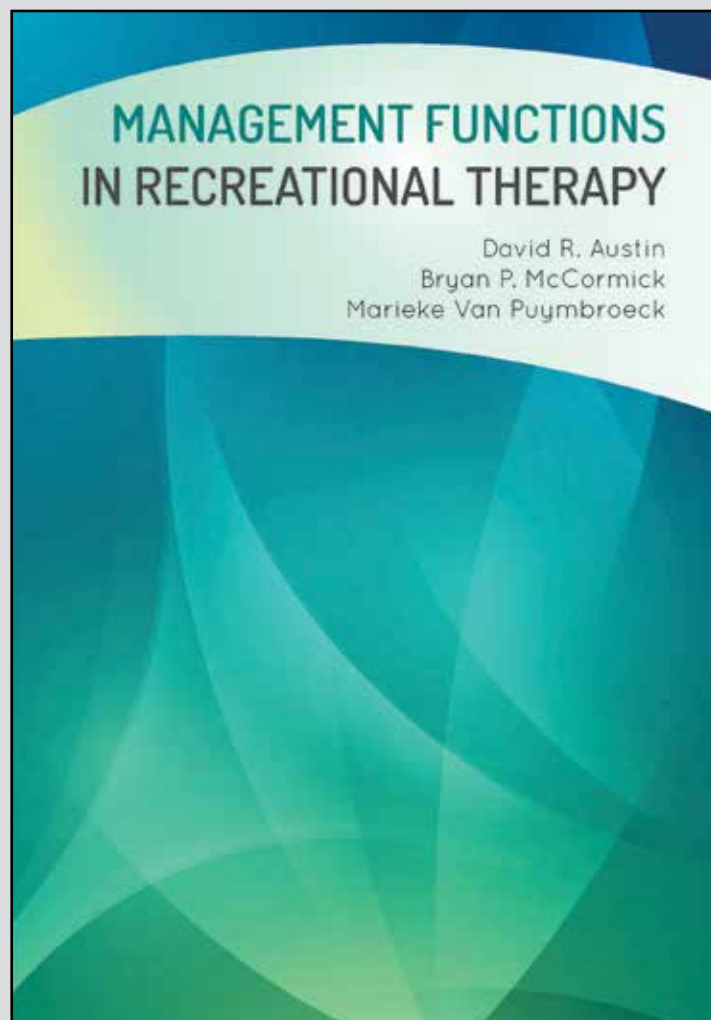


TEST BANK



SAGAMORE
P U B L I S H I N G

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1

INTRODUCTION TO MANAGEMENT

1. Leadership involves influencing others':
 - a. Beliefs
 - b. Opinions
 - c. Actions
 - d. All of the above ***
 - e. a and b but not c
2. The term *manager* may refer to:
 - a. Supervisors
 - b. Middle management
 - c. Senior managers
 - d. All of the above ***
 - e. b and c but not a
3. Select the credentialing organization endorsing coverage of management in the preparation of RT students:
 - a. ATRA
 - b. NTRS
 - c. NCTRC ***
 - d. CTRA
4. Leadership skills are:
 - a. Inherent behaviors
 - b. Influenced largely by higher management
 - c. Like management skills in that they may be learned ***
 - d. Something managers should not be concerned with
5. A type of power all managers have:
 - a. Legitimate ***
 - b. Referent
 - c. Expert
 - d. a and b but not c
 - e. b and c but not a
6. Coercive power comes from:
 - a. Relationships with those of influence
 - b. Being able to levy punishment ***
 - c. Skills and knowledge one possesses
 - d. Being on an interdisciplinary team

7. Authoritarian leadership is referred to as:
 - a. Controlling
 - b. Autocratic
 - c. Top-down
 - d. All of the above ***
 - e. b and c but not a
8. Participative leadership is referred to as:
 - a. Theory X
 - b. Theory Y ***
 - c. Theory Z
 - d. None of the above
9. First-line managers:
 - a. Are sometimes referred to as supervisors
 - b. Provide direct supervision of staff
 - c. Normally apply Theory X leadership
 - d. a and b but not c ***
10. According to Dunn, essential skill(s) for a first-line manager:
 - a. Has understandings of the clinical and technical work to be performed
 - b. Possesses human relations skills
 - c. Has conceptual skills to understand how parts need to be coordinated
 - d. All of the above ***
 - e. a and c but not b

