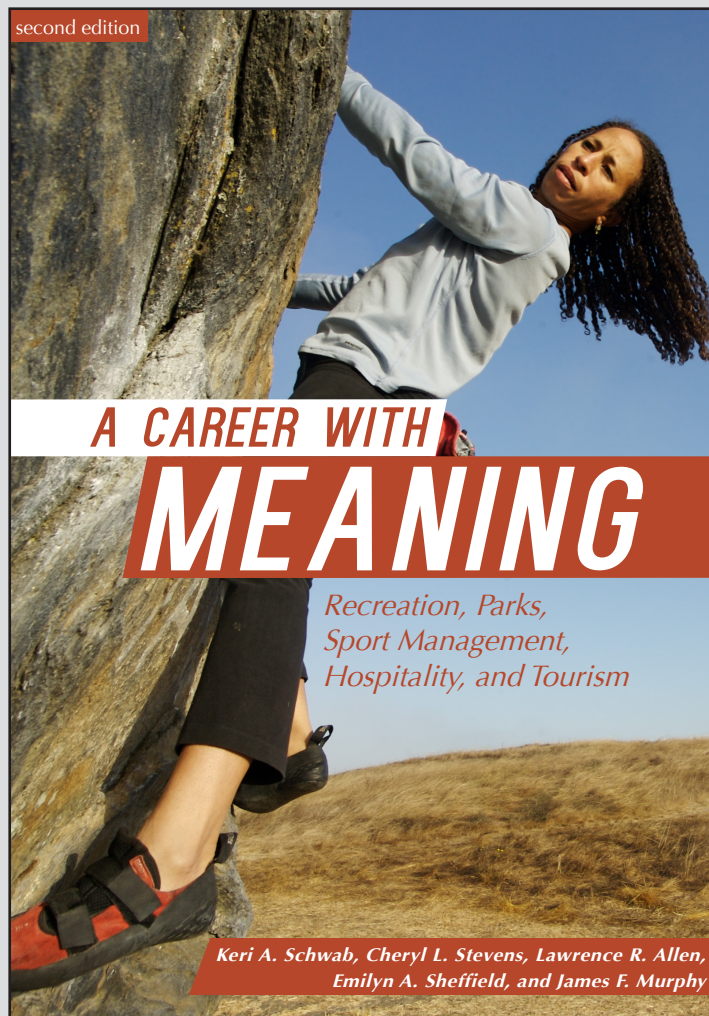


TEST BANK



SAGAMORE
P U B L I S H I N G

1. RECREATION AND LEISURE IN NORTH AMERICAN LIFE

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. Identify three dimensions of leisure.
 - a. state of mind, recreational activity, freedom *
 - b. state of mind, play, freedom
 - c. recreational activity, play, freedom
 - d. play, freedom, benefits
2. _____ relates to many different meanings—some relating to time, some to an activity being done, some to the state of mind.
 - a. Tourism
 - b. Benefits
 - c. Leisure *
 - d. Humanism
3. _____ is travel that can take place for recreational, leisure, or business purposes.
 - a. Hospitality
 - b. Play
 - c. So-important
 - d. Tourism *
4. The _____ viewed leisure as a time of non-activity that was useful for recovering and restoring for work. Leisure time was earned and was a reward for a lifetime of hard work.
 - a. Ancient Greeks
 - b. Ancient Romans *
 - c. Ancient Spain
 - d. All of the above
5. Leisure's multiple dimensions include
 - a. time free from work
 - b. state of mind
 - c. freedom to
 - d. all of the above *
6. Which philosophical perspective attaches great importance to human dignity, concerns, and abilities?
 - a. progressivism
 - b. behaviorism
 - c. humanism *
 - d. existentialism
7. _____ is associated with time seen as free from constraint, oppression, manipulation.
 - a. Freedom from *
 - b. Freedom to
 - c. Play
 - d. Leisure
8. Providing recreation services that benefit multiple people is an example of _____
 - a. inclusive service *
 - b. direct service
 - c. so important
 - d. all of the above

9. The term _____ describes any area (or portions of an area) dedicated to public enjoyment
 - a. Central Park
 - b. hospitality management
 - c. public parks *
 - d. sport management
10. Which of the following are motivations for recreation, parks, sports management, hospitality, and tourism professionals?
 - a. helping others
 - b. play for life
 - c. love of outdoors
 - d. all of the above *
11. Which element most effectively describes play?
 - a. a voluntary activity
 - b. pretend fun
 - c. limited with in time and space
 - d. all of the above *
12. _____ is viewed as any activity a person freely chooses that has the potential for achieving some desirable outcome.
 - a. Leisure
 - b. Recreation *
 - c. Play
 - d. Tourism
13. Providing a recreation activity within a community that helps the youth stay healthy and active is an example of _____.
 - a. inclusive service
 - b. direct service
 - c. so importants *
 - d. all of the above
14. What are the three main benefits of the recreation and leisure experience?
 - a. improved change or condition, maintenance of a desired condition, and the realization of a satisfying recreation experience *
 - b. improved change or condition, improvement of one's mental health, and personal growth
 - c. maintenance of a desired condition, personal growth, and improved change or condition
 - d. realization of a satisfying recreation experience, maintenance of a desired outcome, and community identity
15. _____ is/are those activities and interests indulged in by youth and adults during non-work, non-study free time that do not fall within the parameters of what society generally views as wholesome or good.
 - a. Recreation
 - b. Purple recreation *
 - c. State of mind
 - d. Play
16. True or False: According to Driver, there is little scientific support for benefits that can be attributed to people's leisure experiences.

Answer: False

17. True or False: Leisure can be both “freedom from” and freedom to.”

Answer: True

18. True or False: Play can happen anytime and anywhere.

Answer: True

19. True or False: To accomplish the true meaning of leisure, one must be engaged in an activity.

Answer: False

20. True or False: An individual cannot have a leisure experience while at work.

Answer: False

Short Answer/Discussion Questions

1. Explain, in your own words, what the concept of humanism has to do with the concepts of leisure and recreation.

See the section on “Leisure, Recreation, and Humanism” for possible answers.

2. Identify which of the four primary passions that drive recreation, parks, sport management, hospitality, and tourism professionals applies best to you and explain why that is so.

See the section on “What Motivates Recreation, Parks, Sport Management, Hospitality, and Tourism Professions” for possible answers.

3. Explain the difference between intrinsic and extrinsic motivation and give three examples of leisure or recreation experiences you have had to illustrate: (1) an intrinsically motivated experience (2) an extrinsically motivated experience, and (3) an experience that had a mix of intrinsic and extrinsic motives.

See the section on “Motivation for Recreation and Leisure Participation” for possible answers.

4. Review Table 1.1, “Selected Benefits that Have Been Attributed to Leisure by One or More Scientific Studies,” and identify at least 10 of the benefits listed that have been experienced by you or by someone you love.

See the Table 1.1 in the section “Motivation for Recreation and Leisure Participation” for possible answers.

5. Discuss one purple recreation experience you have had and explain whether or not this type of experience is ever provided by a recreation, parks, sport management, hospitality, or tourism organization. Next, explain why or why not, and if it is offered, what conditions or parameters are likely to exist.

See the section on “The Darker Side of Motivation” for possible answers.

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. _____ are agencies primarily owned by federal, state, or local government for the good of all citizens.
 - a. Nonprofit, community based
 - b. Public, government-sponsored *
 - c. Specialized recreation and leisure services
 - d. Commercial, for-profit
2. _____ refers to recreation service providers that meet clients' specific needs such as therapy and campus recreation.
 - a. Nonprofit, community based
 - b. Public, government-sponsored
 - c. Specialized recreation and leisure services *
 - d. Commercial, for-profit
3. _____ refers to private enterprises owned by individuals or shareholders who make a profit providing recreation and leisure experiences.
 - a. Nonprofit, community based
 - b. Public, government-sponsored
 - c. Specialized recreation and leisure services
 - d. Commercial, for-profit *
4. _____ refers to organizations that provide recreation services, mainly for children and youth.
 - a. Nonprofit, community based *
 - b. Public, government-sponsored
 - c. Specialized recreation and leisure services
 - d. Commercial, for-profit
5. The leisure service delivery system includes which of the following?
 - a. nonprofit
 - b. for-profit
 - c. specialized organizations
 - d. all of the above *
6. Characteristics of permeable boundaries in the evolving structure of the Leisure Service Delivery System include all of the following except which one?
 - a. increasingly bureaucratic organizational structures *
 - b. outreach programs for hard to reach populations
 - c. new partnership models
 - d. need for financial and environmental sustainability
7. An example of a future leadership role for the Leisure Service Delivery System is/are
 - a. change agent/advocate
 - b. servant leader
 - c. direct service provider
 - d. a and b only *
8. Which of the following forces is/are shaping organizations delivering recreation, parks, tourism, and leisure services?
 - a. globalization
 - b. fourth sector
 - c. virtual leisure
 - d. all of the above *

9. The term _____ describes experiences such as gaming, music, video, interactive fitness, Internet sports, interactive sires, social networking, etc.
- fourth sector
 - virtual leisure *
 - public good
 - outreach service
10. _____ refers to organizations that consciously blend attributes and strategies.
- For-profit model
 - Hybrid organization model *
 - Nonprofit model
 - Specialized organization model
11. _____ refers to an organization that is charged with designing and delivering recreation and leisure services based on clients' needs.
- Needs-driven *
 - Private enterprise
 - Public good
 - None of the above
12. Leadership roles for recreation, parks, sport management, hospitality, and tourism professionals under the emerging structure include all of the following except for
- program facilitator
 - outreach specialist
 - servant leader *
 - developmental leader
13. Lines that once existed between traditional recreation and leisure service providers have become _____
- permeable *
 - emerging
 - clear
 - inflexible
14. Identify the best set of characteristics that a recreation, parks, sport management, hospitality, and tourism professional must have.
- people oriented, value meaning in their work, flexibility, and being hands on *
 - people oriented, expecting high paying jobs, personal growth
 - value meaning in their work, task oriented, lack of organization skills
 - people oriented, being hands on, only being able to perform one task at a time
15. _____ are things people feel intense emotions about.
- Preferences
 - Generalist
 - Passions *
 - All of the above
16. True or False: Before World War II, people did not receive recreation that was therapeutic, or pay for any recreational experiences.
- Answer: False
17. True or False: Boundaries between public, private, and nonprofit sectors have been blurring and a fourth sector is emerging.
- Answer: True

18. True or False: The worst way for a generalist to approach a career choice is to learn more about his or her preferences.

