

# Eastern Washington University

Spring 2015

## Administration, Organization, and Supervision in Recreation and Leisure Services

### RCLS 470

#### General Information

Instructor: Dr. Matthew Chase, Professor of Recreation Management  
GA: Mr. Andrew Fuzak, Graduate Assistant  
Office: PEC 249  
Phone: 509-359-7964  
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Class Meets: 9:00 - 9:50 am, Monday – Thursday  
Location: PEB: 103  
Office Hours: Monday (10:00 – 11:00am), Tuesday & Wednesday (10:00 – 11:30am)

#### Course Description

This course covers local, state, and federal recreation and park programs; their organization, administration, and relationship to other social institutions; emphasis is placed on planning, financing, and legislative provisions, government control, personnel, departmental organization, and administrative practices, especially at the local level.

**Prerequisites:** Senior standing, 1000 hours of field experience, and successful completion of the following courses (RCLS 201, RCLS 220, and RCLS 425)

**Text:** Robbins, Decenzo, and Coulter (2013). *Fundamentals of Management: Essential concepts and applications*, (8<sup>th</sup> Ed.) New Jersey: Pearson Prentice Hall

Note: In addition to the class text, supplementary reading materials will be distributed in class and on the Canvas program. It is essential that students read all assigned material for class. Even if not explicitly discussed, lectures, discussion, and class exercises may assume your knowledge of the reading material.

#### Course Goals and Objectives

The primary goal of this course is to introduce and familiarize recreation students to the variety of administrative and organizational tasks and challenges that arise in the workplace, no matter the professional setting or organizational charge. From this perspective, the student of RCLS 470 will be exposed to basic administrative concepts and issues from a number of conceptual frameworks:

##### Basic Administrative Skill Sets

Students will be exposed to and gain practical experience with time management and the various forms of organizational communication, i.e., writing effective reports, letters, memos, and email.

##### The Fundamentals of Management and Organizational Design

Students will be exposed to and become familiar with the fundamentals of management science and organizational design and behavior.

##### Group Process and Interpersonal Skills

Students will be exposed to and become familiar with group process and work teams; learning styles, effective listening and oral communication skills; problem solving; and conflict resolution and negotiation skills.

##### Leadership, Supervision, and Decision Making Models

Students will be exposed to and become familiar with the basics of leadership theory, the fundamentals of supervision, and a number of decision-making models.

Recreation Policy

Students will be exposed to and become familiar with the area of recreation policy (interpretation, application, and development).

Administrative Functions

Students will be exposed to and become familiar with a number of essential administrative functions and duties.

Human Resources

Students will be exposed to and become familiar with a number of key issues and concepts associated with the realm of human resources.

Personal and Professional Development

Students will be exposed to and become familiar with aspects of personal and professional development including career planning and the management of stress.

Professionalism and Ethics

Students will be exposed to and become familiar with aspects of business ethics and social responsibility.

**Course Procedures and Policies**

This instructor demands a high level of class discussion and active participation. This course is designed around the assumption that people learn best and help others learn when they participate. Participation includes coming to class to share thoughts and perspectives, as well as taking notes and being an engaged listener. The more each student participates, the better this class will be. One of the best features of this class is the open exchange of ideas concerning our materials. Attendance and participation in this class is therefore considered mandatory. The instructor reserves the right to give unannounced quizzes if he believes the homework reading is not being done. Please do your homework and participate in class.

**Regarding the use of cell phones (text messaging) in class: DON'T USE THEM, please.**

**Attendance:** Because attendance and participation is a significant percentage of the total grade, it is important to be in class. You can't participate if you aren't here! So here's the deal: students in RCLS 470 are allowed (3) "free" absences (without the distinction between excused or unexcused), so use them wisely. After three absences, students will lose 50% of their participation grade per absence, up to (5) total absences. If a student misses more than (5) days for any reason, he or she will need to retake the course. If a student is sick, injured, or are experiencing some kind of personal crisis, please contact the instructor as soon as possible. Effective and timely communication is helpful in these cases.