2 RECREATIONAL THERAPY AND MANAGEMENT

1. Typical levels of management:
 - a. **Chief executive officer, senior managers, middle managers, first-line managers ***
 - b. Chief executive officer, facilitating managers, middle managers, first-line managers
 - c. Inspirational managers, facilitating managers, middle managers, first-line managers
 - d. Expert managers, facilitating managers, middle managers, first-line managers
2. The terms *first-line manager* and *supervisor* are:
 - a. Rarely employed in recreational therapy
 - b. **Synonymous ***
 - c. Polar
 - d. Different
3. Human relations skills are employed by:
 - a. First-line managers
 - b. Middle managers
 - c. Chief executive officers
 - d. **All levels of management ***
4. High levels of clinical skills are required of RT first-line managers in:
 - a. Client assessment
 - b. Clinical reasoning
 - c. Outcome assessment
 - d. **All of the above ***
 - e. a and b but not c
5. Both first-line managers and clinical supervisors should ideally possess:
 - a. Degrees in management
 - b. **Extensive clinical experience ***
 - c. Extensive management experience
 - d. a and c but not b
6. Clinical supervision has the purpose(s) of:
 - a. Helping supervisees enhance clinical skills
 - b. Protecting the welfare of clients
 - c. Overseeing subordinates and disciplinary processes
 - d. **Both a and b ***

7. The authors of the text believe clinical supervision:
 - a. Is not necessary for recreational therapists
 - b. Is only needed by interns, as other staff hold CTRS certifications
 - c. Should be provided by the first-line manager
 - d. Should be provided by a clinical supervisor ***
8. Undergraduate professional preparation of recreational therapists should:
 - a. Primarily focus on management skills
 - b. Primarily focus on clinical skills ***
 - c. Neither focus on clinical or management skills
9. A problem-solving process used in working with clients that is easily transferable to management:
 - a. CPS (Creative Problem Solving)
 - b. SSA (Some Sage Advise)
 - c. APIE (Assessment, Planning, Implementation, Evaluation) ***
 - d. APS (Alternative Possible Solutions)

3

UNDERSTANDING THE HEALTHCARE ENVIRONMENT

1. What is the approximate percentage of RTs who work in health care settings?
 - a. 11%
 - b. 19%
 - c. 38%
 - d. 75% ***
2. Also known as “Obamacare”:
 - a. ADA — Americans With Disabilities Act
 - b. AHCA — American Health Care Act of 2010
 - c. ACA — Affordable Care Act of 2010 ***
 - d. ARSA — American Rehabilitation Services Act
3. Federally administered health insurance for older Americans and Americans with long-term disabilities:
 - a. Elderly and Disabled Insurance
 - b. Medicaid
 - c. Medicare ***
 - d. Part B Medicaid
4. Healthcare jointly funded by the federal and state governments:
 - a. Americans With Disabilities Act
 - b. Medicaid ***
 - c. Medicare
 - d. Medcover
5. Unlike many European countries, the United States follows the intent to provide:
 - a. The same level of health services to all
 - b. A minimum level of health services for all ***
 - c. Healthcare to all persons who are elderly or disabled
 - d. Healthcare to those who do not have private health insurance
6. Key themes related to healthcare policy:
 - a. Client needs assessment, safety, quality
 - b. Safety, quality, costs
 - c. Access, quality, costs ***
 - d. Access, safety, costs
7. The concept of private health insurance grew out of a plan for employees of:
 - a. Hospitals in Europe
 - b. Hospitals in South America
 - c. The Mayo Clinic
 - d. Baylor University Hospital ***

8. Act that brought about Medicare and Medicaid:
 - a. The Rehabilitation Act of 1973
 - b. The Americans With Disabilities Act of 1990
 - c. The Rehabilitation Act Amendment of 1974
 - d. The Social Security Amendments Act of 1965 ***
9. Licensure is the domain of which governmental level:
 - a. Cities
 - b. Counties
 - c. States ***
 - d. Federal
10. According to recent international data, per person the United States healthcare system:
 - a. Had the lowest cost of all nations surveyed
 - b. Was the most costly in the world ***
 - c. Was the same as European nations
 - d. Experienced costs going down substantially
11. Primary care is typically provided:
 - a. By hospital emergency rooms
 - b. By walk-in clinics
 - c. In the offices of primary care physicians ***
 - d. In university-affiliated medical centers
12. The sector in which most CTRSs practice:
 - a. Primary care
 - b. Secondary care ***
 - c. Tertiary care
 - d. Cancer care
13. Extended care settings:
 - a. Skilled nursing facilities (SNF)
 - b. Memory units for those with Alzheimer's or dementia
 - c. State hospitals for patients with mental illnesses
 - d. All of the above ***
 - e. a and b but not c
14. CMS stands for:
 - a. Center for Medical Services
 - b. Certification of Medical Services
 - c. Centers for Medicare and Medicaid Services ***
 - d. Community Medical Services
15. Healthcare in the United States is experiencing more focus on:
 - a. Increasing hospitalizations
 - b. State hospital services being expanded
 - c. Home and community-based services ***
 - d. Patients paying the entire costs of care

