

involvement and stimulation. Each presentation will include a 30-minute discussion of the chapter and articles, followed by a 30-minute experiential exercise, with a 10 minute summary and conclusion. I would further suggest that students strive to include discussion questions or a video in your presentation to make it more interesting. Really strive to have a lively discussion with lots of provocative questions and class interaction.

DISCOVERY LEARNING EXERCISES:

To stimulate class discussions and critical thinking, the Professor will provide discussion questions, case studies or exercises for individual and/or team responses. When an assignment is noted as a team exercise, students will self select 1-2 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.

RESEARCH PAPER AND PRESENTATION:

A Final Research Paper and Presentation will be a substantial part of this course. The purpose of the research paper is for each student to complete an in-depth reading and analysis of a contemporary administrative issue that is impacting organizational behavior or management of tourism and/or leisure services. Select an issue that interests you from one of the specializations in the field – tourism and hospitality, natural resources management, commercial recreation, parks and recreation management, etc.

Suggested topics may include financing parks and recreation in the non-profit sectors, motivating and sustaining loyal employees, accommodating cultural differences, improving customer service, staff empowerment, enhancing the value of parks and recreation services through evaluation, crowding in parks and outdoor recreation areas, measuring accessibility and equity in park systems, etc. Each student will meet with the professor to seek approval of his/her topic and presentation plans. Provide the professor with hard copies of your research articles.

Papers turned in after this time will be considered late and will be assessed a 10% penalty for each workday they are late. Research papers should be written to comply with the American Psychological Association (APA) Guidelines.

ATTENDANCE:

Attendance is expected and necessary, as this class relies upon student preparation and discussion. Attendance will be considered in the professor's evaluation.

EXAMS:

Exams are comprehensive, reflecting readings, lecture, student presentations, and discussions since the last exam. The format will mostly comprise essay items and include a few objectives items.

PLAGIARISM:

Plagiarism comes in many forms, including submitting someone else's work as your own. This course will be governed by the University Honor Code – **“We the members of the UF Community pledge to hold ourselves and peers to the highest standards of honesty and integrity.”**

Tentative Agenda

This is a tentative schedule.

Changes will be announced in class each week.

Week 1	January 8	Introduction to Course & Course Requirements Trends Influencing Organizational Behavior Critical Concerns of Leisure Service Managers
Week 2	January 15	Leisure Service Manager and the Management System – A 21st Century Perspective Management Issues and Challenges Management Theory and Practice Discovery Exercise #1 – Management Reading Assignment - Chapter 1
Week 3	January 22	Managerial Leadership and Leadership Theory Managing in Challenging Times –Leadership Strategies Managers are Implementing – Discovery Exercise #2 – Mgt. Strategies from the literature.

Week 4	January 29	Staff Empowerment and Motivation Reading Assignment: Discovery Exercise #3 & 4 Conger, J. A., & Kanungo, Rabindra. (1988). The Empowerment Process: Integrating Theory and Practice. <i>Academy of Management Review</i> , 13(3), 471-482. Kent, A. and Chelladurai, P.(2003). Multiple sources of leadership and employee reactions in a state park and recreation department. <i>Journal of Park and Recreation Administration</i> , 21(1), 38-60. Lin, C. (2002). Empowerment in the service industry: an empirical study in Taiwan. <i>Journal of Psychology</i> , 136(5), 533-554.
Week 5	February 5	Organization Structures and Administrative Operation - Student Presentation Partnerships- Student Presentation Planning for Strategic Management- Student Presentation Reading Assignment – Chapters 4, 5 & 6 and Students’ Designated Articles Discovery Exercise #5
Week 6	February 12	Planning, Decision Making and Organizational Effectiveness Reading Assignment Discovery Exercise #6 Kahnweiler, W. M. and Thompson, M. A. (2000). Levels of desired, actual and perceives control of employee involvement in decision making: an empirical investigation. <i>Journal of Business & Psychology</i> , 14(3), 407–4. Williams, P.W. , Penrose, S. H., & Hawkes, S. (1998). Shared decision-making in tourism land use planning. <i>Annals of Tourism Research</i> , 25(4), pp.860-889.
Week 7	February 19	Marketing Leisure Services/Enhancing Customer Satisfaction - Student Presentation The Physical Resource Planning Process (Pages 218-239) - Student Presentation Reading Assignments Chapters 9, 13 & Student’s Designated Articles
Week 8	February 26	Mid-Term Exam (Chapters 1, 4-6, 9 & 13) Financial Practices for Leisure Organizations Discovery Exercise #7 Reading Assignments Chapter 17 & 18 (Content on Final Exam)
Week 9	March 5	Human Resource Management – Student Presentation Supervision – Student Presentation Reading Assignments – Chapters 15, 16 and Students’ Designated Articles <i>Preliminary Draft of Research Paper Due</i>
Week 10	March 12	SPRING BREAK
Week 11	March 19	Research Presentations
Week 12	March 26	Research Presentations
Week 13	April 2	Research Presentations
Week 14	April 9	Research Presentations
Weeks 15 & 16	April 16	Research Presentations & Final Exam (Chapters 15-18 & Research Presentations)

Note: The Professor may suggest additional articles to be read in conjunction with the above topics, which comply with chapters in the book.

