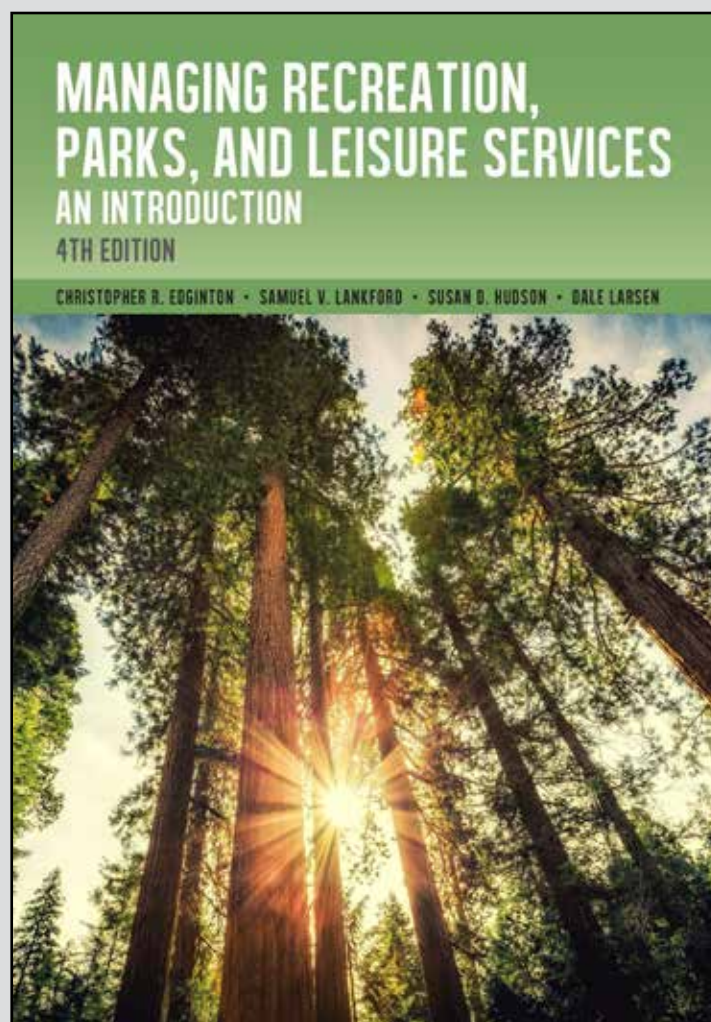


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1

RECREATION, PARKS, AND LEISURE SERVICES IN THE 21ST CENTURY

TRUE/FALSE

1. At the beginning of the 20th century, most individuals worked as domestic servants, farmers, or in factories as laborers. True
2. An integral part in the transformation of society has been of the rise of management. True
3. In the 21st century, society is undergoing transformation moving from a post-industrial society to an industrial oriented society. False
4. Knowledge of the experiences of early recreation, parks, and leisure service managers can help provide managers with an understanding of challenges and strategies to advance concepts related to parks, recreations and leisure in North America. True
5. Contemporary managers perform the role of an encourager, facilitator, teacher, and coach. True
6. The agricultural era was dominated by an authoritarian approach. True
7. The industrial model of organization led to poor work productivity and less efficient productivity. False
8. Managers in today's environment must work with rapid discontinuous change, use of technology, and more highly educated and aware individuals. True
9. Three broad classifications of persons who manage leisure services include the supervisor, the bureaucrat, and the manager. True
10. Three areas of skills that are essential to the management process include technical, human, and conceptual skills. True
11. Human skills can be defined as the ability to motivate people by working with and through them to achieve organizational goals. True
12. An interface in recreation, parks, and leisure service organization may be defined as the interaction that takes place between factors in the environment. True

MULTIPLE CHOICE QUESTIONS

1. Over the past 150 years, the number of social movements and institutions that have emerged include: (A)
 - a. The rise of management, the way we view and conceptualize work, and substantial improvement to the population in improving its basic quality of life.
 - b. The rise of management, the way we view and conceptualize work, and decreases in quality of life among members of the population.
 - c. Individuals living shorter, less healthy lives than they did 150 years ago.
 - d. Individuals have less discretionary time and money than they did 150 years ago.
2. The social reforms that led to improve conditions involved a creation of social institutions including: (D)
 - a. Parks and open spaces
 - b. Recreation centers
 - c. Settlement houses
 - d. All of the above

3. The agricultural era was known for: (B)
 - a. Capital or money was the driving force
 - b. An authoritarian approach to leadership
 - c. Rapid discontinuous change
 - d. More highly educated individuals
4. Managers are: (D)
 - a. Directly responsible for much of the success or failure of an organization
 - b. Have the responsibility and authority for providing direction to a recreation, parks, and leisure service organization
 - c. Have the ability to move an organization toward its goals and objectives
 - d. All of the above
5. Paradigms may be defined as all of the following except: (C)
 - a. A model
 - b. A framework
 - c. A simple process
 - d. A scheme for understanding reality
6. The industrial model of organization is characterized by all of the following except: (B)
 - a. Ideas such as task differentiation and specialization
 - b. Less order and stability within organizations
 - c. Hierarchical control
 - d. Insistence on loyalty to the chain of command
7. The three broad classifications in it which persons who manage leisure services can be categorized include: (C)
 - a. The leader, the follower, and the manager.
 - b. The bureaucrat, the employees, and the employer
 - c. The supervisor, the developer, and the employer
 - d. The organizer, the developer, and the employer
8. The three areas of skill that are Katz identified as necessary to the management process include: (B)
 - a. human, perspective, and teamwork
 - b. technical, human, and conceptual
 - c. leadership, verbal, and written
 - d. inspiration, vision, and hard work
9. Environmental constraints that managers must be aware of that can affect the delivery of leisure services include the participants: (A)
 - a. social, political, physical, and economic factors
 - b. structural, familial, and intrapersonal constraints
 - c. ethnic and cultural constraints
 - d. psychological, interpersonal, and structural constraints
10. The process where recreation, parks, and leisure service organizations interact with factors in the environment is called: (C)
 - a. interaction
 - b. formal instruction
 - c. interface
 - d. critical appraisal

DISCUSSION QUESTIONS

1. In what ways has the concept of “management” changed over the past eras? More specifically, how has management been transformed in the last 150 years?
2. Many early pioneers in the park and recreation field were also great managers. Explain and discuss this dimension of their professional activity.
3. How do current management practices differ from management practices of the past? How do management roles differ from management roles of the past?
4. How will a management model of the knowledge-based era differ from that of an industrial-based era?
5. How has work changed and how do such changes influence the nature of management?
6. Define and discuss management and productive management.
7. What skills does a manager need to be successful?
8. Identify and discuss three types of recreation, parks, and leisure service organizations.
9. How does the environment impact on the work of recreation, parks, and leisure service organizations?
10. Why is it important for managers to identify critical interfaces influencing their work and the environment?