16. Co-payments are:

- a. Healthcare payments made by community hospitals to assist patients with costs
- b. Patients paying a portion of their healthcare out of pocket ***
- c. Local, state, and federal governments all assisting with healthcare payments
- d. Groups of people joining together to pay for their health costs

17. Major concern(s) for recreational therapy in the evolving U.S. healthcare system:

- a. Ensuring that recreational therapy services are a covered service
- b. Establishing that recreational therapy is demonstrated to have important health outcomes
- c. The provision of community recreational services to people with disabilities
- d. Both a and b ***
- e. Both b and c

4 BASIC MANAGEMENT FUNCTIONS

1. Management functions include:
 - a. assessment, planning, implementation, and evaluation
 - b. planning, organizing, staffing, influencing, and controlling ***
 - c. assessment, planning, influencing, controlling, and evaluation
 - d. planning, organizing, motivating, controlling, and evaluation
2. The first step in planning:
 - a. Identification of resources required
 - b. Determination of action steps.
 - c. Establishment of a timeline
 - d. Identification of goals and objectives ***
3. Operational planning is done:
 - a. By upper management personnel
 - b. For a department or unit
 - c. For a short-range period
 - d. a and c
 - e. b and c ***
4. Establishing the structure in which to get work done:
 - a. Planning
 - b. Organizing ***
 - c. Implementing
 - d. Controlling
5. Recruiting, selecting, and scheduling employees:
 - a. Budgeting
 - b. Meeting performance standards
 - c. Staffing ***
 - d. Implementing
6. The management function sometimes referred to as coordinating and directing:
 - a. Planning
 - b. Organizing
 - c. Influencing ***
 - d. Controlling
7. Follow-up and correction are key elements in:
 - a. Planning
 - b. Organizing
 - c. Influencing
 - d. Controlling ***

5 PLANNING

1. The central focus of planning is on:
 - a. Developing an operating budget
 - b. Meeting goals and objectives ***
 - c. Determining costs
 - d. Developing protocols
2. The final step in the planning process:
 - a. Identifying the resources (e.g., people, supplies, equipment) needed
 - b. Identifying the goals and objectives to be achieved
 - c. Determining action steps to take
 - d. Establishing a timeline for actions ***
3. A mission statement:
 - a. Identifies the purpose for the existence of an organization or unit in an organization ***
 - b. Is a statement of what the organization or unit wants to be like in the long term
 - c. A statement of the organization or unit's fundamental beliefs and values
 - d. Establishes short- and long-range targets for an organization or unit
4. The narrowest and most specific elements in planning:
 - a. Philosophical perspectives
 - b. Vision statements
 - c. Goals
 - d. Objectives ***
5. Strategic planning is:
 - a. Accomplished by higher level managers
 - b. Set in the long term (e.g., 3-5 years)
 - c. Highly detailed
 - d. a and b but not c ***
 - e. b and c but not a
6. A significant tool for planning the operations of a recreational therapy department or unit:
 - a. SOP ***
 - b. DOP
 - c. CERT
 - d. ABC

7. Accreditation organization(s) that may have an impact on recreational therapy units or departments:
 - a. CARTE
 - b. Joint Commission
 - c. CARF International
 - d. a and b but not c
 - e. b and c but not a ***
8. Which of the following document the purposeful procedures used to deliver interventions to clients?
 - a. Mentoring planning sheets
 - b. Clinical practice sheets
 - c. Protocols ***
 - d. Deficits assessments
9. Statements of what an organization or unit within an organization owns as well as what it owes to others:
 - a. Balance sheets ***
 - b. Income statements
 - c. Flow statements
 - d. Fiscal planning statements
10. Indirect costs are sometimes referred to as:
 - a. Cash outflow
 - b. Revenue center expenditures
 - c. Overhead ***
 - d. Complicating financial factors
11. Forms of cost allocation:
 - a. CCR
 - b. ABC
 - c. ADA
 - d. a and b but not c ***
 - e. b and c but not a

