San Jose State University.

Department of Hospitality, Recreation and Tourism Management.

HRTM 136

Principles of Leadership in Recreation and Park Administration.

Spring 2011.

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| Instructor: | Dr. Joe Schultz. |
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| Email: | [Boomerdoc@hotmail.com](mailto:Boomerdoc@hotmail.com) . |
| Office Hours: | By arrangement. |
| Class Days/Time: | Thursdays 6:00 pm. . |
| Classroom: | SPX 209. |

# Catalog Description:

In the context of leadership roles and responsibilities, examine issues related to the organization and administration of personnel, budgets, areas and facilities, programs, risk management, and liability.

# Purpose of the Course:

The goal of the course is to enable students to develop a solid understanding of leadership principles and the knowledge needed to successfully administer park and recreation personnel, programs, facilities, and services.

# Objectives:

# Through exams and assignments students will be able to demonstrate their:

* understanding and ability to properly utilize leadership styles, tools, and techniques.
* understanding of both the scope of leadership and the cultural influences on leadership.
* understanding of organizations and administrative structures with respect to leadership, organizational behavior, risk management, legal and contract issues.
* understanding of the operation of city and county park and recreation departments, and other providers of leisure services.
* ability to identify the type of jobs and work available in public recreation and parks at the special district, city, and county levels of government.
* understanding of concepts concerning the history and philosophy of the field of public park and recreation administration and the role of leadership in facilitating participant involvement.
* understanding of the decision-making process in public park and recreation organizations and the role of leadership in facilitating the engagement of multiple constituents in the process.
* understanding of sound fiscal management strategies.
* understanding of strategic planning and the role of assessment in the continuous improvement of programs, services, and agencies.
* understanding of the principles and procedures related to the operation and care of resources, areas, and facilities.

# Text:

Edginton, C.R., Hudson, S.D., & Scholl. **Managing Recreation, Parks, and Leisure: An Introduction.** Sagamore Publishing: Champaign, Illinois. 2001, Third edition - ISBN: 978-1-57167-528-6.

# Other Materials:

Other materials will be distributed via the web, email, and in class. Students not attending class sessions where handouts are distributed will be responsible for obtaining copies from the instructor or classmates.

# Teaching Methodologies:

This course is designed to have meaning for every student. I want students to think critically, speak publicly, and articulate their positions verbally and in writing. Students will use case studies, outside reading, class discussions, lectures, and research efforts to complete individual assignments and projects. Students will also be required to participate in teams (**t**ogether **e**veryone **a**chieves **m**ore) to produce personally creative projects.

# Papers / Reports:

All papers are due by the end of the class time on the date indicated in the course calendar or as otherwise indicated by the instructor. **No late papers will be accepted 24- hours after the due date.** If you are absent on the due date send me an e-mail with attached **“word”** doc and ask for a confirmation from me that I received it.

1. All written assignments must be typed and double spaced using a clearly readable 12-point font. Do not use script or other hard-to-read fonts. **HANDWRITTEN ASSIGNMENTS WILL NOT BE ACCEPTED – NO MATTER THE REASON.**
2. Assignments should be written in a concise and grammatically correct manner. Points will be deducted for poor or incorrect sentence structure, format, spelling, grammar, and word usage. Standard university writing style manuals must be used. **APA is the standard style manual for the College of Applied Sciences and Arts.** Other colleges and departments might use alternate style manuals (that is MLA). Identify the style manual you are using when writing your papers by listing it as one of your bibliographic entries.
3. All assignments must indicate clearly the student’s full name, day of class, time of class and instructor’s name.

