

RTM 302
DYNAMICS OF LEADERSHIP IN RECREATION AND HUMAN SERVICES

Recreation & Tourism Management Department
California State University, Northridge

Semester	Class #	Day/Time	Location	Class Dates
Fall 2008	16777	Tuesdays & Thursdays 12:30am – 1:45pm	Redwood Hall, Room 151	08/26/08 – 12/09/08

Instructor: Wendy Phelps, M.A., Part Time Faculty
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If you leave a message for me at the above phone number, send me a fax or put something in my mailbox, please also send me an email so that I can make a point of checking my mailbox the next day I am on campus. Email is the best way to communicate with me. I check my email daily and typically respond within 24 hours.

Office Hours: Thursdays from 2:45pm – 3:45pm at the Freudian Sip in the University Student Union.
Alternative days/times can be arranged via email.

COURSE DESCRIPTION:

Prerequisite: Lower division writing requirement. Includes an analysis of personal leadership theory and small group dynamics, and a review of classic leadership studies with emphasis on leadership values and methods including group dynamics, communication, decision making and motivation. Emphasis on competencies and skills for successful leadership of small groups. Experiential components are an integral part of the class design. Field trip and/or class experiences required. Details will be provided within the first few weeks of class.

METHODS OF INSTRUCTION:

The class will use a combination of discussions, lectures, experiential learning strategies and readings. Central to the course design is identification, practice, and mastery of leadership skills. Most class sessions will provide an experiential leadership learning experience. Active participation is required.

REQUIRED TEXT:

Edginton, C.R., Hudson, S.D. and Scholl, K.G. (2005). *Leadership for recreation, parks, and leisure services* (3rd ed.). Champaign, IL: Sagamore Publishing, L.L.C. ISBN: 2004116702.
Matador Bookstore: New \$87, used \$65.25

RTM 302 Reader

A compilation of related handouts and articles for this class will be available shortly before classes start at Northridge Stationary & Copy Center located at 9130 Reseda Blvd. in Northridge (corner of Reseda & Nordhoff). You can call (818) 775-0255 to see when the readers will be ready. The handouts included in the reader are instrumental in your ability to fully participate in the class. You will need to bring your RTM 302 Reader to class each time we meet. The cost will likely be under \$25 dollars.

Additional handouts will be provided or made available for download and printing online.

COURSE OBJECTIVES:

At the conclusion of the course the *successful* student will:

1. Identify and discuss classic leadership/management theory and research.
2. Describe communication techniques related to leadership effectiveness.
3. Demonstrate competency in listening skills and personal communication effectiveness in multi-cultural settings.
4. Discuss decision making theory as it relates to leadership influence in groups.
5. Demonstrate competency in generation of new ideas, analysis of alternatives, evaluation of consequences, safety management and implementation strategies.
6. Describe group dynamics, techniques and processes that affect group behavior, and leadership roles.
7. Discuss the motivation process, role of the leader and benefits of participation in recreation activities.
8. Identify and discuss risk management issues pertinent to leadership of recreation programs.
9. Describe values education and the role of personal value systems in leadership effectiveness.
10. Discuss leadership strategies in various settings.

COURSE EXPECTATIONS:

Academic Honesty:

- ✓ Every member of the academic community at California State University, Northridge is expected to act with honesty and trustworthiness. In this course and all others, acts of cheating, plagiarism, misrepresentation, or other forms of dishonesty are not tolerated. Student academic dishonesty will result in penalties ranging from a failing grade on the assignment to a failing grade in the course, to referral to the Office of Student Affairs for a determination of suspension or dismissal from the University, as described in the University Catalog.
- ✓ If you believe that another member of the class has participated in acts of cheating, plagiarism, misrepresentation, or other forms of dishonesty it is expected that you will bring it to my attention.

Appropriate Use of Campus Resources:

- ✓ If you are not mastering course material to your satisfaction or are experiencing circumstances in your life that are impeding your ability to come to class or complete assignments as outlined, please talk with me as soon as possible. There are a number of things I can suggest to help you; however, the suggestions will be less helpful after a problem has become a crisis. The end of the semester is too late to take action to bring up a grade.
- ✓ If you are a student with a disability and wish to request accommodations, please contact the Center on Disabilities located in Bayramian Hall 110 (formerly Student Services Building) or call (818) 677-2684 for an appointment. Any information regarding your disability will remain confidential. Because many accommodations require early planning, requests for accommodations should be made by the second full week of class. Please contact me via phone or email and I would be happy to discuss the necessary steps to make this an effective learning environment for you.