6

ORGANIZING

1. The process of establishing a formal structure through which work gets done:
 - a. Planning
 - b. Organizing ***
 - c. Staffing
 - d. Controlling
2. A value *not* typically embraced by recreational therapy units or departments:
 - a. The importance of the therapist–client relationship
 - b. The importance of the provision of diversional activities by recreational therapists ***
 - c. Fun, enjoyment, and pleasure are important aspects of therapy
 - d. The therapist’s responsibility to deliver competent and ethical care
3. The first step in organizing:
 - a. Group tasks into related activities
 - b. Assign specific activities to individuals
 - c. Determine the tasks that need to be accomplished ***
 - d. Designate the organizational relationships needed
4. The management term used to designate the number of staff reporting to one person:
 - a. Span of control ***
 - b. Unity of command
 - c. Authority
 - d. Organizational chart
5. Means to supplement authority:
 - a. Expertise
 - b. Charisma
 - c. Being trusted and respected
 - d. All of the above ***
 - e. a and b but not c
6. Disadvantage(s) of organizational charts:
 - a. Charts delineate formal lines of authority and accountability
 - b. Charts do not show informal relationships
 - c. Charts do not show duties and responsibilities
 - d. Charts may become quickly outdated
 - e. b, c, and d but not a ***

7. Using “wastebasketry” as a time management technique involves:
 - a. Reviewing the manager’s to-do list at the end of each day
 - b. Using “circular filing” to put unneeded documents in the trash or deleting them from the computer
 - c. Handling a paper or e-mail only once by either acting on it or dumping it
 - d. b and c but not a ***
 - e. a and b but not c
8. E-mails should be checked:
 - a. Regularly (e.g., every hour)
 - b. A couple of times during the day
 - c. At the end of the day
 - d. a and c
 - e. b and c ***
9. Typical complaint(s) about meetings:
 - a. Meetings are too long
 - b. Meetings are too short
 - c. The information given out during the meeting could have been sent via e-mail
 - d. a and c but not b ***
10. Good times to schedule meetings:
 - a. At 10:00 a.m. or 2:00 p.m.
 - b. Toward the end of the day
 - c. Just prior to lunch
 - d. a and b but not c
 - e. b and c but not a ***
11. Structured agendas:
 - a. Specify the specific amount of time given to each item
 - b. Indicate action items
 - c. Are used when controversial topics are being considered ***
 - d. Are overly restrictive
12. Informal organizational structures:
 - a. Are also termed informal social networks
 - b. Have their own communication system referred to as “the grapevine”
 - c. Have group norms followed by members and maintained by leaders
 - d. All of the above ***
 - e. a and b but not c

7 STAFFING

1. Staffing involves:
 - a. Recruiting
 - b. Hiring
 - c. Retention
 - d. All of the above ***
 - e. a and b but not c
2. Elements in position descriptions:
 - a. General requirements or qualifications for the job
 - b. Major duties and responsibilities
 - c. Organizational relationships for the position
 - d. All of the above ***
 - e. a and b but not c
3. In addition to holding a bachelor's or master's degree in recreational therapy, recreational therapists at a minimum should:
 - a. Be American citizens
 - b. Be CTRSs ***
 - c. Be a member of a professional association (e.g., ATRA)
 - d. Hold credentials in a specialized area (e.g., aquatics therapy)
4. Area(s) to probe during interviews include whether the applicant is:
 - a. Open to criticism or reacts excessively to any criticism
 - b. Successful in working relationships with peers and managers
 - c. Heterosexual or homosexual in their sexual orientation
 - d. All of the above
 - e. a and b but not c ***
5. Which of the following is *not* an appropriate interview question:
 - a. What did you like best about your most recent job? (or your internship)
 - b. What did you like least about your most recent job? (or your internship)
 - c. Will your spouse have any problems with your working hours? ***
 - d. Is there anything that would preclude you from traveling out of town overnight or working overtime?
6. Can be of assistance to the first-line manager in making the selection of a new employee:
 - a. The first-line manager's supervisor
 - b. Therapists who will be colleagues of the new hire
 - c. The human resources department
 - d. All of the above ***