## Assignment #1:– Develop a Management Theory.(February 17th ).

**Now that you are an expert on Fayol’s classical management theory, you are to develop a theory that is relevant for the millennial generation that is now entering the workforce.**

* **Identify individual values that are important for an organization’s employees as we go beyond 2009.**
* **What do you think should be the new functions of management based on these values and the transitions that have already taking place since Fayol’s original conceptualization of managerial principles and functions?**
* **Describe management/leadership strategies that you think are the best approaches for creating excellent recreation and park organizations.**
* **How do you think these organizations will need to change to adapt to societal changes and predictions that we are entering the ‘leisure era” by the year 2015?**
* **A written report will be submitted that should be no more than five (5) typed pages.**
* **An oral presentation will be given summarizing your theory.**

## Assignment #2: – Contemporary P & R Challenge.(March 17th).

**Students will be divided into teams (less than 4) to work on a contemporary issue and/or challenge facing public park and recreation providers. The challenge will entail:**

* **Reviewing contemporary challenges in local government.**
* **Using problem solving strategies (found in readings and class discussion) the group will collectively develop an action plan to address the challenge.**
* **Preparing a written report describing the group’s recommended course of action (one report per group) including the role of leadership in implementation of recommended action(s).**
* **Turning in a written report.**
* **Preparing a PowerPoint group presentation (approximately 10 minutes) to discuss the contemporary challenge and the group’s recommended course of action.**
* **Conducting group presentation.**

**This assignment will be graded on the following criteria:**

* **Relevance to contemporary challenges within the profession.**
* **Logic of course of action (integration of guidelines and problem solving strategies presented in class and text.)**
* **Professional appearance of group’s case study paper.**
* **Presentation (organization / flow or presentation and professional appearance / demeanor).**

## Assignment #3 :– Budget Plan.(Due April 7th ).

**HRTM 136 Budget Assignment**

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**Instructions:** You are developing a budget for the 2011-2012 fiscal years. Make the following adjustments and complete the entire budget. If no adjustment is suggested, use the figure from the previous year. Your assignment should include:

*Cover Letter*: This letter should be printed and accompany the budget and be written to your *board president*. *This is a letter and not a memo*. You wish to send a message of sound fiscal planning and support for adoption of your budget.

*Summary Sheet*: The summary sheet is a one-page listing giving the major headings and numbering system for all expenditures and revenues. Totals are given for each major heading; totals are also provided for expenditures and revenues *overall.* Although the summary precedes the Expenditures/Revenues breakdown, it is done after the specific figures are worked out.

Budget changes and adjustments to be made for 2011-2012are:

1. Provide a 2.7% increase in **each** of the Administration accounts.
2. Perform a decrease of $600.00 in the printing account for the **Administration Fund.**
3. You need to buy a new piece of **playground** equipment. The estimated cost is $1900.00. Adjust the Capital Expenditures account in the **Recreation Fund.**
4. Revenue from current taxes is expected to increase at 3.2% across the board. Make the necessary changes.
5. An At Risk Youth Program needs to be added within the **Program Fund.** Adjust the budget to reflect an addition of 3 part-time staff members for this program. No benefits need be calculated. $9.50 per hour, 20 hours per week, 45 weeks per year.
6. Motor vehicle insurance is to increase by 8%.
7. Postage is expected to increase by 1.7% across the board.
8. A monetary gift has been made to the Senior Citizens program in the amount of $3,500.00. This should be reflected in the budget.
9. Employee group insurance rates will increase 15%.
10. Attorney fees will increase by $3,500.00 across the board.
11. What is the percentage of increase or decrease between fiscal year 20010-2011 and the fiscal year 2011-2012 budgets?
12. What percent of the total budget (expenditures) is spent on salaries?

What are the sources of revenue?

The instructor has a handout for this assignment.

