

FOR 474: Commercial Recreation Management Syllabus

Dates are for Winter 2007 offering as FOR 474X
Oregon State University – Cascades Campus
3 credits, Thursdays 6:00- 8:30 pm

INSTRUCTOR

JoDee Phillips
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Office Hours: T 5:00-6:00pm
Feel free to arrange other times by appointment

COURSE DESCRIPTION

This course focuses on the management of tourism and outdoor recreation businesses. It will cover basic business principles needed for running a successful tourism and recreation business, and will include special considerations for private recreation operations on public lands (e.g., concessionaires, long-term leases). Student participation and discussion will be emphasized.

COURSE PRE-REQUISITES

There are no pre-requisites for this course, but BA 250 Entrepreneurship is recommended as preparation.

LEARNING OUTCOMES

By the completion of the course, each student should be able to do the following:

- Prepare a commercial recreation business plan using principles of organization, legal foundations, planning, marketing, promotion, public relations, finance, human resource practices, and decision making.
- Recognize the roles and inter-relationships between private, nonprofit and public resources in tourism and recreation delivery systems.
- Understand the delivery of tourism and recreation services and products.
- Research additional career opportunities and trends in tourism and commercial recreation enterprises.

REQUIRED MATERIALS AND/OR READINGS

The **required** text for this course is:

Crossley, J. C., Jamieson, L. M. & Brayley, R. (2001). Introduction to Commercial Recreation and Tourism: An Entrepreneurial Approach (5th. ed.). Champaign, IL: Sagamore Publishing.

In addition, we will make extensive use of the Internet for class assignments.

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CLASS PARTICIPATION

Each of our class sessions will be devoted to a combination of lectures, case discussions, class exercises, and group work. Every student is expected to come to class prepared and to actively participate in our learning environment.

STUDENTS WITH DISABILITIES

Students with documented disabilities who may need special accommodation, who have any emergency medical information the instructor should know of, or who need special arrangements in the event of evacuation, should make an appointment with the instructor as early as possible – and no later than the first week of the term. If alternative testing is needed, the student should make the request at least one week in advance of the test. Students seeking accommodation should be registered with the Office of Services for Students with Disabilities.

ACADEMIC DISHONESTY AND CONDUCT

This course conforms to the Oregon State University Administrative Rules Relating to Student Conduct. Put simply, you are expected to do your own work. For those of you who need more guidance, the following comes from OSU documents:

Academic Integrity – students are expected to be honest and ethical in their academic work.

Academic dishonesty is defined as an intentional act of deception in one of the following areas:

- cheating: use or attempted use of unauthorized materials, information or study aids
- fabrication: falsification or invention of any information
- assisting: helping another commit an act of academic dishonesty
- tampering: altering or interfering with evaluation instruments and documents
- plagiarism: representing the words or ideas of another person as one's own.

Example: you must write your project in your own words. “Cutting and pasting” blocks of text from other sources is considered plagiarism. Of course, you may quote from source material, but the quote must be brief (usually less than a paragraph), enclosed within quotation marks, and correctly cited in the text and in the reference section. Please ask in advance if you are uncertain regarding the appropriate use of material from other sources.

STUDENT CONDUCT

The goal of Oregon State University is to provide students with the knowledge, skill and wisdom they need to contribute to society. Our rules are formulated to guarantee each student’s freedom to learn and to protect the fundamental rights of others. People must treat each other with dignity and respect in order for scholarship to thrive. Behaviors that are disruptive to teaching and learning will not be tolerated, and will be referred for disciplinary action. Behaviors that create a hostile, offensive or intimidating environment based on gender, race, ethnicity, color, religion, age, disability, marital status or sexual orientation will be referred to the Affirmative Action Office.

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COURSE GRADING

- 1. Exam (20% of grade).** The midterm will be given in week 5 of the course. This exam will assess the extent to which instructional objectives have been met.
- 2. Final Exam (20% of grade).** The final will be given during the final exam week. This exam may be either comprehensive or focus on the second half of the course, depending on the results of the midterm.
- 3. Project (40% of grade).** For this assignment, you will develop a business plan. See project details information at the end of the syllabus.
- 4. Class participation (20% of grade).** You are expected to participate in class discussion – of the instructor's lectures, of class assignments, and of student presentations. Students, who attend class, successfully discuss cases, add to the class discussion with information from the text and outside reading will be given the full 20%.

GUEST LECTURERS

I will invite community professionals to lecture. Please be prepared to discuss concepts that you have learned from each lecturer. These should be in written form so we can discuss them in the following session.

