

GEORGE MASON UNIVERSITY
College of Education and Human Development
School of Sport, Recreation and Tourism
PRLS 410 AO1 – Administration of Sport, Recreation and Tourism Organizations I
Three (3) credits, Summer 2017

Instructor: Leslie Shinnars, M.S.
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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 DELIVERY METHOD: This upper level course will be delivered online using an asynchronous format via the Blackboard learning management system (LMS) housed in the MyMason portal. You will log in to the Blackboard course site using your Mason email name (everything before "@masonlive.gmu.edu) and email password. The course site will be available on Wednesday May 17, 2017.

Using Blackboard, students are expected to complete class participation/homework 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 textbook and other assigned readings; instructional audio lecture presentations, homework and peer review activities and the comprehensive semester project.

Under no circumstances, may candidates/students participate in online class sessions (either by phone or Internet) while operating motor vehicles. Further, as expected in a face-to-face class meeting, such online participation requires undivided attention to course content and communication.

TECHNICAL REQUIREMENTS:

To participate in this course, students will need the following resources:

- High-speed Internet access with a standard up-to-date browser, either Internet Explorer or Mozilla Firefox. Opera and Safari are not compatible with Blackboard; Chrome is also problematic with some applications. Additional information about operating systems and browsers that are listed as compatible or certified with Blackboard is available on the [myMason Portal](#) in the Student Help Section under the Courses tab.
- Students must maintain consistent and reliable access to their GMU email and Blackboard, as these are the official methods of communication for this course
- Students may be asked to create logins and passwords on supplemental websites and/or to download trial software to their computer or tablet as part of the course requirements.

- The following software plug-ins for PCs and Macs respectively, available for free downloading by clicking on the link next to each plug-in:
Adobe Acrobat Reader: <http://get.adobe.com/reader/>
Adobe Flash Player:
<http://www.downloadsnew.com/landers/adobeflashplayer/index.php?kw=flash%20player%20download>
Windows Media Player: <http://windows.microsoft.com/en-US/windows/downloads/windows-media-player>
Apple QuickTime Player: www.apple.com/quicktime/download

EXPECTATIONS:

- **Course Week:** Because online courses do not have a “fixed” meeting day, our week will start on Monday and finish on Friday, except University holidays (May 29, 2017).
- **Log-in Frequency:** Students must check the course Blackboard site and their GMU email for communications from the instructor; this should be every day during the course week at minimum.
- **Participation:** 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.
- **Technical Competence:** Students are expected to demonstrate competence in the use of all course technology. Students who are struggling with technical components of the course are expected to seek assistance from the instructor and/or College or University technical services. The [Student Support page](#) of the IT Services website has links to help and information about Blackboard.
- **Technical Issues:** Students should anticipate some technical difficulties during the semester and should, therefore, budget their time accordingly. Late work will not be accepted based on individual technical issues.
- **Workload:** Please be aware that this course is **not** self-paced. Students are expected to meet *specific deadlines* and *due dates* listed in the **Class Schedule** section of this syllabus. It is the student’s 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 ensuring that their Mason e-mail inbox has room to receive incoming correspondence.
- **Instructor Support:** Students may schedule a one-on-one meeting to discuss course requirements, content or other course-related issues. Those unable to come to a Mason campus can meet with the instructor via telephone or web conference. Students should email the instructor to schedule a one-on-one session, including their preferred meeting method and suggested dates/times.
- **Netiquette:** The course environment is a collaborative space. Experience shows that even an innocent remark in the online environment can be misconstrued. Students must always re-read their responses carefully before posting 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 classmates but sharing information and learning from one another as well as from the instructor. All faculty are similarly expected to be respectful in all communications.
- **Accommodations:** Online learners who require effective accommodations to insure accessibility must be registered with George Mason University Disability Services.

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.

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

COURSE PERFORMANCE EVALUATION:

- **Due Dates:** All assignments (including homework and class participation) are due at 11:59 PM on the date listed unless otherwise specified in Blackboard. Assignments should be turned in via Blackboard at the specified time and date due via Blackboard or no credit will be given.
- **Assignments** (including homework and class participation/discussion board submissions) should be checked for grammar and spelling. For the semester project assignments, 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.
- **Exams:** The Honor Code is in effect for all exams. No collaboration or group participation whatsoever is permissible.

