

Eastern Washington University

Fall 2021

Administration, Organization, and Supervision in Recreation and Leisure Services

RCLS 470

General Information

Instructor: Dr. Matthew Chase, Professor of Recreation and Tourism Management
Office: PEC 242
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Zoom URL: <https://ewu.zoom.us/j/5093597964>
Class Meets: 11:00 - 11:50 am, Monday – Thursday
Location: PEC 104
Office Hours: Wednesday (9:00 – 11:00am) and Thursday (9:00 – 11:00am)

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, RCLS 385, and RCLS 425)

Text:

Robbins, Coulter, & DenCenzo (2020). *Fundamentals of Management: Management Debunked*. (11th 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 you read all assigned material for class. Even if not explicitly discussed, lectures, discussion, and class exercises may assume your knowledge of the reading material.

COAPRT/Program Learning Outcomes to be addressed in this class:

7.01a: Students graduating from the program shall demonstrate the following entry-level knowledge: a) the nature and scope of the relevant park, recreation, tourism or related professions and their associated industries;

7.01b: Students graduating from the program shall demonstrate the following entry-level knowledge: b) techniques and processes used by professionals and workers in these industries;

7.01c: Students graduating from the program shall demonstrate the following entry-level knowledge: c) the foundation of the profession in history, science and philosophy.

7.03: 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.

7.04: Students graduating from the program shall demonstrate, through a comprehensive internship of not less than 400 clock hours and no fewer than 10 weeks, the potential to succeed as professionals at supervisory or higher levels in park, recreation, tourism, or related organizations.

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

Masks Required: COVID-19 Safety Protocols: As of the start of the fall 2021 term, everyone is required to wear a face mask while attending this course. EWU requires all persons to wear masks while attending in-person activities for this course. Students who fail to abide by this safety protocol will be reminded of the protocol and asked to comply. If a student continues to not comply, the instructor may ask the student to leave the learning environment on an emergency basis due to the threat to others' health and safety.

The student will not be allowed back in the learning environment until the student meets the safety protocols. This absence may impact the student's grade and will be counted as an unexcused absence. The student may also be referred to Student Rights & Responsibilities for failure to comply with EWU Policy 602-02 (Immunization) and the Governor's and university directives. If a student is not able to comply with the face mask protocol due to medical or disability-related reasons, they should immediately contact Student Accommodations and Support Services and request an accommodation. Although this course is being offered in person, the university reserves the right to modify the method of delivering the course for health and safety reasons.

Participation: The 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 your thoughts and perspectives, as well as taking notes and being an engaged listener. The more you participate, 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. Please do your homework and participate in class. PLEASE NO USE OF DEVICES IN CLASS - UNLESS THE INSTRUCTOR GIVES APPROVAL.

Attendance: Because attendance and participation are a significant part of the grade in RCLS 470, it is important to be in class. You can't participate if you aren't here! So, here's the deal: Students are allowed four (4) "free" absences (without the distinction between excused/unexcused), so use them wisely. After that, students will lose 50% of the participation grade per absence, up to six (6) total absences. If a student misses more than six (6) 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.

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, discussion, Canvas quizzes, four 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. The 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 final exam). See the class schedule for dates.

Reading Quizzes: There are at least three reading quizzes scheduled for this class. Each quiz is worth 10 points, for a total of 30 potential points by the end of the quarter. The quizzes include closed-ended questions (e.g. multiple choice and true/false) and are completed electronically through Canvas. All quizzes are timed and are intended to be "open book" and "open notes". I will announce in class and on the Canvas program when we are in cycle for a quiz (normally I will give the class at least a week's advance notice). Once the quiz is published, students will have a 24 – 48-hour window to answer the questions on Canvas. This is a one-time effort, per quiz (in other words students do not get to re-take quizzes). I will review quiz content during class time.

Taking Quizzes and Exams: Quizzes and exams are found in a folder inside the "Assignments" section. Students will be able to access each quiz/exam **one time only**. Therefore, do not start a quiz/exam until you are certain you have time to complete the process. All quizzes/exams are "open book" and "open-notes". While taking quizzes/exams, it is very important to navigate through the quiz/exam using the buttons on the Canvas page, **do not hit the back button or arrow** on your computer. This may lock you out and interfere with completion of the quiz/exam. Make sure everything on your computer is up-to-date and compatible with Canvas before attempting a quiz/exam in order to avoid frustrations.