Attendance:

- ✓ Your being in this class matters. It matters to me and it matters to your fellow students.
- ✓ Ideally, you will attend each full class session. Our time together in class is valuable and if you are absent, your absence alters the class dynamics. If you make the decision to miss a class, you are missing an integral part of the course as most classes include interactive exercises. If you miss a class, arrive late or leave early, please connect with a classmate to discover all that you have missed. If after reaching out to your classmates, something remains unclear please see me. Role will be taken at each class session via a sign in sheet, you are responsible for ensuring that you sign in each class session.
- ✓ If you are a member of one of our Matador Athletic Teams and are going to miss class because of on campus or away games, please provide me with a letter from your coach so that your time away from class does not negatively impact your grade. Please also make arrangements with me ahead of time if any of your assignments is due while you will be away.
- ✓ If any religious holidays that you or your family observe fall on days that our class is scheduled to meet, please let me know ahead of time so that your time away from class does not negatively impact your grade. Please also make arrangements with me ahead of time if any of your assignments is due while you will be observing a religious holiday.

Participation:

- ✓ Your participation in this class matters. It matters to me and it matters to your fellow students. I believe that we are all students and teachers. You have something unique to offer the class – YOU! Only you have all of the hopes, dreams, perspectives and experiences that you have – and it is those things that we will draw upon as we explore all things leadership. Your unique perspectives will help to breathe life into this curriculum. Therefore it is important that you not only show up, but actively engage in each class session.
- ✓ I value communication as a leadership quality. Therefore, if you are going to miss class, I would like to know ahead of time, via email. Absences for students who take the time to communicate what is going on for them will be considered differently than those of students I do not hear from.

Assignments:

- ✓ Assignments are due on or before the designated time and date.
- ✓ Correct grammar, spelling and composition are basic class expectations. Full credit will not be given for work submitted that does not meet these criteria. The Learning Resource Center is a free on campus resource if you need assistance with your writing skills. It is located in Bayramian Hall 408 (formerly Student Services Building). The phone number is (818) 677-2033 and the web site is <http://www.csun.edu/lrc/>
- ✓ Assignments turned in outside of class, before or after the due date, should be handed directly to the instructor, or placed in an envelope with the name of the instructor and given to a staff member at the Recreation & Tourism Management Office, Redwood Hall 250, to be date stamped and placed in the instructor's mailbox.
- ✓ I suggest that you retain copies of your work until a final grade is received for the course.
- ✓ Make-up assignments *may* be allowed only when arrangements have been made prior to the assignment due date. If you anticipate a problem with your ability to complete an assignment on time, please email me as soon as you realize that is the case. The decision to allow make-up assignments will be made on an individual basis.

Technology:

- ✓ Each student is expected to secure a CSUN email account and check it regularly. All emails related to the class will be sent only to CSUN email addresses. Students can forward emails from their CSUN account to another email address.
- ✓ Technology is a wonderful thing...except when it gets in the way of our connectedness. Please silence or turn off your cell phone and anything else that you carry with you that makes noise as soon as you enter the classroom.
- ✓ It is expected that you will not be on the phone/texting during class or leave class to take a call unless there is an actual emergency. We are together for a mere 75 minutes each time we meet, and we need all the time we have to cover the curriculum. Also, the success of this class requires everyone's attention and participation, therefore limiting distractions will assist us in getting the most out of this shared experience.
- ✓ Technology is a wonderful thing...except when it fails you. Please plan ahead. Expect that the printer, the toner, the paper, the hardware, the software, the server, the electricity and so on – will crash, break, or otherwise make it impossible for you to complete your assignment – especially when you wait until the last minute. Computer labs are available throughout the campus, several offer free printing.