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 that you have 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.

Make-ups or late submissions for missed exam or assignments will not 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.

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.

Note that there is only one opportunity for submission of exams, from 12:00 AM to 11:59 PM on the date listed on the syllabus.

- **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 – homework and discussions	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 or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.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 Student Support & Advocacy Center staff helps students develop and maintain healthy lifestyles through confidential one-on-one support as well as through interactive programs and resources. Some of the topics they address are healthy relationships, stress management, nutrition, sexual assault, drug and alcohol use, and sexual health (see <http://ssac.gmu.edu/>). Students in need of these services may contact the office by phone at 703-993-3686. 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://ssac.gmu.edu/make-a-referral/>.

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

CLASS SCHEDULE:

Readings and associated slide presentations should be completed/viewed before or 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 the Slides 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 available for a 24-hour period ONLY (12:00 am to 11:59 pm) on the date listed and can be accessed through the Assessment section of the Blackboard Course Menu.

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

WEEK ONE: May 22-May 26		
DATE	TOPIC/SLIDES	TEXT READING/SLIDES/HOMEWORK
Monday May 22, Tuesday May 23	INTRODUCTION and SYLLABUS: Course Introduction	Syllabus, Course Introduction Slides Student Introduction Homework Assignment due Tuesday 5/23, comments are due Wednesday 5/24
Wednesday May 24	UNIT 1: Effective Management;	Chapter 1 pp. 3- "The Role of the Manager" – to access this reading, go to Unit 1, Chapter 1 in the Blackboard Course Menu Homework due Wednesday 5/24, comments due Thursday 5/25
Thursday May 25	UNIT 1: Evolution of Management	Chapter 2 Homework due Thursday 5/25, comments due Friday 5/26
Friday May 26	UNIT 1: External Environment; Organizational Culture	Chapter 3 Homework due Friday 5/26, comments due Tuesday 5/30
WEEK TWO: May 30 – June 2		
Tuesday May 30	Semester Project Assignment #1 Due	
Wednesday May 31	TEST #1 – Unit 1	Test covers Chapters 1-3 and associated materials;
Thursday June 1	UNIT 2: Planning and Decision Making	Chapter 5, Chapter 6 pp. 132-136 Homework due Thursday 6/1, comments due Friday 6/2
Friday June 2	UNIT 2: Legal and Ethical Responsibilities	Chapter 4 Homework due Friday 6/2, comments due Monday 6/5
WEEK THREE: June 5 – June 9		
Monday June 5	UNIT 3: Organizational Structure	Chapter 7 pp. 141-157 Homework due Monday 6/5, comments due Tuesday 6/6
Tuesday June 6	Semester Project Assignment #2 Due	
Wednesday June 7	UNIT 3: Human Resources	Chapter 8 Homework due Wednesday 6/7, comments due Thursday 6/8
Thursday June 8, Friday June 9	UNIT 3: Managing Diversity	Chapter 9 pp. 193-211 Homework due Thursday 6/8, comments due Friday 6/9
WEEK FOUR: June 12 – June 16		
Monday June 12	TEST #2 – Units 2 and 3	Covers Chapters 4-9 and associated materials.
Tuesday June 13	Semester Project Assignment #3 due	
Wednesday June 14	UNIT 4: Control	Chapter 14 Homework due Wednesday 6/14, comments due Thursday 6/15
Thursday June 15	UNIT 4: Finance	Homework due Thursday 6/15, comments due Friday 6/16
Friday June 16	UNIT 5: Leadership	Chapter 10 Homework due Friday 6/16
WEEK FIVE: June 19 – June 23		
Monday June 19	Semester Project Assignment #4 Due	
Tuesday June 20	UNIT 5: Motivation and Teamwork (two slide presentations)	Chapters 11 and 12 Homework due Tuesday 6/20, comments due Wednesday 6/21
Wednesday June 21	TEST #3 – Units 4 and 5	Covers Chapters 10-12 and 14 and associated materials.
Thursday June 22	Semester Project Assignment #5 due	
Friday June 23	Semester Project Comments due	

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.

