

**Spring 2022**  
**RUTGERS UNIVERSITY**  
**Department of Kinesiology & Health**  
**Fitness Management**  
**01:955:316:01; 3 Credits**

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Asynchronous for 1/17/22-1/31/22)  
848-932-7086

**Office Hours:** Wednesdays 12-3  
and by appointment via Zoom or Webex.  
In-person learning format (Adapted to

CANVAS: <https://canvas.rutgers.edu/>  
Standard computer audio/record needed

*The Department of Kinesiology and Health supports an inclusive learning environment wherein diversity and authenticity are valued. We are committed to creating a culture of equality that respects the diverse voices of our students, faculty and staff. We will continuously strive to create a curriculum and academic environment to reflect the community we serve, and drive innovation, social responsibility and excellence. Our diversity in thought, skill, and academic discipline is a resource and strength, which stands to benefit the whole and positively contribute to University and global reach.*

#### **PURPOSE**

The purpose of this course is to examine the management and operations of fitness facilities. Management theories and operational methods for running health and fitness programs will be discussed. Topics will include fitness programming, building and events management, staffing, facility design, customer service, budgeting, sales, and promotions as it relates to the fitness industry.

**ONLINE COURSE WARNING AND ADVICE** (In the event that we are switched to an online format for the remainder of the semester)

Do not register for this course with the idea that it will be easy. This course will cover the same material taught in the traditional in-person course and it will require your time and consistent commitment to complete all of the required material. **This is not a self-paced online course.** There are due dates that are strictly adhered to and it is your responsibility to pay attention to the time and dates of when items are due. **This course operates on an Eastern Standard Time.** It is your responsibility to pay attention to time zone changes if you are traveling and completing assignments outside of Eastern Standard Time. You are responsible for making sure that all of your work is properly submitted, readable, every device that you are using to complete work is compatible with CANVAS tools, you complete the CANVAS student tutorial, and that you respond to any of my comments in a timely fashion.

#### **COURSE OBJECTIVES**

1. Identify and understand the responsibilities of managing a fitness facility.
2. Describe and discuss the steps to plan, market, and promote fitness programming.
3. Comprehend organizational design, the hiring process, and personnel management.
4. Understand what it takes to establish effective customer service and retention.
5. Analyze and discuss financial management, budgets, business plans, and the sales process in selling fitness club memberships, personal training, and group fitness.

6. Distinguish the differences between managing franchise fitness facilities, large scale fitness clubs, publicly funded centers, and boutique fitness studios.
7. Review legal and ethical guidelines for safe and effective fitness management.
8. Identify and discuss the impact of cultural and diversity factors in the day to day business operations of a fitness business.
9. Create a business and management plan for different types of fitness entities.
10. Perform critical analyses of current issues in the fitness industry using case study approaches.

### **INSTRUCTIONAL TEXT**

Tharrett, S. J. (2017). *Fitness Management*, 4<sup>th</sup> ed. ACSM: Indianapolis, IN.

### **PROCEDURES, TECHNIQUES AND METHOD OF INSTRUCTION**

1. Lecture, small group, and class discussions.
2. Web resources.
3. Video/Movies.
4. Group presentations.
5. On-site visits.

### **REQUIREMENTS FOR SATISFACTORY COMPLETION OF COURSE**

1. Tests (45%). There will be a midterm and a final exam. Each test will consist of multiple choice, true-false, and short answers. The final test is cumulative. Midterm exam (20%). Final exam (25%).
2. Business Plan Development Presentations (15%). Topics of interest will be discussed in class and each student will choose to be in a group to present information related to that topic. It is expected that each presentation will provide the class with new information that was not discussed in class or information that goes into further depth on a topic that was discussed in class. Grades will be based on student input, level of information provided, adherence to instructions, and the ability to present the information in a clear, stimulating, and informative manner. Of this, 5% of the grade will be based on an annotated bibliography and discussion related to the presentations. Additional guidelines will be provided via handout and scoring rubric.
3. Case Studies in Fitness Management & Critique (15%). You will be asked to write reaction statements in regard to current topics in fitness, class discussions and presentations. Overall, your grade in this area will depend on your level of participation, the quality of your reaction statements based on your ability to critically, and fairly, comment on issues brought up in class discussions and presentations. Further instructions for this requirement will be discussed in class.
4. Assignments and Discussions (15%). Students will receive homework assignments based on the material contained within the book chapter and current events. Students will engage in small group activity within the online classroom. These assignments will be graded on a complete/incomplete basis with discretion given to the thoroughness and organization of your answers.