Additional Potential Articles for Presentations and/or Research Papers

Motivation

Badwin, S. R. (1989). The application of work expectancy concepts to park maintenance management. *Journal of Park and Recreation Administration*, 7(1), 15-25.

Sinew, K.J. and Weston, R. (1992). A conceptual framework of organizational reward systems: implications for leisure service managers. *Journal of Park and Recreation Administration*, 10(4), 1-14.

Williams, Al., Lankford, S. and DeGraaf D. (1999). How managers perceive factors that impact employee motivation: an application of pathfinder analysis. *Journal of Park and Recreation Administration*, 17(2), 84-

Managers, Goals and Policy Development

Anderson, D. M. and Shinew, 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.

Henderson, K. A. (1992). Being female in the park and recreation profession in the 1990s: issues and challenges. *Journal of Park and Recreation Administration*, 10(2), 15-30.

McKinney, W. R. and Collins, J.R. (1991). The influence of race, sex, and age on performance appraisal bias in public parks and recreation. *Journal of Park and Recreation Administration*, 9(3), 41-58.

Monika, S. and Jackson, E.L. (1998), Discrimination in leisure and work experienced by a white ethnic minority group. *Journal of Leisure Research*, 30(1), 23-4.

Shinew, K. J., Anderson, D. M., and Arnold, M. L. (2000). Perceptions of discrimination and inequity among professionals working in public recreation agencies: an extension of an earlier study. *Journal of Park and Recreation Administration*, 18(4), 73-91.

Marketing

Absher, J. D. (1998). Customer service measures for national forest recreation. *Journal of Park and Recreation Administration*, 16(3), 31-42.

Burn, R. C., Graefe, Alan R. and Absher, James D. (2003). Alternate Measurement Approaches to Recreational Customer Satisfaction: Satisfaction-Only Versus Gap Scores. *Leisure Sciences*, 25(4), 363 –381.

Morais, D. B., Dorsch, M.J. & Backman, S.L. (2003). Toward the operationalization of resource investments made between customers and providers of a tourism service. *Journal of Travel Research*, 41, 362-374.

Morais, D. B., Dorsch, M.J & Backman, S.L. (2003). Building loyal relationships between customers and providers: a focus on resource investments. *Journal of Travel and Tourism Marketing*, 18 (1), 49-57.

Petrick, J. F. (2004). First timers' and repeaters' perceived value. *Journal of Travel Research*, 43(1), 29-39.

Schmitz, J.K. (2005). Ambush Marketing: The off-field competition at the Olympic Games. *Northwestern Journal of Technology and Intellectual Property*, 3. Retrieved Feb. 12, 2006 from <http://www/law.northwestern.edu/journals/njtip/v3/n2/6/Schmitz.pdf>

Financial

Kaczynski, A.T. & Crompton, J. (2006). Financing priorities in local governments: Where do parks and recreation services rank. *Journal of Park and Recreation Administration*, 24, pp 84-103

Gladwell, N.J. and Sellers, J. R.(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), 1-15.

Fletcher, J. E., Kaiser, R. A. and Groger, S. (1992). An assessment of the importance and performance of park impact fees in funding park and recreation infrastructure. *Journal of Park and Recreation Administration*, 10(3), 75-88

Human Resource Management

- Barbara, R.F., McBrier, D.B. and Kmec, J. A.(1999). The determinants and consequences of workplace sex and race composition. *Annual Review of Sociology*, 25(1) 335-362.
- Elliott, J.R. and Smith, R. A.(2001). Ethnic matching of supervisors to subordinate work groups: findings on bottom-up ascription and social closure. *Social Problems*, 48(2), 258-277.
- Harris, Robert (2004), How to recruit and retain skilled staff. *Farmers Weekly*, 140(15) 21.
- Leoland, Lee (2000), The new successful workforce. *Computerworld*, Vol. 34(23), 64-66.
- Ohlin, Jane Boyd (1993). Creative approaches to the Americans with Disabilities Act. *The Cornell Hotel and Restaurant Administration Quarterly*, 34(5), 19-22.
- Rasch, L. (2004). Employee Performance Appraisal and 95/5 Rule. *Community College Journal of Research and Practice*, 28, 407-414.
- Roberts, Nina S (2002). Innovation and resourcefulness: recruit and retain a diverse staff in the 21st century. *Parks & Recreation*, 37(5), 39-46.
- Sutter, E. T. and Leisen, B. (1999). Managing stakeholders: a tourism planning model. *Annals of Tourism Research*, 26(2), 312-328.
- Thomas, W. F. (2003). The meaning of race to employers: a dynamic qualitative perspective. *Sociological Quarterly*, 44(2), 227-243.