#4. **Legal Brief Assignment (April 21st ) (50 points)**

**Each member of class is responsible for both a written and verbal report to the class on Thursday, April 21st regarding a court case assigned to them. All the cases may be found on the web site (**[**http://classweb.gmu.edu/jkozlows/lawarts/artlist.htm**](http://classweb.gmu.edu/jkozlows/lawarts/artlist.htm)**)**

**You are to include in your report the following: (10 points each item)**

* **Short synopsis of the case – who is suing who, what happened?**
* **What are the legal issues or grounds for the case?**
* **Final court decision**
* **Key message(s) for practitioners in the profession of parks and recreation.**

## Assignment #5:– Agency Report / Trends in Recreation/Leisure Report.(Due – April 28th).

Each student will complete a report specific to a public park and recreation organization ***or*** another agency approved by the instructor. The report will entail:

* Identifying a public park/recreation organization to investigate.
* Contacting the agency to identify a staff member to interview. You must get approval of the person you are going to interview **prior** to the interview. Multiple interviews of the same manager will not be allowed. Coordinate your proposed interview with me. There will be a sign-up sheet for agency visits.
* Interviewing the staff member (using the outline provided by instructor as a guide).
* Preparing and turning in a written report.
* Preparing a presentation for the class on the findings of the report (10 minutes).

The report will be graded on the following criteria:

* Completion of items listed on report outline.
* Professional demeanor during presentation.
* Presentation (organization / flow or presentation and professional appearance / demeanor).

**Interview Content for the Trends in Recreation/Leisure Report:**

When interviewing the staff member (see third bullet above) find out their thoughts about the five most significant trends in leisure services that they envision for the next ten years. What are the trends? Is the manager happy about any of these trends? Why? Why not? How is the manager/leadership preparing his/her organization to meet the trends? What is your analysis of the manager based on your interview? Is the manager right about the trends? If yes, how do you know the manager is right about the trends? If not, how do you know? The trends report should be a maximum of three pages describing and evaluating the interview. For the report overall, follow the outline provided by the instructor and include in your report your recommendations with respect to assessment strategies that will help leaders understand and manage the organizational change implied by the trends presented.

# Mid Terms/Quizzes:

A mid-term examination will be given during the course. The mid-term exam will assess mastery of information from lectures and reading.

Quizzes will be given without announcement at the close of some class sessions. The quizzes will be short and will serve to provide incentives for completing reading assignments and being prepared at the ***beginning*** of class sessions.

# Final Examination:

A comprehensive final examination will be given at the end of the course. Any of the materials, discussions, lectures, and reading assignments may be used to develop the final examination.

# GRADING POLICY:

Final grades will be based on the assignments and class activities listed according to the following distribution of points:

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| --- | --- |
| Assignment. | Points. |
| Agency Report / Trends Paper/ Presentation. | 100. |
| Mid Term Exam/Quizzes/Law Review-Risk Mgt | 100+50+50= 200. |
| Budget Plan Assignment. | 100. |
| Contemporary Challenge. | 100. |
| Management Theory Paper and Presentation. | 100. |
| Comprehensive Final Examination. | 200. |
| Participation/ Chapter Questions. | 200. |
| Totals. | 1000 points. |

## Grading Rubric for Written Assignments:

In general, the following criteria and philosophy will be used when grading student work:

**Grade Criteria/Philosophy:**

1. **Excellent, scholarly, advanced college level, perfect grammar, APA format, original, creative ideas and delivery, impressive.**
2. **Very good college level work exceeds requirement, creative, thought provoking, grammar acceptable.**
3. **Met requirement, could improve in grammar, depth, consistency, and originality of thought.**
4. **Needs attention to grammar, content, sentence structure and syntax, and assignment objectives.**

## Grading Scale:

|  |  |
| --- | --- |
| **Grade.** | **Percentage.** |
| A plus. | 96.5-100%. |
| A. | 92.5-96.4%. |
| A minus. | 89.5-92.4%. |
| B plus. | 86.5-89.4%. |
| B. | 82.5-86.4%. |
| B minus. | 79.5-82.4%. |
| C plus. | 76.5-79.4%. |
| C. | 72.5-76.4%. |
| C minus. | 69.5-72.4%. |
| D plus. | 66.5-69.4%. |
| D. | 62.5-66.4%. |
| D minus. | 59.5-62.4%. |
| F. | Less than 59.5%. |

F. What happened? Failed to meet assignment requirements. Talk to instructor about improving.

## Notes for Success:

1. Take responsibility for your own learning.

2. Take pride in your work as it represents you! Make sure that you follow the appropriate APA manual guidelines for writing.