2

THE EVOLUTION OF MANAGEMENT THEORY AND PRACTICE

TRUE/FALSE

1. The first practical applications of management theory took place in nonprofit and government agencies. True
2. The origins of the industrial revolution began with the emergence of capitalistic society. True
3. Individuals in the Industrial Revolution were tied to the land, in a feudal society, and had few prospects beyond their station of birth. False
4. Industrialization created a whole new set of challenges that required new social innovations. True
5. Max Weber's contribution to modern management ideas and movements was scientific management. False
6. Management science was also known as operations research and is an outgrowth and extension of scientific management. True
7. In the contemporary management era, greater emphasis was placed on innovation, change management, and pursuing excellence in quality in the delivery of recreation, parks, and leisure services. True
8. The infusion of federal funds for programs such as the Work the Progress Administration (WPA) and the Civilian Conservation Corps (CCC) occurred in the Industrial Era. True
9. One of the most influential management books in the park and recreation field is Administration of Public Relation by Lynn S. Rodney in 1964. True
10. In the beginning of the 21st century, significant changes in leisure patterns emerged including an increase of place bound, community focused experiences. True

MULTIPLE CHOICE QUESTIONS

1. According to Drucker, (1999), the first practical applications of management theory took place in (B)
 - a. businesses
 - b. nonprofit and government agencies
 - c. agricultural areas
 - d. for profit recreation centers
2. The rise of modern management that emerged in the industrial revolution emphasized: (C)
 - a. laissez-faire management
 - b. autocratic leadership
 - c. command and control in management
 - d. lack of leadership
3. Industrial society created social reform concerns including (D)
 - a. child labor
 - b. immigration
 - c. class distinctions
 - d. all of the above

4. Human relations management in the 1930's was defined by (D)
 - a. Worker efficiency, incentive plans, work techniques
 - b. Bureaucracy, rational government, public administration
 - c. Decision analysis, forecasting, network models
 - d. Hawthorne studies, human factor, employee satisfaction
5. The management of recreation, parks and leisure services in the Depression and the War Years (1930–1950) involved (A)
 - a. Structural reform and reorganization in the park and recreation field
 - b. Rational form of organization enabling standardization
 - c. Separation of management from policy making
 - d. Improving organizational capabilities in a rapidly changing, discontinuous environment
6. In the United States, in 1964, the acquisition and development of parks and other open spaces was enhanced dramatically by (B)
 - a. The development of American Academy for Park and Recreation Administration (AAPRA)
 - b. The passing of the Land and Water Conservation Fund Act
 - c. The establishment of a National Commission on Accreditation for Park and Recreation Agencies (CAPRA)
 - d. The founding of the Journal of Park and Recreation Administration
7. The CAPRA program includes 10 categories of standards which include: (D)
 - a. human resources
 - b. agency authority, role and responsibility
 - c. program and services management
 - d. all of the above
8. Howard and Crompton's book, *Financing, Managing, and Marketing Recreation and Park Resources*, published in 1980, emphasized: (A)
 - a. a focus on financing and marketing
 - b. a separation of management from policy making
 - c. a focused attention on use of standards
 - d. centralized authority
9. Contemporary management in recreation, parks and leisure services included the major concepts of (D)
 - a. Decision analysis, forecasting, and network models.
 - b. Probability statistics, simulation, and resource allocation
 - c. Human factor, employee satisfaction, and group dynamics
 - d. Quality and excellence, organizational change, and information technology
10. The five approaches that provide a theoretical base for recreation, parks, and leisure service managers include: (C)
 - a. scientific management, theory of recreation, marketing science, authoritarian approach, and theory of policy making
 - b. scientific management, human relations management, marketing science, autocratic approach, and theory of parks and recreation
 - c. scientific management, human relations management, management science, human resources, and contemporary management
 - d. human relations management, marketing science, nontraditional approach, management science, and scientific management

DISCUSSION QUESTIONS

1. What are the characteristics that can be used to define an industrial society?
2. In what ways did the rise of management theory and practice parallel the rise of social innovations related to leisure?
3. How did the concept of technology transfer influence the generation of social reform and the provision of?
4. Identify and discuss Max Weber's ideas of bureaucracy. How are they useful in organizations today? How are they dysfunctional?
5. Discuss the evolution of management thinking.
6. Describe early management thinking in the recreation, parks, and leisure service field. How would you characterize Frederick L. Olmsted's management style?
7. What were the essential elements of recreation, parks, and leisure service management from the 1900s to the 1920s?
8. How would you characterize recreation, parks, and leisure service management of the 1960s and 1970s?
9. What new concepts emerged in the 1980s and 1990s that had an impact on the management of recreation, parks, and leisure services? What issues did recreation, parks, and leisure service manager's face that required a rethinking of their work?
10. Why is a historical review of management theories and practices useful in understanding the work of the profession?