Appropriate Classroom Etiquette:

- ✓ Class starts at 12:30pm and ends at 1:45pm. It is important that you arrive on time and stay until the end of class. We only have 75 minutes together each class session. With your help, we can make the most of them.
- ✓ Every person in this class deserves your respect. We are all here to learn. Including me. As we move through the semester, you may not always agree with what is being shared. In such cases, please make a point of disagreeing with what is being said without attacking the person who said it. Learning how to give and receive constructive feedback is a cornerstone of leadership. It is also a skill that takes practice, so as necessary, I will ask you to rephrase your opinion or observation in a more constructive way.
- ✓ This class meets from 12:30pm - 1:45pm. You need to eat. I realize that this class may be sandwiched between other classes or other commitments you have. I understand if you need to quietly eat something during class. I hope that you will understand that I am trying to teach a class, that by its nature, requires extensive class participation. So as you take care of your needs, please also be cognizant of the class and avoid having your lunch take the focus away from the activities of our time together.

- ✓ I like to make eye contact and acknowledge students in class, therefore please take off your sunglasses upon entering the classroom.
- ✓ Use of tobacco products in the classroom and university buildings is prohibited. Students attending class under the influence of drugs or alcohol, or being disruptive during class will be removed from class.
- ✓ Please take all trash with you when you leave the classroom.
- ✓ If we have moved the desks around to accommodate a group activity, please help to put the desks back in order so that the classroom is ready for the next class.

LEARNING OPPORTUNITIES:

Changes in the course schedule may be necessary to best achieve the desired outcomes for the course. All changes will be announced in class. You are responsible for information and announcements provided in class.

Attendance & Active Participation

Points: 20

Regular attendance for the entire class session, preparation and active participation are requirements for the class and will enhance your learning experience. Arriving late to class, leaving early, or lack of active participation during class will adversely impact this facet of your final grade. A sign in sheet will be passed around at each class session. It is your responsibility to ensure that you sign in for each class session that you attend.

Our class meets 30 times over the course of the semester. I allow for four “freebie” absences over the course of the semester. Beyond that, your grade will be adversely impacted by missing class. Again, I value communication as a leadership quality. Therefore, if you are going to miss class, I would like to know ahead of time, via email. Absences for students who take the time to communicate what is going on for them will be considered differently than those of students I do not hear from.

If you choose to miss a class, you are responsible for ensuring that you turn in any related assignments when (or before) they are due and for remaining current with the course curriculum and information being provided in class.

Reflections in Leadership Paper

Points: 10

Students will write a two page paper reflecting on an essential leadership quality and someone who embodies it (known or unknown, living or deceased, real or fictitious). The paper should be typed, double-spaced, written in paragraph form and spell checked. The document should use a 12 point, easy to read font, have one inch margins and should include an introduction, body and conclusion. No cover sheet is needed, simply include the following in the top right hand corner of each page: Your name, RTM 302, SP08 and the date. **This assignment is due at the beginning of class on Tuesday, September 2nd, 2008.**

RTM 302 –Reflections in Leadership Paper Scoring Sheet

Section I: Followed Directions

2 double-spaced pages	Yes	No	Partial		___/1 point awarded
Reasonable margins/font size	Yes	No	Partial		___/1 point awarded
Intro, body & conclusion	Yes	No	Partial		___/1 point awarded
Grammar/Spelling	+	✓	-		___/1 point awarded

Section II: Included Required Content

Essential Leadership Quality	Yes	No	Partial		___/3 points awarded
Someone who embodies it	Yes	No	Partial		___/3 points awarded

TOTAL POINTS AWARDED | **___/10 points**

Meeting Observation Assignment

Points: 20

Students will observe a meeting on or off campus and conduct a Plus Delta Analysis of the meeting. A lecture on assessment as well as a form to use will be provided to assist with this process. Start thinking now about what kind of meeting would be most interesting for you to attend and observe. Start collecting meeting dates and times to assist in preparing for this activity. **This assignment is due at the beginning of class on Thursday, September 25th, 2008.**

RTM 302 –Meeting Observation Assignment Scoring Sheet

For this assignment, I will award a total of four (4) possible points for the first four (4) areas listed below and a combined four (4) possible points for the last two (2) areas (grammar/spelling)

