



University of Illinois
Department of Recreation, Sport and Tourism
**RST 512 – Managing Recreation, Sport & Tourism
Organizations
Fall 2017**

Tuesday/Thursday 9:00am-10:40am 3005 Khan Annex
Pre-requisites: graduate standing; RST410 or permission of instructor

Instructor Information and Office Hours

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Office hours: by appointment; if my office door is open, you are welcome to come in and talk.

COURSE CATALOGUE ENTRY

Examines theoretical and technical principles of personnel managers in leisure service agencies; recruitment, training, selection, and evaluation of personnel with special emphasis on applied measurement concepts and legislation related to personnel administration in leisure services.

COURSE DESCRIPTION

“Ichi-go ichi-e (一期一会 "one time, one meeting; treasure the meeting")”
Sen no Rikyū (16th century Japanese tea master)

This course introduces graduate students to management within Recreation, Sport, and Tourism (RST) organizations. It introduces early-career graduate students to managerial theory, principles, and practice within RST organizations, and lays the foundations for more advanced RST graduate courses (e.g., RST 515, RST 516, RST 594). Emphasis is placed on human resource management, including but not limited to personnel recruitment, management, and professional growth. The concept of individuals as vital components of any managerial structure is particularly emphasized. This course is designed to be a graduate course with minimal lecturing and a great deal of emphasis on active learning, discussion, simulation, and case study analysis.

COURSE OBJECTIVES

Following successful completion of RST 512, the student will:

- **Recognize, describe, and expound** on management as a complex and multi-layered phenomenon, with profound impacts on the world we live in, and only possible to be understood via a multidisciplinary perspective;
- **Identify, understand, distinguish, and apply** key managerial and human resources concepts and theories, to both intellectual discourse and professional practice;
- **Recognize, define, and elaborate** on the processes through which organizations and the people who compose them, are affected by managerial decisions;
- **Analyze and discuss** past, current and future trends of managerial principles, theory, and practice within the RST business environment, with an emphasis on people-centered organizations;
- **Reflect** on how management influences the lives of individuals and RST organizations, the world they live in, and how managers themselves are active agents in that process;
- **Develop and exhibit** an applied understanding of managerial principles, theory, and practice, as demonstrated through case study analysis and realistic simulation(s).
- **Acquire and apply** foundational managerial and financial principles to successfully engage with the material in more advanced graduate courses (e.g., RST 515, RST 516);

I will strive to make this course both useful and interesting. I believe you will find this course to be a thought-provoking and enjoyable learning experience, regardless of your major field of study and eventual career path.

REQUIRED MATERIALS FOR THE COURSE

Required readings for the course will be provided via the Compass2g website (<https://compass2g.illinois.edu>). These readings will come from scholarly and non-scholarly books, academic journals, practitioners' publications, edited volumes, etc.

You should also familiarize yourself with the following resources, which will serve as your guide for formatting most written communications:

- <https://owl.english.purdue.edu/owl/resource/560/01/>
- <http://www.cws.illinois.edu/workshop/writers/citation/apa/>
- <http://owl.english.purdue.edu/owl/resource/681/1/>
- <http://uiuc.libguides.com/content.php?pid=8115>

Similarly, you will also find Strunk & White's guide to better writing in English immensely useful: <http://faculty.washington.edu/heagerty/Courses/b572/public/StrunkWhite.pdf>

You will need a laptop computer for specific classes, equipped with Microsoft Office or equivalent (e.g., Open Office), as well as wi-fi capabilities. For some classes you will be required to wear business attire. UIUC's Career Center (<http://www.careercenter.illinois.edu/>) lends business attire to students at no cost (<https://www.careercenter.illinois.edu/service/career-closet>).

Should you encounter any difficulty in securing any materials for this course, please contact the instructor. A bibliography can be found in Appendix A to this syllabus.

ASSIGNMENTS AND EVALUATION

All assignments, unless otherwise stated, should be submitted electronically via Compass2g. Students are responsible for ensuring assignments are submitted correctly and before the deadline. Unless otherwise noted, the deadline for submission of assignments is 4pm the day the assignment is due. The desired format for each assignment will be provided in advance.