Answer: False

19. True or False: Private enterprise refers to privately owned business operated for a profit in a competitive system.

Answer: True

20. True or False: Understanding recreation-related careers is best accomplished by using a continuum approach.

Answer: True

Short Answer/Discussion Questions

1. Examine the recreation, parks, sport management, hospitality, and tourism services provided in the community where your school or college is located. Describe at least five aspects of the “Leisure services delivery system: Evolving Structure” that you can see in these services.

See the section on the “Leisure Service Delivery System” and especially Figure 2.1 for possible answers.

2. Explain three ways that professional leadership roles have, and are, evolving in recreation, parks, sport management, hospitality, and tourism.

See the section on “Evolving Leadership Roles” and Figure 2.1 for possible answers.

3. Describe the term “virtual leisure” and give two examples: (1) a virtual leisure experience you enjoy, and (2) a virtual leisure experience enjoyed by someone you love. Discuss the benefits and/or negative outcomes that arise from these experiences for you and your loved one.

See the section on “Future Leisure Service Delivery System” for possible answers.

4. Explain how well the generalist concept fits you, and identify your top three preferences and top three passions. Using the continuum approach, identify which areas might contain career possibilities for you.

See the section on “Making the Connection to the Recreation-Related Career That’s Right for You” for possible answers.

5. Explain what the concept “fourth sector” means and give an example of an organization you do business with that fits this model. Explain how and why it fits.

See the section “Future Leisure Service Delivery System” on for possible answers.

3. COMMUNITY RECREATION AND LEISURE SERVICES

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. The origins of United States' community parks and recreation can be traced to
 - a. Native Americans
 - b. Industrial Revolution *
 - c. World War II
 - d. The Great Depression
2. What does a "sand garden" refer to?
 - a. a park on that is located on a coastal beach
 - b. inadequate community gardens
 - c. recreational sports facilities
 - d. playground designed for children *
3. The "Senior Games" is
 - a. a national sports competition with over 2,500 competitors *
 - b. the largest bridge tournament in the United States
 - c. has been held every year for the last 100 years
 - d. none of the above
4. To make a community a healthy, livable community, recreation providers should
 - a. provide spaces in parks that encourage physical play
 - b. offer fitness programs
 - c. partner with local public health officials
 - d. all of the above *
5. What was the purpose of early parks and playgrounds?
 - a. to give children a safe place to play *
 - b. to provide workers with the opportunity to refresh themselves for work
 - c. to teach adults useful skills
 - d. all of the above
 - e. none of the above
6. Approximately how many community recreation agencies operate nationwide?
 - a. 600
 - b. 1,200
 - c. 6,000 *
 - d. 12,000
7. Benefits of community recreation that are frequently described include
 - a. improving the environment
 - b. providing opportunities for social engagement
 - c. reducing the risk of various diseases
 - d. all of the above *
8. What does the acronym CPRP stand for?
 - a. Certified Professional Recreation Person
 - b. Certified Park and Recreation Person
 - c. Certified Professional and Recreation Park
 - d. Certified Park and Recreation Professional *

9. During what hours are youth most likely to engage in risk behaviors?
 - a. at lunchtime
 - b. after school *
 - c. late evening
 - d. around midnight
10. Which of the following is an example of resilience?
 - a. seeking out positive opportunities despite difficult circumstances *
 - b. stopping playing the piano when you are teased
 - c. competing in weight training and aerobic exercises
 - d. waking up early after a long day
11. An example of site-based programming is
 - a. offering aquatic programs in the recreation center pool
 - b. meeting with campers at community park
 - c. sending roving leaders into community neighborhoods *
 - d. providing more services to neighborhoods that pay more taxes
12. Where does programming typically occur in the 21st Century Learning Centers Initiative?
 - a. a library
 - b. a school *
 - c. a park
 - d. a recreation center
13. An estimated _____ employees work full time for a local municipal recreation and park community agency?
 - a. 100,000
 - b. 140,000 *
 - c. 180,000
 - d. 250,000
14. Course work in which of the following degree areas is recommended to supplement a bachelor's degree in recreation if you want to work in community recreation and leisure services?
 - a. business
 - b. youth and family studies
 - c. public administration
 - d. all of the above *
15. True or False: When a sport is modified so that people with disabilities can participate, this is called adapted sport.
 Answer: True
16. True or False: Youth recreation programs frequently occur at school sites.
 Answer: True
17. True or False: Roving leaders are camp counselors that move from city to city putting on day camps.
 Answer: False
18. True or False: Financial management tasks such as fundraising for programs and finding sponsors is not responsibility of community recreation professionals.
 Answer: False
19. True or False: Opportunities to work with seniors is expected to increase as Baby Boomers retire.
 Answer: True

20. True or False: Seasonal work is often important for gaining future employment in community recreation and leisure service agencies

Answer: True

Short Answer/Discussion Questions

1. Think about the career advice shared by our two professionals, Megan and Sheila. What commonalities can you identify in their advice? Do they offer any contradictions?

For discussion related to this question see the "Focus Questions" and "Profiles"

2. a) What do you think it means when we say that "problem free is not fully prepared"? b) What role can community recreation and leisure services play in making youth "fully prepared"?

For discussion related to this question see the section on "Community Recreation – Discover the Benefits."

3. Community residents are encouraged to "Discover the Benefits" of local parks and recreation. Brainstorm with a partner and list five unique benefits that can be achieved through recreation participation. Then, pick your favorite benefit and describe a program or service that would help residents capture this benefit.

For discussion related to this question see the "Profiles." It may also be helpful to review the benefits figure in Chapter 1.

4. Community recreation and leisure services encompasses a wide variety of career options. Compare and contrast the job of a general recreation programmer and a facility manager.

For discussion related to this question see the section on "Careers in Community Recreation and Leisure Services."

5. The chapter indicated that interdisciplinary collaboration will be important to streamline service and limit duplication of community services. Identify three community partners for community recreation and leisure services and then describe a possible joint venture with each identified partner.

For discussion related to this question see the sections "Community Recreation and Leisure Services" and "Careers in Community Recreation and Leisure Services."

4. RECREATION IN NONPROFIT ORGANIZATIONS

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. The first youth-serving nonprofit formed in the United States was
 - a. Hull House
 - b. Boys & Girls Clubs *
 - c. YMCA
 - d. YWCA
2. Which of the following is NOT a basic responsibility of the board of directors?
 - a. ensure adequate resources
 - b. organize the office *
 - c. recruit new board members
 - d. ensure organizational planning
3. Nonprofit agencies do which of the following?
 - a. educate their members
 - b. set professional standards
 - c. inform the public
 - d. all of the above *
4. A person walking on a trail in a park is participating in what?
 - a. recreational sports
 - b. structured recreation
 - c. instructional sports
 - d. unstructured recreation *
5. What is a vision statement?
 - a. It describes what the agency wants to be in the future. *
 - b. It describes what the agency is about.
 - c. It describes what the agency is trying to accomplish.
 - d. none of the above
6. A nonprofit has been set up to champion for the needs of people with disabilities. What role is it fulfilling in the community?
 - a. service provider
 - b. programmer
 - c. advocate *
 - d. facilitator
7. Which of the following are perks that may come with a job in a nonprofit recreation agency?
 - a. housing and/or food
 - b. free registration for professional development workshops
 - c. bring the dog to work
 - d. all of the above *
8. Which of the following is NOT a challenge faced by nonprofit recreation agencies?
 - a. finding qualified staff
 - b. having too much money *
 - c. training volunteers
 - d. the lack of business skills

9. Which of the following are considered core values found in nonprofit agencies?
 - a. respect for a diversity of people
 - b. building community
 - c. making money
 - d. a and b only *
10. A nonprofit has been set up to develop and deliver programs directly to a constituent group. What role is it fulfilling in the community?
 - a. service provider *
 - b. programmer
 - c. advocate
 - d. facilitator
11. A nonprofit has been set up assist people in accessing recreation programs. What role is it fulfilling in the community?
 - a. service provider
 - b. programmer
 - c. advocate
 - d. facilitator *
12. Which of the following is NOT a source of funding for nonprofit recreation agencies?
 - a. membership fees
 - b. taxes *
 - c. donations
 - d. earned income
13. Which organization was the first non-sectarian program for girls in the United States?
 - a. Camp Fire *
 - b. Girl Scouts
 - c. YWCA
 - d. 4-H Clubs
14. The chapter lists four characteristics that successful leaders of nonprofit possess. Which of these is not one of the four?
 - a. honesty
 - b. forward looking
 - c. dependable *
 - d. inspiring
15. True or False: Nonprofit agencies may be more mission-focused than public recreation agencies
 Answer: True
16. True or False: A child is considered part of a vulnerable population.
 Answer: True
17. True or False: All religious-affiliated agencies are run by churches.
 Answer: False
18. True or False: The nonprofit sector has traditionally taken the lead in drama, theatre, and the arts.
 Answer: True
19. True or False: Professional organizations are of no benefit to students.
 Answer: False

Short Answer/Discussion Questions

1. Explain the four primary characteristics that distinguish a nonprofit agency from a public or commercial agency.

Example answer:

First, most nonprofits use very altruistic language when discussing why they exist and what they are trying to achieve. Some of the core values found in nonprofit agencies include respect for a diversity of people, fairness, stewardship, volunteerism, building community, and service to others. Second, they have a public service mission. They are seeking to improve the lives of the population they have chosen to serve. Third, nonprofit organizations have tax-exempt status, and therefore do not have to pay taxes. Finally, the governance of nonprofit agencies is set up to eliminate self-interest and private financial gain.