7. All new employees need to have instilled a clear understanding of the value system found within the organization in order to create team spirit. This process is termed:
 - a. Orientation
 - b. Socialization ***
 - c. In-service training
 - d. Indoctrination
8. Ideas for in-service training topics may come from:
 - a. Staff discussions during staff meetings
 - b. An appraisal by an outside consultant
 - c. High level management
 - d. All of the above ***
 - e. a and b but not c
9. Research in nursing has found that reducing staff turnover:
 - a. Results in a higher quality of care ***
 - b. Permits individuals to get stale by doing their same jobs
 - c. Has little effect on treatment outcomes
 - d. May cause staff burnout
10. Recruiting pitfall(s) to be avoided by first-line managers:
 - a. Not devoting necessary time for recruiting
 - b. Taking the best of a bad bunch in order to get the position filled
 - c. Objectively determining whether the individual can do the job rather than basing a hiring decision on subjective feelings
 - d. a, b, and c
 - e. a and b but not c ***

8

INFLUENCING

1. Issuing directives, instructions, assignments, and orders are a part of which management function:
 - a. Planning
 - b. Organizing
 - c. Influencing ***
 - d. Controlling
2. The influencing management function involves the manager:
 - a. Overseeing getting work done
 - b. Motivating employees
 - c. Developing employees
 - d. All of the above ***
 - e. a and b but not c
3. Being supportive; giving feedback in a calm, truthful way; and emphasizing positive communication skills are associated with:
 - a. Coaching ***
 - b. Theory X leadership
 - c. Delegating
 - d. Dealing with employee changing demographics
4. Close supervision in communicating performance expectations is characteristic of using which approach:
 - a. Autocratic technique ***
 - b. Consultative technique
 - c. Theory Y leadership
 - d. Theory Z leadership
5. When change occurs, most staff will likely:
 - a. Accept it
 - b. Remain apathetic toward it
 - c. Show resistance ***
 - d. Strive to implement it
6. A powerful yet underused motivational technique:
 - a. Positive reinforcement during performance appraisals
 - b. A sincere “thank you, you did a good job” ***
 - c. Writing up an employee for unprofessional behaviors
 - d. Simply strictly maintaining bureaucratic policies and procedures

7. A motivational technique for employees is celebrating recreational therapy month each:
 - a. January
 - b. February ***
 - c. June
 - d. October
8. Task-oriented managers who “run a tight ship” and may “micromanage” follow:
 - a. Theory W
 - b. Theory X ***
 - c. Theory Y
 - d. Theory Z
9. Managers who motivate by means of recognition and praise and believe that if treated properly staff can be trusted to put forth their best efforts follow:
 - a. Theory W
 - b. Theory X
 - c. Theory Y ***
 - d. Theory Z
10. Originated by the Japanese and characterized by employee participation and egalitarianism:
 - a. Theory W
 - b. Theory X
 - c. Theory Y
 - d. Theory Z ***
11. The phrase “different strokes for different folks” applies to:
 - a. Bureaucratic leadership
 - b. Situational leadership ***
 - c. Laissez-faire leadership
 - d. Self-directed leadership
12. Positive approach(es) for managers when providing feedback:
 - a. Praise needs to be linked to results
 - b. Give the type of praise (e.g., memos, perks, special requests) you feel most comfortable in giving
 - c. When giving criticism, begin with two positive statements
 - d. a and b but not c
 - e. a and c but not b ***
13. Question(s) for the manager to ponder when delegating:
 - a. Should the task be delegated?
 - b. Is the person to whom the task is being delegated up to the task?
 - c. Can the person perform the task without any adverse client outcomes?
 - d. All of the above ***
 - e. a and b but not c

14. What cannot be delegated to staff by the recreational therapy manager:

- a. Confidential matters
- b. Discipline of staff
- c. Ultimate responsibility for work output
- d. All of the above ***
- e. a and b but not c

15. Probably the most difficult conflicts to resolve:

- a. Information conflicts
- b. Interest-based conflicts
- c. Organizational conflicts
- d. Value-based conflicts ***