3. Remember that spelling, grammar, clarity of expression, and organization of ideas are critically important. They are worth up to 50% of all written assignments.

4. The student is responsible for arranging to take tests or to submit work at a time other than the time designated in the syllabus. The arrangements must be made in advance and final decisions are at the discretion of the instructor.

5. You are responsible to make up the content of classes missed by being informed and aware of current topics and due dates.

6. Quizzes are to reward people who participate responsibly and are on time. **The**

**opportunity to make-up quizzes will not be offered.**

7. We will discuss all assignments in class. Please be prepared to ask questions and get specific answers at that time.

8. My contact information is given at the top of this syllabus.

# ACADEMIC INTEGRITY:

“Your own commitments to learning, as evidenced by your enrollment at San Jose State University and the University’s integrity policy, require you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical development. [The policy on academic integrity can be found at the website http://sa.sjsu.edu/student\_conduct](http://sa.sjsu.edu/student_conduct). Violations of academic integrity include, but are not limited to, cheating, plagiarism or misrepresentation of information in oral or written form. Plagiarism means presenting someone else’s idea or writing as if it were your own. Such violations will be dealt with severely by the instructor. If you use another person’s idea or writing, be sure, the source is clearly designated.”

# Campus Policy in compliance with the American Disabilities Act:

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities requesting accommodations must register with the DRC (Disability Resource Center) to establish a record of their disability.

# COURSE SCHEDULE:

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| **Session #.** | **Date.** | **Tentative Topic/Assignment Reading/Assignment Due.** |
| **Session 1.** | **January 27.** | **Introductions and Course Overview – Discussion about Parks and Recreation Profession and the text used. The *Managing Recreation, Parks and Leisure Services text will be referred to as “MRPLS” in the schedule below.*** |
| **Session 2.** | **February 3.** | **Read Chapter 1 of MRPLS .** |
| **Session 3.** | **February 10.** | **MRPLS Chapter 2& 3, Parks and Recreation discussion.** |
| **Session 4.** | **February 17** | **MRPLS Chapter 8, Problem Solving in Parks and Recreation (PP). Management Theory - Assignment #1 due with presentations** |
| **Session 5.** | **February 24** | **MRPLS Chapter 4, Research tips at the Library** |
| **Session 6.** | **March 3** | **MRPLS Chapter 5, Management Theory Reports continued. NRPA Law Review/Risk Management assignment – due 4/21** |
| **Session 7.** | **March 10** | **MRPLS Chapter 6 and 7. Work on Assignment #2 & #5**  **CPRS Conference in Sacramento March 9-11th** |
| **Session 8.** | **March 17** | **Review for Mid-Term, MRPLS Chapter 8. Contemporary Challenge – Assignment #2 due with presentation.**  **Budgeting discussion and review of the budget assignment.** |
| **Session 9.** | **March 24**  **March 31** | **Mid-Term.**  **Spring Recess** |
| **Session 10.** | **April 7** | **MRPLS Chapter 10 & 11+Budget Assignment #3 due.** |
| **Session 11.** | **April 14** | **MRPLS – Field Trip re: Risk Mgt issues** |
| **Session 12.** | **April 21** | **MRPLS Chapter 13, NRPA Law Review/Risk Management assignment #4 due** |
| **Session 13.** | **April 28** | **MRPLS Chapter 9&14. Evaluating Community Services + Agency Report Assignment / Trends #5** |
| **Session 14.** | **May 5** | **MRPLS Chapter 12 Agency Reports con’d** |
| **Session 15.**  **Session 16** | **May 12**  **May 19** | **MRPLS Chapter 15. Wrap-up and review for Final Exam**  **Comprehensive Final Exam.** |

Excellence is achieved only through consistency and innovation and commitment!