All written assignments are to be submitted using APA format (6th ed.; see <https://owl.english.purdue.edu/owl/resource/560/01/> for quick reference), using 12pt Times New Roman or Arial font, 1" margins, 1 ½ spaced. References are to be included both in text and at the end of text. This course is designed to inculcate standard practices in the modern business environment – thus, following desired format/template will accrue in points.

Term Papers

There will be **two term papers** that will summarize and critically reflect on topic(s) discussed in class. Term papers will be between 2,000 and 2,200 words each. The first term paper may be done individually or in groups of no more than three (3) students. The last term paper must be done individually. Term papers are cumulative.

Quizzes

There will be **ten quizzes** consisting of questions from lectures, readings, etc. Quizzes will be short and aim at keeping students on track with class material. Quizzes will take place during class time, at the beginning of class. Quizzes are to be taken individually. Quizzes are not cumulative.

Case Studies

There will be **six case studies** consisting of simulated managerial situations that students must resolve to good effect using class material. Case studies may include real or imaginary managerial events, past experiences, business simulations, etc. Case studies can be completed individually or in groups of no more than three (3) students. Case studies are cumulative.

Professional Development Activities

There will be **five professional development activities** focusing on topics recommended by alumni, industry leaders, faculty, and student interest. Students may be required to wear business attire to these classes/activities. Professional development activities can be completed individually or in groups of no more than three (3) students. Professional development activities are not cumulative.

Assignments	Total points	% of Final Grade
Reflection Papers (2 @ 200 pts)	400	40%
Case Studies (6 @ 50 pts)	300	30%
Quizzes (10 @ 25 pts)	250	25%
Professional Development Activities (5 @ 20 pts)	100	10%
Total	1,050	105%
<i>Additional/Extra Credit</i>	<i>Up to 50</i>	<i>Up to 5%</i>
Total points available	1,100	110%
<i>Points needed for a perfect grade</i>	<i>1,000</i>	<i>100%</i>

Grading

Barring unforeseen complications or Compass-related challenges, all assignments will be graded via Compass within two weeks of their submission. It is expected that students regularly check Compass to verify that their grades are posted. Written assignments will be graded using a rubric. For all assignments, it is expected that students will demonstrate proficiency with grammar, syntax, punctuation, and appropriate citations. It is expected that students will have proofread and edited their assignments thoroughly; therefore, grammatical and/or mathematical errors will result in the loss of points. All written assignments are to be submitted using APA format, 6th Ed. Failure to do so will result in the loss of points.

Grading Scale

Letter	Points	Percentage	Letter	Points	Percentage	Letter	Points	Percentage
A+	975-1,000	98-100	C+	775-794	78-79	F	0-594	0-59
A	935-974	94-97	C	735-774	74-77			
A-	895-934	90-93	C-	695-734	70-73			
B+	875-894	88-89	D+	675-694	68-69			
B	835-874	84-87	D	635-674	64-67			
B-	795-834	80-83	D-	595-634	60-63			

Make-ups and late assignments

There will be no scheduled make-up assignments. Missing a scheduled assignment due to an acceptable excuse as per the Student Code (e.g., illness, family emergency) will result in another assignment being given. Every effort should be made (e.g., email, voicemail, message with the RST office) to notify the instructor/TA at least 24 hours in advance. Students will need to show documentation (e.g., medical note, letter from the Emergency Dean) for missing the assignment. Documentation is needed for the assignment to be graded and recorded. Late assignments are penalized at the rate of 10% per day (including week-end days). Unless otherwise stated, all assignments given in this class should be completed individually.

Extra Credit

Students will have several opportunities to earn additional credit in this course. Extra-credit opportunities may earn the student up to 50 points (5% of the course grade). See attendance policy below.

ACADEMIC INTEGRITY

It is expected that students have a familiarity with the University's Code of Policies and Regulations Applying to All Students (hereafter referred to as the Student Code), and that they will govern their conduct accordingly. Infractions of the Code are viewed as serious, and will be the cause for referral for disciplinary action. You may view the Code online at:

<http://admin.illinois.edu/plocy/code/index.html> and the College of AHS's academic standards here: <http://advising.ahs.illinois.edu/AcademicPolicies/AcademicStandards.aspx>

Academic integrity is the pursuit of scholarly and creative activity in an open, honest, and responsible manner, free from fraud and deception. Plagiarism or other forms of academic dishonesty will result in penalties according to Section 4, Article 1 of the Student Code (http://studentcode.illinois.edu/article1_part4_1-402.html). Students who do not understand relevant definitions of academic infractions contained in Section 4, Article 1 must contact the instructor for further explanation during the first week of class.