3

VISION, MISSION, GOALS & POLICY

TRUE/FALSE

1. Managers do things right, leaders do the right thing. True
2. Managers of recreation, parks, and leisure organizations do not need to consider social concerns when planning programs. False
3. Recreation, parks, and leisure resources are integral to the quality of community life. True
4. Participant selection of leisure activities is influenced by values. True
5. Recreation, parks, and leisure service management is an intentional activity, an intervention process. True
6. One's vision establishes a philosophical direction for an organization. True
7. The process of developing a vision statement involves identifying the core values of organizations in different communities. False
8. Mission statements are less focused on the specific services, conditions or benefits/outcomes to be produced by a recreation, parks, and leisure service organization. False
9. Goals and objectives form the basis of the community and internal strategic planning process. True
10. A policy is a course of action that guides human behavior. True
11. Predictability can lead to an increase of criticism both from within and without the organization. False
12. Policy implementation occurs when a policy is put into operation. True
13. Policy evaluation represents the efforts of an organization to determine to what extent its policies have achieved their desired end. True
14. In any organization, there is very little element of risk in the formulation and implementation of policies. False
15. The corporation board of directors is defined as a type of board that has no final power or authority. False

MULTIPLE CHOICE QUESTIONS

1. Programs that benefit youth act as catalysts in addressing related social problems which include all of the following except: (C)
 - a. family concerns
 - b. racism
 - c. employee performance
 - d. homelessness
2. Recreation, parks, and leisure agencies professionals must be prepared to provide: (D)
 - a. community leadership
 - b. meet basic needs
 - c. understand community values
 - d. all of the above

3. The recreation, parks, and leisure profession responds to the values of society and of individuals through all of the following except: (D)
 - a. the development of legislation
 - b. vision statements
 - c. political action
 - d. development of informal societies
4. The 21st century is going to present: (A)
 - a. complex and interconnected value systems
 - b. simple and unrelated value systems
 - c. the lack of need for goals
 - d. program development only when required
5. Vision statements in parks, recreation, and leisure services: (D)
 - a. enable organizations to document their ideas, intentions and values
 - b. establishes a philosophical direction for an organization
 - c. come from the spiritual or intuitive and cognitive dimension
 - d. all of the above
6. Recreation, parks, and leisure service organizations develop a vision statement that will first identify values of importance relating to all of the following except: (B)
 - a. broader societal values
 - b. narrowly focused clientele
 - c. community values
 - d. participant values
7. Mission statements for recreation, parks, and leisure service organizations are: (A)
 - a. short and direct and focused on specific services, markets and benefits
 - b. broad and easy to measure
 - c. focused on general services
 - d. indirectly ambiguous
8. Formal policies are usually expressed as written documents that: (C)
 - a. consist of norms, mores, and customs that affect individual behavior
 - b. affect individual and collective behavior
 - c. delineate the purposes, aims, goals, objectives, principles, procedures, and rules
 - d. All of the above
9. There are five important characteristics of successful policies: (B)
 - a. flexibility, obscurity, lack of need for ethical considerations, produce expected behavior, and opaqueness
 - b. comprehensiveness, coordinative, ethical, clarity, and flexibility
 - c. clarity, cohesion, firm, idleness, and obscurity
 - d. flexibility, empathy, activity, clarity, and idleness
10. The process of policymaking is carried out in three phases including: (B)
 - a. disguise, evaluate, and omission
 - b. formulation, implementation, and evaluation
 - c. program design, instinctive, and calculation
 - d. design, improvise, and commence

DISCUSSION QUESTIONS

1. Discuss the process of identifying core values for a recreation, parks, and leisure service organization's vision statement.
2. What is the role of the manager in promoting an organization's vision?
3. What is the recreation, parks, and leisure service manager's role in goal setting?
4. What is a policy? How does it affect behavior in organizations?
5. Discuss the policy process.
6. Identify the role of different policy units.
7. What do policymaking boards do in public, nonprofit, and private recreation, parks, and leisure service organizations?
8. What is the role of policy-making in the process?
9. Identify and define eight ways that participants may be involved in the policy-making process.
10. Discuss community values. How do they influence organizational goals, objectives, and policies?

4

ORGANIZING AND STRUCTURING RECREATION, PARKS, AND LEISURE SERVICES

TRUE/FALSE

1. An organization's culture can also be thought of as its basic assumptions, the way it views itself and relates to the environment. True
2. Mechanic organizations are best applied in unstable environmental conditions. False
3. Organic organizations are best applied in stable environmental conditions. False
4. Learning organizations are ones that have the ability to transform themselves in discontinuous, ongoing, rapid, and dynamically changing environments. True
5. The culture of a recreation, parks, and leisure service helps define expected behaviors and relationships between and among employees and those served by the recreation, parks, and leisure service organization. True
6. Recreation, parks, and leisure service organization's culture can be planned, or it can occur by happenstance. True
7. Bureaucratic model of organization based on assumption that authority rests at the top of the organization and flows downward throughout the organization. True
8. A systems analysis in recreation, parks, and leisure services can be viewed only through a macroscale. False
9. In a centralized organization, authority is concentrated among many individuals. False
10. Network organizations focus on creating teams or networks that are made up of front-line professionals with entrepreneurial leadership abilities. True

MULTIPLE CHOICE

1. This type of organizational design involves creating teams made up of frontline professionals with entrepreneurial leadership ability. (C)
 - a. Systems approach
 - b. Decentralization
 - c. Federation
 - d. Network
2. This type of organizational design is based on the assumption that authority rests at the top of the organization and flows downward. (A)
 - a. Bureaucratic
 - b. Systems approach
 - c. Decentralization
 - d. Network
3. Four key elements can be identified that are characteristic of organizations include (B)
 - a. Goal seeking, assignment of tasks, power centers, not linked with other environmental contingencies
 - b. Power centers, goal seeking, interlinked with other environments, assignment of tasks
 - c. Freedom of choice, employee driven, objective oriented, assignment of tasks
 - d. No influential power, goal seeking, assignment of tasks, familial setup