5. “Field Trips” and Professional Interview (10%). Students will visit gyms in person (will be adapted if necessary due to COVID restrictions) and write a report summarizing their visit. Students will also conduct an interview with a fitness professional who has worked in the field for at least 5 years. Further guidelines will be distributed separately.

It is expected that all assignments will be submitted using the tools available in CANVAS. Please avoid using attachments and sources outside of CANVAS tools. All work is to be submitted via the upload tool (no attachments), audio tool (specifically in CANVAS), and discussion reply in CANVAS. If you submit work that does not follow these instructions, you will receive a grade of zero. Please follow the submission instructions. If you are having a problem with CANVAS, then please contact the Help Desk immediately and send me an email so that I am aware of the issue. *For tech help with Canvas, please visit <https://it.rutgers.edu/help-support>.*

### **Grading scale**

<b>A :</b>	90-100%	<b>B+:</b>	85-89%	<b>C+:</b>	75-79%	<b>D:</b>	60-69%
		<b>B :</b>	80-84%	<b>C :</b>	70-74%	<b>F :</b>	≤ 59%

The lowest grade from worksheets and discussions will be automatically dropped and not calculated in your final grade. Late work will not be accepted unless previously approved.

### **COURSE RESOURCES:**

Internet access including access to the Rutgers University Student and Library Portals, and specifically the CANVAS Course Learning Management System (LMS) via the following link: <https://onlinelearning.rutgers.edu/canvas-login>

You will need a NetID to login so make sure that you have one for the site. If you are registered in the course and a Rutgers Student, you will automatically be a “member” of the online class. If you cannot access this site, please contact your professor and the CANVAS help desk. <https://rutgersonline.desk.com/>. All content on CANVAS is for educational purposes only and pursuant to copyright protection, meaning it cannot be reproduced, distributed or transmitted in any form or by any means without prior written permission from Dr. Scott.

### **ATTENDANCE POLICY**

#### **Self-Reporting Absence Application:**

Students are expected to attend all classes; if you expect to miss one or two classes, please use the University absence reporting website <https://sims.rutgers.edu/ssra/> to indicate the date and reason for your absence. An email is automatically sent to me. **Submitting this report is does not automatically excuse assignments due.** The class will primarily be treated as an in-person course in which you are expected to attend ALL classes. In the event of an extreme emergency (i.e. prolonged illness and hospitalization), communication with the Dean of Students, and clear follow up from them to me with verified information, will be required to make up any missed work. You are responsible for observing due dates and submitting work early or on time. If you should experience extenuating circumstances, please contact me as soon as possible so that arrangements can be made to ensure that you are able to successfully complete the course.

**You cannot simply stop attending class, not show up on the date of an exam, assignment due, or presentation, and then expect to be able to make up work.** You must make every responsible effort to notify me ahead of time if you are going to be absent when an exam or an assignment is due. If you are absent multiple classes, it is imperative that you contact me immediately to inform of your illness or reason for prolonged absence. It is only via responsible, and advanced communication, that I will allow make-up work.