COURSE TOPICS AND OUTLINE FOR READING AND HOMEWORK

Week	Date		Topic	Homework
1	TH	Jan 11	Introduction and Syllabus Review/ Overview/ Introduction to Commercial Recreation	Chapter 1 Handout Questions (due 1/18)
2	TH	Jan 18	The Entrepreneur The Nature of Commercial Recreation and Tourism	Chapter 2 & Chapter 3 Handout Questions (due 1/25)
3	TH	Jan 25	Starting the Commercial Recreation and Tourism Enterprise	Chapter 4 Handout Questions (due 2/1)
4	TH	Feb 1	Financial Management	Chapter 5 Handout Questions (due 2/8)
5	TH	Feb 8	Midterm Exam Marketing in Commercial Recreation	Chapter 6 & Chapter 7 Handout Questions

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			Operations Management	(due 2/15)
6	TH	Feb 15	Commercial Recreation and Tourism Programming The Travel Industry	Chapter 8 & Chapter 9 Handout Questions (due 2/22)
7	TH	Feb 22	The Hospitality Industry	Chapter 10 Handout Questions (due 3/1)
8	TH	Mar 1	Local Commercial Recreation	Chapter 11 Handout Questions (due 3/8)
9	TH	Mar 8	The Career of the Future	Chapter 12 Handout Questions (due 3/15)
	TH	Mar 15	Present Projects	
10	TH	Mar 22	FINAL – 6:00-8:00	Final

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Project: Business Plan Guidelines

Project Teams:

- You may complete the project individually or you may select one other project team member.
- Teams are limited to two students.
- Select your other team member carefully.
- All team members will share the same project grade.

Each team will develop a business plan for a potential commercial recreation enterprise.

The guidelines are included below. All business plans are due on Tuesday, November 30th by 9:00 AM.

Business Plan Format - USE THE OUTLINE FORMAT PROVIDED BELOW

1. Business Strategy	<ul style="list-style-type: none"> • Identify what business you are in (see page 17 in the textbook). • What type of business are you starting? Give a brief description. • Write a mission statement for your business (usually 2-3 sentences). • List & briefly describe what services you "will" and "will not" offer. • List and briefly describe what "differentiates" your business. What are you trying to do better or differently? • Identify the "most appropriate" legal form (type) for your business organization and describe WHY you chose it.
2. Marketing	<ul style="list-style-type: none"> • List and briefly describe your business's competitive advantages. • Identify the market area (city, etc.) and population and growth of your market area (all socio-economic and demographic factors) U.S. Census (2000) (select: total population, income, educational levels, gender, ethnic groups, and maybe age groups etc). • Identify and list other competitive services in your market area (how many, what is their pricing structure, what are their advantages over your business?). • Identify your specific "customer market profile". Get an industry profile if possible or construct your own. • Project the "demand" for your product or service (from your textbook, identify the specific demand projection approach that you used and show your calculations). Remember to divide the demand figure by the number of competitors +1 (Zero Sum Theory) to get a more accurate demand. • Identify your pricing strategy(ies), and why you are using them. • Describe where in the Product Life Cycle your products or services are. • Describe your customer service policies (services offered and their estimated cost). • Identify the form(s) of advertising (size of audience, frequency of use and cost).
3. Operations	<ul style="list-style-type: none"> • Identify your building needs (square footage, parking, public transportation, labor supply (labor supply is the unemployment rate), fire and police protection). • Identify if you will build your own facility or rent and why. • Identify the local permits, ordinances, zoning regulations and type of trading area affecting your business.
4. Financials	<ul style="list-style-type: none"> • Determine your MONTHLY overhead; rent/mortgage, utilities, benefits and payroll takes, payroll wages, etc. for one month (overhead is the same as your operating expenses for the line item budget for one month). • Identify and list your start-up costs (fixtures; equipment; inventory; office supplies; remodeling; utility deposits; legal fees; license/permit fees; and operating cash for one year (*operating cash is equal to one year's operating expenses)).

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	<ul style="list-style-type: none">• Determine the "Per Unit Cost", show all calculations - Total (year or season) operating expenses divided by total demand (customers, trips, etc.).• Describe the funding source(s) for financing your business. You may only provide a maximum of 20% of the total required funding from personal/family/friends/ partners. No grants or donations may be used as a funding source. Be sure to include the <i>name of the financial institution</i> and <i>terms</i> of your bank loans (number of years to repay and interest rate, and the maximum percentage the bank will loan to a business). Small Business Administration.• Estimate your business's first twelve months of income and expenses. A running line item operating and maintenance (O & M) budget format is required. Use the sample Quoggy Jo Ski Center's Profit/Loss Statement for examples of types of line items. This is NOT a running line item budget.• Prepare a separate capital budget (one time purchases of expensive (over \$1,000) and long lasting (3+ years) items i.e.: computer, vehicle(s), buildings, etc.). These are start-up items and do not appear in the operating budget.
5. Summary & References	<ul style="list-style-type: none">• Determine the viability of your business based on the data you have collected and analyzed. This is the most important part of the paper. Be insightful and support your conclusions with the data collected.• Be sure to include ALL references and citations in APA format.

LITERATURE SOURCES

The project should utilize the available literature and discussions with the community. Some of the course material is treated in the academic journal literature, but you will also need to utilize books, agency reports, periodicals (magazines and newspapers), and other sources. The instructor will work with you to identify relevant material for your topic.

WRITING AND REFERENCING

For guidance on writing, refer to the paper or web versions of *The Elements of Style* by William Strunk, Jr. (<http://www.bartleby.com/141/>), material on the OSU Writing Intensive Curriculum (WIC) web site (http://wic.oregonstate.edu/wic_stdnt_writ_help.html), and/or other sources.

The APA (American Psychological Association) format must be used for referencing. The APA publication manual is on reserve in the OSU-Cascades/COCC library. Tips are also available at the OSU WIC site above.