4. The characteristics of mechanistic organizations include all of the factors except: (D)
 - a. Appropriate in stable environments
 - b. Prepare standard responses to problems
 - c. Work is fixed, routine, and systematic
 - d. Produces a variety of goods or services for large, diverse population
5. The levels of organizational hierarchy for Bureaucratic Model of Organization include: (B)
 - a. macro, micro, administrative, modular organization
 - b. policy, administrative, supervisory, individuals who create or distribute products and services
 - c. individual, policy, authoritarian, delegation of authority
 - d. decentralization, specialized groups, voluntary, policy
6. Systems approach is characterized by all of the following except: (D)
 - a. Recreation, parks, and leisure services viewed on a macroscale
 - b. Recreations, parks, and leisure services viewed on a microscale
 - c. Subsystems interconnected in a hierarchy
 - d. A finite number of behavioral outcomes
7. Locating the maintenance administratively under a superintendent of parks is under which function of centralization/decentralization? (B)
 - a. Geographic arrangement of a systems operation
 - b. Functional units within the organization
 - c. Delegation of authority
 - d. Retention or delegation of decision making
8. The key features of the federation concept of organization include all of the following except: (D)
 - a. specialized groups work cooperatively toward a set of common goals
 - b. specialized groups are autonomous, independent, and self-sufficient
 - c. an authority structure that lacks coercion
 - d. precise task assignments with defined rights, obligations, and methods
9. The characteristics of organic organizations include: (C)
 - a. Flexible task assignments, expertise follows position, and prestige attached to one's position
 - b. Individuals ask what needs to be done, work tasks differentiated by function, and rigidly fixed task assignments
 - c. Problem resolution from interaction with others, flexible task assignments, and expertise dependent on individual knowledge
 - d. Communication patterns are instruction and decisions, flexible task assignments, and focus on technical expertise in limited area
10. The elements that characterize network organizations include: (A)
 - a. Importance of leadership at the center, establishment of smaller teams, and entrepreneurial individuals with ideas of improving participant satisfaction
 - b. Draws inference from information area, align resources through outsourcing, and organizations appear to be more than they are
 - c. Management strategies of partnering and outsourcing, establishment of large team, and lack of personal accountability
 - d. Frontline teams focused on participants, development of bureaucracy and flattened out hierarchy

DISCUSSION QUESTIONS

1. How does the culture of an organization influence its operations? What exactly is an organization's culture?
2. What are five key characteristics of formal organizations?

3. What key factors must be taken into consideration when structuring recreation, parks, and leisure service organizations?
4. Identify and define the characteristics of mechanistic versus organic organizations. How might these concepts be applied to the structure of recreation, parks, and leisure service organizations?
5. What are the characteristics of the bureaucratic model of organization?
6. Identify and define three types of ownership in commercial or private recreation, parks, and leisure service organizations.
7. Locate a local recreation, parks, and leisure service organization and obtain a copy of its organizational chart. Analyze the chart to determine how its component parts relate to the theories presented in this chapter.
8. What are the advantages to decentralizing the organizational structure of a recreation, parks, and leisure service system?
9. What elements characterize network organizations? What is the difference between a network organization and a virtual organization?
10. What implications do learning organizations have for the management of recreation, parks, and leisure services?

5

ETHICS: HUMAN/SOCIAL, COMMUNITY, AND ENVIRONMENTAL RESPONSIBILITIES

TRUE/FALSE

1. Budget support is not affected when a departmental manager is not trusted. False
2. The professed values of an organization are the same as its operating values. False
3. Codes of conduct and ethical standards provide guidelines for recreation, parks, and leisure service manager. True
4. The efficient and honest manager of recreation, parks and leisure service managers is dependent on a trust relationship between leaders and participants. True
5. Citizens have the right, in most cases, to make a request of public records based on the prevailing state law. True
6. Ethics in community-based recreation programs has taken on critical importance in our society. True
7. Losing the public or customers trust does not affect a recreation, parks, and leisure services organization. True
8. Human social responsibility is the interaction between the recreation, parks, and leisure service organization and the community it serves. False
9. Community responsibility is the ethical standards that are established for dealing with people. False
10. Environmental responsibility includes a commitment to values that promote a strong land ethic. True

MULTIPLE CHOICE QUESTIONS

1. Ethical standards established for dealing with people are referred to as: (A)
 - a. human-social responsibility
 - b. community responsibility
 - c. environmental responsibility
 - d. all of the above
2. Ethical standards established for dealing with the relationships between the organization and the people its serves are referred to as: (A)
 - a. human-social responsibility
 - b. community responsibility
 - c. environmental responsibility
 - d. all of the above
3. Values and ethics that promote a strong land ethic are referred to as: (C)
 - a. human-social responsibility
 - b. community responsibility
 - c. environmental responsibility
 - d. all of the above

4. Nurturing an ethical environment requires the recognition of standards by (D)
 - a. Management
 - b. Staff/workers
 - c. Volunteers
 - d. All of the above
5. Two of the most important points in determining employees' ethical behavior are: (B)
 - a. the type of organization and the employee's job responsibilities
 - b. the employees personal code and the behavior of the boss
 - c. the behavior of the boss and the other employees
 - d. the mission statement of the organization and the behavior of other employees
6. One's ethical compass is developed from: (C)
 - a. the mission statement of the organization
 - b. the behavior of the boss
 - c. one's personal value system
 - d. recommended values from one's coworkers
7. An ethical dilemma in recreation, parks and leisure services includes: (C)
 - a. Call for individuals to engage in actions that are clear and well defined
 - b. One where the judgement of the employee is the most important factor
 - c. Call for individuals to engage in actions that are not always clear
 - d. A situation where the mission statement is the most important factor in deciding how to move forward
8. Codes of conduct and ethical standards provide the guidelines by which managers: (C)
 - a. Influence employees to change their values system
 - b. Are a social contract only in the public sector
 - c. Found in the ethical code of conduct developed by NRPA
 - d. All of the above
9. Ethical guidelines that employees need to follow to insure that they are fulfilling human-social responsibilities include all of the following except: (D)
 - a. Accepting gifts, favors, concert tickets, etc.
 - b. Using one's position to enhance the employment of relatives
 - c. Using public employment for personal gain
 - d. Free use of technology
10. The two major responsibilities of public recreation, parks, and leisure service agencies to the community include: (B)
 - a. Public policy and decision making and employee evaluations
 - b. Public policy and decision making and conduct of public programs
 - c. Conduct of public programs and employee evaluations
 - d. Use of technology and public policy and decision making

DISCUSSION QUESTIONS

1. Explain why maintaining the public trust and integrity are essential in the work of any recreation, parks, and leisure service manager.
2. Identify and discuss three areas of ethical behavior that must be addressed by all recreation, parks, and leisure service managers.
3. What is the relationship between one's ethical compass and his/her value system?

