

CALIFORNIA POLYTECHNIC STATE UNIVERSITY
San Luis Obispo
May 2010
RECREATION, PARKS, & TOURISM ADMINISTRATION

1. **Catalog Description**

RPTA 405 – Recreation, Parks, & Tourism Management (4)

The study, analysis, and practice of management processes as they are applied to recreation organizations: planning, organizing, motivating, and controlling. Emphasis upon application of theories, practices and case studies in specific recreation settings. 4 lectures. Prerequisite: RPTA 205, RPTA 210 or RPTA 260, senior standing or consent of instructor.

2. **Instructor(s)**

Bill Hendricks/Kendi Root

3. **Learning Objectives**

Upon successful completion of this course, the student will be able to:

- 1) Demonstrate entry-level knowledge of the historical, scientific, and philosophical foundations of the profession (7.01.02)
 - (a) Discuss the management practices of early parks, recreation and leisure professionals
 - (b) Develop a personal management and leadership philosophy
- 2) Demonstrate the ability to apply knowledge of professional practice and the historical, scientific, and philosophical foundations in decision making. (7.01.03)
 - (a) Understand ethical decision making
 - (b) Apply sound decision-making with rationale for various management case studies
- 3) Recognize basic facts, concepts, principles, and procedures of management/administration, and human resource management (7.03.01)
 - (a) Describe traditional and contemporary management theory and practices
 - (b) Understand planning and strategic planning steps
 - (c) Discuss recruitment, selection, and orientation strategies
 - (d) Identify common interview approaches and questions
 - (e) Describe motivation and leadership theories relevant to an organization
 - (f) Understand core competencies necessary in recreation, parks and tourism
- 4) Apply entry-level concepts, principles, and procedures of management/administration, and human resource management to recreation, parks and tourism administration (7.03.02)
 - (a) Write mission and vision statements
 - (b) Develop an organizational structure
 - (c) Draw a PERT diagram
 - (d) Implement decision making steps
 - (e) Write a job description
 - (f) Assess elements of an organizational culture

4. **Text and References**

Text:

Edginton, C. R., Hudson, S. D., Lankford, S. V., & Larsen, D. (2008). *Managing recreation, parks, and leisure services: An introduction* (3rd ed.). Champaign, IL: Sagamore.

References:

Arnold, M. L., Heyne, L. A., & Busser, J. A. (2005). *Problem solving: Tools and techniques for the park and recreation administrator* (4th ed.). Champaign, IL: Sagamore.

Hurd, A., Barcelona, R. J., & Meldrum, J. (2008). *Leisure services management*. Champaign, IL: Human Kinetics.

Kraus, R. G., & Curtis, J. E. (2001). *Creative management in recreation, parks, and leisure services* (6th ed.). Boston: McGraw-Hill.

Robbins, S. P., & Judge, T. A. (2008). *Organizational behavior* (13th ed.). India: Prentice-Hall.

Van Der Smissen, B., Moiseichik, M., & Hartenberg, V. J. (Eds.). (2005). *Management of park and recreation agencies* (2nd ed.). Ashburn, VA: National Recreation and Park Association.

5. **Topical Schedule**

- 1) Traditional Concepts of Management
 - (a) Scientific management
 - (b) Human relations movement
 - (c) Management science
 - (d) Human resources management
 - (e) Early recreation, parks, & tourism management practices
- 2) Modern Management Practices
 - (a) Models of management/leadership
 - (b) Management functions
 - (c) The contemporary recreation, parks, & tourism manager
 - (d) Balancing resources and recreation, parks, & tourism service delivery
 - (e) Partnerships and collaboration
- 3) Managerial Leadership Theory and Principles
 - (a) Trait, attribution, and behavioral theories
 - (b) Situational and contingency theories
 - (c) Transactional, transformational, and servant leadership
 - (d) Supervisory leadership
- 4) Mission, Goals, Vision & Policy
 - (a) Organizational vision and goal setting
 - (b) Organizational values
 - (c) Policy development

- 5) Recreation, Parks, & Tourism Employees
 - (a) Employee motivation, performance and development
 - (b) Job satisfaction
 - (c) Job design, analysis and responsibility
 - (d) Supervision and career enhancement
 - (e) Staffing, recruitment, hiring, compensation, personnel management
 - (f) Employment laws
 - (g) Employee evaluation
- 6) Organizational Structure, Culture and Behavior
 - (a) Structuring recreation, parks, & tourism organizations
 - (b) Organizational development and change
 - (c) Managing organizational culture
 - (d) Ethical issues and the organization's culture
 - (e) Functions of culture in organizations
 - (f) Evaluating organizational behavior
- 7) Planning and Decision Making
 - (a) Recreation, parks, & tourism planning
 - (b) Strategic planning
 - (c) Managerial decision making and problem solving

6. **Delivery Mode**

Lecture, group problem solving, discussion, case studies, and guest speakers

7. **Course Resources**

Classroom, Smart Room with projector, internet connection, DVD/video, Blackboard

8. **Assignments & Learning Experiences**

Case Studies

Case studies will be assigned throughout the quarter and will be completed both in and outside of the classroom. In-class case studies missed without an excused absence prior to class or the due date cannot be made up. Case studies will be completed on a group or individual basis as assigned. Details on specific cases and due dates will occur throughout the quarter. 50 points total

Quizzes

Four quizzes on assigned readings will occur during the quarter. Quizzes may be unannounced, will vary in structure and will be worth 10 points each. Scores will be used for three of the quizzes. The fourth quiz can be missed or dropped. No make-up quizzes will be allowed. 30 points total

