

University of Florida
College of Health and Human Performance
Department of Tourism, Recreation and Sport Management

LEI 3500 - Administration of Leisure Services
Fall 2009 (3 credit hours)

Instructor	Dr. Bertha Cato
Contact Information:	Office Location FLG Rm. 302 Email: bcato@hhp.ufl.edu 392-4042 x1319
Class Meets:	MWF 1:55 – 2:45 p.m. FLG Rm. 245
Office Hours:	M & W 10:30 a.m. -12:00 p.m.; W 3:00-4:00 and by appointment
Department Chair:	Dr. Michael Sagas, Chairman - Rm. 300 FLG
Required Text:	Edginton, C. R., Hudson, S.D., & Lankford, S.V. (2001). <i>Managing Recreation, Parks, and Leisure Services: An Introduction</i> . Sagamore Publishing, Champaign IL.
Course Website:	https://elearning.courses.ufl.edu

Course Description:

LEI 3500 will provide students with a basic understanding of the administration process relative to the provisions of recreation, parks, hospitality, and tourism businesses. Topics and discussions will include management theory and practices, managerial leadership, communication and staff motivation, marketing, evaluation, decision-making and problem solving, financial management, human resources management, and contemporary issues in diverse communities and sustainability.

Course Objectives:

1. To assist the student in understanding the role of management and administration in recreation, parks, hospitality and tourism businesses.
2. To understand and explain the administration processes, including concepts of visioning, organizational behavior, program and staff evaluation, resource allocation, interpersonal relationships and decision making.
3. To compare and contrast various traditional and contemporary theories of management.
4. To know challenges and issues impacting the administrators of parks, recreation and tourism agencies.
5. To understand the roles, interrelationships, and use of diverse leisure delivery systems in promoting community development.

6. To understand the principles and procedures of human resource management.

<u>Course Requirements:</u>	<u>Point Value</u>	<u>Percentage</u>
Exam I	100	20%
Team Discovery Discussions/Exercises/Case Studies.	100	20%
Mini Research Paper	100	20%
Value Added – Applied Research Project	<u>100</u>	20%
TOTAL POINTS	400	

Note: Grades will be based on the University’s Minus Grades Scale which may be seen at the following web-site <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html> **Final grades will be assigned according to the following scale:**

A = 4.0	A- = 3.67
B+ = 3.33	B = 3.0
B- = 2.67	C+ = 2.33
C = 2.0	C- = 1.67
D+ = 1.33	D = 1.0
D = .67	E = 0

Team Discovery Discussions/Exercises. To stimulate class discussions and critical thinking, the Professor will provide discussion questions, case studies or exercises for team responses. Students will self select 3 group members for their team. Some questions/exercises will require out-of-class meetings to establish a team position. Questions are designed to entice students to read assigned readings, conduct further research, reflect, and integrate personal experiences and opinions. Thereafter, each team will develop a team response and receive a team grade. All responses will be shared with the class. Questions will be assigned a number of points.

Mini Research Paper. Recent growth has catapulted the tourism and leisure services industries into very large industries (i.e. Tourism has a 12% share of the global GDP and has provided economic benefits to many areas. This growth has threatened vulnerable destinations (natural resources, historical cultural traditions, policies, etc) and challenged management and administrative practices. As a team, identify and research a current issue that administrators are challenged with given this growth. Topics may relate to natural resource management, uncontrolled tourism growth, currency leakage that deprive local communities of tourism-generated income, devaluation of cultures, lack of experience of locals or other social and cultural conflicts. This is a multi-task assignment which will include the following components:

1. In consultation with the Professor, each team will identify and document their issue using at least 5 journal articles.
2. Develop a topical outline of points to be covered in the paper.
3. Write a 8-10 pages summary of your article including suggested strategies to deal with your issue and your reaction.
4. Prepare a 25 minute PowerPoint presentation of your paper.

5. Plan active-learning exercises (discussion questions, case studies, etc) to engage the class in your topic.
6. Identify 1-2 articles for the class to read one week prior to your presentation.

The following represents a list of potential journals you may find pertinent articles:

Journal of Park and Recreation Administration
Leisure Science
Journal of Travel and Tourism
Journal of Experiential Education
Athletic Management
Journal of Physical Education and Recreation

Journal of Leisure Research
Journal of Therapeutic Recreation
Journal of Festival and Events
Athletic Business
Parks and Recreation
Annals of Tourism

Value Added – Applied Research Project: This will be a Part II to the above exercise. Identify a tourism destination, and conduct a brief qualitative study inquiring about the nature of your issue with their agency. First, you will develop some research questions and with the assistance of the Professor identify a method to answer your research questions (interview, focus group, etc). Summary findings and compare findings to you literature review.

Case Studies: As a team, select a case study that reflects a 21st century management challenge from Arnold, Heyne & Busser's (2005) Problem Solving Tools and Techniques book. The case study should aid students in gaining a better understanding of the difficulties in applying concepts and principles to solving operational problems. Students will have an opportunity to apply the problem-solving model discussed in class. Each group will dramatize their case and thereafter offer strategies to resolve the problem. Strategies should be based on documented materials and the input of experts in the profession.

Attendance:

Each student is expected to be a part of a team and fully participate in all team exercises. Teams will evaluate group members for each discussion exercise. There are no provisions for making up Team Discovery Exercises. All team members must arrive in class by the start of class - 1:55.