Attendance also means attending the entire class. Persistent late arrivals or early departures are often distracting and disruptive, so please make every effort to minimize them. If a student misses a class, it is his or her responsibility to get the notes and information missed - from other students in the class.

**Course Assignments:** All of the class assignments have a specified due date, so pay attention to the syllabus (read it and refer to it often). Assignments must be handed in on time, i.e., at the beginning of class on the due date. Generally, I will not accept assignments that are more than four days late. If, however, a special circumstance does arise in regard to the timely completion of an assignment, the instructor should be contacted immediately.

One - two days late:	25% reduction in grade
Three - four days late:	50% reduction in grade
More than four days:	0.0 for the assignment

This course has been organized around class readings and discussion, three assignments, one group exercise, and two exams. Taken together, this seems like a lot of work; however, with good time management skills and proper attention to detail, the student of RCLS 470 will find this workload manageable and practical. Class assignments mirror many of the day-to-day duties expected of a recreation administrator. The specific requirements of each assignment will be handed out separately.

**Exams:** There are (2) exams in this course (mid-term and a second exam). See the class schedule for dates.

**Written Assignment Policies:** All written assignments are required to meet the following criteria:

- Have a font no smaller or bigger than 12-point.
- Be completed on a computer, i.e., I will not accept handwritten assignments!!!!
- Be stapled in the upper left-hand corner (folders, binders, etc., not accepted).
- Be double-spaced and in the appropriate format for the assignment.
- Have numbered pages, not including the cover sheet.
- Have an APA formatted cover sheet listing the following:
  - Name and number of course
  - Student's name
  - Instructor name
  - Date assignment or paper is due
  - Named title of assignment
- Meet APA Publication Manuscript style, i.e., references, citing (direct and paraphrased quotes, headings, etc.)

**Academic Dishonesty:** It is a violation of the Eastern Washington University Student Conduct Code to represent the work of others as one's own (plagiarism), fabricate research data, or to cheat on exams. Such acts of academic dishonesty can result in failure of the course and be subject to disciplinary action from the University. If students have any questions about academic integrity, please be sure to contact the instructor or go to the EWU Academic Integrity Policy, which is located on the EWU homepage.

**ADA Statement:** Eastern Washington University is committed to providing support for students with disabilities. If you are a student with physical, learning, emotional, or psychological disabilities needing an accommodation, you are encouraged to stop by Disability Support Services (DSS), TAW 124 and speak with Kevin Hills, the Manager DSS or call 509-359-6871.

**Internet Access, Canvas, and an EWU Email Account:** Each student should have Internet access and an EWU email address and account. Often times, it is most efficient to contact the instructor via email if there is a class question or concern. I usually respond within one business day. Further, course materials and announcements will be posted on the Canvas program.

#### **Grading and Evaluation Procedures**

Criteria for evaluation in this class include ordinary standards of good writing (clear expression; accurate punctuation, grammar, and spelling; well organized) and meeting specifications of individual assignments. Assignments must be handed in on or before announced deadlines. Assignments must be typed (12 point font) and double-spaced. Late assignments will be handled as outlined under "Course Procedures and Policy". All required assignments must be completed to earn a course grade of 2.5 or higher.

Grades will be assigned according to normal university standards, (which includes an assumption of basic literacy in English)

95%	4.0	86%	3.3	77%	2.7	68%	1.9
94%	3.9	85%	3.2	76%	2.6	67%	1.8
93%	3.8	84%	3.1	75%	2.5	66%	1.7
92%	3.8	83%	3.1	74%	2.5	65%	1.6
91%	3.7	82%	3.0	73%	2.4	64%	1.5

90%	3.6	81%	3.0	72%	2.3	63%	1.4
89%	3.5	80%	2.9	71%	2.2	62%	1.3
88%	3.4	79%	2.8	70%	2.1	61%	1.2
87%	3.4	78%	2.8	69%	2.0	60%	1.1