For discussion related to this question see the section on “Nonprofit Recreation and Leisure Services: You Can Make a Difference.”

2. Why are nonprofit agencies still necessary for providing recreation and leisure services even though there are tax-funded public agencies established to serve the same purpose?

Example Answer:

Nonprofit organizations were initially developed in order to provide services that communities saw as being important but were not included by the guidelines for those agencies that received tax payer support. Generally speaking, the same is still true today. There are nonprofit organizations set up to assist people who need recreation programs and services but who may not be able to afford them. Nonprofits are driven by the desire to facilitate social justice, which is striving to distribute the benefits and hardships in society so disadvantaged groups can receive the same benefits as other groups have in a community

For discussion related to this question see the section on “Nonprofit Recreation and Leisure Services: You Can Make a Difference”

3. Discuss how nonprofit agencies can vary in terms of size, service area, and focus. Provide specific examples.

Example Answer:

- Agencies range in size from having only one person working part-time to multimillion-dollar operations
- Agencies may serve a local community, or they may have a state, regional, national, or even international focus
- Agencies may be direct program or service providers, serve an advocacy role for others, facilitate the participation of people in certain programs, or simply be a facility provider.

For discussion related to this question see the section “Nonprofit Recreation and Leisure Services: You Can Make a Difference”

4. Nonprofits offer many possibilities for employment. Explain three types of positions and give examples of titles that employees may hold.

Example Answer:

One can work in part-time, seasonal, or full-time positions. Part-time positions are generally paid on an hourly basis. Seasonal positions may require full-time hours but only for a designated number of weeks or months. Full-time positions generally require someone to work a minimum of 40 hours per week. Examples of jobs with nonprofits within recreation, leisure and sport include: counselors, teachers, program officers, development directors, public relations managers, administrative staff, and many others.

For discussion related to this question see the section on “Careers in Nonprofit Recreation and Leisure.”

5. Name and discuss three youth-serving nonprofit agencies.

Example Answer:

Big Brothers Big Sisters—The mission of Big Brothers Big Sisters is “to help children reach their potential through professionally supported, one-to-one relationships with mentors that have a measurable impact on youth.” The main focus of the organization is the one to one matching between children and youth aged 6–18 and adult volunteers in a professionally supported mentoring program.

4-H Clubs—The National 4-H Council Mission is “to advance the 4-H youth development movement to build a world in which youth and adults learn, grow, and work together as catalysts for positive change.”

Girls Incorporated— This organization is dedicated to inspiring all girls to be strong, smart, and bold. Since 1864, “Girls Inc. has provided vital educational programs to millions of American girls, particularly those in high-risk, underserved areas.”

For discussion related to this question see the section on “Youth-Serving Nonprofit Agencies.”

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- Which of the following is not considered a term for Morale, Welfare and Recreation?
 - MWR
 - Armed Forces Recreation
 - Military Recreation
 - Military Warfare Readiness *
- The mission of recreation in the Armed Forces is to
 - support combat readiness of military personnel, families, and retirees *
 - offer career planning for military personnel
 - organize volunteers among family members on military installations
 - assist base commanders with exercise drills for military personnel
- Legend has it that MWR was born during which time in history:
 - American Revolutionary War *
 - World War I
 - World War II
 - Korean War
- To be competitive for career opportunities within MWR, which of the following programs should be considered?
 - U.S. Army's Nonappropriated fund management training program *
 - Joint services recreation career planning program
 - MWR appropriated fund leadership program
 - Armed Forces recreation management and leadership program
- When planning a career with Morale, Welfare and Recreation, students should do their homework by comparing programs and services to
 - business or corporation human resource departments
 - office of military career planning and services
 - civilian recreation and leisure agencies *
 - career resource planning guides
- This is/these are highly energetic program(s) designed to identify and address issues affecting the living environment of the service members.
 - Single Marine Program or SMP
 - Better Opportunities for Single Soldiers (BOSS)
 - Liberty Programs for Single Sailors
 - a, b, and c *
- Fleet recreation is made available to military personnel with which branch of the armed forces?
 - U.S. Army
 - U.S. Navy *
 - U.S. Marine Corps
 - U.S. Air Force
- Outdoor recreation specialists with the U.S. Air Force are charged to assist base commanders with
 - producing military advocates for supporting environmental change
 - planning outdoor challenged drills for newly hired military personnel
 - providing marketing materials on greening concerns affecting the military
 - maintaining combat readiness by providing varied outdoor adventure training opportunities *

9. Which professional national organization is committed to innovative training and professional development opportunities for MWR employees?
 - a. National Recreation and Parks Association *
 - b. Military Installations American Society
 - c. Military Recreation National Association
 - d. Armed Forces National Association
10. Recreation professionals working for Armed Forces Resort Centers can find career opportunities at which resort destination?
 - a. Florida
 - b. Hawaii
 - c. Germany
 - d. all of the above *
 - e. none of the above
11. MWR stands for Morale, Warfare and Recreation.

Answer: False

12. The mission of Armed Forces Recreation is to support combat readiness of military personnel.

Answer: True

13. The National Security Personnel System (NSPS) is a hiring and promotion process created in the 21st century to replace the Grade Scale (GS) structure within the Armed Forces.

Answer: True

14. The NRPA's Armed Forces Recreation Network was created to certify and license recreation professionals to work exclusively for the Armed Forces.

Answer: False, It is a networking and advocacy mechanism that unites armed forces recreation professionals.

15. To be competitive for a career in military recreation the person must demonstrate a greater customer service concern and willingness to go the extra mile.

Answer: True

Short Answer/Discussion Questions

1. Explain how MWR got started and its transition in the 21st century. In your discussion, report at least three changes affecting the MWR structure or employees.

Example answer:

The U.S. Navy/U.S. Marine Corps MWR tradition is said to have started in pre-Revolutionary War America as sailors and maritime soldiers organized light-hearted harbor games for ship bragging rights in their down time. These games in actuality served as core skill development for crews to test their preparedness for real-time action when underway. Morale-boosting activities bolstered esprit de corps while serving as valuable practice for wartime skill needs. Shipboard life centered around food service, preparedness, and the provision of basic life support requirements.

The U.S. Army MWR tradition was born on a rainy World War I day in France, when a Salvation Army soldier cooked up the first batch of doughnuts to go with a homesick Arkansas soldier's hot coffee. It wasn't until July 1940 that the U.S. Army's Morale Division was established within the Adjutant General's Office.

Between 1946 and 1955, the core recreation programs were established and staffed by a combination of active duty military and civilians across all branches of the Armed Forces. Today's MWR continues to thrive in its mission to support the combat readiness of military personnel through myriad programs and services designed to meet specific needs of service members, family members and civilian employees around the world. In the 21st century, Armed Forces recreation professionals are operating everything from small community centers to multimillion-dollar state-of-the-art fitness facilities and exotic resorts worldwide.

For discussion related to this question, see the section "Morale, Welfare and Recreation."

2. As a recreation student interested in securing a career with Armed Forces recreation, what would be your strategy, and how might you plan to advance your future within this system? Provide relevant examples where appropriate.

Example Answer:

First, I would secure a degree in recreation and leisure with an emphasis in either sport management, fitness and wellness, commercial, outdoor, tourism, nonprofit, or even therapeutic recreation to make me competitive. Further, I would take necessary classes with related skill/job competencies, and I would lock in an internship that will expose me to the following skills as described in Chapter 5:

- Program planning and creativity
- Budgeting and financial management
- Team building and partnerships
- Leading activities and people
- Risk management planning
- Conducting inventories
- Exhibiting sound customer service

For career advancement, I would consider the U.S. Army MWR's Nonappropriated Fund (NAF) Management Training Program. To be competitive for the MWR training program, I would ensure the following qualifications are met:

- College graduate with a degree in a recreation or related field
- Have grade point average (GPA) of 2.9 or Major GPA 3.5
- Open to relocate to a regional training site and successfully complete the 18 months of OJT
- Upon successful completion of training, I would be willing to relocate to a permanent placement location nationwide.

For discussion related to this question see the section "Morale, Welfare and Recreation."

3. Compare or contrast the recreation program service areas found at any two of the four branches of service. In your discussion provide at least four examples of programs that you would find interested as a potential career option, and why.

Example Answer:

While the individual armed forces MWR programs appear to have similar program service areas that I would be interested in as a career option, for this essay I would like to compare the U.S. Marine Corps and U.S. Navy MWR structures. Each of these structured have many service areas found in civilian recreation agencies. For instance, the following program and service areas can be found on U.S. Marine Corps and U.S. Navy bases:

- Information, tours, and travel

- Sports and intramural clubs
- Special events and entertainment
- Golf course management
- Single soldier recreation
- Resorts and hospitality

I have selected the above program and service areas because I have a special interest in working in the area of special events planning for single people. Therefore, the Single Marine Program (SMP) or Better Opportunities for Single Soldiers (BOSS) is quite interesting to me as a career option with the military. These programs can be found at all four of the branches of service, but I have a personal interest in working for the U.S. Marine Corps because of their mission and for the U.S. Navy because I am interested in living in a coastal community. The idea of special events planning is interesting because single soldiers, I believe, will be interested in many different forms of recreation such as golfing tours, or staying at a luxury resort. I would like to be the person who is trained and qualified to provide these programs, but I would also like to hear what they have to say about their own recreational interests and community needs.

