

**LOCK HAVEN UNIVERSITY OF PENNSYLVANIA
LOCK HAVEN, PENNSYLVANIA**

RECREATION MANAGEMENT

**ORGANIZATION AND MANAGEMENT OF RECREATION
RECR415**

I. Introductory Information:

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| A. Department Name: | Recreation Management |
| B. Department Catalog Number: | RECR 415 |
| C. Course Title: | Organization and
Management of Recreation |
| D. Semester Hours of Credit: | 3 |
| E. Clock Hours Per Week: | 3 |
| F. Overlay: | None |
| G. Restrictions Upon Student Registration: | Recreation Management
students who are enrolled in the Professional Semester. |

II. Description of the Course:

An investigation and analysis of management information from a variety of sources. The ultimate goal of this course is to have the student understand the complicated role of the manager in leisure service organizations with regard to three major categories: General Management, Human Resource Management, and Executive Development. It is designed to meet the National Recreation and Park Association's (NRPA) competencies for accreditation.

III. Exposition:

A. Objectives:

Upon completion of this course, students will be able to do the following:

1. Appraise the concepts of organizational behavior, accountability, interpersonal relations, and decision-making strategies. (NRPA 8.30)

2. Critique ethical principles and professionalism as applied to all professional practices, attitudes, and behaviors in leisure services delivery. (NRPA 8.10)
3. Analyze personnel management techniques, including job analysis, recruitment, selection, training, supervision, career development and evaluation of staff, volunteers, and interns. (NRPA 8.31)
4. Compare various techniques of financing, budgeting, and fiscal accountability. (NRPA 8.33)
5. Explain the legal foundations and responsibilities of leisure service agencies and of the legislative process, and the impact of policy formation on leisure behaviors and service in all levels of government, community organizations, and business enterprise. (NRPA 8.37)
6. Analyze legal concepts including: contracts, human rights, property, and torts, as applied to leisure service agencies. (NRPA 8.38)

B. Activities and Requirements:

1. Required reading assignments
2. Active class participation
3. Hiring Assignment (NRPA 8.31)
4. Group and individual projects (NRPA 8.30, 8.31, 8.33)
5. Case studies in law (NRPA 8.37, 8.38)
6. Ethical dilemmas (NRPA 8.10)
7. Case studies and discussion
8. Written assignments
9. Tests & exams

C. Major Units and Time Allotted:

1. Management in Recreation and Leisure Services (NRPA 8.30) (10 hours)
 - a. The Evolution of Management in Leisure Services
 - b. Management in the 21st Century
 - c. Managers and Leadership Styles
2. Organizational Structure (NRPA 8.30) (7 hours)
 - a. Formal vs. Informal Structure
 - b. Organizational Charts
 - c. Functional Organization
 - d. Task Force Organization
 - e. Matrix Organization
3. Ethics and Leisure Service Management (NRPA 8.10) (3 hours)
 - a. Social Responsibility
 - b. Professional Ethics in Recreation /Leisure Services

- c. Ethical Decision-Making
- 4. Policy Development (NRPA 8.37) (2 hours)
 - a. Mission
 - b. Vision
 - c. Goals & Objectives
 - d. Policy Making
- 5. Staff Development and Management (NRPA 8.31, 8.38) (6 hours)
 - a. Legal Aspects of Human Resource Management
 - b. Job Analysis
 - c. Job Descriptions
 - d. Recruitment Process
 - e. Selection Process
 - f. Evaluation Process
 - g. Performance Appraisal
 - h. Personnel Policies
- 6. Fiscal Management (NRPA 8.33) (5 hours)
 - a. Role of Fiscal Management
 - b. Budget Process
 - c. Budget Execution
 - d. Fiscal Reports
- 7. The Legal Aspects of Recreation & Leisure Services (NRPA 8.37, 8.38) (6 hours)
 - a. Legal Foundations
 - i. Terminology
 - ii. Contract Law
 - iii. Tort Law
 - b. Risk Management & Liability
 - c. Inclusive Recreation & Special Populations
 - d. Legislative Action & Policy Formation
- 8. Indoor & Outdoor Facilities Management (NRPA 8.32) (3 hours)
 - a. Principles of Operation
 - b. Regulations, Standards, Codes, and Ordinances
- 9. Examinations (3 hours)

D. Materials and Bibliography:

1. Suggested textbook:

Edginton, C. Hudson, S. & Lankford, S. (2001). *Managing recreation, parks, and leisure services: An introduction*. Sagamore: Champaign, IL.

2. Other materials:

Videos

3. Bibliographic support:

Allison, M.T. & Schneider, I.E. (2000). *Diversity and the recreation profession: Organizational perspectives*. State College, PA; Venture Publishing.

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 Publishing Inc.

Bannon, J.J. (1999). *911 Management*. Champaign, IL: Sagamore Publishing Inc.

Dennis, S. (2001). *Natural resources and the informed citizen*. Champaign, IL: Sagamore Publishing Inc.

Dustin, D. I., McAvoy, L.H. & Schultz, J.H. (2002). *Stewards of access/custodians of choice*. Champaign, IL: Sagamore Publishing Inc.

Hitt, W.D. (1985). *Management in action*. Champaign, IL: Sagamore Publishing Inc.

Hitt, W.D. (1988). *The leader-manager*. Champaign, IL: Sagamore Publishing Inc.

Hronek, B.B. & Spengler, J.O. (2002). *Legal liability in recreation and sport*. Champaign, IL: Sagamore Publishing Inc.

Kraus, R.G. & Curtis, J.E. (2000). *Creative management in recreation, parks, and leisure services*. St. Louis, MO: Times Mirror/Mosby College Publishing.

Sawyer, T.H. & Smith, O. (1999). *The management of clubs, recreation, and sport*. Champaign, IL: Sagamore Publishing.

IV. Standards

Grades will be assigned in accordance with the grading policies of the University and will be based on the quality of work demonstrated by the students in meeting the course requirements.

V. Rationale and Impact:

- A. This is a revision of an existing course to meet accreditation standards set forth by the National Recreation and Parks Association (NRPA).
- B. The course is required for all students majoring in recreation management.
- C. No other department will be affected by the revision of this syllabus.

VI. Cost and Staff Analysis:

none

VII. Date approved by University president:

Signature of the President

Date