Final grades will be assigned according to the following breakdown:

<b>Assignment</b>	<b>Percent</b>	<b>Points</b>
Class Attendance and Participation:	8.1%	50 pts.
Reading Quizzes (3) and APA Quiz (1)	6.5%	40 pts.
Daytimer Exercise:	8.1%	50 pts
Professional Interview	16%	100 pts.
One (1) memo (per student)		(10 pts.)
Two (2) letters (one per student)		(20 pts.)
Description of the Organization		(20 pts.)
Interview Guide		(20 pts.)
Interview Summary		(30 pts.)
Policy Exercise (Group)	8.1%	50 pts.
Final Paper Peer Review	4%	25 pts.
Final Paper	16%	100 pts.
Mid-term Exam	16%	100 pts.
Second Exam	16%	<u>100 pts.</u>
		<b>615 total pts.</b>

## Weekly Outline

Week 1: Mar. 30 – April 2

Class Orientation & Administrative Skill Sets

**Reading:**      Chapter One:    Managers and Management (pp. 4 – 17)  
                      Chapter Thirteen: Managing Communication and Information (pp. 328 – 342)

Week 2: April 6 – 9

Skill Sets Cont'd, Management, Org. Design

**Reading:**      Chapter Two:    The Management Environment (pp. 29 – 42)  
                      Chapter Three:   Integrative Managerial Issues (pp. 47 – 51 and pp. 59 – 64)

Week 3: April 13 – 16

Org. Design Cont'd, Group Process & Interpersonal Skills

**Reading:**      Chapter Six:      Organizational Structure and Design (pp. 131 – 153)  
                      Chapter Nine:    Foundations of Individual Behavior (pp. 221-229 and pp. 239-241)  
                      Chapter Ten:     Understanding Groups and Managing Work Teams (pp. 249-265)

Week 4: April 20 – 23

Leadership, Supervision, and Decision Making

Reading:        Chapter Four:    Foundations of Decision Making (pp. 77 – 89)

### ASSIGNMENTS DUE:

*Memo to instructor due 4/23/15      (Professional Interview)*

Week 5: April 27 – 30

*Recreation Policy Exercise*

**Reading:**        Chapter Eight:    Managing Change and Innovation (pp. 199 – 214)  
                          Chapter Twelve: Leadership and Trust (pp. 299-318)

Week 6: May 4 – 7

*Administrative Functions*

**Reading:**        Chapter Five:    Foundations of Planning and Goal Setting (pp. 105 – 111 and pp. 117-124)

**Mid-term Exam:** (Scheduled for the 6<sup>th</sup> week – exact date: TBA)

Week 7: May 11 – 14

*Administrative Functions Continued*

**Reading:**        Chapter Nine:    Personality and Perception (pp. 230 – 236)

**ASSIGNMENTS DUE:**

*Daytimer due 05/14/15*

*Rough draft of final paper is due for peer review distribution (at start of class): 05/14/15*

Week 8: May 18 - 21

*Human Resources*

**Reading:**        Chapter Eleven: Motivating and Rewarding Employees (pp. 273 – 291)

**ASSIGNMENTS DUE:**

*All professional interview materials due: 05/21/15*

Week 9: May 26 – 28

*Human Resources (Continued)*

**Reading:**        Chapter Seven:    Managing Human Resources (pp. 161 – 186)

**ASSIGNMENTS DUE:**

*Return and discuss peer-review feedback: 05/28/15*

Week 10: June 1 – June 4

*Personal and Professional Development*

**Reading:**        Career Module:    Building Your Career (pp. 193 – 196)

**ASSIGNMENTS DUE:**

*Final paper due 06/04/15*

**Second Exam: Scheduled for Finals Week: TBA**

Modifications to the syllabus will be discussed with the class in advance of any changes.