

GEORGE MASON UNIVERSITY
College of Education and Human Development
School of Sport, Recreation and Tourism
PRLS 613 – Strategic Leadership in Recreation Administration
Three Credits, Fall 2018

Instructor: Paul Gilbert
Office Hours: By Appointment
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Phone Number: 703-785-5083 (cell)
Class location: Fairfax Campus: Building West 104
Class Time: Mondays, 7:20 – 10:00 P.M.

PREREQUISITE: Graduate Standing

UNIVERSITY CATALOG COURSE DESCRIPTION: Focuses on strategic leadership in recreation administration necessitated by demographic, social, political, and legal challenges; addresses organizational culture, positive leadership, innovation, partnerships, data-driven decision making, and accountability. Offered by Recreation, Health & Tourism. May not be repeated for credit.

COURSE DELIVERY METHOD: The content of this course will be presented through a combination of lectures, and seminar style classroom dialog. Students will demonstrate their comprehension of the course material through several assignments assignments, as well as attendance and active participation. Students will be expected to adhere to the guidelines listed at the end of the syllabus, and additional policies handed out during the semester.

Students are expected to attend all class sections, actively participate in class discussions, complete in-class exercises and fulfill all assignments. Assignments must be turned in at the beginning of class on the specified date due.

LEARNING OUTCOMES AND 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 the competing value framework to explain organizational culture.
3. Identify challenges affecting the management and leadership of organizations.
4. Discuss the principles of organizing, allocating and managing resources in order to provide the greatest public good.
5. Recognize the difference between strategic thinking and tactical thinking.
6. Be able to develop and present a sophisticated strategic plan making best advantage of the strengths of the organization.

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 (COSMA)*:

7.3 Students graduating from the program shall be able to demonstrate advanced knowledge about operations and strategic management/administration in parks, recreation, tourism and/or related professions.

REQUIRED TEXT/READING:

Gilbert, Paul A. (2014) High Performance Agency: The Entrepreneurial Model for Parks, Recreation and Tourism Organizations, Sagamore Publishing, Urbana IL.

Cameron, Kim S., Quinn, Robert E. (2011) Diagnosing and Changing Organizational Culture, Jossey-Bass, San Francisco CA.

Gagliardi, Gary (2007) Sun Tzu's The Art of War, Clearbridge Publishing, Seattle WA

Articles provided electronically:

Vermeulen, Freek (November 8, 2017) *Many Strategies Fail Because They're Not Actually Strategies*, Harvard Business Review

<https://hbr.org/2017/11/many-strategies-fail-because-theyre-not-actually-strategies>

Rainey, Hal G. (1999) *Using Comparisons of Public and Private Organizations to Assess Innovative Attitudes Among Members of Organizations*, Public Productivity and Management Review, Vol 23, No. 2, 130-149.

COURSE PERFORMANCE EVALUATION:

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

	Points
Requirements	
Exam	
#1 Mid-term	15
#2 Final	20
<i>Profile of identified Organization</i>	15
<i>Strategic Plan & Analysis written</i>	20
<i>Strategic Plan & Analysis oral presentation</i>	10
<i>Class participation</i>	<u>20</u>
TOTAL	100

PAPERS AND PRIMARY ASSIGNMENTS:

- Profile of Identified Organization
 - Identify an organization in the parks, sport or tourism field
 - Mission
 - Provide organizational history
 - Budget and staffing levels
 - Major past accomplishments
 - Top competitors

- Strategic Plan and Analysis
 - Brief history and mission
 - Organizational culture and the elements that have led to this culture
 - Primary competitors
 - SWOT
 - Five year Strategic Plan with the following elements:
 - 3-5 areas of focus

- Vision for each focus area
- 3-7 goals for each area
- Measurable goals
- Overall plan must be transformational

COURSE PERFORMANCE AND EVALUATION WEIGHTING:

Grading Scale

A	= 94 – 100	B+	= 88 – 89	C+	= 78 – 79		
A-	= 90 – 93	B	= 84 – 87	C	= 74 – 77	F	= 69 – 0
		B-	= 80 – 83	C-	= 70 – 73		

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 <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 <https://ds.gmu.edu/>).
- Students must silence all sound emitting devices 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/aero/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/students/> .

CLASS SCHEDULE

R = reading assignment to be complete before that class A = Other assignments due at that class

HPA = High Performance Agencies

D&COC = Diagnosing and Changing Organizational Culture

AOW = The Art of War

DATE		TOPIC	READINGS/ASSIGNMENT DUE
	Aug. 27	Introduction to Class & What makes strategy	R: HPA Introduction (pg 1 – 24) Article on Strategy: https://hbr.org/2017/11/many-strategies-fail-because-theyre-not-actually-strategies
	Sept 3	NO CLASS – Labor Day	
	Sep. 10	Organizational Life Cycle and Structure	R : HPA Organizational Structure (pg 25 – 35) & Supplemental reading material on Blackboard
	Sep. 17	Governance & Leadership	R: HPA Governance (pg 175 – 181) Leadership (pg 204 – 211)
	Sep. 24	NO CLASS	
	Oct. 1	Management vs. Leadership Innovation	R : HPA Innovation (pg 59 – 75) HPA Leadership (pg 205 – 212) A : Provide Profile of Identified Organization
	Oct. 8	NO CLASS – Fall Break: <u>Class on the next Day Tuesday October 9th</u>	
	Oct. 9	Organizational Culture	R: D&COC (pg 1- 72)
	Oct. 15	Organizational Culture II	R: D&COC (pg 73 – 163)
	Oct. 22	Mid-term Exam Strategic Thinking	R: AOW (pg 1 – 77)
	Oct. 29	Strategic Thinking II	R: AOW (pg 78 – 145)
	Nov. 5	Mission/Momentum & Strategic Planning “Be Washington” real time decision making	R: HPA Mission/Momentum, Strategic Planning (pg 36 – 51)

DATE		TOPIC	READINGS/ASSIGNMENT DUE
	Nov. 12	Present Strategic Plans	R: HPA Strategic Planning (pg 43 – 51) A : Strategic Plan & Analysis
	Nov. 19	Present Strategic Plans	A: Strategic plan & Analysis continued
	Nov. 26	Vision for the Future & Comparing Public & Private Sectors	R: HPA Vision for the future (pg 182 – 203) Rainey, Hal G. (1999) Using Comparisons of Public and Private Organizations to Assess Innovative Attitudes Among Members of
	Dec. 3	What is next on your Leadership Journey?	
	Dec. 10	Final Exam	

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