In the event of a Canvas failure, please email the instructor. Canvas failures happen infrequently, and when they occur, the University notifies the instructor. To state that Canvas failed when it did not is academic misconduct. If a Canvas failure has not occurred, but you are "knocked offline" due to your Internet connection or PC failure, email the instructor. Please note that **you are required to use a high-speed connection for the quizzes and exams. Wireless can work but don't use it unless you have a highly reliable connection. Do not attempt take your quiz/exam on a cell phone or tablet.** Upon the second occurrence of being knocked offline during a quiz/exam, the instructor may require the student to have quizzes and exams proctored.

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, including the cover sheet.

Have a cover sheet listing the following:

Name and number of course

Student's name

Date assignment or paper is due

Named title of assignment

Instructor name

Meet APA Publication Manuscript style, i.e., references, citing (direct and paraphrased quotes, headings, etc.)

Internet Access and Email Account: Each student should have Internet access and an ewu.edu email address and account. Often times, it is most efficient to contact the instructor via email if you have a class question or concern. I usually respond within one business day. In addition, course materials and announcements will be posted on a class website within the Canvas program (address and instructions to be announced). Students will need an eagles.ewu.edu account in order to access the Canvas program.

Navigate Student: (mobile and desktop versions available) will guide you from orientation to graduation. Eastern Washington University utilizes Navigate Student to keep you informed of important due dates and deadlines and the desktop version will be your tool to register for next term's classes. Stay informed and connected, and on the right path to complete your degree. Make appointments, get personalized information, deadlines and important dates, resources, and connect with other students in your classes. Download the mobile version in your app store **and** access the desktop version at ewu.navigate.eab.com

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 C or higher.

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

RCLS Grade Scale			
Grade	Percentage	Grade	Percentage
A	94 -100	C	74 - 76
A-	90 - 93	C-	70 - 73
B+	87 - 89	D+	67 - 69
B	84 - 86	D	64 - 66
B-	80 - 83	D-	60 - 63
C+	77 - 79	F	59 and below

Final grades will be assigned according to the following breakdown:

Assignment	Percent	Points
Class Attendance and Participation:	7%	40 pts.
Reading Quizzes (3)	5%	30 pts.
Daytimer Exercise:	8%	50 pts
Professional Interview	17%	100 pts.
Following Directions		(10 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		(20 pts.)
Policy Exercise (Group)	4%	25 pts.
Ref Works Annotated Bibliography	8%	50 pts
Final Paper	17%	100 pts.
Mid-term Exam	8%	50 pts.
Final Exam	8%	<u>50 pts.</u>
		495 total pts.

Academic Integrity:

- Violations of academic integrity will not be tolerated. Examples of academic dishonesty include misrepresenting others' work as your own, failure to provide proper citations in written text, stealing or destroying material intended for the use of other students, using notes or cell phones during exams, taking photographs of exams, assisting others during exams, copying someone else's work, letting his or her work be copied. **Any** violation of academic integrity for any assignment in this class may result in an XF grade *for the course as a whole*. An XF grade indicates that you failed the course for violating EWU's policy on academic integrity.
- Any form of academic dishonesty will be documented and reported to the Vice Provost for Undergraduate Affairs. A student who cheats on a test, quiz or homework assignment (copying someone else's work, letting his or her work be copied, talking or sharing a calculator during an exam and other forms of cheating) will receive a zero on the assignment or assessment. Another incidence of cheating may result in a grade of XF for the quarter. (XF on a transcript indicates that a student received a 0.0 because he or she cheated.)
- EWU expects the highest standards of academic integrity of its students. Academic honesty is the foundation for a fair and supportive learning environment for all students. Personal responsibility for academic performance is essential for equitable assessment of student accomplishments. The university supports the faculty in setting and maintaining standards of academic integrity. Charges of academic dishonesty are reviewed through a process that allows for student learning and impartial review.
- **Statement on plagiarism and academic fraud:** Broadly speaking, plagiarism occurs when an author uses the words, ideas, and/or phrasing of another author (either directly or in paraphrase) without proper attribution. Cutting and pasting sentences, paragraphs, or entire articles written by someone else into your essay and then submitting it as your own is the obvious example. However, academic fraud is broader than this. For example, if you use the words of another author but fail to put quotation marks around them, that's plagiarism. Or if you put quotation marks around them but fail to provide a citation, that's plagiarism too. Using the notes or class materials of another student in the completion of an exam or other assignment (whether it's an in-class or take-home exam), is cheating. If you *provide* your notes/class materials to another student who then uses them to complete an assignment, that could be defined as cheating too.