### **Mask Requirement**

*In order to protect the health and well-being of all members of the University community, masks must be worn by all persons on campus when in the presence of others (within six feet) and in buildings in non-private enclosed settings (e.g., common workspaces, workstations, meeting rooms, classrooms, etc.). Masks must be worn during class meetings; any student not wearing a mask will be asked to leave.*

*Masks should conform to CDC guidelines and should completely cover the nose and mouth:*  
<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/about-face-coverings.html>

*Each day before you arrive on campus or leave your residence hall, you must complete the brief survey on the My Campus Pass symptom checker self-screening app.*

\*In an online classroom, you are expected to log into class multiple times per week to complete your assignments. You have the discretion to log on at times convenient for you; however, you are expected to meet all due dates and deadlines on time. I will not accept work that is late without prior approval. All late work and non-submitted work will automatically receive a grade of zero. Not logging in and completing an assignment is considered absent. In the event of an extreme emergency (i.e. prolonged hospitalization), credible documentation and depending on the circumstance, contact with the Dean of Students will be required to make up any missed work. You are responsible for observing due dates and submitting work early or on time relative to personal travel, time zone changes due to travel (**all work is due EST**), religious observances, or work. If you should experience extenuating circumstances, please contact me as soon as possible so that arrangements can be made to ensure that you are able to successfully complete the course.

Students are expected to view all lectures and to complete all assignments and required reading pertinent to each course as it is the College's belief that attendance, participation and online classroom interaction are vital to the professional educational process. Greater than 20% absence from total class hours will result in the administrative grade of F (failure due to excessive absences). In such a circumstance, the student will be required to repeat the course in its entirety. In an online environment attendance will be evaluated on a weekly basis. **A student will be considered in attendance for a given week (12:00am Monday to 11:59pm Sunday) if they participate in one of the required activities of that academic week including quizzes and/or exams as well as participation in class discussions.** It is the students' responsibility to keep a record of their attendance.

**Please be mindful that I can see how active or inactive you are in this course. I can see how much time you spend in CANVAS for this course, for an assignment, a quiz, and the exact time that you submit an assignment.**

## **Academic Integrity Policy**

<http://academicintegrity.rutgers.edu/academic-integrity-policy/>

Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity.

**Please do not use other students' work from previous classes.** If caught, you will face the same consequences as described above in the Academic Integrity Policy.

**Please do not misuse the online classroom to inappropriately screenshot, copy, or share information.** If caught, you will be subject to the same consequences as described in the Academic Integrity Policy.

## **PLAGIARISM**

Do your own work for every assignment. If you are referring to someone else's work (book, magazine, internet, etc.) then you are required to provide a reference. **I DO NOT ALLOW YOU TO CUT AND PASTE WORK FROM THE INTERNET! PARAPHRASE AND LEARN TO USE YOUR OWN WORDS.** Pictures are ok but you must provide a reference. If you are caught plagiarizing, you will be given a zero for the assignment and reported to the Dean.

## **PARTICIPATION AND CLASSROOM POLICY**

You are expected to fully participate in the class discussions (\*in-person via audio recordings and written activities if online). There will be discussions throughout the semester where it is expected that different viewpoints and opinions will exist. **Please do not type in CAPS, emojis, or use casual "text lingo" as though you were only communicating with friends.** Use full words and be mindful of the tone you are setting when responding. Everyone is encouraged to speak up and express varying viewpoints. Personal attacks, name calling, foul or threatening language will not be tolerated. Please be respectful to each other, even when there may be disagreement. Enthusiasm is appreciated, leadership is encouraged, and your best effort is expected. I will notice those who put in an effort.

## **Student-Wellness Services:**

### **Diversity Programs and Support for Students**

<https://diversity.rutgers.edu>

There are various programs and centers for students with diverse backgrounds and interests. Please use these links as a starting point to find information that may be of need and interest to you.

Bias and Crisis Support

<https://diversity.rutgers.edu/resources/bias-and-crisis-support>

Student Mentoring Support

<https://diversity.rutgers.edu/node/173>

Tyler Clementi Center

<https://diversity.rutgers.edu/tyler-clementi-center>

### **Just In Case Web App**

<http://codu.co/cee05e>

Access helpful mental health information and resources for yourself or a friend in a mental health crisis on your smartphone or tablet and easily contact CAPS or RUPD.

**Counseling, ADAP & Psychiatric Services (CAPS)**

**(848) 932-7884 / 17 Senior Street, New Brunswick, NJ 08901/ [www.rhscaps.rutgers.edu/](http://www.rhscaps.rutgers.edu/)**

CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professional within Rutgers Health services to support students' efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners.

