

**GEORGE MASON UNIVERSITY**  
**College of Education and Human Development**  
**School of Sport, Recreation and Tourism**  
**PRLS 410 001 – Administration of Sport, Recreation and Tourism Organizations I**  
**Three (3) credits, Fall 2016**  
**Tuesdays, 7:20 – 10 PM, Robinson Hall A105**

Instructor: Leslie Shinner  
Office Hours: By Appointment  
Program Office Location: 220 Bull Run Hall, SciTech  
Email: [lshinner@gmu.edu](mailto:lshinner@gmu.edu)  
Phone Number: 703-599-0744 (cell)

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

**UNIVERSITY CATALOG 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:** The course is designed to enable students to do the following:

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 DELIVERY METHOD:** Lecture and discussion.

Students are expected to actively engage in all course activities throughout the semester, which includes completing all course activities and assignments and participating in class discussions and small group interactions.

Access to Blackboard learning management system (LMS), housed in the MyMason portal, is required to have access to assignments and course materials, such as presentation slides. The preferred method of assignment and homework submission is through Blackboard (though email and hard copy submissions will be accepted without penalty).

Students must also maintain consistent and reliable access to their GMU email, as this is the official methods of communication for this course outside of the classroom.

**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](http://www.barnesandnoble.com) ISBN-13: 978-0077862596

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

**COURSE PERFORMANCE EVALUATION:**

- **Attendance and participation**

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.

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). Exams must be taken on assigned days unless an alternate date is agreed upon in advance or you must provide written documentation, as described above.

- **Assignments**

Full assignment instructions are provided on Blackboard.

All assignments (including homework) are due at 7:20 PM on the date listed unless otherwise specified in Blackboard. Assignments should be turned in via Blackboard (preferred), email or in class (hard copy) 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).

- **Exams**

Any student who has a documented need for additional time on exams should contact me during the first week of the course and again at least 24 hours prior to each exam.

- **Evaluation Requirement: TK20 PERFORMANCE-BASED ASSESSMENT SUBMISSION**

Every student registered for any course with a required performance-based assessment is required to submit this assessment to Tk20 through Blackboard (regardless of whether the student is taking the course as an elective, a onetime course or as part of an undergraduate minor). Evaluation of the performance-based assessment by the course instructor will also be completed in Tk20 through Blackboard. Failure to submit the assessment to Tk20 (through Blackboard) will result in the course instructor reporting the course grade as Incomplete (IN).

Unless the IN grade is changed upon completion of the required Tk20 submission, the IN will convert to an F nine weeks into the following semester.

• **Course Performance Evaluation Weighting:**

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 – Reading presentation (5%), homework, attendance, preparation for class as evidenced by participation in discussion	20%
Assignments: Semester Project (5 assignments)	40%
Tests: Test #1 – 10%, Tests #2 and #3 - 15% each	40%

**PROFESSIONAL DISPOSITIONS:** 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: <http://cehd.gmu.edu/values/>.

**GMU POLICIES AND RESOURCES FOR STUDENTS:**

*Policies*

- Students must adhere to the guidelines of the Mason Honor Code (see <http://oai.gmu.edu/the-mason-honor-code/>).
- 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 Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. 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 stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

*Campus Resources*

- Support for submission of assignments to Tk20 should be directed to [tk20help@gmu.edu](mailto:tk20help@gmu.edu) or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursesupport.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/>).

- 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 Office of Student Support staff helps students negotiate life situations by connecting them with appropriate campus and off-campus resources. Students in need of these services may contact the office by phone (703-993-5376). Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://studentsupport.gmu.edu/>, and the OSS staff will follow up with the student.

**For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.**

**CLASS SCHEDULE:**

**Readings should be completed prior to class during the week listed. Chapter folders, located in each Unit listed in the Course Menu on the left side of the PRLS 410 Course Home Page, contain links to Slide Presentations and Homework/Class participation assignments, which may include additional reading and /or research.**

**Semester Project Assignments are described in detail in the Semester Project Assignments section of the Course Menu as well as in the Appendix of this syllabus.**

**Tests are conducted during the second half of class on the dates listed.**

DATE	TOPIC/SLIDES	READINGS
Week 1: August 29	INTRODUCTION and SYLLABUS: Course Introduction	Syllabus, including Appendix (Semester Research Project Summary)
Week 2: September 6	UNIT 1: Effective Management; Evolution of Management	Chapter 1 pp. 3-15 Chapter 2 “The Role of the Manager” – to access this reading, go to Unit 1, Chapter 1 in the Blackboard Course Menu Homework
Week 3: September 13	UNIT 1: External Environment; Organizational Culture <b>Tuesday September 13: Semester Project Assignment #1 Due</b>	Chapter 3
Week 4: September 20	UNIT 2: Planning and Decision Making <b>Tuesday September 20: TEST #1 – Unit 1</b>	Chapter 5 Chapter 6 pp. 132-136 Homework
Week 5: September 27	UNIT 2: Decision Making; Legal and Ethical Responsibilities and Decision Making	Chapter 4 Homework