9

CONTROLLING

1. Involves follow-up and correction to make sure plans are carried out and goals and objectives have been achieved:
 - a. Quality management
 - b. Performance appraisal
 - c. Organizing
 - d. Controlling ***
2. The planning and controlling functions are:
 - a. Not closely related as they are at opposite ends of the five management functions
 - b. Inseparable functions because controlling involves measuring performance against planned goals and objectives ***
 - c. Both dependent on staffing patterns to a large degree
 - d. Related to the span of control
3. A perfect correspondence between desired goals and objectives and actual outcomes is:
 - a. Common in well-managed organizations
 - b. Almost guaranteed by employing an exemplary staff
 - c. Rare in most cases ***
 - d. a and b but not c
4. The primary role of the first-line recreational therapy manager in carrying out the controlling function:
 - a. Understanding and maintaining the big picture goals of the organization
 - b. Consciously carrying out strategic plans for his or her unit
 - c. Exercising operational control dealing with day-to-day processes ***
 - d. Seeing outcome measures are properly employed
5. Performance appraisals in recreational therapy units:
 - a. Are conducted by the first-line manager
 - b. Indicate how well individuals have performed
 - c. Are typically carried out following an individual's probationary period and annually for other employees.
 - d. All of the above ***
 - e. a and b but not c
6. Tips for managers conducting performance appraisals include:
 - a. Hold them in the manager's office with the door closed for privacy
 - b. Promote an atmosphere that reinforces that the purpose of the meeting is to have two-way communications that will lead to the manager and employee working together to bring about improvements in the employee's performance when required
 - c. Realize most employees believe they are meeting expectations and are surprised to hear otherwise
 - d. a and b but not c
 - e. b and c but not a ***

7. Risk is:
 - a. An inherent part of healthcare work
 - b. To be encouraged by behaviors such as initiating new, improved procedures rather than neglecting procedures that need to be improved
 - c. Often viewed negatively as something that could increase the organization's exposure to unforeseen hazards and loss of income or reputation
 - d. All of the above ***
 - e. b and c but not a
8. Risk management training should include:
 - a. The organization and goals of the risk management program
 - b. Patients' Bill of Rights and patient relations and complaint program
 - c. Incident-reporting procedures and reporting responsibilities for alleged misconduct
 - d. Safety program and department- or unit-specific safety practices
 - e. All of the above ***
9. Failure to perform duty or display reasonable care that results in loss and/or injury is termed:
 - a. Tort
 - b. Liability
 - c. Negligence ***
 - d. Intentional tort
 - e. None of the above
10. Risk management programs exist in healthcare organizations to:
 - a. Improve the quality of care provided to clients
 - b. Ensure client, staff, and visitor safety
 - c. Reduce malpractice costs
 - d. All of the above ***
 - e. b and c but not a
11. To minimize risks, recreational therapy staff need to:
 - a. Possess the skills and competencies to care for the clients they serve
 - b. Be aware of the latest techniques and best practices
 - c. Acknowledge unfortunate incidents and show concern for them without taking blame, blaming others, or reacting defensively
 - d. All of the above ***
 - e. a and b but not c
12. The best starting place for conducting care monitoring and evaluation in recreational therapy:
 - a. NCTRC certification standards
 - b. ATRA Standards of Practice ***
 - c. Joint Commission standards
 - d. CARF standards
13. Operating budgets for recreational therapy units are typically the responsibility of:
 - a. The budgetary affairs officer for the organization
 - b. The recreational therapy manager ***
 - c. A budget team composed of senior-level recreational therapists
 - d. None of the above

10 INTERNSHIP SUPERVISION

1. A full-time capstone field placement completed under a credentialed recreational therapist:
 - a. Practicum
 - b. Internship ***
 - c. Fieldwork
 - d. Apprenticeship
2. A full-time NCTRC-approved internship must be:
 - a. Accomplished at one agency
 - b. At least 14 weeks in length
 - c. Completed under a CTRS for a minimum of 560 hours
 - d. All of the above ***
 - e. a and c but not b
3. The content of the recreational therapy internship needs to cover all areas:
 - a. Identified by ATRA within its Standards of Practice
 - b. That appear in the NCTRC Certification Standards Part II ***
 - c. Outlined in major recreational therapy textbooks
 - d. Seen as critical by the recreational therapist supervising the internship
4. Recreational therapy internship site supervisors can receive up to how many continuing education (CE) credits for the supervision of an intern:
 - a. 2 ***
 - b. 3
 - c. 4
 - d. 5
5. Requirements for the site supervisor providing clinical supervision of an RT intern:
 - a. Be a Certified Therapeutic Recreation Specialist (CTRS)
 - b. Be a full-time employee of the agency supporting the internship
 - c. Have at least 5 years of clinical experience in recreational therapy
 - d. All of the above
 - e. a and b but not c ***
6. Documentation required to be completed by the internship site supervisor:
 - a. Midterm and final evaluations signed by the student and supervisor
 - b. NCTRC field placement verification form
 - c. Logs to verify the intern completed the minimum number of hours and weeks
 - d. All of the above ***
 - e. a and b but not c