**Violence Prevention & Victim Assistance (VPVA)**

**(848) 932-1181 / 3 Bartlett Street, New Brunswick, NJ 08901 / [www.vpva.rutgers.edu/](http://www.vpva.rutgers.edu/)**

The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.

**Disability Services**

**(848) 445-6800 / Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 / <https://ods.rutgers.edu/>**

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at:

<https://ods.rutgers.edu/students/registration-form>.

**Scarlet Listeners**

**(732) 247-5555 / <http://www.scarletlisteners.com/>**

Free and confidential peer counseling and referral hotline, providing a comforting and supportive safe space.

**Weekly Schedule for Fitness Management**

**THIS SCHEDULE IS SUBJECT TO CHANGE. YOU ARE RESPONSIBLE FOR STAYING UP TO DATE WITH ANY CHANGES ANNOUNCED IN CLASS.**

Week	Topic	Reading
1	<b>Introduction and review of the syllabus.</b> <b>The evolution of the fitness industry.</b> - The creation and growth	Ch. 1-2

	- Current trends and future growth	
2	<b>Understanding American values, physical activity, and the fitness industry.</b> <ul style="list-style-type: none"> <li>- Values &amp; fitness consciousness of Americans</li> <li>- The CDC and the current state of physical fitness</li> <li>- Consumer motivation in fitness</li> </ul>	Ch. 2-3
3	<b>Marketing and branding in fitness.</b> <ul style="list-style-type: none"> <li>- Brand value equation &amp; brand differentiation</li> <li>- Understanding value proposition and marketing fitness according to your brand</li> </ul>	Ch. 5-6
4	<b>Marketing in the digital age of the fitness industry.</b> <ul style="list-style-type: none"> <li>- Pros and cons of digital coupon sites</li> <li>- Social media utilization</li> <li>- Fitness technology</li> </ul>	Ch. 7-8
5	<b>Health &amp; Fitness Business Models.</b> <ul style="list-style-type: none"> <li>- Different facility market segments and price points</li> <li>- Legal entities and ethical issues</li> </ul>	Ch. 4, 14 & 15
6	<b>Membership sales and the sales continuum in fitness services.</b> <ul style="list-style-type: none"> <li>- The mathematics of selling fitness</li> <li>- Facility tours and Open Houses</li> <li>- Corporate sales</li> </ul>	Ch. 9-10
7	<b>Sales promotion, budgeting and client retention in fitness.</b> <ul style="list-style-type: none"> <li>- Customer satisfaction and retention</li> <li>- Calculating membership retention</li> <li>- Positive service culture and customer loyalty</li> </ul>	Ch. 11-12
8	Midterm	
9	<b>Facility management in fitness.</b> <ul style="list-style-type: none"> <li>- Fitness programming</li> <li>- Equipment management &amp; maintenance</li> <li>- Non-physical activity departments</li> <li>- Merchandise sales</li> </ul>	Ch. 18, 21, 22
10	<b>Hiring employees and personnel management in fitness.</b> <ul style="list-style-type: none"> <li>- Risk management practices</li> </ul>	Ch. 19-20, 26

	<ul style="list-style-type: none"> <li>- Employees vs. independent contractors</li> <li>- Employee qualifications based on different positions</li> <li>- Organizational alignment for different business models</li> </ul>	
11	<p><b>Sports performance centers &amp; boutique fitness models of operation.</b></p> <ul style="list-style-type: none"> <li>- The sports performance training market</li> <li>- Youth sport and training</li> <li>- Specialty fitness centers and spas</li> <li>- Boutique fitness offerings</li> </ul>	Ch. 23-29
12	<p><b>Cultural factors &amp; international influencers in fitness.</b></p> <ul style="list-style-type: none"> <li>- Local community factors and fitness business models</li> <li>- The fitness diaspora and cultural influences from European, Asian, Latino, African &amp; Caribbean markets</li> </ul>	Ch. 30-34
13	Group presentations	
14	Group presentations	
15	Final Exam	