Section I: Followed Directions

1. Assessed all of the areas outlined in the worksheet	Yes	No	Partial		___/4 points awarded
2. Provided relevant comments throughout worksheet	Yes	No	Partial		___/4 points awarded
3. Appropriate length/content	Yes	No	Partial		___/4 points awarded
4. Provided overall +/- assessment	Yes	No	Partial		___/4 points awarded
5. Grammar	+	✓	-		___/2 point awarded
6. Spelling	+	✓	-		___/2 point awarded

TOTAL POINTS AWARDED | ___/20 points awarded

Journals

Points: 20

As part of this class, students will keep a journal. Journaling provides you with an opportunity to reflect, analyze, criticize and simply ponder the material presented in class and assigned by the instructor. It is also a way to capture your thoughts and observations on daily life experiences during the semester. Journals must be legible. I will be the only person who reads your journals unless you elect to share your journal with someone else. Over the course of the semester you will be asked to submit roughly five journal entries and you will have ample notice to complete them. Full credit is given to journals submitted on time, each time a journal entry is assigned.

Please purchase one 8 ½ x 11" Blue Book for use as your RTM 302 Journal. You can decorate your Blue Book any way you wish to personalize it, just ensure that your name is clearly written on the front of the Blue Book. Available at the Matador Bookstore for 45¢. Your first Journal Entry will likely be due within the first two weeks of class, so it is advised that you purchase your Blue Book this week.

Leadership Activity

Points: 30

Around the third week of classes (after the last day to add/drop), students will be placed in small groups and assigned a chapter from the text and a presentation date. The group will be expected to lead the class discussion on the chapter as well as facilitate an exercise or activity to highlight the topic at hand. All equipment needed, facility reservations, and other logistical details are the responsibility of the group. Each group member will submit a two-three page typed report one week following their presentation. The report will serve as an assessment of how the group worked together. Things to consider include: *Whether or not a leader/s emerged, how the work of the group was divided, how the group functioned effectively and what would have allowed the group to function even more effectively than it did.* Individual grades will be based on effective planning, leadership demonstrated during the class discussion and related exercise/activity and the written report. Working effectively as a team, creatively imparting the curriculum contained in your assigned chapter to the class and honestly assessing the process are the focus of this assignment.

Leadership Activity Presentation Scoring Sheet (20 of the 30 points)

Creativity	1	2	3	4		___/4 points awarded
Content	1	2	3	4		___/4 points awarded
Teamwork/Distribution of Duties	1	2	3	4		___/4 points awarded
Interactive Elements	1	2	3	4		___/4 points awarded
Duration of Presentation	1	2	3	4		___/4 points awarded

Specific feedback from professor and peer reviewers:

TOTAL POINTS AWARDED | ___/20 points

Additional details on this assignment are included on the last page of this syllabus.

Leadership Activity Paper Scoring Sheet (10 of the 30 points)

Section I: Followed Directions

2 double-spaced pages	Yes	No	Partial	/	___/0.5 points awarded
Reasonable margins/font size	Yes	No	Partial	/	___/0.5 points awarded
Intro, body & conclusion	Yes	No	Partial	/	___/0.5 points awarded
Grammar/Spelling	+	✓	-	/	___/0.5 points awarded

Section II: Included Required Content

Whether or not leaders emerged	Yes	No	Partial	/	___/2 points awarded
How the work was divided	Yes	No	Partial	/	___/2 points awarded
What worked	Yes	No	Partial	/	___/2 points awarded
What could have worked better	Yes	No	Partial	/	___/2 points awarded

TOTAL POINTS AWARDED / ___/10 points

UMATTERDOR Fair

The Division of Student Affairs will be hosting a UMATTERDOR Fair from 10:00am – 2:00pm on a Tuesday or Thursday during the fall semester. The UMATTERDOR Fair exists to provide students with information about the various departments, programs and services that are available to support them in succeeding at CSU, Northridge (academically, personally and professionally). Each student services department will be on hand to highlight their respective programs and services as well as the many ways to get involved on campus. Free food and entertainment will be provided. The day of the UMATTERDOR Fair, instead of meeting in Redwood Hall, you will be expected to spend our class time at this event, visit the various booths and then write a Journal Entry about what you learned. Additional details will be provided as the event date draws near.