7. According to authorities, in addition to giving the intern constructive criticism, feedback, and evaluation, clinical supervision provided an intern should:
 - a. Establish professional boundaries
 - b. Provide for hands-on demonstrations and observations
 - c. Provide lectures on topics relevant to the particular setting and client population
 - d. Provide opportunities for processing the intern's observations and learning.
 - e. All of the above ***
8. Agencies typically provide interns with an orientation to the agency and work environment that lasts:
 - a. 1 or 2 days
 - b. 3 or 4 days
 - c. 1 week
 - d. 2 weeks ***
 - e. None of the above

11

CLINICAL SUPERVISION

1. Purpose(s) of clinical supervision:
 - a. Promoting the supervisee's professional development as a clinician
 - b. Protecting the integrity of the clinical program
 - c. Both a and b ***
 - d. b but not a
 - e. Neither a nor b
2. Within recreational therapy, clinical supervision is:
 - a. Well established
 - b. Received by the majority of therapists
 - c. Still an emerging area ***
 - d. a and b but not c
3. Within recreational therapy, who should receive clinical supervision?
 - a. Interns
 - b. Inexperienced therapists
 - c. Seasoned therapists
 - d. All of the above ***
4. The role(s) assumed by clinical supervisors:
 - a. Teacher
 - b. Counselor
 - c. Consultant
 - d. All of the above ***
 - e. a and c but not c
5. Behavior(s) that may prompt a clinical supervisor to assume a gatekeeping role:
 - a. Inability to adhere to professional codes of ethics
 - b. Constant lack of self-awareness
 - c. Seeking opportunities to discuss his or her effect on others and his or her use of defenses
 - d. All of the above
 - e. a and b but not c ***
6. In contrast to clinical supervision that focuses on the delivery of services to clients, administrative supervision focuses on:
 - a. Personnel matters
 - b. Timekeeping
 - c. Adhering to policies and procedures
 - d. All of the above ***
 - e. a and b but not c

7. Clinical supervisors must:
 - a. Have knowledge of every case or client with whom the supervisee is working
 - b. Monitor the actions and decisions of the supervisee
 - c. Give feedback and evaluation to the supervisee regardless of performance
 - d. All of the above ***
 - e. b and c but not a

12 VOLUNTEER MANAGEMENT

1. Topics for the first-line manager to cover during in-service training on how to foster positive relationships with volunteers:
 - a. Know the volunteer's name and something about them
 - b. Being welcoming and friendly with them
 - c. Displaying interest in volunteers and what they are doing
 - d. All of the above ***
 - e. a and b but not c
2. Staff can help identify possible tasks for which volunteers are needed. Once this is done, the next step is:
 - a. Establishing a volunteer recruitment program
 - b. Making efforts to market the volunteer program
 - c. Interviewing potential volunteers
 - d. Developing detailed task descriptions ***
3. Formative evaluation of volunteers involves:
 - a. Periodic conferences with volunteers (e.g., monthly)
 - b. Annual reviews done with volunteers
 - c. Regular exchanges of feedback with volunteers and praising them for their efforts
 - d. a and c but not b ***
 - e. a and b but not c

13 MANAGING MARKETING

1. Recreational therapy:
 - a. Is known as an early adopter of marketing techniques
 - b. Began extensively using marketing techniques in the 1980s
 - c. Has been slow to show wide concern for marketing ***
 - d. Has a wealth of marketing information at its fingers within the RT literature
2. What we usually think about when marketing is mentioned:
 - a. Public relations
 - b. Marketing targets
 - c. External marketing ***
 - d. Internal marketing
3. In the marketing literature, it is commonly expressed that internal marketing:
 - a. Does little to enhance marketing efforts in healthcare
 - b. Is a nice approach to please staff but is limited in its effects
 - c. Is much more important than external marketing ***
 - d. Can use advertising to a much better effect than external marketing
4. Mechanisms employed in external marketing:
 - a. Advertising
 - b. Public relations
 - c. Personal selling
 - d. All of the above ***
 - e. a and b but not c
5. The steps in developing an external marketing program are similar to those:
 - a. In the medical model
 - b. In the recreational therapy process ***
 - c. In following the Four *Ps* of external marketing
 - d. All of the above
6. The authors of the text indicate that marketing the recreational therapy profession should:
 - a. Not be a concern for those in the profession who should concentrate on serving clients in their clinical practices
 - b. Not be a concern of individual recreational therapists, but should be left to national efforts such as those carried out by ATRA
 - c. Be contracted out to marketing firms with high levels of expertise
 - d. Be the responsibility of recreational therapists in their everyday practices ***