4. Provide three examples of ethical human-social responsibilities. Likewise, identify three examples of unethical human-social actions.
5. Provide three examples of ethical community responsibilities. Likewise, identify three examples of unethical community actions.
6. Provide three examples of ethical environmental responsibilities. Likewise, identify three examples of unethical environmental actions.
7. Review your local newspaper over the past several months, identifying ethical issues that impact on an individual.
8. Discuss the difference between an ethical dilemma and an ethics violation.
9. Why is a code of ethics important for a profession to develop? What implications does the NRPA code of ethics have in the practice of the profession?
10. Locate a recreation, parks and leisure service policy from your local agency and identify its major intentions – human-social, community and/or environmental. Explain how this policy helps guide and influence behavior in the organization and community.

6

MANAGERIAL LEADERSHIP AND MOTIVATION

TRUE/FALSE

1. Most individuals can perform their jobs by using as little as 20%-30% of their ability. True
2. Managerial leadership is often thought of as the process of influence or transforming the lives of people. True
3. Effective managers are those who are able to grow and who learn to overcome their weaknesses. True
4. Successful organizations in the future will be ones that remain static and follow a routine. False
5. A drive can be best defined as a form of deficiency. False
6. The Great Man Theory of Leadership suggests that there are specific traits that contribute to an effective management cycle. False
7. Process theories of work motivation focus on the relationship between inputs and outputs. True
8. The Trait Theory involves creating caring environments by promoting teamwork, a sense of community, and finding ways to involve individuals in decision making and problem solving. False
9. Servant Leadership involves creating caring environments by promoting teamwork, community, and involving others in decision-making strategies. True
10. The two types of motives are primary and secondary. True

MULTIPLE CHOICE QUESTIONS

1. Which of the following strategies can be employed for empowering leadership within a recreation, parks, and leisure service organization? (D)
 - a. Delegating
 - b. Creating community
 - c. Liberating a spirit of enterprise
 - d. All of the above
2. The recreation, parks, and leisure services manager viewing individuals through this prism sees individuals as capable human beings worthy of great effort. (C)
 - a. Theory X and Theory Y
 - b. Immaturity-Maturity Theory
 - c. Transactional/Transformational Model
 - d. All of the above
3. This theory is focused on the factors or elements that individuals identify as motivating. (A)
 - a. Content Theories of Motivation
 - b. Process Theories of Motivation
 - c. Contemporary Theories of Motivation
 - d. All of the above

4. This theory uses positive reinforcement to condition desired behaviors. (C)
 - a. Content Theories of Motivation
 - b. Process Theories of Motivation
 - c. Contemporary Theories of Motivation
 - d. All of the above
5. The chief proponent of motivational studies in the leisure services field has been (B)
 - a. Charles Griffith
 - b. Larry Neal
 - c. Edward Cannon
 - d. George Nogradi
6. Characteristics of a primary motive include: (A)
 - a. Basic physiological elements as hunger, thirst, sex, and shelter, and so on
 - b. A person's individual interests
 - c. Sociological and psychological needs
 - d. Stimulation beyond basic needs
7. The four distinct factors defined as elements in the environment which influence motivation in individuals include a function of (B)
 - a. Safety, desire, needs, and action
 - b. Needs, opportunity, ability, and reinforcement
 - c. Needs, ability, action, and persuasion
 - d. Support, safety, ability, and opportunity
8. Characteristics of a motivating environment include: (D)
 - a. Shared view of organizational goals and contributions
 - b. Support of management
 - c. Ensuring that employees feel worthwhile
 - d. All of the above
9. The desire to be with others as well as to be associated with a cause that provides meaning, value, or structure to one's life is known as _____. (C)
 - a. power
 - b. status
 - c. affiliation
 - d. recognition
10. Individuals who wish to work for organizations that are perceived to be excellent and are held in high esteem by the public or the profession are motivated by _____. (D)
 - a. power
 - b. affiliation
 - c. recognition
 - d. status

DISCUSSION QUESTIONS

1. What is managerial leadership?
2. What does the statement mean, managers do things right, leaders do the right thing”?
3. What is vision, and why is it important in management leadership?
4. Define empowerment, and identify three strategies that may be employed to implement this concept.

5. Why is creating a learning organization important?
6. Identify and discuss the roles in which recreation, parks, and leisure service managers engage. Locate a job description in your community and identify management roles and functions.
7. Identify and define the basic motivation process and identify and discuss primary and secondary motives.
8. Define work motivation. Identify and discuss theories of work motivation.
9. Trace the evolution of research related to work motivation in the recreation, parks, and leisure service field. Discuss implications that influence professional practice.
10. How is motivation tied to excellence? How do you create a motivating “gung ho” work environment?

7

PLANNING FOR RECREATION, PARKS, AND LEISURE SERVICES

TRUE/FALSE

1. Recreation, parks, and leisure managers must link community values, needs, and priorities with organizational goals, policies, and plans. TRUE
2. The recreation, parks, and leisure services planner must be a leader. TRUE
3. Planning that involves the public in creating solutions does not need to reflect public interest. FALSE
4. Strategic planning is a process for identifying internal and external strengths and weaknesses of an organization. TRUE
5. Urban planning for parks and recreation leads to increased value for the community in terms economic development. TRUE
6. Recreation, parks and leisure services plans should reflect national approaches to problem solving. FALSE
7. Common mistakes in planning and developing technical reports can include poor organization, excessive jargon and incomplete information. TRUE
8. Recommendations and strategies in a plan can be incompatible with local values. FALSE
9. There is a direct relationship between decision making and planning. TRUE
10. If recreation, parks and leisure service managers believe in their strategic plan, they do not need to educate the decision makers on the value of recreation. FALSE

MULTIPLE CHOICE QUESTIONS

1. A manager's role in fostering planning includes: (D)
 - a. Setting aside time to meet with staff to brainstorm future scenarios.
 - b. Encouraging staff to participate in professional activities and associations.
 - c. Identifying emerging issues and trends.
 - d. All the above
2. The recreation, parks, and leisure services planner must be a leader who does all the following except: (C)
 - a. Develop a process to identify internal and external strengths and weaknesses of the recreation, parks, and leisure service system.
 - b. Develop a process for identifying future trends, opportunities, and issues for service provision.
 - c. Develop a process for decision making that uses only other program leaders.
 - d. Develop a process for innovation.
3. Considering that planning is decision making which helps to solve problems, which statement is true regarding developing a strategic plan for recreations, parks and leisure services? (C)
 - a. The plan is more important than the process.
 - b. It is more important to have a well-structure plan that serves the current needs of the community rather than future generations.
 - c. Recreation, parks and leisure service managers need to project ahead to see the implication of their decisions over time.
 - d. All the above.