Special needs:

Students requesting classroom accommodation must first register with the Dean of Students Office and let me know by the third class. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

Exam:

Exam will be developed from readings, class assignments, lectures and student research presentations. Students are expected to take the exams as scheduled. Exceptions will be made only for documented illnesses and official university activities. Unexcused absences for an examination will result in a score of 0 (zero) for that exam.

Classroom Guidelines

It is expected that all students arrive, on time, prepared for class and that all cellular phones and pagers be turned off during class. Reading the newspaper, surfing the web, or disrupting the class will not be tolerated. Eating in class is against HHP policies. If at any time you feel the need for assistance and/or information concerning the course, see the Professor as soon as possible.

Honor Code

We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.

“The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge are diminished by cheating, plagiarism and other acts of academic dishonesty.”

TENTATIVE CLASS SCHEDULE

(Changes will be announced in class prior to a noted time period)

Part I

Week 1

Introduction of Course and Course Requirements
Trends Influencing Management of Tourism, Parks, Recreation and Sport
Organizations and Managerial Implications
Leisure Service Manager and the Management System – A 21st Century
Perspective
Read Chapter 1

Week 2

Leisure Services Managers and Social Transformations
Management Challenges of the 21st Century
Management Theory and Practice
Team Discovery Exercise #1
Read Chapter 2

Weeks 3-4

Managerial Leadership and Leadership Theory
Staff Empowerment
Staff Motivation
Team Discovery Exercises #2 & 3
Reading Assignment – Chapters 3, 5 and the following article:

Conger, J. A., & Kanungo, Rabindra. (1988). The Empowerment process: Integrating theory and practice. *Academy of Management Review*, 13(3), 471-

Week 5

Managers, Goals, and Policy Development
Visioning and Goal Setting
Structuring the Leisure Service System

Team Discovery Exercise #4
Read Chapters 4 & 6

Week 6 Planning, Decision Making, and Organizational Effectiveness
Assessment of Community Needs Related to Recreation Facilities &
Services
Team Discovery Exercises #5 & 6
Read Chapter 7 and the following articles:

Kahnweiler, W. M. and Thompson, M. A. (2000). Levels of desired, actual and perceived control of employee involvement in decision making: an empirical investigation. *Journal of Business & Psychology*, 14(3), 407-4.

Byers, T. & Slack, T. (2001). Strategic decision-making in small businesses within the leisure industry. *Journal of Leisure Research*, 33(2), pp. 121-136.

Weeks 7-8 ***Exam I – October 12, 2009 (Chapters 1-7, plus articles)***
Marketing Leisure Services
Creative Fiscal Management
Team Discovery exercises #7 & 8
Read Chapters 8 & 9

Eccles, G. (1995). Marketing sustainable development and international tourism. *International Journal of Contemporary Hospitality Management*, 7(7), 20-26.

Anderson, K. H. & Freimund, W.A. (2004). Multiple dimensions of active opposition to the recreational fee demonstration program. *Journal of Park and Recreation Administration* 22(2), 44-64.

Weeks 9-10 Interagency Cooperation and Collaboration
Issues/Tensions in Tourism & Leisure Services
Team Discovery Exercise #9

Read Chapter 12

Weeks 11-12 Human Resource Management: Maximizing Staff Performance
Human Resource Management and the Law
Team Discovery Exercise # 10
Read Chapter 10 and the following articles

Anderson, D. M. and Shiner, K. J. (2003). Gender equity in the context of organizational justice: a closer look at a reoccurring issue in the field. *Journal of Leisure Research*, 35(2), 228-248.

Roberts, Nina S (2002). Innovation and resourcefulness: Recruit and retain a diverse staff in the 21st century. *Parks & Recreation*, 37(5), 39-46.

Week 13 The Controlling Functions of Management: Evaluation, Research and Management Functions
Read Chapters 13 and 14
Field Research

Weeks 14-16 **Team Mini Research Presentations Nov. 23 – December 7, 2009**
Thanksgiving, November 26-27, 2009

This is a tentative class schedule; it is subject to change given the pace of the class, etc. It is your responsibility to attend class and keep track of changes as noted in class.

Additional articles may be assigned.

References

Crossley, John & Jamieson, L.M. (2001). Introduction to commercial and entrepreneurial recreation, Revised Edition. Champaign, IL: Sagamore Publishing.

DeGraaf, D. Lankford, J. & Lankford, S. (2005). A new perspective on urban spaces. *Parks and Recreation*, 40 (8), p.56-63.

Gladwell, N. & Sellers, J. (1997). Assessment of fiscal status and financial trends in public Parks and recreation agencies in medium-sized communities of southeastern United States. *Journal of Park and Recreation Administration* 15 (1) pp. 1-15.

Kraus, R. & Curtis, J. (2000). Creative management in recreation, parks and leisure service. Dubuque, IA. McGraw-Hill Higher Education.

Pack, A. & Schanuel, S. (2005). The Economics of urban park planning. *Parks and Recreation*, 40, (8), p. 64-67.

Roberts, R. (2005). Special focus: Urban parks and recreation summit convenes to create urban agenda. Parks and Recreation, (40) 8, p.54-55.

Sawyer, T.H. (2005). Facility design and management for health, fitness, physical activity, recreation sports facility development, 11th Edition. Champaign, IL: Sagamore Publishing.

Slack, T. (1997). Understanding sport organizations. Champaign, IL: Human Kinetics.

Tillman, K., Voltmer, E.F., Esslinger A.A., & McCue, B. (1996). The administration of physical education, sport, and leisure programs, Boston, MA: Allen and Bacon.