Final Exam

There is no Final Exam for RTM 302. However I will be available during the time our Final Exam is scheduled for (Thursday, December 11th, 2008 from 12:45pm – 2:45pm) in the University Student Union Freudian Sip should you want to meet with me.

Extra Credit

There are two ways to receive extra credit in this course. Both of which are due by: **Tuesday, December 9th, 2008** (the last day of class). It is a good idea to complete one or both of the extra credit assignments if by the end of the semester: You missed several classes, you did not get as high of a grade as you desired on one or more assignments or you submitted one or more assignments late or incomplete.

1. Re-write your Reflections in Leadership Paper using what you learned about leadership over the course of the semester.
2. Attend a Leadership Institute/Short Course/Life Skills Institute Workshop on campus and write a two page reflection paper on what you learned and how it applies to this class. I will bring brochures for these programs to class as soon as they are available.

Although the assignments for this class are primarily reflective in nature and do not require extensive hours of research in the library, they require your dedicated time and attention as well as your ability to effectively analyze information, synthesize information and think critically. In short, these assignments cannot be thrown together at the last minute. They take the time. Let these assignments serve as opportunities for you to get to know yourself in new ways. In doing so, you can become a far more effective leader.

GRADING:

Active Participation and Attendance	20 (20%)
Reflections in Leadership Paper	10 (10%)
Meeting Observation Assignment	20 (20%)
Journal	20 (20%)
Leadership Activity – Presentation	20 (20%)
<u>Leadership Activity – Paper</u>	<u>10 (10%)</u>
Total	100 (100%)

Important note:

For students who have become RTM Majors starting in Fall 2008, the RTM Department requires a grade of “C” or better in the core classes. RTM 302 is a core class. A grade of C- or lower will require the student to repeat the class in order to graduate. Please do not create this circumstance for yourself!

GRADING SCALE:

The CSU, Northridge standard for grading is as follows:

A	96 – 100	B-	81 – 83	D+	67 - 70
A-	91 – 95	C+	77 - 80	D	64 – 66
B+	87 – 90	C	74 – 76	D-	61 - 63
B	84 – 86	C-	71 – 73	F	Under 60

I look forward to the coming semester and all of the possibilities it has in store for us!

Leadership Activity Line Up

Thursday, September 11th

Select Groups, Chapters and Presentation Dates

Tuesday, September 30th

W. Phelps Lecture/Activity – Come to class having familiarized yourself w/ Chapter 5

Thursday, October 2nd

Work Groups – In class time to prepare for your presentation/activity

Tuesday, October 7th

W. Phelps Lecture/Activity

Thursday, October 9th

Work Groups – In class time to prepare for your presentation/activity

Tuesday, October 16th

W. Phelps Lecture/Activity

Thursday, October 14th

Work Groups – In class time to prepare for your presentation/activity

Tuesday, October 21st

W. Phelps Lecture/Activity

Thursday, October 23rd

Chapter 6 – Leadership & Motivation

Tuesday, October 28th

W. Phelps Lecture/Activity

Thursday, October 30th

Chapter 7 – Leadership & Communication

Tuesday, November 4th

W. Phelps Lecture/Activity

Thursday, November 6th

Chapter 8 – Managing Risks

Tuesday, November 11th

HOLIDAY

Thursday, November 13th

Chapter 9 – Leadership in Outdoor & Aquatic Leisure Settings

Tuesday, November 18th

W. Phelps Lecture/Activity

Thursday, November 20th

Chapter 10 – Leadership in Social Settings

Tuesday, November 25th

W. Phelps Lecture/Activity

Thursday, November 27th

HOLIDAY

Tuesday, December 2nd

W. Phelps Lecture/Activity

Thursday, December 4th

Chapter 11 – Leadership & Event Management

Tuesday, December 9th

REFLECT & CELEBRATE THE END OF THE SEMESTER

MY GROUP MEMBERS:

Name

Email

Phone

- | | | |
|----------|-------|-------|
| 1. _____ | _____ | _____ |
| 2. _____ | _____ | _____ |
| 3. _____ | _____ | _____ |
| 4. _____ | _____ | _____ |
| 5. _____ | _____ | _____ |

CHAPTER WE ARE COVERING: _____ **PRESENTATION DATE:** _____