4. Recreation, parks and leisure service organizations enhance the chances that their plans will be implemented by: (D)
 - a. Involving citizens, decision makers and recreation, parks and leisure service professionals.
 - b. Finding the most appropriate means of public participation.
 - c. Developing recreation plans that are focused on concerns of citizens and community leaders.
 - d. All the above.
5. Strategic management planning includes all the following except: (C)
 - a. A process for identifying internal and external strengths and weakness within the organization.
 - b. A process for identifying future trends, opportunities, and problems, internally and externally.
 - c. A process for identifying and focusing primarily on current trends and opportunities.
 - d. A process for identifying a means to innovate and create opportunities in management and service provision.
6. In strategic planning, a list of issues should be prioritized based on (D)
 - a. Resources
 - b. Staffing
 - c. Strengths and weaknesses
 - d. All the above
7. A mission statement can be best defined as (A)
 - a. A marriage of external demands and internal limitations which include a combination of dreams and reality.
 - b. A realistic statement that includes internal limitations.
 - c. A statement that describes what the organization does.
 - d. A statement including organizational goals without regard to the political climate.
8. A city general plan or comprehensive plan is a statement of development policies that is best described as (B)
 - a. A plan specifically related to land use, circulation, housing and open space elements.
 - b. A statement of developmental policies in the form of text, maps and diagrams explaining objectives, standards, growth issues, environmental concerns and alternative development proposals.
 - c. A plan which includes policies that address concerns of the population nation-wide.
 - d. All the above.
9. Well-developed and implemented recreation, parks, and leisure services plans enhance the government's ability to (D)
 - a. Foresee and respond to changes in service needs and desires.
 - b. Address potential acquisitions
 - c. Address potential opportunities for service improvement.
 - d. All the above.
10. Essential features and ideas that should be reflected in local recreation, parks, and leisure services plans, general plan recreation elements, and master plans include all the following except: (B)
 - a. Plans based on local community values which reflect different community values and needs.
 - b. Plans which reflect national based approaches to problem solving.
 - c. A plan which reflects broad public participation to reflect local values and standards.
 - d. A plan which considers data on local leisure usage.

DISCUSSION QUESTIONS

1. What is comprehensive planning?
2. What is strategic planning?
3. What makes organizations effective?
4. How can planning enhance the effectiveness of decision making?
5. What do managers do in their work that relates to a planning function?
6. List and discuss the essential elements of any planning project or effort.
7. Describe the steps in the critical path model presented in this book.
8. Describe the steps in the strategic planning model.
9. Describe a recreation plan in your community.
10. How are land use, housing, transportation, and open space planning related to recreation, parks, and leisure service delivery?

8

DECISION MAKING AND PROBLEM SOLVING

TRUE/FALSE

1. Problem identification requires an analysis of the situation. TRUE
2. Planning offers the manager an opportunity to view the larger picture and consider opportunities. TRUE
3. A decision maker knows all available alternatives and their consequences. FALSE
4. The act of planning offers a basis for making decisions in the delivery of recreation, parks, and leisure services at any scale. TRUE
5. The decision-making process is informed by rational and non-rational thought and is a creative process. TRUE
6. The traditional view of the decision-making process is based on a continually adjusting approach over a long period of time. FALSE
7. Ecological values in society became a concern in the 1990s. FALSE
8. The budget is central to the strategic plan. TRUE
9. The decision making process that concern recreation, parks, and leisure service practice includes objectives that improve the quality of life and the human condition. TRUE
10. The two broad types of information flows a recreation, parks, and leisure service organization must be concerned with include external and internal. TRUE

MULTIPLE CHOICE QUESTIONS

1. Factors that complicate the problem identification process include: (D)
 - a. Perceptual problems that may prevent the manager from facing realities
 - b. Defining the problem in terms of solutions or jumping to conclusions
 - c. Identifying symptoms of the problem, not the real problem
 - d. All of the above
2. In the decision-making process, problems are usually identified in three categories: (C)
 - a. Opportunities, crises, or unusual
 - b. Unconventional, agreements, or opportunities
 - c. Opportunities, crises, or routine
 - d. Variable, breakthroughs, or misfortune
3. The conditions a manager must consider in an evaluation process include all of the following except: (C)
 - a. The decision maker has certainty about the outcome of each alternative
 - b. The decision maker has no knowledge of the probability of the outcome of each alternative
 - c. The decision maker chooses not to evaluate the probability of each outcome
 - d. The decision maker has some probabilistic estimate of the outcomes of each alternative