Please note that, pursuant to the Student Code (http://studentcode.illinois.edu/article1_part4_1-402.html), you are not to submit work for credit more than once without permission from the instructor to whom the work is being submitted. Thus, you must secure permission from the instructor in writing before submitting previously submitted work. Such permission must be secured before the deadline for submission of the assignment.

Note also that, for the majority of the written assignments due for the course, anonymous examples of similar assignments completed by previous students in the course deemed excellent will be provided for reference. These are meant for reference only. Copying from them without attribution constitutes plagiarism, and will be dealt with accordingly.

All student coursework will be subject to plagiarizing-detection software ('SafeAssign'). Students will have the opportunity to review the SafeAssign score for each assignment submitted before final submission for grading. Academic misconduct matters will be dealt with using the Faculty Academic Integrity Reporting System (FAIR).

NB: Course content provided to students in and out of class, orally, visually, or in written form, via electronic (e.g., via Compass2g), or any other means of communication is meant for

individual educational purposes only. Students under no circumstance are to distribute it, in part or in whole, without written attribution and permission.

ATTENDANCE AND TIMELINESS

Attendance in the class will follow the stipulated in the Student Code (http://studentcode.illinois.edu/article1_part5_1-501.html), and mirror standard practices in the business environment, i.e., attendance is expected and recorded. Thus, regular attendance is rewarded in a non-punitive manner:

# classes missed	extra-credit points earned
0-1	25
2	15
3	5
4 or more	0

“Punctuality is the courtesy of kings.” Never be late, and strive to be early. Being on time means that you will be inside the classroom/class meeting space at least a few minutes prior to class time. Students who arrive unjustifiably late for class will be marked absent. Similarly, students who arrive unjustifiably late for examinations, quizzes, etc., will receive a zero for that particular assessment.

CONDUCT

RST faculty expects that all students be fully engaged with classroom activities and presentations, thereby contributing to a climate of engagement throughout the class. Thus, using a cell phone/laptop/tablet without authorizations, working on assignments for other courses, reading newspapers or books, doing email, surfing the internet, playing computer games, or sleeping are unacceptable. Any student who engages in behaviors such as these, which are inconsistent with full engagement in class activities, will be addressed by the instructor directly.

All communication with the instructor, teaching assistant, and other students should be considered practice for professional development. Be polite, courteous, and succinct in every communication. In general, students can expect to receive responses to email within two (2) business days. Impolite/unprofessional inquiries will remain unanswered.

ACADEMIC ACCOMMODATIONS AND ADJUSTMENTS

Your success as a student is of the utmost importance to me. If you require special learning accommodations for this class, you are advised to contact me and the Division of Disability Resources and Educational Services (DRES) as soon as possible. In accordance with the American with Disabilities Act (<http://www.ada.gov/>) and the Student Code (<http://admin.illinois.edu/policy/code/>), I will make reasonable accommodations for all students with disabilities who request these services. As noted in the Student Code (Article 1, Part 1, § 1-110b):

In general, it is the responsibility of students to make their status as a person with a disability and their need for accommodations known. All requests for reasonable accommodations should be directed to the DRES Student Services Office (333-4603 or disability@uiuc.edu). The determination of reasonable accommodations will be based upon an individual student's needs. Academic accommodations shall be developed in consultation with the faculty member for whose course the accommodations are sought.

To contact DRES, you may visit 1207 S. Oak Street, Champaign, IL, Call 333-44603 (V/TDD), or email a message to: disability@uiuc.edu. Students are also reminded that academic adjustments may be possible for temporary disabilities (e.g., broken hand, visual impairment, etc.). Please note that my office (204S Huff) is located in a non-ADA accessible area. The RST department and the AHS College have private meeting rooms that can be used to meet with students if necessary. Please do not hesitate to contact me as early as possible if there is anything I can do to enhance your learning experience.