For discussion related to this question see the section "Morale, Welfare and Recreation."

6. OUTDOOR RECREATION IN FEDERAL, STATE, AND LOCAL PARKS

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. The earliest space set aside for the public to use as a park in the U.S. was/were called
 - a. Central Park
 - b. village greens *
 - c. national parks
 - d. sand gardens
2. _____ was the co-designer of Central Park, he and is also considered to be the founder of landscape architecture.
 - a. Fredrick Olmsted *
 - b. John Muir
 - c. Gifford Pinchot
 - d. Stephen Mather
3. What five renewable resources did the Multiple Use-Sustained Yield Act (MUSY) of 1960, develop and administer land for?
 - a. outdoor recreation, watershed, preservation, energy, timber
 - b. energy, range, watershed, timber, wildlife and fish values
 - c. outdoor recreation, watershed, timber, range, wildlife and fish values *
 - d. outdoor recreation, timber, watershed, preservation, energy
4. _____ was the first park professional to create the policies that allowed establishment of park concessionaires that provided basic visitor comforts
 - a. Fredrick Olmsted
 - b. John Muir
 - c. Gifford Pinchot
 - d. Stephen Mather *
5. Which key factor(s) is (are) part of a park employee's job, which includes providing protection and safety to park visitors?
 - a. Protecting people from the resource
 - b. Protecting the resource from the people
 - c. Protecting people from people
 - d. All of the above *
6. Covering six million acres, what is the largest publicly protected area in the contiguous United States?
 - a. Adirondacks State Park, New York *
 - b. Sunset Bay Park, Oregon
 - c. Big Basin Redwood State Park, California
 - d. Wasatch Mountain State Park, Utah
7. _____ is considered America's most famous naturalist and conservationist; he has been called the "father of our National Parks."
 - a. Fredrick Olmsted
 - b. John Muir *
 - c. Gifford Pinchot
 - d. Stephen Mather

8. The National Park Foundation, Trust for Public Lands, and Nature Conservancy are all examples of
 - a. for-profit, outdoor recreation businesses
 - b. government land management agencies
 - c. nonprofit outdoor recreation agencies *
 - d. all of the above
9. The United States Forest Service operates under which U.S. government department?
 - a. Department Health and Human Services
 - b. Department of Agriculture *
 - c. Department of the Interior
 - d. Department of Commerce
10. Which of the following are considered form of interpretation, in the environmental education context?
 - a. providing basic information at an entrance station
 - b. preparing effective interpretive signing and other media
 - c. feeding and managing the parks wildlife
 - d. a and b only *
11. Which of the following agencies could one seek out for a job or career with an NGO?
 - a. The National Park Foundation *
 - b. Delaware North Companies
 - c. The National Park Service
 - d. all of the above
12. When preparing for a career in an NGO agency, what education/experience is most valuable?
 - a. personable skills
 - b. organizational skills
 - c. business management and fundraising skills *
 - d. marketing skills
13. Most conservation scientists and foresters are employed by
 - a. the federal government *
 - b. the state government
 - c. the local government
 - d. private industries
14. The “power of capitalism” is a passion for which type of outdoor recreation career agencies?
 - a. nonprofit outdoor recreation agencies
 - b. government land management agencies
 - c. for-profit, outdoor commercial recreation businesses *
 - d. all of the above
15. Which key factors will always determine job opportunities in outdoor recreation?
 - a. funding
 - b. population
 - c. environmental factors
 - d. all of the above *
16. True or False: An example of an NGO (nongovernment organization) that partners with federal and state land management agencies is the Student Conservation Association (SCA)

Answer: True
17. True or False: Deforestation, crowding, and overhunting were all problems in early America that led to the establishment of village greens and laws related to forest and game?

Answer: True

18. True or False: The Department of Agriculture established Yellowstone National Park in 1872.

Answer: False

19. True or False: Gifford Pinchot was known for his strong philosophy of preserving natural resources in their unspoiled state.

Answer: False

20. True or False: Much of the funding for public land recreation programs comes from taxes, user fees, and private donations.

Answer: True

Short Answer/Discussion Questions

1. Explain how and why the U.S. Government established two different agencies for National Parks and National Forests. In your answer, include at least six facts about the agencies and identify and explain at least one difference and one similarity between the two agencies.

Example answer:

The National Park Service was established before the U.S. Forest Service in 1872 when Yellowstone was made the first national park. At the time it was established, little was known about how such a park should be managed. Early in the history of the National Parks many people wanted to use the parks for timber, hunting, grazing, commercial businesses and so on, but that often conflicted with the intention to maintain the park in its original, unimpaired state. The Forest Reserve Act of 1891 recognized that there were more needs for federally managed lands than just preservation. The U.S. Forest Service was formally established in 1905 to set aside land for multiple uses. One difference is that the National Park Service is under the Department of the Interior and the U.S. Forest Service is under the Department of Agriculture. One similarity is that many Americans enjoy outdoor recreation activities in both parks and national forests.

See the section on "A Brief History of Open Space and Recreation in North America" for possible answers.

2. Name and explain three reasons why outdoor recreation is important to Americans today and in the future.

See sections on "Outdoor Recreation Today" and "Future Opportunities, Issues, and Challenges" for possible answers.

3. There are three areas outdoor recreation professionals need to know about to manage outdoor resources:

- a. Managing outdoor resources
- b. Working with visitors, and
- c. Planning, financial sustainability, and partnerships

Choose one of these areas and describe at least three things the outdoor recreation professional needs to know about the topic.

See the three sections under "Outdoor Recreation Today" for discussion of each of these topics.

4. Write a short paragraph explaining whether or not your own preferences and passions match up with any of the career possibilities.

See the section "Careers in Outdoor Recreation."

5. Explain where funding for public parks and recreation came from in the past and where it comes from today. In your answer, identify two ideas for how government land management agency employees can address funding challenges in the future.

See the sections on "A Brief History," "Planning, Financial Sustainability and Partnerships," and "Future Opportunities Issues and Challenges" (including break-out box).

7. RECREATIONAL THERAPY AND THERAPEUTIC RECREATION

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- Which of the following has been the primary philosophical debate in the history of recreational therapy?
 - ability vs. disability
 - nature vs. nurture
 - professionalism vs. volunteerism
 - leisure-focused vs. functional outcomes *
- Which of the following organizations is responsible for professional credentialing in the discipline?
 - American Therapeutic Recreation Association
 - National Association of Recreational Therapists
 - National Council for Therapeutic Recreation Certification *
 - National Therapeutic Recreation Society
- Which of the following is a common professional vocabulary and theoretical stance for health care and human service professions?
 - Health Protection/Health Promotion Model
 - ICF Model *
 - Leisure Ability Model
 - Recreation Service Model
- According to the NCTRC, which of the following is considered one of the two most common settings for recreational therapy employment?
 - hospital *
 - prison
 - public parks and recreation department
 - school
- Which of the following organizations is the professional membership organization for recreational therapists?
 - ATRA *
 - NART
 - NCTRC
 - NTRS
- How often must recreational therapists become recertified?
 - every year
 - every two years
 - every three years
 - every five years *
- Professional organizations in recreation therapy date back to:
 - 1910
 - 1949 *
 - 1984
 - 1990
- Which piece of legislation mentioned in your chapter is a comprehensive civil rights law that protects the rights of people with disabilities?
 - Americans with Disabilities Act *
 - Inclusion Act
 - Individuals with Disabilities Education Act (IDEA)
 - Rehabilitation Act

9. Which model of recreational therapy proposed that the outcomes of recreational therapy should be self-actualization and health?
- Health Protection/Health Promotion Model *
 - ICF Model
 - Leisure Ability Model
 - Recreation Service Model
10. ATRA was founded in
- 1969
 - 1975
 - 1984 *
 - 1990
11. One of the best ways for students to meet other professionals and students is
- class
 - practicum
 - internship
 - conferences *
12. The _____ is widely recognized as a universal model for health care.
- Health Protection/Health Promotion Model
 - ICF Model *
 - Leisure Ability Model
 - Recreation Service Model
13. Which of the following is a gatekeeper for the profession by administering a certification exam?
- ATRA
 - NART
 - NCTRC*
 - NRPA
14. _____ refers to one of the most important priorities for RT practitioners to provide.
- Evidence-based practice *
 - Defining recreational therapy
 - Leisure
 - Recreation service models
15. True or False: Most recreational therapists are front-line clinicians.
Answer: True
16. True or False: Length of stay in acute care hospitals has declined in recent decades.
Answer: True
17. True or False: All U.S. States require licenses to practice recreational therapy.
Answer: False
18. True or False: Recreational therapists working in skilled nursing facilities focus on active treatment.
Answer: True
19. True or False: A common employment setting for recreational therapists is public schools.
Answer: False
20. True or False: Peterson and Gunn were the original authors of the Leisure Ability Model.
Answer: True

Short Answer

1. Describe the basic philosophical debate among recreational therapists.

See the break-out box, "An Ongoing Discussion: Two Philosophical Views" for possible answers.

2. What are the benefits of working as a recreational therapist for a public parks and recreation department?

See the section "Careers in Therapeutic Recreation and Recreational Therapy" for possible answers.