4. The public interest is a composite of a society's values and includes the following values: (D)
 - a. economic
 - b. social
 - c. political
 - d. all of the above
5. The societal values that were highlighted in the 1980s included: (D)
 - a. social and political
 - b. ecological
 - c. environmental and social
 - d. economic
6. Recreation, parks, and leisure services professionals and organizations all involve research and decision making and have common functions that facilitate dialogue and decision making, which include all of the following except: (C)
 - a. Recognition that a problem or an opportunity for an improvement of service exists
 - b. Collection and synthesis of information
 - c. Decision that no problem or opportunity for improvement of service exists
 - d. Generation of alternatives to address the problem or opportunity
7. All of the following is true about decision support systems (DSS) except: (B)
 - a. A DSS provides the manager with necessary information for making intelligent decisions
 - b. A DSS is essentially the same as management information systems (MIS)
 - c. A DSS is part of the MIS
 - d. A DSS includes the steps of problem identification, choosing relevant data, and evaluating options
8. The types of information needed by managers for decision making using a DSS and MIS include: (A)
 - a. Planning, control, and operations
 - b. Budgeting, control, and creativity
 - c. Planning, freedom, and creativity
 - d. Planning, chaos, and operations
9. Recreation, parks, and leisure service organizations, like any organization, must deal with two broad types of information flows which include: (C)
 - a. local and internal
 - b. local and central
 - c. internal and external
 - d. national and external
10. The IT manager and the parks, recreation, and leisure service manager must deal with information gathering and processing data which includes all of the following except: (D)
 - a. Evaluating the confidence you have in the data, such as its reliability
 - b. Indexing provides classification for storage and retrieval once the data have been gathered
 - c. Abstracting, that is editing and reducing the data in a way that only the relevant data for the task are produced and presented
 - d. Dissemination of the information to the manager only

DISCUSSION QUESTIONS

1. Why are more comprehensive decision support systems necessary?
2. Describe the role planning plays in decision making.
3. Describe the role of evaluation in decision making.

4. What is the role of information systems in decision making?
5. Describe the external and internal flow of information for a recreation, parks, and leisure service organization.
6. Describe the role of computers in decision making?
7. Explain the importance of a central data bank. How would this help the recreation, parks, and leisure service manager?
8. Why is it important to examine the role of information in decision making? Why not study computers?
9. What information needs do recreation, parks, and leisure managers have?
10. What should recreation, parks, and leisure managers do, to make better decisions?

9

PROMOTING COLLABORATION AND COOPERATION

TRUE/FALSE

1. Cooperative arrangements among recreation, parks, and leisure service organizations are in a constant state of change due to social, political, economic, cultural, and environmental influences. True
2. The need for collaboration and partnering in recreation, parks, and leisure services has been growing over the past 20 years. True
3. In the 1980s, recreation, parks, and leisure services noted a growth in government support and budget increases. False
4. Collaboration in youth-serving organizations must occur to draw national attention to positive youth development. True
5. A partnership is a process through which parties who see different aspects of a problem can explore solutions that go beyond their own limited vision of what is possible. False
6. Partnering refers to a working relationship with a high level of trust and close cooperation between two parties that contract with each other to accomplish mutually beneficial outcomes. True
7. Cooperative agreements among local governments are generally agreements between two governmental or nonprofit units concerning a single activity. True
8. An administrative example of partnerships, collaboration, and cooperation includes the U.S. Surgeon General citing a vital role of parks and recreation in addressing America's health problems. False
9. Collaborative model concepts include antecedents that motivate an organization to adopt a collaborative or partnering approach to service delivery, incentives, and vision. True
10. The collaborative model concept of problem situations and contextual frameworks includes a phase which allows those involved to work toward a common purpose. False

MULTIPLE CHOICE

1. Cooperation among recreation, parks, and leisure service agencies includes: (D)
 - a. Privatization of parks, facilities, and programs through sub-contracting
 - b. Corporate assistance for programs and projects
 - c. Cooperative sponsorship of varied programs by public, voluntary, and business organizations
 - d. All of the above
2. A partnership includes all of the following except: (D)
 - a. An ongoing agreement between two or more parties
 - b. A dynamic arrangement between two or more parties based on satisfying mutually recognized needs
 - c. Needs that are identifiable and readily understood
 - d. A situation where none of the stakeholders has a full understanding of the issues

3. A collaboration can be identified as: (C)
 - a. A relationship where the needs are identifiable and readily understood
 - b. A dynamic arrangement between two or more parties, based on satisfying mutually recognized needs
 - c. A process through which parties who see different aspects of a problem can explore solutions that go beyond their own limited vision of what is possible
 - d. An agreement which addresses very specific needs and identified predetermined outcomes
4. Cooperative agreements among local governments usually have the following characteristics (D)
 - a. They are generally agreements between two governmental or nonprofit units concerning a single activity
 - b. They pertain to services, rather than facilities
 - c. They are not permanent and contain provisions for future renegotiations or termination by either party
 - d. All of the above
5. Administrative examples of partnership, cooperation, and collaboration include: (A)
 - a. The organization of councils of governments (COGs) and special service districts to provide fire, safety, transportation, and recreation, parks, and leisure services for metropolitan areas
 - b. The vital role of parks and recreation in addressing America's health problems
 - c. The arrangement between a nonprofit sports club and a nonprofit youth serving agency
 - d. An arrangement where local officials partner with parents, business and religious leaders, teachers, social workers, and psychologists to provide constructive activities for young people
6. Camp Adventure™ is an example of which type of partnership, collaboration and cooperation: (B)
 - a. a sports facility and league example
 - b. a youth services and multi-sector partnership and collaboration
 - c. a park and resource management example
 - d. a health services example
7. An example of collaborations among government organizations where agencies were encouraged to contract services, due primarily to budget pressures is considered (B)
 - a. Cooperative efforts
 - b. Administrative examples
 - c. Youth services
 - d. Sports and facilities
8. An example of collaborations and partnerships where the U.S. Surgeon General cited the vital role of parks and recreation in addressing America's health problems can be defined as: (D)
 - a. Administrative examples
 - b. Cooperative efforts
 - c. Youth services
 - d. Health services
9. Domberger, Farago, and Fernandez (1997) defined planning including several steps for developing partnerships which include all of the following except: (C)
 - a. Conduct a search process by all parties based on the needs of the community and organizations
 - b. Identify expected partnering outcomes, products or programs
 - c. Develop a verbal agreement
 - d. Conduct an evaluation and review of the outcomes, products or programs

10. Recreation, parks, and leisure service organizations contemplating partnerships and cooperative ventures should make sure formal agreements exist and include: (D)
 - a. Legal responsibilities
 - b. Liabilities
 - c. Supervision details
 - d. All of the above

DISCUSSION QUESTIONS

1. What is collaboration? Give an example in your community.
2. Define partnering, and give an example of how it is used in recreation, parks, and leisure services in your community.
3. Define outsourcing and how it is used for recreation, parks, and leisure services.
4. Describe an example of privatization of recreation, parks, and leisure services in your community.
5. What are the necessary skills that a manager needs to be able to facilitate joint ventures?
6. Identify three youth services in your community that appear to be duplicative.
7. Design a process to have these three youth services create a partnership.
8. Call your local parks and recreation organization and ask for a list of partners for park operations and programs.
9. What are the benefits of partnering?
10. What are the limitations of collaboration?