In addition, there's a difference between collaboration and collusion. Collaboration involves things like talking, thinking, or brainstorming with your fellow students and is generally encouraged. Collusion occurs when that collaboration results in the submission of identical or substantially similar work by two or more students and is always frowned upon. There is a difference between careless academic practice and the

outright intent to deceive, and sanctions for such offenses can be modulated depending on the professor's view of the seriousness of the offense. The point is that you need to be triple-extra sure about what sorts of collaboration are permitted by your instructors and which aren't. Do not assume anything! Just because a certain kind of collaboration has not been expressly prohibited by an instructor does not mean it's permitted. Just because some professors permit collaboration does not mean they all do. Any student found guilty of plagiarism or other academic fraud in this class will automatically receive a 0.0 grade for the course. I reserve the right to refer especially serious instances of academic fraud (e.g. an obvious intent to deceive) to the appropriate university authorities and request the more serious sanction of an X/F grade for the course. Please consult with me if you're even slightly unsure of what this all means.

EWU's academic integrity policy is available online at: <http://access.ewu.edu/Undergraduate-Studies/Curriculum-and-Policies/Academic-Integrity.xml>

Students with Disabilities: Eastern Washington University is committed to providing support for students with disabilities. If you are a student with physical, learning, emotional, or psychological disability needing an accommodation, you are encouraged to contact the office of Student Accommodations & Support Services (SASS). They can be reached at 509-359-6871, 509-359-7458 or dss@ewu.edu www.ewu.edu/dss.

Time Commitment

As per the guidelines for Eastern Washington University, for each credit hour spent in a lecture-discussion setting in the classroom, per week, requires 2-hours of outside preparation time. This is a 4 credit-hour class, and you can expect to put in up to 8-hours per week outside of the classroom on the preparation, reading, and project assignments.

Withdrawal/ Incomplete

If it becomes necessary for a student to withdraw from the course, it is his or her responsibility to do so. To receive an incomplete (X), a student must be passing the course when a verifiable documented emergency occurs after the last withdrawal date.

Syllabus Disclaimer

This syllabus has been created as a guide to the class and is as accurate as possible. However, all information is subject to be modified as class needs change. This is particularly important to remember with the current health crisis. There is a chance we will switch to online learning at some point in the quarter if things become worse with the Covid infection rate. I will need to make modifications to the course and some assignments if this takes place. I ask students to be patient and adaptable. In turn, I will offer timely communications. Please know that I am 100% committed to fairness, consistency, and transparency with all students. Thank you.

Weekly Outline

Week 1: Sep. 22– 23

Class Orientation & Administrative Skill Sets

Reading: Chapter Fourteen: Managing Organizational Communications (pp. 451 – 461)

Week 2: Sep. 27-30

Administrative Skill Sets Continued (Class Assignments)

Reading: Chapter One: Managers and Management in Today's Workforce (pp. 4 – 21)

Week 3: Oct. 4 – 7

Principles of Management

Reading: Chapter Two: The Management Environment (pp. 40 – 55)
Chapter Three: Integrative Managerial Issues (pp. 66 – 76)

Week 4: Oct. 11 – 14

Organizational Design

Reading: Chapter Eight: Organizational Structure and Design (pp. 230 – 254)

ASSIGNMENTS DUE:

Memo to instructor due 10/14/21 (Professional interview)

Week 5: Oct. 18 – 21

Managing Change, Group Process, and Work Groups/Teams

Reading: Chapter Six: Managing Change and Innovation (pp. 166 – 185)
Chapter Ten: Understanding Groups and Managing Work Teams (pp. 312 - 330)

Week 6: Oct. 25 – 28

Leadership, Supervision, and Decision Making

Reading: Chapter Fourteen: Managing Organizational Communications (pp. 442 – 450)
Chapter Four: Making Decisions (pp. 92 – 113)

Mid-term Exam: (Exact Date: TBA)

Week 7: Nov. 1 - 4

Recreation Policy Exercise

Reading: Chapter Thirteen: Leadership and Trust (pp. 411 - 429)

ASSIGNMENTS DUE:

Ref Works Annotated Bibliography due: 11/04/21

Week 8: Nov. 8 - 10

Administrative Functions

Reading: Chapter Five: Planning and Goal Setting (pp. 132 – 153)

ASSIGNMENTS DUE:

Daytimer due 11/11/21

Week 9: Nov. 15 - 18

Administrative Functions

Reading: Chapter Eleven: Understanding Individual Behavior (pp. 342 – 358)

ASSIGNMENTS DUE:

All professional interview materials due: 11/18/21

Week 10: Nov. 22 - 23

Human Resources

Reading: Chapter Twelve: Motivating and Rewarding Employees (pp. 378 – 397)

Week 11: Nov. 29 – Dec. 2

Human Resources Continued

Reading: Chapter Nine: Managing Human Resources and Diversity (pp. 266 – 295)

ASSIGNMENTS DUE:

Final paper due 12/02/21

Final Exam: Thursday, December 9, 2021 (10:30am to 12:30pm)