3. What is the value of the ICF model to the practice of recreational therapy?

See the section "Four Models of Practice," specifically, the fourth model "International Classification of Functioning, Disability and Health," for possible answers.

4. Briefly describe the differences in the way recreational therapy is practiced in a hospital and in a public park and recreation department.

See section "Careers in Therapeutic Recreation and Recreational Therapy," specifically "RT in Hospital Settings" and "RT in Community Settings," for possible answers.

5. In 50 words or fewer, define recreational therapy.

See the section "What is Recreational Therapy" for possible answers.

8. CAMPUS RECREATION, LEISURE, AND INTRAMURALS

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- Which of the following is an example of a campus recreation program?
 - fitness program
 - SCUBA trip
 - concert
 - all of the above *
- Which time period saw the first extramural and intramural events take place?
 - 1770-1790
 - 1850-1870 *
 - 1910-1930
 - 1950-1970
- Which of the following is an example of a cocurricular program?
 - a musician who speaks to a class prior to a performance *
 - a competition against another school
 - a competition between two fraternities
 - a hike in the mountains
- Campus recreation also enhances alumni outreach via
 - allowing alumni to use campus recreational facilities *
 - providing opportunities to return as a coach for varsity athletics
 - campus recreation does not enhance alumni outreach
 - all of the above
- Which of the following is critical for all campus recreation professionals to be successful?
 - excellent math skills
 - understanding of pool chemistry
 - the ability to develop partnerships across campus *
 - possessing artistic skills
- Which of the following is not an example of a passion demonstrated by an intramural/recreational sport professional?
 - organization
 - predictability *
 - creativity
 - teamwork
- Which are examples of certifications that might be held by a campus recreation professional working in aquatics?
 - aquatics facility operator and certified pool operator *
 - pool and spa operator and diving instructor
 - pool director certificate and national aquatics license
 - licensed hot tub director and state pool coordinator
- Which of the following is not an aspect of outdoor recreation in a campus environment?
 - mountain biking programs may be offered
 - programs cannot be offered unless in-house campus recreation staff has technical expertise *
 - staff should have training in first aid
 - risk management should relate to the chosen outdoor recreation activity

9. Which of the following describes the current state of campus recreation facility construction?
- it is decreasing
 - it has remained steady
 - it is growing *
 - rate of growth is unknown
10. Which of the following is not a challenge that campus recreation will face in the future?
- providing a budget to keep up with technological advancements
 - addressing the needs of nontraditional students
 - increasing programs during the 9-to-5 time period *
 - demonstrating the benefits of programs
11. Campus recreation programs may include which of the following?
- learn to swim, swimming for fitness
 - intramural and extramural sports
 - camping, rock climbing, snowboarding
 - all of the above *
12. Campus recreation helps a school by addressing the needs of which groups?
- prospective students
 - new students
 - alumni
 - all of the above *
13. Which of the following is not an issue to be faced by campus recreation now and in the near future?
- development of technology as it relates to campus recreation
 - decreasing student interest in campus recreation *
 - the need to design programs serving nontraditional students
 - assessment of the impact of campus recreation programs
14. Which of the following statements is true?
- the rate of building campus recreation facilities has decreased over the past 20 years
 - campus recreation is not co-curricular
 - first-year orientation programs might include outdoor recreation opportunities *
 - getting work experience in campus recreation is difficult
15. In 1852, what was the first extramural event occurred between Harvard and Yale that still goes on today?
- basketball
 - rowing *
 - football
 - chess
16. True or False: Campus recreation benefits a school by enhancing the recruitment of students.
Answer: True
17. True or False: There is little flexibility in career progression within campus recreation.
Answer: False
18. True or False: More students participate in intramural sports than intercollegiate sports.
Answer: True
19. True or False: Certification in fitness isn't necessary for a fitness and wellness professional.
Answer: False

20. True or False: Campus recreation programs are primarily about sport.

Answer: False

Short Answer/Discussion Questions

1. Explain how campus recreation benefits a student before, during, and after enrollment.

Example answer:

Campus recreation benefits a student while the search for a school is underway. Excellent campus recreation opportunities may make the decision to attend a school easier. Because campus recreation strives for inclusion, it may also decrease nervousness about making new friends. This extends to after a student has enrolled. Programs such as clubs and intramural sports provide opportunities for students to join with other students, an important factor in retention especially during a student's first semester. Student wellness is also enhanced via opportunities for stress management, fitness and nutrition, and exploration of new activities. After graduation campus recreation might provide to alumni access to its facilities and programs, all excellent ways to stay connected to the school.

For discussion related to this question see section "What is Campus Recreation?"

2. Is this a good time to be a campus recreation professional? Why or why not?

Example Answer:

Yes. Schools have dramatically increased the number of facilities for campus recreation and are also increasing the number of programs offered. The main reasons all have to do with recruitment and retention. Campus recreation increases a school's attractiveness for the prospective student, and keeps current students satisfied with their way of life. Because of these reasons schools have increased their campus recreation staffs and budgets. As well, career opportunities can include positions in both programming and facility management.

For discussion related to this question see section "Careers in Campus Recreation."

3. Campus recreation can trace its start back to the late 19th century. What relevant events took place during that time period?

Example Answer:

Several events took place that moved colleges from places where classroom-only activities were the norm. These included the first Greek-letter social organizations, creation of extramural and intramural events, and the start of intercollegiate sports.

For discussion related to this question see section "What is Campus Recreation?," specifically "How Did Campus Recreation Get Its Start?"

4. What is cocurricular programming in campus recreation?

Example Answer:

Cocurricular programs are those that complement the learning that takes place within the classroom. These programs may be the result of a partnership with a specific academic discipline such as sponsoring a concert with a musician speaking to a class beforehand or centered on a broader theme such as scheduling a political science movie series to coincide with an election. The goal is to demonstrate how learning within the classroom is seen and applied in everyday life.

For discussion related to this question see section "What is Campus Recreation?," specifically, "Campus Recreation Today."

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. The professional career of planning, organizing, leading, and controlling sport events, programs, personnel, and facilities refers to
 - a. recreation programming
 - b. youth sports
 - c. intercollegiate athletics
 - d. sport management *
2. The roots of sport management historically can be traced back to
 - a. Ohio University's first academic program in sport management in 1964
 - b. the modern Olympic Games
 - c. Roman sports in the ancient world *
 - d. growth of professional sport leagues and tournaments
3. Sport management draws on a variety of academic disciplines to frame its body of knowledge. This makes sport management
 - a. an interdisciplinary profession *
 - b. mainly a business-oriented major
 - c. primarily a graduate degree program
 - d. none of the above
4. Designing and managing sport programs for the primary purpose of encouraging active participation in sport refers to which point on the participation-performance continuum?
 - a. performance
 - b. participation *
 - c. between performance-participation
 - d. elite sport development
5. If you are interested in managing and marketing sport opportunities focused on elite athletes or staging sport events to entertain spectators, you are primarily interested in
 - a. performance-focused sport *
 - b. participation-focused sport
 - c. neither a nor b
 - d. both a and b
6. While sport serves as the backdrop of the sport industry, which discipline is associated with most of the day-to-day responsibilities of sport managers?
 - a. history
 - b. sociology
 - c. exercise science and fitness
 - d. business/management *
7. Sport and recreation organizations that generally operate in the public's interest, but to do so operate outside the direct control of government are generally referred to as
 - a. public sector organizations
 - b. commercial sector organizations
 - c. not-for-profit sector organizations *
 - d. professional sports

8. Sport management and marketing firms are mostly found in which management sector?
 - a. public sector
 - b. commercial sector *
 - c. not-for-profit sector
 - d. none of the above
9. The four main job emphases in sport management are
 - a. recreational sport, finance, social welfare, and fitness
 - b. intercollegiate athletics, sporting organizations, professional sports, sport management, and marketing firms
 - c. public sector, not-for-profit sector, commercial sector, professional sector
 - d. sport business, sport programming, resources/venues, athlete/player development *
10. Jobs in recreational sports, youth sports, or sport event management tend to fall primarily into which of the four main career areas?
 - a. sport business
 - b. sport programming *
 - c. resources/venues
 - d. athlete/player development
11. The two major job tracks in sport management and marketing firms are
 - a. athlete representation and accountant
 - b. lawyer and athlete representation
 - c. athlete representation and event management *
 - d. event management and accountant
12. The following are all core competencies of sport managers EXCEPT
 - a. athletic skills *
 - b. marketing, promotions, communications
 - c. management techniques
 - d. programming and event management
 - e. legality and risk management
13. Jobs in intercollegiate and interscholastic athletics may be found in which of the following settings?
 - a. individual schools and colleges
 - b. leagues or conferences
 - c. state and national trade/professional organizations
 - d. all of the above *
14. An example of a multisport organization that provides opportunities for sport participation and employment opportunities is
 - a. Skate Canada
 - b. National Alliance for Youth Sports
 - c. Bay State (Massachusetts) Games *
 - d. Pop Warner Football
 - e. athlete/player development
15. The “Winter Meetings” is a must-attend event for job seekers in which sport management career setting?
 - a. youth sports
 - b. professional baseball *
 - c. minor league hockey
 - d. intercollegiate athletics

16. True or False: Sport management jobs tend to have responsibilities that cut across multiple job emphases.
Answer: True
17. True or False: Salaries in entry-level sport management jobs are typically higher than other entry-level positions in education, general sales, marketing, or the social sciences.
Answer: False
18. True or False: Because sport management is such a diverse profession, there is no set of general core competencies for the field.
Answer: False
19. True or False: Sports management professionals advise that if you get into this career, you should expect to do a lot of varied tasks on the job.
Answer: True
20. True or False: Developing professional contacts in sport management through volunteer work, part-time jobs, service learning, and internships is as important in finding a job in the sport industry as getting good grades in your academic classes.
Answer: True