10

HUMAN RESOURCES

TRUE/FALSE

1. A grievance is a bottom-up procedure that provides a due-process avenue for employees. True
2. Training is essentially the responsibility of the professional employee not the agency. False
3. One good way an agency can cut cost is to forego any orientation training for staff that they promote from within. False
4. Forecasting an organization's personnel needs is usually a routine matter. False
5. Many times it is not only what you ask but how you ask the question that makes it legal or illegal. True
6. Civil Service was instituted in the United States in the 1880s to try to curb some of the political abuse and patronage that existed up until that time. True
7. The two main sources an organization can utilize to hire individuals are internal promotion and external sources. True
8. An initial screening of potential employees should include a detailed examination of applicants past employment history, potential references, and all educational background. False
9. All-day marathon new employee orientations programs are much more effective than shorter orientations that fit into the workday (two hours every day). False
10. Fringe benefits are utilized by an organization to help improve employees' psychological and social well-being. True

MULTIPLE CHOICE

1. In disciplinary actions and grievances, all of the following are basic areas where disciplinary action may be taken EXCEPT: (C)
 - a. Unsatisfactory job attendance
 - b. Unsatisfactory safety practices
 - c. Pregnancy
 - d. Unsatisfactory performance
2. Human resource management is concerned with the "people" resources within a recreation, parks and leisure service organization and includes which functions? (D)
 - a. Position analysis, and classification
 - b. Recruitment, selection, and orientation
 - c. Assignments, appraisals, and promotion
 - d. All of the above

3. The performance appraisal approach known as rating scales is defined as a: (C)
 - a. technique where the manager ranks employees within a given class against one another and places them on a hierarchical scale.
 - b. procedure that is directed toward eliminating prejudice and bias in the evaluation of individuals.
 - c. technique that involves the utilization of a form having a list of selected criteria, usually a list of words that can be used to describe an employee's performance.
 - d. results-oriented performance appraisal system that has evolved from the need to provide clear and more effective measure of evaluation.
4. The purpose of a formal interview is to: (D)
 - a. provide an exchange of job relevant information
 - b. assess job-relevant knowledge, skill, and abilities of the potential candidate
 - c. provide the candidate with a realistic overview of job duties, responsibilities and issues
 - d. all of the above
5. The two factors considered in the selection and promotion of an individual include: (B)
 - a. education level and seniority
 - b. merit and seniority
 - c. merit and education level
 - d. creativity and business skills
6. The employee initiated process of filing a grievance helps managers in all of the following ways except: (C)
 - a. It helps to fulfill the employer's need for recognition and belonging by giving them an avenue to have someone "upstairs" to listen
 - b. It establishes an orderly process to ventilate pent-up emotions which left unchecked might be turned into negative behavior in the workplace
 - c. It increases abusive supervisory practices
 - d. It is used to evaluate and revise labor contracts during the negotiation process
7. Training can be defined as: (B)
 - a. A process that is an end in itself
 - b. A process that organizations use to change employee behavior
 - c. A process that can be taken on in an ad hoc basis
 - d. All of the above
8. Developmental training is defined as: (A)
 - a. A long-range program that helps individuals realize their potential for growth
 - b. Mandatory training required with new technological advances
 - c. Training directed toward a new employee
 - d. Reinforcement and expansion of initial training
9. The recruitment and hiring process includes all of the following except: (B)
 - a. Screening employees by reviewing their application and resumes
 - b. Inquiring about potential employee's plans for child care
 - c. Locating qualified individuals to assume positions that have been authorized within the organization
 - d. Interviewing prospective employees and investigation of the backgrounds of potential employees
10. The primary function of the human resources department is: (A)
 - a. Concerned with the management of people within the organization
 - b. Involved with production of services for public consumption
 - c. The sole factor in helping an organization meet its goals
 - d. An organizational goal pursued in its own right to the exclusion of others

DISCUSSION QUESTIONS

1. What is human resource management?
2. Discuss the personnel function of position analysis and classification.
3. What are important steps to follow in the hiring process?
4. How does civil service impact personnel actions?
5. Identify and discuss laws pertaining to employment that impact recreation, parks, and leisure services organizations.
6. Identify and discuss different types of appraisal techniques.
7. What are the differences between a wage and salary employees?
8. Identify four basic areas in which disciplinary action of employees may be required in a recreation, parks, and leisure services organization.
9. What is a grievance?
10. What are the various types of training that should take place in the organization?

11

FISCAL RESOURCES

TRUE/FALSE

1. Accrual accounting is the standard method used in most recreation, park, and leisure service organizations. True
2. Zero-based budgeting is a process rather than a specific budget design. True
3. Because municipal recreation, park, and leisure service organizations generally have a city financial officer that oversees the finances of the department, it is not important for the leisure service manager to understand accounting procedures. False
4. All recreation, park, and leisure services organizations operate on the same fiscal year. False
5. Nonprofit and for-profit agencies have the same sources of revenue available. False
6. Importation is defined as determining short-range and long-term strategies for the fiscal solvency of the agency. False
7. Control is establishing standardized policies and procedures relating to all transactions and events including monetary items to ensure that generally accepted accounting procedures and principles are followed by the agency.
8. The two types of property taxes include personal property tax and real property tax. True
9. Grant funding is ongoing for an unlimited time period. False
10. The two ways to approach the cost/benefit analysis include analysis of the economic efficiency within an organization and a non-efficiency cost/benefit analysis. True

MULTIPLE CHOICE

1. Which of the following is not a similarity between for profit and nonprofit agencies? (D)
 - a. Both acquire external resources in order to maximize income
 - b. Both provide similar goods and services
 - c. Both distribute goods and services
 - d. