5-year vision.
- Narrative should be "business professional". Avoid jargon and redundancy. Note also that you are not "selling" the organization; 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

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". (See Assignment #2)
- 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

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

10 points

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.

You will give a presentation to a small group of your classmates.

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.
- Stay on topic! The presentation should take no more than 10 minutes.

PRLS 410 RUBRICS

SEMESTER PROJECT ASSIGNMENTS #2 - 4

	Proficient	Competent	Needs Improvement	Unsatisfactory
	100 %	75 – 99%	50 – 74%	0-49%
Content Areas – 20-40% each (standards are “per section”)	Includes all required elements; demonstrates understanding of each element	Missing one required element OR does not fully demonstrate understanding of up to two elements	Missing 1-2 required elements AND/OR does not fully demonstrate understanding of up to three elements	Missing two or more required elements AND/OR does not demonstrate understanding of the content area subject elements
Evidence of Research – 20 %	References at least two model organizations in content and bibliography/footnotes; Cites additional sources to support content	References at least two model organizations OR one model organization and additional sources	References at least one model organization OR additional sources	No references
Presentation – up to 10% deduction	Follows format and general guidelines as stated in assignment instructions	Follows format but does not follow general guidelines in one area	Does not follow format or general guidelines in two areas	Does not follow format or general guidelines in 3 or more areas
Grammar and spelling – up to 10 % deduction	Uses correct grammar and spelling	Infrequent grammar or spelling errors	Frequent grammar and spelling errors; does not interfere with conveyance of meaning	Frequent grammar and spelling errors that interfere with content delivery

CLASS PARTICIPATION/HOMEWORK

	Proficient	Competent	Needs Improvement	Unsatisfactory
	100 %	75%	50%	0-25%
Initial Post (50%; 100% when posts to other threads are	Includes all required elements; demonstrates understanding of each element	Missing one required element OR does not fully demonstrate understanding of the topic OR frequent	Missing one required element AND does not fully demonstrate understanding of	Missing two or more required elements AND does not demonstrate understanding of the subject

not required)		grammar/spelling errors	the topic (includes grammar/spelling errors that interfere with conveyance of meaning)	
Posts to other threads (50%)	Fulfills assignment requirement; comments demonstrate understanding of subject and are appropriately helpful and critical (good "netiquette")	n/a	Fulfills assignment requirements but does not demonstrate understanding of subject or provide helpful and critical comments	n/a