Job Description

Each student will develop a job description of the student's ideal job. See separate handout. 10 points

Managerial Assessment

You are to interview a recreation, parks, & tourism manager who is in a career related to your concentration or area of interest. It is important that this interview take place with someone in a managerial position. It should not be a front-line supervisor. Student employees at the REC Center or with ASI are not acceptable. This assignment is designed to provide you with a real-world assessment of the course's content. Obtain the following information:

- 1) Identify the agency/organization, manager's name and position, and type of org (not-profit, public, etc.)
- 2) Ask the manager to identify the key trends and future challenges in the recreation, parks, and/or tourism field. Ask what they are doing to overcome challenges and keep up with trends.
- 3) Ask the individual to describe her/his managerial leadership philosophy and style. What did you learn from this description that you might use in your future career?
- 4) What are the most rewarding and frustrating aspects of the individual's role as a manager?
- 5) Obtain a copy of the organizational structure. What type of structure is it? Describe the structure and the positions in the organization. If a structure is not available, write it out.
- 6) Ask the individual to describe the organizational culture. Based on your interview, describe the elements of culture that you think are present in this organization.
- 7) Obtain the mission, vision, and goals of the organization. Also, ask the manager to describe her/his vision for the organization. Critique the organization's mission, vision and goals. Based on the interview how true is the organization to these values? Some of these items may not be available in smaller organizations. If there is not a mission/vision/goals in writing critique how the lack of a mission/vision/goals affects the organization. Individual paper 30 points

9. **Exams**

A midterm exam (50 pts) and a final exam (40 pts) will be given in class. The exams will cover lecture, guest speakers and material from the text. Even if a topic is not discussed in class, it is still fair game for the exam.

10. **Policies**

All students are expected to attend and participate in class. Attendance will be taken on a regular basis and participation in class activities and discussions will be noted. Please remember your participation is what will make the class a success! It is important to participate in lecture and case study portions of this class. All papers for this class must be word-processed or typed double spaced. All assignments are to be turned in at the beginning of class on the due date. APA format is required when references are used. LATE ASSIGNMENTS WILL BE REDUCED 10% FOR EACH DAY LATE.

Civility, appropriate conduct and ethical behavior will be expected of all students. Plagiarism and other forms of cheating will not be tolerated and will result in a

failing grade for the assignment and/or course and will be reported to the Office of Student Rights & Responsibilities.

As an upper division, management class, all writing assignments will be expected to be written in a professional manner, without spelling and grammatical errors.

Individual time allotted for the class should be a minimum of two hours of class outside the classroom for every hour of class inside the classroom. Thus, four hours lecture, eight hours study outside = 12 hours per week.

Reasonable accommodations will be made for students with verifiable disabilities who are registered with the Disability Resource Center (Student Services Building 124, 756-1395). The URL for the DRC website is <http://drc.calpoly.edu/>. In order to receive accommodations, students should notify the instructor by the end of the second week of classes."

11. **Grading Criteria**

Written exams, quizzes, case study analysis and managerial assessment project

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|-----------------------|----------------|
| Case Studies | 50 pts |
| Quizzes | 30 pts |
| Job Announcement | 10 pts |
| Managerial Assessment | 30 pts |
| Midterm | 50 pts |
| Final | 40 pts |
| Participation | 10 pts |
| TOTAL | 220 pts |

Grade Scale

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|---------|----|-------|----|-------|----|
| 93-100% | A | 80-82 | B- | 67-69 | D+ |
| 90-92 | A- | 77-79 | C+ | 63-66 | D |
| 87-89 | B+ | 73-76 | C | 60-62 | D- |
| 83-86 | B | 70-72 | C- | <59 | F |

Topics & Readings Calendar - RPTA 405
Winter, 2010

| <i>Topics</i> | | <i>Readings</i> |
|--|---|--|
| 1/4 | Introduction to Course & Management | |
| 1/6 | Management of Recreation, Parks, & Tourism | Chapter 1 |
| 1/11 | Management Theory & Practice | Chapter 2 |
| 1/13 | Mission, Vision, Goals | Chapter 3 |
| 1/18 | HOLIDAY Martin Luther King, Jr. | |
| 1/20 | In Search of Excellence (oldie, but goodie) <i>CTTC International Summit Hollywood</i> | |
| 1/25 | Policy & Guests | Chapter 3 Mission/Vision Case Due |
| 1/27 | Organizational Structure | Chapter 4 |
| 2/1 | Organizational Culture | Chapter 4 cont. |
| 2/3 | Midterm | |
| 2/8 | Office Space | |
| 2/10 | Ethics & Responsibility | Org Culture Case Due |
| 2/15 | Walmart & Case Study & Case Study | Chapter 5 |
| 2/17 | Motivation & Leadership | Chapter 6 |
| 2/22 | Planning, Decision Making & Problem Solving | Chapter 7/Chapter 8 Motivation Case Due |
| 2/24 | Partnerships, Collaboration, & Cooperation | Chapter 9 |
| 3/1 | Human Resources & Guests | Chapter 10 |
| 3/3 | Human Resources | Chapter 10 cont. Managerial Assessment Due |
| 3/8 | Human Resources | Chapter 10 cont. Job Description Due |
| 3/10 | <i>CPRS Conference Palm Springs</i> | |
| Finals Week – Final 10:10am – 1:00pm Wednesday 3/17 | | |