



Course Syllabus: Management, Administration of Recreation, Leisure
and Sport Programs

Gordon T. & Ellen West College of Education

KNES 4523 Sections Y20

Spring 2025

Contact Information

Instructor: Dr. Sandra Shawver

Office: 321 Bridwell Hall

Office hours: Mon. 11:00 AM-1:00 PM; Tue 10:00 AM – 12:00 PM; Wed. 12:00 PM-
1:00PM; and others by appointment.

Office phone: (940) 397-4941

E-mail: Sandra.shawver@msutexas.edu

Class Meeting Information

This course is an internet hybrid course that includes face-2-face meetings, and online course activities using MSUTexas Desire to Learn (D2L) platform. Online students are expected to check in a minimum of two (2) days each week to be able to stay up to date on presentations, available material and assignments. Additionally, YouTube, ZOOM and Google platforms will be used in this course as well for some presentations/lectures/assignments.

Online courses only: You are encouraged to attend the face-to-face class either in person or via ZOOM each day we meet. There will be two (2) scheduled virtual class meetings via ZOOM that students are highly encouraged to attend, especially when we discuss

Instructor Response Policy

During the week, I will typically respond to your emails within 36 - 48 hours. Do not expect a response during the evening hours or over the weekend. Any emails received over the weekend or after a holiday will receive a response no later than the following Tuesday by 12:00 noon.

Required Course Materials

Textbook: Hurd, A. R., Barcelona, R. J., & Zimmerman J. M. (2024). Leisure services management (3rd Ed.). Champaign, IL: Human Kinetics in both physical and electronic versions.

Purdue OWL: APA Formatting and style Guide

<https://owl.english.purdue.edu/owl/resource/560/8/>

Course Materials: Access to a personal computer with Microsoft Software, high speed Internet and the ability to access D2L (the MSUTexas Online Learning System, and Smart phone, I Pad or similar technology for Flipgrid assignments.

Technology: All students must have internet access and be able to: send and receive e-mail, create, send and receive Microsoft Word, Excel, Publisher or PowerPoint documents; use Google documents, sites & slides, use Desire 2 Learn portal through MSUTexas portal, download/use YouTube and ZOOM meeting platform for class assignments/meetings & presentations, post to discussion boards, appropriately use internet links and online websites such as Google Docs, Sites, Slides, etc.

Course Description

An internet hybrid course that explores organization management and administration issues related to recreation, leisure, and sport programs.

Course Objectives/Learning Outcomes/Course Competencies

Satisfactory completion of the course will document that students have demonstrated the ability to:

1. Compare and contrast leadership and management.
2. Identify different types of organizational structures within the industry.
3. Demonstrate a gained knowledge for effective administrative, budgeting and marketing practices in the recreational and leisure service field.
4. Identify individual competency strengths and weaknesses based on the Certified Park and Recreation Professional Competencies.
5. Know personnel procedures and practices used in recreational sport organizations.

Student Handbook

Refer to: [Student Handbook-2024-25](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Campus Carry Rules/Policies

Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more

information regarding campus carry, please refer to the University's webpage for [Campus Carry](#).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, MSUTexas endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

Grading/Assessment

Assignment Overview and Grading Criteria

Due dates will be shared in-class and on D2L. Any assignment can be submitted before the due date. Late assignments will not be accepted unless approved by the professor a minimum of 48 hours before the due date/time. Late assignments will have a minimum automatic 5 point deduction for each day late. Do not wait until the last minute on any of your work!!

APA Format, Grammar, punctuation and spelling will be graded as a part of any course work. All work should be in your own words! Format – FOR ALL PAPERS: A title page that includes student name, course number and name, semester and year, professors name and assignment due date; 11 or 12 point Times New Roman or Ariel font, one (1) inch margins, and doubled spaced. A running heading is not required for student papers and the document should be right-justified on the page. Papers that do not follow this format will not be accepted or graded.

I will give feedback on assignments when appropriate, including, comments through "news items", comments directly in the discussion board, and comments to the feedback box associated with each assignment submitted to drop box. Please take the time to read these comments as I am taking the time to make them.

Grades for each assignment will be posted in the D2L course grade book.

Course Grade

Table 1: Points allocated to each area

Assignments	Points
Quizzes (2 @ 30 pts)	60
Discussions/videos (3)	60
Values, Vision & Mission Case Study	40
Leader/Manager	50

Assignments	Points
Management Functions & Resources	60
Social Media	20
Marketing Plan	75
Job Description	30
Pool Subsidy	20
Total	415

Table 2: Total points for final grade.

Grade	Points
A = 90%	374 +
B = 80 %	332 to 373
C = 70%	290 to 331
D = 60%	249 to 289
F = 59%	Less than 289

Homework

A tentative course schedule has been posted on D2L. All course content, assignments, and due dates have been outlined.

Quizzes/Exams

These assignments are to check students understanding of knowledge on each of the chapters and information covered. The exams will be done online through the D2L platform, each quiz will be timed. These will appear on the Course Schedule in more detail.

Assignment Overview

Leader/Manager Comparison: In the book, management is defined as coordinating and integrating resources to effectively and efficiently achieve organizational goals and objectives. Leadership is interpersonal influence over others to achieve organizational goals, objectives, and strategies. Leaders build relationships, asking “why” questions, and managers focus on goals and objectives, asking the “what” and “how” questions. Managers are process, and resource focused, whereas leaders focus on the team, vision, values and the purpose of the organization.

Values, Vision & Mission Case Study: management drivers of values, vision, mission, goals and objectives are discussed. his assignment requires students to read the

attached case study (Madison City Outdoor Outfitters) and develop a quality paper that addresses values, vision, mission, efficiency and effectiveness of the business.

