

**GEORGE MASON UNIVERSITY**  
**College of Education and Human Development**  
**School of Sport, Recreation and Tourism**  
**PRLS 410 – Administration of Sport, Recreation and Tourism Organizations I**  
**3.0 credits, Summer 2018**

Instructor: Dr. Russ Brayley  
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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 OVERVIEW:** Not applicable.

**COURSE DELIVERY METHOD:** This course will be delivered online (76% or more) using an asynchronous format via the Blackboard Learning Management system (LMS) housed in the MyMason portal. You will log in to the Blackboard (Bb) course site using your Mason email name (everything before @masonlive.gmu.edu) and email password. The course site will be available on Friday, May 18. 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 to satisfy the following technical requirements:

- High-speed Internet access with a standard up-to-date browser, either Internet Explorer or Mozilla Firefox is required. (note: Opera and Safari are not compatible with Blackboard).
- 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/>

Windows Media Player: <https://support.microsoft.com/en-us/help/14209/get-windows-media-player>

Apple QuickTime Player: [www.apple.com/quicktime/download](http://www.apple.com/quicktime/download)

#### EXPECTATIONS:

- **Course Week:** Because asynchronous courses do not have a “fixed” meeting day, our week will start on Monday and finish on Friday).
- **Log-in Frequency:** Students must actively check the course Blackboard site and their GMU email for communications from the instructor, class discussions, and/or access to course materials at least daily.
- **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.
- **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, so as others do not consider them as personal offenses. *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 others. 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.

#### LEARNER OUTCOMES AND 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 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.

- **Due Dates:** All assignments (including homework and class participation) are due at 11:59 PM on the date specified in the syllabus and/or as outlined by the instructor.

- **Assignments** (including discussion board submissions) should be checked for grammar and spelling. For the Term 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.

- **Tests:** The Honor Code is in effect for all tests. No collaboration or group participation whatsoever is permissible.

**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

**COURSE PERFORMANCE EVALUATION:**

PRLS 410 tests 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 test. The use of any other study aids, memoranda, books, data, or other information during the PRLS 410 tests is prohibited.

Make-ups or late submissions for missed tests 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. Proof **MUST** be shown when requested.

Any student who has a documented need for additional time on exams should contact Dr. Brayley 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 tests, from 12:00 AM to 11:59 PM on the date listed on the syllabus.

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

*Grading Scale*

A	94-100	Excellent/Outstanding
A-	90-93	
B+	88-89	Very Good
B	84-87	
B-	80-83	
C+	78-79	Good / Satisfactory
C	74-77	
C-	70-73	
D	60-69	Marginal
F	50-59	Unsatisfactory

### *Requirements*

Class participation – Discussions 10%  
 Assignments: Semester Project (5 parts) 50%  
 Weekly Tests: 4 Tests (each worth 10 points) 40%

**PROFESSIONAL DISPOSITIONS:** See <https://cehd.gmu.edu/students/policies-procedures/>  
 Students are expected to exhibit professional behaviors and dispositions at all times.

### **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 additional readings.

Term Project Assignments are described in detail in the Term Project Assignments section of the Course Menu.

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.*

<b>DATE</b>	<b>TOPIC/SLIDES</b>	<b>READINGS / TESTS / ASSIGNMENT</b>
<b>Week 1</b> May 21-25	Contemporary Management Organization and Culture	Chapters 1-3 Project: Organization Overview Test #1 Discussion #1
<b>Week 2</b> May 28-June 1	Ethics Planning and Decision Making Entrepreneurship	Chapters 4-6 Project: Corporate Values Test #2 Discussion #2
<b>Week 3</b> June 4-8	Organizing Human Resources	Chapters 7-9 Project: Structure and Staffing

		Test #3 Discussion #3
<b>Week 4</b> June 11-15	Managerial Control Financial Control	Chapter 14 Project: Operating Budget Test #4 Discussion #4
<b>Week 5</b> June 18-22	Leadership Motivation and Teamwork	Chapters 10-12 Project: Application of Leadership Style Discussion #5

**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 <https://catalog.gmu.edu/policies/honor-code-system/> ).
- 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/>.
- For information on student support resources on campus, see <https://ctfe.gmu.edu/teaching/student-support-resources-on-campus>

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