Short Answer/Discussion

1. Read through the two profiles of professionals in the sport management industry (Kevin Cummings and Amber Radzevich). You may consider the perspectives of Mike Gamache in your answer as well. In your own words, provide a brief summary of their main pieces of advice that they give about career development in sport management. Are there any areas where all three agree?
For discussion related to this answer see section on "Careers in Campus Recreation."
2. Name at least five major historical developments that helped to contribute to the growth and popularity of sport management as a profession.
For discussion related to this answer, see section on "Careers in Campus Recreation."
3. In addition to the historical facts noted above, provide at least five additional pieces of evidence to support the growth of sport management in popularity and scope.
For discussion related to this answer see section on "Careers in Campus Recreation."
4. Define and differentiate the following: public sector, not-for-profit sector, commercial sector. Provide at least three examples of sport management opportunities in each of the three sectors.
For discussion related to this answer see section on "Future Opportunities, Issues, and Challenges."
5. Sport management has a general set of core competencies that are important for all students to possess. For this question, please do the following: 1) Name the 10 core competency areas; 2) Based on your area of interest in the field, which of the 10 would most likely be important to highlight on a job application?; and 3) Name at least two practical ways that you could demonstrate your competence in each of the competencies that you named.
For discussion related to this answer see "Future Opportunities, Issues, and Challenges."

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. Dan Vicini's company, Dakota Events, was started as a _____ because it gave him flexibility, tax benefits, and a legal format required by the state of Nevada.
 - a. S-Corp
 - b. LLP (limited liability partnership)
 - c. LLC (limited liability corporation) *
 - d. corporation
2. Why are special events "special"?
 - a. the nonroutine nature of the event *
 - b. the event is the only one of its kind
 - c. the event only happens once a year
 - d. the quality of the event is more high end
3. Intimate knowledge of demographic and lifestyle trends are important to the event and meeting planner because
 - a. event planners need to know who their clients are
 - b. you will be prepared to seek opportunities in periods of change *
 - c. they impact attendance at networking events
 - d. the APEX requires event and meeting planners to comply with trends in the industry
4. The six things that are changing the shape of the event and meeting industry are
 - a. creativity, accountability, sustainability, inclusion, safety and security, and technology *
 - b. creativity, accountability, sustainability, technology, safety and security, and ROI
 - c. creativity, networking, sustainability, inclusion, emergency training, and technology
 - d. creativity, networking, communication, inclusion, emergency training, and technology
5. The event industry term DMC refers to
 - a. Dallas Metro Challenge, a world-famous urban triathlon
 - b. Domestic Meeting Conference, an industry trade show
 - c. Destination Management Company a type of event/planning firm *
 - d. Destination Meeting Collaborative, a group of meeting planners
6. Incentive travel firms typically design and implement travel events to hallmark sporting events or popular destination areas to recognize employee performance in _____.
 - a. education
 - b. entertainment
 - c. government
 - d. sales *
7. Where are you most likely to find the best opportunities for entertainment in hospitality and venue settings?
 - a. large cities and destination areas *
 - b. medium cities and remote areas
 - c. small cities and remote areas
 - d. rural areas and destination areas
8. The statement "federation of leading national and international organizations involved in meetings, conventions, and exhibitions" could be used to describe which professional organization?
 - a. American Society of Association Executives (ASAE)
 - b. Convention Industry Council (CIC) *
 - c. Connected International Meeting Professionals Association (CIMPA)
 - d. Professional Convention Management Association (PCMA)

9. APEX, a collection of industry practices stands for
 - a. accredited Processes Exchange
 - b. accepted Processes Exchange
 - c. applied Practices Exceptions
 - d. accepted Practices Exchange *
10. The primary purpose(s) of special event professional organizations are
 - a. legislative lobbying for the industry
 - b. support for charitable causes
 - c. education and networking *
 - d. all of the above
11. How do people in the special events industry typically advance?
 - a. movement from one organization to another *
 - b. start their own company
 - c. movement to a corporate environment
 - d. get a college degree
12. What is the best way to determine whether or not you would make a good event planner?
 - a. job shadow an event planner
 - b. host a small event *
 - c. take an event planning class
 - d. complete your undergraduate work in the event planning field
13. Which element is considered to be the single most important determinant of success in the event planning field?
 - a. a certificate
 - b. education
 - c. experience *
 - d. membership in a professional association
14. What are the key resources in the event planning industry?
 - a. experience
 - b. Internet
 - c. personal relations
 - d. all of the above *
15. CMP, an industry term, is an abbreviation for
 - a. Certified Membership Planner
 - b. Complete Meeting Protocol
 - c. Certified Meeting Professional *
 - d. Corporate Member Performance
16. True or False: Vaguely defined and measured objectives and outcomes are becoming more prevalent throughout all industry sectors.
 Answer: False
17. True or False: Many nonprofit organizations hold special events to increase visibility and raise funds.
 Answer: True
18. True or False: Event planners in the corporate sector often report the highest levels of job satisfaction.
 Answer: False
19. True or False: The ability to calculate simple mathematical formulas is important to the event planner.
 Answer: True

20. True or False: Seemingly unrelated scandals and events have the potential for long-lasting negative effects on the events industry.

Answer: True

Short Answer/Discussion Questions

1. Explain why the most successful event planners are those who feel a real passion for the field.

See the sections "Focus Questions" and "Careers in Event Management" for possible answers.

2. What are the five trends changing the face of the event and meeting industry today, and why are they likely to continue shaping the industry for some time?

See section on "Pursue Your Passion for Events and Get Paid!" for possible answers.

3. There are three areas identified as possibilities for careers in event management:

- a. Special event and meeting planning firms
- b. Events in corporate or organizational settings
- c. Entertainment in hospitality and venue settings

What are the differences between the different career areas, and where are they similar?

See the section under "Careers in Event Management" for discussion of each of these opportunities

4. Identify the challenges facing the event planning industry. Discuss how the economy factors so significantly in the success, or failure, of special events.

See the section "Future Opportunities, Issues, and Challenges"

5. Explain the contributions of professional organizations to the event management industry? What role could membership in a professional organization play in the career of an event planning professional?

See the section on "Resources and Getting Involved"

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- Which position on a cruise ship is similar to a front desk agent in a hotel?
 - steward
 - purser *
 - cruise director
 - shore excursion agent
- The hospitality industry includes all of the following except
 - resorts
 - cruise ships
 - car dealerships *
 - country clubs
- Nearly ___ of all meals consumed by Americans are eaten away from home.
 - 1/4
 - 1/3 *
 - 1/2
 - 2/3
- Another name for “interval ownership” is
 - timeshare *
 - extended stay
 - vacation getaway
 - limited service
- Around ___ of Americans have cruised.
 - 25%
 - 20%
 - 15%
 - 5% *
- Today’s consumer
 - eats out on a regular basis
 - is well traveled
 - has high expectation of hospitality experiences
 - All of the above *
- The type of lodging facility most likely to offer planned recreational activities is
 - a bed and breakfast
 - a resort *
 - a motor inn
 - none of the above
- The _____ is responsible for forecasting future demands, and setting pricing strategies for a hotel.
 - controller or accounting manager
 - front office manager
 - revenue manager *
 - sales manager

9. The main job of this restaurant employee is to assist the wait staff.
 - a. dining room attendant *
 - b. chef
 - c. host or hostess
 - d. housekeeper
10. It is not uncommon for cruise ship employees to work
 - a. five days a week with weekends off
 - b. seven days one week and only two days the next
 - c. seven days a week for a month and then a week off
 - d. seven days a week for three months and then a month off *
11. Employee quarters on a cruise ship include all of the following except
 - a. an employee swimming pool
 - b. an employee gym
 - c. a employee bar
 - d. all of the above are commonly found in the employee quarters of a cruise ship *
12. A heavily government-controlled hospitality industry with great potential for growth is
 - a. the lodging industry
 - b. the cruise industry
 - c. the gaming industry *
 - d. the restaurant industry
13. What airline pioneered space tourism?
 - a. United Airlines
 - b. Southwest Airlines
 - c. Virgin Airlines *
 - d. Air France
14. A “third place” could be:
 - a. a McDonald’s
 - b. a small trendy cafe *
 - c. a high-end theme restaurant
 - d. all of the above are examples of “third places”
15. This is the best way to gain industry networking opportunities.
 - a. join professional organizations *
 - b. become an officer in an organization at your college or university
 - c. get a summer job/internship in the industry
 - d. graduate with a high GPA
16. _____ is a combined racetrack with slot operations and table games, such as blackjack, poker, and roulette.
 - a. Commercial casino
 - b. Commercial racetrack
 - c. Racino *
 - d. Track casino
17. _____ offers games that players can gamble against each other, not against casino, with the casino providing or dealing the games.
 - a. Table games
 - b. Card games *
 - c. Video games
 - d. Lotteries

18. True or False: Lodging companies commonly give their employees free or reduced rates on hotel rooms when they travel.
Answer: True
19. True or False: Most cruise ships are registered in the United States and must follow U.S. labor laws.
Answer: False
20. True or False: The hospitality industry grew rapidly in the United States during the 19th century.
Answer: False
21. True or False: Many hospitality companies are concentrating their expansion efforts in foreign markets.
Answer: True
22. True or False: The hospitality industry runs twenty-four hours a day, seven days a week, and does not stop for holidays.
Answer: True
23. True or False: Card games involve any type of gaming where wagers are placed on a table, wagering between the casino and customers.
Answer: False
24. True or False: A casino manager generally reports to a pit boss.
Answer: False

Short Answer/Discussion Questions

25. Explain how advances in transportation helped the growth of the hospitality industry and give three examples.
See the section on “Origins of the Hospitality Industry” for possible answers.
26. Write a paragraph explaining the positives and negatives of working with guests in the hospitality industry.
See sections on “Careers in the Hospitality Industry” for possible answers.
27. Compare and contrast jobs in the lodging industry with jobs in the cruise industry.
See the sections under “Lodging Industry” and “Cruise Industry” for possible answers.
28. Write a short paragraph explaining whether or not your own preferences and passions match up with any of the career possibilities in the hospitality industry.
See the section on “passions” in “Careers in the Hospitality Industry” as well as in “Lodging Industry,” “Restaurant Industry,” and “Cruise Industry.”
29. Explain how you can best prepare yourself for a career in the hospitality industry.
See the sections on “Preparation” in “Careers in the Hospitality Industry” as well as in “Lodging Industry,” “Restaurant Industry,” and “Cruise Industry.”
30. List types of gaming typically offered by a full commercial casino.
See the section under “Casino/Gaming Industry” for possible answers.
31. Other than casinos, what other segments are included in the gaming industry?
See the section under “Casino/Gaming Industry” for possible answers.

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- Travel and tourism contributes significantly to
 - economic growth
 - community development
 - environmental conservation
 - all of the above *
- _____ refers to tourism opportunities that provide experiences to travelers who are motivated to travel for environmental education purposes.
 - Cultural tourism
 - Ecotourism *
 - Business tourism
 - Shopping tourism
- The travel and tourism industry offers professional opportunities for individuals from
 - all disciplines and backgrounds *
 - hospitality backgrounds
 - environmental backgrounds
 - business backgrounds
- Tourism employers are increasingly seeking and hiring individuals with formal education and training in the
 - business discipline
 - public administration discipline
 - tourism discipline *
 - computer science discipline
- In order to acquire an entry-level, full-time job with any reputable tourism organization, it is essential to have
 - four-year college degree in tourism or hospitality management
 - 250- to 500-hour internship/work experience
 - professional certification
 - all of the above *
- Which of the following statements is correct?
 - Tourism is the world's largest industry. *
 - Tourism is the world's second largest industry.
 - Tourism is the world's third largest industry.
 - Tourism is the world's fourth largest industry.
- In the United States, tourism is among the top _____ industries in almost every state.
 - ten
 - five
 - three *
 - two
- Organizations involved in tourism include those within the
 - private sector
 - public sector
 - nongovernmental sector
 - all of the above *

9. In travel and tourism terminology, DMOs stand for?
 - a. Department of Meeting Organizations
 - b. Destination Management Organizations *
 - c. Department of Meeting Operations
 - d. Destination and Meeting Officers
10. Which of the following are considered to be a DMO in the tourism context?
 - a. international hotel chains
 - b. national tourism offices
 - c. port authorities
 - d. b and c only *
11. The function and mission of DMOs will vary depending on
 - a. economic significance of tourism to the area *
 - b. local population count of the area
 - c. availability of accommodation facilities in the area
 - d. weather conditions in the area
12. Full-time jobs in theme parks, attractions, and events require a
 - a. high school diploma
 - b. four-year college degree *
 - c. driver's license
 - d. certificate of local residence
13. The principle of sustainable tourism is applicable to
 - a. adventure travel
 - b. resorts and hotels
 - c. cultural industries
 - d. all of the above *
14. Social concern for responsible tourism practices has resulted in the emergence of
 - a. business tourism
 - b. sports tourism
 - c. green tourism *
 - d. all of the above
15. Tourism businesses face the growing challenge of balancing
 - a. profitability and numbers of tourists
 - b. population growth and public safety
 - c. profitability and quality of life of host communities *
 - d. profitability and tourist education
16. Sustainable tourism management endorses what type of approach to interdependence?
 - a. single-bottom line
 - b. double-bottom line
 - c. triple-bottom line *
 - d. none of the above
17. Which of the following is the specialized tourism agency of the United Nations?
 - a. UNWTO *
 - b. UNDP
 - c. UNICEF
 - d. UNCTAD

18. Members of the World Travel and Tourism Council consist of
 - a. chief executives of the world's leading tourism companies *
 - b. nongovernmental organizations (NGOs)
 - c. national parks
 - d. countries
19. Which of the following is the world's largest and most reliable source for official Destination Management Organizations?
 - a. UNWTO
 - b. DMAI *
 - c. WTTC
 - d. none of the above
20. IAAPA is a nonprofit association that works behind the scenes to help _____ owners run their business smoothly and profitably
 - a. hotel
 - b. attraction *
 - c. resort
 - d. airline
21. As a "country," California ranks as the world's _____ largest producer of wine
 - a. second
 - b. third
 - c. fourth *
 - d. tenth
22. Which statement is not true about the wine tourism industry?
 - a. Wine tourists spend less money on hotels, restaurants, and shopping. *
 - b. Wine tourists spend more money on hotels, restaurants, and shopping.
 - c. Wine tourists can be found in many countries around the world.
 - d. Millennials have already become important participants in the wine tourism industry.
23. Heritage tourism organizations can be funded
 - a. as part of a government agency
 - b. as a nonprofit agency
 - c. as a for-profit agency
 - d. all of the above *

Short Answer/Discussion Questions

1. Explain how tourism came to be a profession. In your answer describe the evolution of the tourism industry from the past to its present status.

See the section on "Wish You Were Here: Going Places in Travel and Tourism" for possible answers.

2. Describe the current status of travel and tourism. In your answer, identify three reasons for the multidisciplinary nature of the travel and tourism industry.

See the section on "Wish You Were Here: Going Places in Travel and Tourism" for possible answers.

3. There are three sectors within the travel and tourism industry that provide professional opportunities for individuals:
 - a. Destination management organizations
 - b. Theme and amusement parks and local attractions, and
 - c. Ecotourism and cultural tourism industries (including wine tourism and heritage tourism)

Choose one of these sectors and describe at least three things the tourism professional needs to know about the sector.
See the section on "Trendy Yet Meaningful: What are the Careers in Travel and Tourism?" for possible answers.

4. Write a short paragraph explaining whether or not your own preferences and passions match up with any of the career possibilities.

See the section on "Trendy Yet Meaningful: What are the Careers in Travel and Tourism?" for possible answers.

5. Identify three ideas for how tourism professionals can address sustainability challenges in the future.

See the section on "Future Opportunities, Issues, and Challenges" for possible answers.

13. COMMERCIAL RECREATION AND LEISURE BUSINESSES

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

- _____ opened the door to the general population by championing our national parks and monuments and encouraging the general population to visit them and participate in outdoor activities.
 - Outdoorsmen
 - Theodore Roosevelt *
 - Middle class
 - Ultra wealthy
- Business start-ups in the recreation and leisure area fail more than _____ of the time.
 - 80%
 - 50%
 - 10%
 - 60% *
- A _____ is a person who is willing to take the chance that he or she can generate enough revenue from the leisure activity to sustain financial existence.
 - recreation specialist
 - leisure entrepreneur *
 - youth development leader
 - none of the above
- _____ can be described as businesses that generate income from their clients that is adequate to pay for all expenses, and still produce a profit.
 - Enterprises *
 - Entrepreneurs
 - Franchises
 - Operations
- Which is not a reason new business starts in the recreation and leisure area fail?
 - lack of knowledge and requisite dedication, skills or experience
 - some leisure activities fall in the category of “fads” and fade quickly
 - specific activities can peak and slump rather quickly
 - outdoor recreation, watershed, timber, range, wildlife and fish values *
- _____ is the amount by which income generated exceeds all expenses of the business.
 - Enterprise
 - Turnover
 - Loss
 - Profit *
- Which organization provides training in the commercial diving and snorkeling field?
 - PADI *
 - ACA
 - PIA
 - ACA
- _____ is the total dollar amount that the business generates.
 - Revenue
 - Income *
 - Expenses
 - Profit

9. Extensive in-service training is required to instruct in which potentially dangerous field?
- diving and snorkeling *
 - kayaking
 - canoeing
 - boating
10. _____ is the trade organization for the growing business of canoeing, kayaking, and human-powered watersports.
- Outdoor Industry Association (OIA)
 - Adventure Travel Trade Association (ATTA)
 - The Paddlesports Industry Association (PIA) *
 - Professional Paddle Sports Association (PPSA)
11. Marinas, pleasure cruises, sailing schools, resort rentals, and charter boats are examples of the type of companies who need people to assist them in which industry?
- tourism
 - boating *
 - cruise ships
 - ecotourism
12. While most camps operate in a limited 10- to 12-week period over the summer months, key staff and management have a full-time responsibility to
- recruit campers
 - maintain and improve facilities
 - recruit and train staff on a year-round basis
 - all of the above *
13. Which of the following is NOT a benefit of starting your own commercial recreation business?
- start-up of an activity-based business requires minimum capital
 - seasonal nature allows flexibility
 - guaranteed success *
 - living the lifestyle you enjoy
14. True or False: A large number of the country's more than 20,000 campgrounds are owned and operated by governmental agencies (national parks and forests, Bureau of Land Management, Corp of Engineers, state, county, and municipal government).
- Answer: True
15. The American Camping Association (ACA) accredits and evaluates resident camps.
- Answer: True
16. Most recreation and leisure jobs offering skills instruction, or having an element of adventure, require little or no training or certification.
- Answer: False
17. A leisure entrepreneur is a person who is cautious about taking chances.
- Answer: False

Short Answer/Discussion Questions

1. Define entrepreneur and then list and discuss at least three traits of a typical entrepreneur.
 See the section "The Background of Leisure Entrepreneurship in America" for possible answers.

2. Explain at least three challenges entrepreneurs face and indicate how each challenge can be overcome or addressed.

See the section "The Ups and Downs of Commercial Recreation Businesses" for possible answers.

3. Campgrounds and camps are two separate areas that have overlap and similarities. Describe the differences and similarities between the two.

See the section "Campgrounds and Camps" for possible answers.

4. Describe factors impacting the growing interest in water-related businesses, specifically kayaking.

See the section "Water-Related Businesses" for possible answers.

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. _____ process is a combination of learning about yourself as well as discovering all of the potential work environments that might be of interest to you.
 - a. Self-assessment
 - b. Career exploration *
 - c. The job search
 - d. An informational interview
2. _____ describes an individual's pattern of behavior, thoughts, feelings, and motivation.
 - a. Values
 - b. Interests
 - c. Personality *
 - d. Lifestyle
3. _____ are principles and beliefs that one uses when making important life decisions.
 - a. Values *
 - b. Interests
 - c. Personality
 - d. Lifestyle
4. Which of the following allows a job search applicant to "get a foot in the door" to be considered for a job opportunity?
 - a. portfolio
 - b. e-mail
 - c. interview
 - d. resume *
5. Which of the following is another term for the electronic portfolio?
 - a. e-portfolio
 - b. digital portfolio
 - c. webfolio
 - d. all of the above *
6. How many paragraphs (or parts) are usually included in applicant's cover letter?
 - a. 3
 - b. 4 *
 - c. 5
 - d. As many as it takes to tell the story
7. Professional associations grant these credentials to individuals, which ensures that professionals are qualified and can meet high standards of performance.
 - a. national boards
 - b. degrees
 - c. certifications and licenses *
 - d. certifying exams
8. Making contacts and establishing relationships with professionals in the field is known as
 - a. joining a national association
 - b. networking *
 - c. job shadowing
 - d. credentialing

9. _____ involves spending a period of time with an expert in the field and observing firsthand what professionals actually do on a daily basis.
- Networking
 - Job shadowing *
 - Internship
 - none of the above
10. A(n) _____ is carefully monitored work or volunteer experience in which an individual has intentional learning goals and reflects actively on what he or she is learning throughout the experience.
- internship *
 - networking experience
 - academic class for credit
 - field experience
11. True or False: An informational interview allows the job searcher to get an interview for a job.
Answer: False
12. True or False: The self-assessment and career exploration processes are ongoing, lifelong processes that are never really complete.
Answer: True
13. True or False: Technology is changing not only the way we work, but also the way we get jobs.
Answer: True
14. True or False: In most cases, it is the applicant's resume that will secure the job.
Answer: False
15. True or False: It is the job interview that will make or break your chance of being selected for a position.
Answer: True

Short Answer/Discussion Questions

1. Describe the various types of hands-on opportunities that exist for students outside of the formal classroom experience.
For discussion related to this question see the section "Hands-On Experience."
2. After collecting information on a possible internship agency and before applying for the internship, there are several questions that students should ask regarding the internship experience. What are some of these important questions?
For discussion related to this question see the section "Certifications and Licenses."
3. List five reasons that students should become a certified recreation professional.
For discussion related to this question see pages 345–346.
4. The job search is a culmination of integrating and applying all that you have learned during the career planning and exploration phases. List and describe what components are included in this systematic planning process.
For discussion related to this question see the section on "Job Search Strategies."

5. Identify two professional associations and one student (on-campus) association related to your career interest. For each association, document the name of the association, address and contact information, the website address (if applicable), the purpose and goals of the association, membership costs for both a student membership as well as a professional membership, date and location of the next major association conference or meeting, and if the association has a career opportunities center.

For discussion related to this question see the section "Getting Involved: Student and Professional Organizations" and a listing of sample associations/organizations illustrated in Figure 14.1.

EXAMINATION QUESTIONS (* INDICATES CORRECT ANSWER)

1. A green business is one that
 - a. utilizes a considerable amount of energy and water
 - b. has a minimal carbon footprint *
 - c. has a large carbon footprint
 - d. is highly inefficient
2. Fourth Sector organizations emphasize
 - a. social networking
 - b. venture philanthropy
 - c. measureable impact
 - d. all of the above *
3. The number of households in the U.S. where no one speaks English very well or at all
 - a. 5 million
 - b. 15 million
 - c. 25 million *
 - d. None of the above
4. The macro theme that describes the challenge for recreation-related professions to adopt a pluralistic framework that recognizes differences, while embracing the needs and values of various groups is called
 - a. diversity *
 - b. sustainability
 - c. health and wellness
 - d. change and technology
5. The macro theme that promotes recreation, parks, sport management, hospitality, and tourism becoming a green profession is called
 - a. diversity
 - b. sustainability *
 - c. health and wellness
 - d. change and technology
6. Which of the following was not identified as a microtrend?
 - a. linguistically isolated households
 - b. slowing down
 - c. preservation of parks *
 - d. homeschooling
7. Microtrends are
 - a. decelerating the fragmentation of our lives
 - b. not affecting the fragmentation of our lives
 - c. accelerating the fragmentation of our lives *
 - d. none of the above
8. The leadership emphasis of servant leaders is
 - a. working as a valet at a hotel
 - b. insisting that all persons follow the safety rules
 - c. providing instructions to others
 - d. empowering others *

9. In order for recreation, parks, and tourism professionals to create a habitable, quality of life, Dustin suggests professionals do all but one of the following
 - a. disengage from our anthropocentric pedestals
 - b. cultivate a materialistic lifestyle *
 - c. enhance the quality of our relationships
 - d. slow down
10. The prognosis for employment in the near future for recreation, parks, sport management, hospitality, and tourism workers is to
 - a. increase 5-12%
 - b. increase 13-35 % *
 - c. no change in demand from present
 - d. decrease 10-15%
11. According to Dustin, McAvoy, Schultz, Bricker, Rose, and Schwab, recreation, parks, sport management, hospitality, and tourism professionals will be confronted with myriad challenges and will need to
 - a. support individual over group preferences
 - b. restrict recreation opportunities
 - c. constrict individual freedom of expression to minimize potential competing interests
 - d. reconcile competing individual and societal interests *
12. According to Microtrends perspective, it takes what percentage of people to create a movement that can change the direction of society?
 - a. 1% *
 - b. 5%
 - c. 10%
 - d. 30%
13. The “Flat World Paradigm” tells us that now
 - a. people throughout the world have instantaneous access to the same tools and technology *
 - b. change occurs in a linear fashion much like it always has
 - c. there is no longer an illusion that the world is flat; everyone knows better
 - d. people/organizations will likely be more successful if they work independently
14. The California Parks and Recreation Society has identified a number of important core competencies for recreation and park professional leaders to possess. They include all but which of the following?
 - a. creator of experiences
 - b. mediator
 - c. focus on winning *
 - d. multi-tasker
15. True or False: Becoming an advocate is one of the four recommendations for professionals in recreation-related fields.
 Answer: True
16. True or False: Becoming more competitive is one of the four recommendations for professionals in recreation-related fields.
 Answer: False
17. True or False: Fourth Sector organizations are comprised of socially conscious entrepreneurs.
 Answer: True

18. True or False: Microtrends, representing small, intense subgroups, are having little effect on how organizations structure services.

Answer: False

19. True/False: If professionals in the recreation-related professions provide good leadership they can facilitate more “deep recreation” experiences.

Answer: True

Short Answer/Discussion

1. Name and describe at least two of the following five micro trends (diversity, sustainability, health and wellness, pace of change and technology, and Fourth Sector). Then, discuss how each of the themes you described will impact professional roles and organizational structures of recreation, parks, sport management, hospitality and tourism in the future.

For discussion related to this question see the sections on “Microtrends,” and “Microtrends and Leisure.”

2. Explain what recreation, parks, sport management, hospitality, and tourism organizations can do to mitigate the negative effects of micro trends on community life. In your explanation, include at least three ideas for specific things professionals in these organizations can do to promote individual freedom of expression while fostering community cohesion.

For discussion related to this question see the sections on “Microtrends” and “Microtrends and Leisure.”

3. How does the increasingly multicultural makeup of America’s citizenry change the way leisure service professionals must approach their work?

For discussion related to this question see the Marcotrend section on “Increasing Diversity.”

4. Compare and contrast servant leadership with the more traditional direct service leadership role in recreation, parks, and tourism. Discuss how servant leaders are viewed as being essential for helping to foster community cohesion.

For discussion related to this question see the section on “Servant Leadership.”

5. Explain why advocacy is being viewed as an increasingly legitimate leadership role for recreation, parks, sport management, hospitality and tourism professionals. In your response identify three organizational missions and core competencies leaders will need to utilize to have the greatest strategic impact on community life.

For discussion related to this question see the section “Melding of Macro and Micro Themes.”

6. Summarize what Dustin, McAvoy, Schultz, Bricker, Rose, and Schwab, indicate to be important guidelines for action in the future that recreation, parks, sport management, hospitality, and tourism professionals need to employ when confronted with the myriad challenges they face on a day-to-day basis. Interpret why the authors think this profession is indispensable to the quality of life and being socially conscious is essential for community leaders.

For discussion related to this question see the final section, “The Power of One.”

7. What opportunities do you see to make a positive difference in the world through a career in recreation, parks, sport management, hospitality and tourism?

For discussion review the various profiles of professionals presented in the chapters of the book, the directions forecasted in each professional sector, and challenges being suggested in the final chapter. Then, determine how you seek to embark on your career.