Week 6: October 4	UNIT 3: Organizational Structure <b>Tuesday October 4: Semester Project Assignment #2 Due</b>	Chapter 7 pp. 141-157
October 11	NO CLASS – FALL BREAK	
Week 7: October 18	UNIT 3: Human Resources	Chapter 8 Homework
Week 8: October 25	UNIT 3: Managing Diversity	Chapter 9 pp. 193-211 Homework
Week 9: November 1	UNIT 4: Control <b>Tuesday November 2 TEST #2 – Units 2 and 3</b>	Chapter 14
Week 10: November 8	UNIT 4: Finance <b>Tuesday November 8: Semester Project Assignment #3 due</b>	Homework
Week 11: November 15	UNIT 5: Leadership	Chapter 10 Homework
Week 12: November 22	UNIT 5: Motivation <b>Tuesday November 22: Semester Project Assignment #4 Due</b>	Chapter 11
Week 13: November 29	UNIT 5: Teamwork	Chapter 12
Week 14: December 6	<b>Tuesday December 6: Semester Project Assignment #5 due; Class Presentations TEST #3 – Units 4 and 5</b>	

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



# APPENDIX

PRLS 410 (001) - FALL 2016

## SEMESTER RESEARCH PROJECT

### Create and Profile a Fictional SRT Organization

#### Summary and General Instructions

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

#### *Basic Requirements:*

- The organization profiled must have been in operation for at least 5 years (founded in 2011 or earlier). In other words, it is not a “start up” business.
- The organization should have at least 10 full-time paid 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. Students are required to conduct an interview with the consultant, demonstrating evidence of the knowledge gained in one or more of Assignments #2, #3 and/or #4.
    - 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.
- Describe the organization as if it really exists! Use present tense in your narrative, except when discussing history or future plans.
- Narrative should be “business professional”. Avoid jargon and redundancy. Note also that you are not “selling” the organization; I suggest using third person tense (vs. the first person “I”, “we” or “us”) when discussing the organization.
- With the possible exception of Assignment #1, do not repeat assignment instructions verbatim in the body of the paper. You may use headings to separate the sections if desired.
- Generally speaking, do not copy information! If deemed necessary to do so, properly cite in footnote(s) and bibliography.

#### *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”, “Senior Recreation Programs Division” or “Visitor’s Bureau” 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 becoming familiar with all individual assignment requirements at the start of the semester.
- APA (<http://www.apastyle.org/> and <http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>) or Chicago style ([http://www.chicagomanualofstyle.org/tools\\_citationguide.html](http://www.chicagomanualofstyle.org/tools_citationguide.html)) is recommended for use in these assignments.

**The following assignment instructions are as presented as a general guideline only. Please refer to information posted in the Assignments section in Blackboard.**

## **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**

**Due Tuesday September 13**

Provide an overview of the organization. Include:

- The name of the organization.
- The purpose of the organization – why it exists; what need(s) it meets.
- 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.
- 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 Tuesday October 4

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; in other words, document where you obtained information to support your writing.

Reminder: Students are required to conduct an interview with a professional consultant and show evidence of knowledge gained in one or more of Assignments #2, #3 and/or #4 (see Summary and General Instructions for details).

### General guidelines

- This paper should be 2-4 pages in length.
- Review Summary and General Instructions for additional details.



## ASSIGNMENT #3 – Staffing the Organization

10 points

Due Tuesday November 1

### 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. Reminder: Students are required to conduct an interview with a professional consultant and show evidence of knowledge gained in one or more of Assignments #2, #3 and/or #4 (see summary instructions for details).

### General guidelines

- This paper should be 3-6 pages in length.
- Review Summary and General Instructions for additional details.

## **ASSIGNMENT #4 – Finance and Controls**

**10 points**

**Due Tuesday November 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 (i.e. “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.

Reminder: This is the final opportunity to fulfill the interview requirement of this project. There will be a 2-point deduction on the Assignment #5 grade when this requirement hasn’t been met in one or more of Assignments #2, #3 and/or #4 (see summary instructions for details).

General guidelines

- This paper should be 3-6 pages in length.
- Review Summary and General Instructions for additional details.

## **ASSIGNMENT #5 - PROJECT PRESENTATION**

**10 points**

**Due Tuesday December 6**

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...

Use information already presented in Assignments #1-4, with corrections as needed based on feedback received from previously graded assignments.

You will give a brief (5-10 min.) presentation to a small group of your classmates.

General guidelines

- Use any appropriate presentation format, such as Power Point, Prezi, video presentation or other.
- Provide a full bibliography of references used in all assignments of this project.
- Stay on topic! The presentation should take no more than 10 minutes.

**PRLS 410 RUBRIC - SEMESTER PROJECT ASSIGNMENT**  
**Create and Profile a Fictional SRT Organization**

<i>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</i>	<b>Outstanding</b>  100 %	<b>Competent</b>  75 – 99%	<b>Minimal</b>  50 – 74%	<b>Unsatisfactory</b>  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
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	Follows format but does not follow general guidelines in one area	Follows format but does not follow general guidelines in one area
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	Frequent grammar and spelling errors that interfere with content delivery

			meaning	
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