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>	Outstanding 100 %	Competent 75 – 99%	Minimal 50 – 74%	Unsatisfactory 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	Does not follow format or general guidelines in 1-2 areas	Does not follow format or general guidelines in multiple areas	Does not follow format and general guidelines in multiple areas
Grammar and spelling – up to	Uses correct grammar	Infrequent	Frequent	Frequent

10 % deduction	and spelling	grammar or spelling errors	grammar and spelling errors; does not interfere with conveyance of meaning	grammar and spelling errors that interfere with content delivery
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School of Recreation,
Health, and Tourism

APPENDIX

PRLS 410 AO1– SUMMER 2017

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 2012 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 references to support and 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 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) is recommended for use in these assignments.

The following assignment instructions are also posted in the Assignments section in Blackboard. Submit Semester Project assignments 1, 2, 4 and 5 by clicking on the assignment title in Semester Project Assignments in the course menu in Blackboard and following submission instructions. Submit Assignment 3 by following the instructions in Assessments. In all cases, submit as an attachment.

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 May 30

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 and profile 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 (all five assignments) you will need to demonstrate that you are using at least two model business organizations as resources for accurate and relevant information, in addition to other germane references. Provide bibliographic information about your model organizations in this submission, such as each organizations' name, description of purpose and services offered, website address, location and/or similar.

Evaluation of this assignment – The instructor and a 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 June 6

Provide a written overview of the organization you have created, reiterating and expanding upon Assignment 1 content. 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. Describe physical administrative and program space.
- 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? How are services delivered to customers?
- Describe the organizations' stakeholders (not customers or employees).
- Discuss competitive forces that impact 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. Business goals are related to revenue generation and/or expense control (in the commercial sector, profitability), growth and customer service.
- **For each goal**, list 2-3 organizational plans (actions) the organization will execute to achieve those goals.
- Describe the 5-year vision for the organization. Describe two challenges that you believe that the organization will be facing in the future. Explain why you believe these challenges will exist and what steps you think the 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). There will be a 2-point deduction on the Assignment 5 grade when this requirement hasn't been met.

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 June 13

Organizational Chart – 3 points

- Develop an organizational chart for the organization. The chart should fit on one 8 x 11" page. Depending on the size of the organization, boxes may represent "work" at the individual job level or as a grouping of jobs. If the organization is very large, you may choose to represent a division or department of the organization (as opposed to the entire 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 the 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. This position must report to a supervisor (should not be the CEO for instance) AND must be a manager, supervising a minimum of 3 employees. **Include all of the recommended content of a job description, as discussed in class and presented in the Chapter 8 slides.** 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 the 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). Questions should be: 1) behavioral (if asking about experience), 2) specifically related to the job (not generic) and 3) open-ended to invite discussion (vs. yes/no or one-word answers). 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 and show evidence of knowledge gained in one or more of Assignments 2, 3 and/or 4 (see summary instructions for details). There will be a 2-point deduction on the Assignment 5 grade when this requirement hasn't been met.

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 Monday June 19

Revenue/Expense Budget Information – 4 points

For your organization, list and explain:

- 1) All 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).

To ensure that the goal that you use for this assignment is SMART, see instructor comments in your Assignment 2 submission.

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 and/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 Thursday June 22

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. 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...
14. Provide a complete bibliography of ALL references/resources used for this project, including footnotes and full information about the required interview.

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

General guidelines

- Do not repeat assignment instructions verbatim. The questions above are the 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 to read and view.
- To receive full credit on Assignment #5, post a comment to each of the other posts in your group. Comments should reflect that you've reviewed the presentation. (Comments are worth up to 2 out of 10 points).
- There will be a 2-point deduction on the Assignment 5 grade when the interview requirement isn't met in one or more of Assignments 2, 3 and/or 4 (per Summary Instructions).