Management Functions and Agency Resources: students are to use the information gained thus far in the course (Chapters 1,2, 4 & 5) and develop a PowerPoint or Google Slide presentation that explains the connection between the management functions and the coordination of agency resources, programs, and services.

Marketing (Social Media) (20 pts): Students are to utilize Twitter, or Facebook and create a post and hashtag campaign for an MSU Recreational or Wellness event happening this semester. Students must get the post(s) approved by the Recreation and/or Wellness director before posting. The post(s) and campaign must be managed for two weeks.

Marketing Plan(75 pts): Each student is responsible for developing a modified marketing plan fo a program, event or facility in this organization. Students should focus on creating the market segment and tying all aspects of the four P's back to the market segment.

Job Description Development: After reading chapter 9 and the ancillary material on developing quality job descriptions students are to develop a job description for an associate director of adult programs for a local parks & recreation facility.

Finance & Budgeting (20 pts): As a manager of a resort pool, students are tasked with identifying areas of the operation that are subsidized using information gained from reading chapter 11 in the text.

Quizzes (2 @ 30 pts each) quizzes will be administered in class and cover information in the assigned chapters of the text.

Extra Credit

If there is a special event put on by the university that the professor deems as valuable to the students, she reserves the right to add attendance of the event as extra credit to the course.

Make Up Work/Tests

Unless contacted by the student a minimum of 1 week prior to an assignment or quiz due date no make-up work or test will be allowed. In the case of an unexpected emergency that incident will be evaluated and decided upon on a case by case situation by the instructor.

Important Dates

Last day for term schedule changes: January 24: Check date on [Academic Calendar](#).

Deadline to file for May graduation: February 17: Check date on [Academic Calendar](#).

Spring Break: March 10-15: Check date on [Academic Calendar](#).

Last Day to drop (Part of Term A) with a grade of "W:" 5:00 PM on March 5: Check date on [Academic Calendar](#).

Refer to: [Drops, Withdrawals & Void](#)

Last Day of in-class lecture: Friday, March 21

Mustang Walk: May 16

Commencement: May 17

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ***Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. **Your computer being down is not an excuse for missing a deadline!!** There are many places to access your class! Our online classes can be accessed from any computer in the world that is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Instructor Class Policies

CITATION AND REFERENCE STYLE

Students will follow the APA Style Manual, 7th Edition as the sole citation and reference style used in written work submitted as part of coursework to the

University. Assignments completed in a narrative essay or composition format must follow the citation used in the APA Style Manual, 7th Edition.

LATE ASSIGNMENTS

Students are expected to submit class assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals I understand you must manage competing demands on your time. Should you need additional time to complete an assignment please contact me a minimum of 72 hours before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

THREE THEN ME RULE

Before contacting me, make sure to follow the "Three then Me" rule. The "Three then Me" rule says that you search for your answer regarding the course in at least three other places before you contact me. For example, if you have a question about an assignment, you should consult your syllabus, your grading scale or rubric, or the assignment description on D2L, you can also reach out to a peer in the course for needed information. Remember, check three sources before emailing me your question. It is very likely you'll find the answer and not need to email me. If you don't find the answer, and need clarification, feel free to email me.

Please note: By enrolling in this course, the student expressly grants MSU a "limited right" in all intellectual property created by the student for the purpose of this course. The "limited right" shall include but shall not be limited to the right to reproduce the student's work product in order to verify originality and authenticity, and for educational purposes.

Plagiarism Statement

"By enrolling in this course, the student expressly grants MSU a 'limited right' in all intellectual property created by the student for the purpose of this course. The 'limited right' shall include but shall not be limited to the right to reproduce the student's work product in order to verify originality, authenticity, and educational purposes." [Student Handbook 2020-2021](#)

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the [Schedule of Classes](#) each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

Notice

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule

Week	Activities/Assignments/Exams	Due Date
Week 1 1/20-26 Class Days W,F	Competency-Based Management & Leadership - Leader/Manager Assignment - Aspects of Leadership DB	- Read Chapter 1 - - Leader/Manager Assign DUE 1/26 -
Week 2 1/27-2/1 Class Days M,W	The Management Process - Values, Vision & Mission Case Study	- Read Chapter 2 - Aspects of Leadership DB Initial post DUE 1/30
Week 3 2/2-2/8 Class Day M	Organization Structure - Case Study: Sexual Misconduct	- Read Chapter 4 - Aspects of Leadership DB Reply posts DUE 2/2 - Values, Vision & Mission DUE 2/2 - Case Study Due 2/7
Week 4 2/9-15 Class Days W,F	Coordination of Resources, Programs & Services Guest Speaker* - Management Functions & Resources	- Read Chapter 5 - Management Functions & Resources DUE 2/13 - Quiz #1 (Info from weeks 1-4) Due 2/14
Week 5 2/16-2/22 Class Day M	Marketing & Public Relations - Social Media Posts - Marketing Plan	- Read Chapter 7 - Social Media Posts DUE 2/20
Week 6 2/23-3/1 Class Day M	Communication & Customers - Communication Breakdowns DB	- Read Chapter 8 - Marketing Plan Due 2/28 - Communications DB DUE 3/1
Week 7 3/2-3/8 Class Days MW	Personnel Procedures & Practices Guest Speaker – - Job Description Development - Program Subsidy	- Read Chapters 9 - Job Description DUE 3/8
Week 8 3/9-15	SPRING BREAK	- EVERYONE HAVE FUN & BE SAFE!
Week 9 3/16-21 Class Days MF	Sources & Methods of Finance	- Read Chapter 11 - Program Subsidy DUE 3/17 - Quiz #2 (Info from weeks 5-9) Due 3/21
		-
		-
		-

Week	Activities/Assignments/Exams	Due Date
		-
		-
		-
		-
		-