14 ISSUES AND CONCERNS FOR MANAGERS

1. Workplace politics can be:
 - a. Negative
 - b. Positive
 - c. Used to the advantage of the RT manager
 - d. All of the above ***
 - e. a and c but not b
2. It is best if the first-line recreational therapy manager:
 - a. Ignores workplace politics in his or her department or unit
 - b. Does not fall into the trap of employing negative workplace politics
 - c. Recognizes negative workplace politics among staff
 - d. a and b but not c
 - e. b and c but not a ***
3. It has been suggested that new managers should remind themselves that they have been given:
 - a. Legitimate power ***
 - b. Referent power
 - c. Expert power
 - d. All of the above
4. It has been suggested that the single most important thing new managers can do the first week on the job is:
 - a. Spend time with their supervisor in his or her office to clarify exactly what they should be doing
 - b. Use the majority of time making sure they are totally familiar with all of the unit's rules and regulations
 - c. Get out and get known to build relationships with staff and peers ***
 - d. Take time to read management books that provide principles of management
5. Areas of concern within professional etiquette:
 - a. Making introductions
 - b. Dressing for success
 - c. Meeting etiquette
 - d. All of the above ***
 - e. a and b but not c
6. Good etiquette calls for you:
 - a. To neatly fold and place your napkin beside your fork when you leave the table (e.g., go to the buffet)
 - b. To place your napkin on the seat of your chair when you leave the table (e.g., go to the buffet)
 - c. When dinner is finished, leave the napkin tidily on the place setting
 - d. a and c but not b
 - e. b and c but not a ***

7. When RT managers communicate with their boss, it is best for them to:
 - a. Avoid communication so he or she won't think you are a pest
 - b. Use written communication
 - c. Use verbal communication
 - d. Employ some combination of written and spoken communication ***
8. A good guideline(s) for an RT manager to manage his or her boss:
 - a. Always give immediate positive feedback for good things that the boss does
 - b. Never let your boss be surprised; keep him or her informed
 - c. Find ways to compensate for weaknesses of your boss by filling in weak areas tactfully, perhaps volunteering to do something the boss does not like doing
 - d. Establish a positive relationship with the boss' secretary or assistant
 - e. All of the above ***
9. Through networking can be obtained:
 - a. Information
 - b. Advice
 - c. Ideas
 - d. Influence
 - e. All of the above ***
10. Potential participant(s) for RT managers to network with:
 - a. Members of their own staff
 - b. Gatekeepers who can offer access to important people or services
 - c. Counterparts at other similar organizations
 - d. All of the above except a ***
 - e. All of the above except c
11. Example(s) of eustress:
 - a. Excitement of going on vacation
 - b. Experiencing what Csikszentmihalyi termed flow
 - c. Feeling experienced when taking an exam without adequate preparation
 - d. a and b but not c ***
 - e. b and c but not a
12. Behaviors of the RT manager and stress:
 - a. Are never related as stress is always internal so the manager can do little
 - b. Helping reduce distress among staff by using an appropriate leadership style
 - c. Making sure staff have time for breaks so they can get away from their jobs and reduce feelings of stress
 - d. b and c but not a ***
13. Burnout:
 - a. May result from unrelenting stress
 - b. Is a feeling about feeling empty, devoid of motivation, not caring
 - c. Is experienced by good employees who put more of themselves in their jobs
 - d. All of the above ***
 - e. b and c but not a

14. Subjective manifestations of burnout include:
 - a. Apathy
 - b. Feelings of aloneness and isolation
 - c. Self-medication begins or increases
 - d. All of the above
 - e. a and b but not c ***
15. EBP in recreational therapy stands for:
 - a. Empty burnout perceptions
 - b. Employee-based programming
 - c. Evidence-based practice ***
 - d. Environmentally based programming
16. Which is *not* a source of regularly published recreational therapy research:
 - a. *Therapeutic Recreation Journal*
 - b. *The American Journal of Recreation Therapy*
 - c. *The Annual in Therapeutic Recreation*
 - d. *Palaestra* ***
17. Which is *not* true of the mentor:
 - a. Serves as an advocate
 - b. Introduces the mentee to growth-promoting organizations
 - c. Provides mentees with insights when they are in new roles
 - d. Encourages the growth of the mentee by providing only positive feedback ***
18. Typically the mentor and mentee relationship:
 - a. Is a one-on-one relationship
 - b. Covers a significant time period
 - c. Is one in which the mentor actively supports the professional and personal growth of the mentee
 - d. All of the above ***
 - e. a and c but not b