COURSE EXPECTATIONS AND ADVICE

This is a graduate-level course. Accordingly, students should expect to devote at least four to six hours per week to readings and preparing assignments outside of class time; this amount of time should increase in preparation for examinations and final project submission. Students should be prepared to read *at least* 80-120 pages per week in RST 512. Similarly, students should be prepared to write on a daily basis, and submit larger writing assignments at regular intervals. Students are strongly encouraged to devote regular weekly times to study for this course. It is preferable to work diligently for short, frequent, and regular periods, than to attempt to cram everything at the last minute; the results of the latter will not meet expectations for this course.

This class will also be discussion-based rather than lecture-based which means students are expected to come to class prepared to engage with the course materials. In this regard and in anything else, your success is of the utmost importance to me. Do not hesitate to contact me at any time should you require assistance. Lastly, I trust you will find the following quote inspirational:

"I am driven by two main philosophies: Know more about the world than I did yesterday; And lessen the suffering of others. You will be surprised by how far that gets you." – Neil DeGrasse Tyson

RST 512 – Managing Recreation, Sport & Tourism Organizations (Fall 2017)
Tentative Course Schedule*

Date	Topic	Readings	Assignments due	Observations
Tuesday, Aug. 29	Welcome! Introductions and expectations; Managerial philosophies	Syllabus; Stewart (2006)		Laptop required
Thursday, Aug. 31	Review and assessment; The RST managerial environment	Meldrum (2007) Edginton et al (2015, Chapter 1)	Assessment quiz (in class)	Laptop required
Monday, Sep. 4	Labor day – no classes			
Tuesday, Sep. 5	The RST managerial environment; The managerial functions	Schraeder et al. (2014)	Quiz #1	
Thursday, Sep. 7	Professional development #1 Hiring & interviewing	Ross et al. (2016); Terry (2016)	Professional development #1	Business attire required
Tuesday, Sep. 12	Case Study #1 Human resource management	Taylor & McGraw (2006)		Laptop required
Thursday, Sep. 14	Human resource management	Cuskelly et al. (2006, Chapters 1-2, pp. 1-27)	Quiz #2	
Tuesday, Sep. 19	Human resource management	Baum et al. (2015)	Case study #1	
Thursday, Sep. 21	Professional development #2 Networking	Ingram & Morris (2007); Uzzi & Dunlap (2005)		Sapora symposium; Business attire required
Tuesday, Sep. 26	Case study #2 Leading, planning & motivating	Edginton et al (2015, Chapter 6)	Professional development #2	Laptop required
Thursday, Sep. 28	Leading, planning & motivating	Edginton et al (2015, Chapter 6)	Quiz #3	
Tuesday, Oct. 3	Student choice: Food	Teixeira & Ribeiro (2013)	Case study #2	Film excerpt: <i>Chef</i> (2014) Potluck
Thursday, Oct. 5	Financial considerations	Brayley & McLean (2008, Chapter 7)	Quiz #4	
Tuesday, Oct. 10	Financial considerations	Brayley & McLean (2008, Chapter 13)		
Thursday, Oct. 12	Case study #3 Student choice – Injuries in sport	Hootman et al (2007)		Film excerpt: <i>Concussion</i> (2015) Laptop required
Tuesday, Oct. 17	Marketing & fundraising	Kaczynski & Potwarka (2007)	Quiz #5	
Thursday, Oct. 19	Professional development #3 Managing business meetings	Robert's rules of order (abbr.)	Case study #3	Business attire required Laptop required
Tuesday, Oct. 24	Marketing & fundraising	Abeza et al. (2013)	Professional development #3 Quiz #6	
Thursday, Oct. 26	Catch-up and review	n/a		Laptop required

