

## HKR 3100: Advanced Organization and Administration

### Winter 2021 Course Summary

**NOTE:** This course summary is to provide you with a general idea of the course content, delivery, and evaluation for Winter 2020. This outline is subject to some change. The course content and general course delivery will not change. However, slight changes to course evaluation may be made. A formal syllabus will be provided on the first day of class.

**Instructor:** Dr. Angela Loucks-Atkinson ([aloucks@mun.ca](mailto:aloucks@mun.ca)). If you have questions before the term – please don't hesitate to email me.

#### Course Calendar Description:

This course is designed to introduce advanced organizational and administration competencies and functions within the professional fields of recreation and physical education. Students will learn about facility operations and management and the financial management of public, non-profit, and private organizations. Students will study the planning and overseeing of facilities, facility maintenance operations, facility rentals and partnerships, understanding and interpreting basic accounting documents, pricing programs and services, and grants and proposal writing.

#### Course Format/Delivery:

- 60% asynchronous
  - Pre-recorded video lectures and independent-learning
  - Videos will be posted on Youtube.
- 40% synchronous
  - Approximately every third class, we will be meeting online in real-time.
  - The class is unfortunately scheduled 3 times a week (I would prefer 2, 75 min classes for an upper-year course): MWF, 1:00 pm-1:50 pm. We will meet approximately once a week.
  - On the first day of class we will discuss if Monday, Wednesday or Friday is best day to meet – or if it will be random. I will of course, have a draft course schedule available on the first day of class – but will consider class input. Email me now if you have a preference so I can plan. A final course schedule will be posted and you will then know exactly which dates are synchronous.
  - Class will meet via “Online Rooms” in Brightspace.
  - You will be required to participate in large group discussions (via chat, whiteboard, polling, etc.). You will be encouraged speak and answer the instructor’s questions (e.g., brainstorming) with the class. You will be required to speak in small group discussions (called “break out rooms”).

## Course Objectives

Upon complete of the course, each student shall be able to:

1. Demonstrate basic knowledge of the management concepts, principles and procedures related to the planning, supervision, maintenance and evaluation of recreation, leisure and sport facilities.
2. Demonstrate an understanding of the management of the maintenance of auxiliary recreation facilities, including community parks, playgrounds, green and natural spaces, and turf fields.
3. Demonstrate an understanding of processes and issues with facility rentals and partnerships.
4. Apply knowledge of scheduling management to a real-world facility.
5. Demonstrate an understanding of the differences between the financial management of public, non-profit, and private sectors.
6. Demonstrate the ability to understand, interpret and analyze basic accounting documents such as budgets, income statements and balance sheets.
7. Understand principles and philosophies of pricing recreation and leisure programs and services.
8. Calculate fees to charge for a program based on a variety of pricing strategies and philosophies.
9. Understand the basic components of a grant and the grant writing process.
10. Write a grant proposal for a recreation, leisure or health non-profit organization.

**The required text for the course is:** Hurd, A., et al. (2019). *Leisure Services Management* (2nd ed.). Champagne, IL: Human Kinetics.

Additional course readings will be required. These will be linked on Brightspace.

## Course Evaluation (in progress – evaluation of the course may change)

### Grant Writing Assignment (15%)

Students will participate in a service-learning project in which students will write a grant proposal individually or in groups of 2. The class will develop proposals for one specific organization presented in class; alternatively, students speak with the instructor about writing a grant for an alternative organization. Students will choose 1 grant application among several that will be made available on D2L. Class time and meetings with the instructor will be provided to guide you through this process. Further assignment details will be provided in-class and will be posted on D2L.

### Case Studies (35%)

Students will be required to complete several (~2-4) case studies. Students will be asked to submit their in-class work. Case-studies and in-class learning activities will be evaluated based on completeness, quality of work, and reflection. At present – I am not sure how many case studies there will; nor do I know what the weight for each case study will be. I have outlined the case studies that am confident will be required:

Case Study of Financial Reports (?%). Students will be required to read the financial statements (balance sheet and income statements) and budget of an organization and prepare a briefing report highlighting the organization's financial status and issues as they related to the delivery of recreation and leisure services and programs. The report is essentially a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Further details will be made available on Brightspace. Students may work individually or in groups of 2.

Facility Site Visits (?%). Students will tour 1 local recreation, leisure, and sports facilities. THIS IS SUBJECT TO SAFETY AND COVID-19 PANDEMIC – THIS MAY BECOME A VIRTUAL TOOR ORGANIZED BY INSTRUCTOR OR WILL BE BASED ON YOUR PERSONAL EXPERIENCE (I.E., MEMORY). Students are required to prepare questions for the facility in advance of the visit as well as write a reflection for site visits. Further assignment details will be provided in-class and will be posted on Brightspace.

### Quizzes (6 quizzes) (35%)

There will be 6 quizzes throughout the term. These quizzes will be multiple choice, true-false, and short answer.

### In-Class Learning Activities (15%) (evaluated throughout term):

Students will be required to complete in-class learning activities. Students will be asked to submit their in-class work.