Tuesday, Oct. 31	Operations management	Burden & Li (2005)	Quiz #7	Halloween
Thursday, Nov. 2	Operations management	Krannich et al. (1999)		
Tuesday, Nov. 7	Legal considerations/risk management	Sharp et al. (2014)	Quiz #8	Guest lecture: Dr. Toni Liechty
Thursday, Nov. 9	Case study #4 Strategic planning & management	Jolliffe & Farnsworth (2003)	Term paper #1 due	Laptop required
Tuesday, Nov. 14	Strategic planning & management	Bartlett & McKinney (2003)	Quiz #9	
Thursday, Nov. 16	Professional development #4 Student choice - wheelchair basketball	Taub et al. (1999)	Case study #4; Professional development #4	Sports attire required NB: class meets in the ARC
Nov. 18-26	FALL BREAK – no classes			
Tuesday, Nov. 28	Communication & public relations	Stoldt (2012); Bright (2000)	Quiz #10	
Thursday, Nov. 30	Cross-cultural management	Testa (2009); Triandis (2001)	Professional Development #5	Tea Ceremony @ Japan House; Business attire required
Tuesday, Dec. 5	Case Study #5 Sexual harassment & discrimination in the workplace -	Woods & Kavanaugh (1994); Friend & LeUnes (1989)		ICES Evaluations Laptop required
Thursday, Dec. 7	Case Study #6 Diversity in the workplace	Cunningham & Fink (2006); Anderson & Shinew (2001)	Case Study #5	Laptop required
Tuesday, Dec. 12	Last class and goodbye; Final reflections	n/a	Case Study #6	
Friday, Dec. 15	Final term paper due		Final term paper due	

* This is a tentative course schedule. It is subject to change. Changes to the course schedule will be communicated to the students in class and via compass2g/email.

Appendix A: References

BIBLIOGRAPHY

Required Readings (on Compass2g)

- Abeza, G., O'Reilly, N., & Reid, I. (2013). Relationship marketing and social media in sport. *International Journal of Sport Communication*, 6(2), 120-142.
- Anderson & Shinew (2001). A national examination of gender equity in public parks and recreation. *Journal of Leisure Research*, 33(4), 470-491.
- Bartlett, K. R., & McKinney, W. R. (2003). A study of external environmental scanning for strategic human resource management in public park and recreation agencies. *Journal of Park & Recreation Administration*, 21(2), 1-21.
- Baum, T. (2015). Human resources in tourism: Still waiting for change?—A 2015 reprise. *Tourism Management*, 50, 204-212.
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- Cunningham, G. B., & Fink, J. S. (2006). Diversity issues in sport and leisure. *Journal of Sport Management*, 20(4), 455-465.
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- Misener, K., & Doherty, A. (2009). A case study of organizational capacity in nonprofit community sport. *Journal of sport management, 23*(4), 457-482.
- Robert's Rules of Order* [available online at <http://www.rulesonline.com/>]
- Schraeder, M., Self, D. R., Jordan, M. H., & Portis, R. (2015). The functions of management as mechanisms for fostering interpersonal trust. *Advances in Business Research, 5*(1), 50-62.
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Appendix B: EMERGENCY PLANNING AND PREPAREDNESS

In an emergency in this building, we'll have three choices: **RUN** (get out), **HIDE** (find a safe place to stay inside), or **FIGHT** (with anything available to increase our odds for survival).

First, take a few minutes this week and learn the different ways to leave this building. If there's ever a fire alarm or something like that, you'll know how to get out, and you'll be able to help others get out too.

Second, if there's severe weather and leaving isn't a good option, go to a low level in the middle of the building, away from windows.

If there's a security threat, such as an active shooter, we'll **RUN** out of the building if we can do it safely or we will **HIDE** by finding a safe place where the threat cannot see us. We will lock or barricade the door and we will be as quiet as possible, which includes placing our cell phones on silent. We will not leave our area of safety until we receive an Illini-Alert that advises us it is safe to do so. If we cannot run out of the building safely or we cannot find a place to hide, we must be prepared to fight with anything we have available in order to survive. **Remember, RUN away or HIDE if you can, FIGHT if you have no other option.**

Finally, if you sign up for emergency text messages at emergency.illinois.edu, you'll receive information from the police and administration during these types of situations.

If you have any questions, go to police.illinois.edu, or call [217-333-1216](tel:217-333-1216).

The floor plans for the building wherein our classroom is located (Huff Hall) can be found here: <http://police.illinois.edu/emergencyplanning/floorplans/u0058.pdf>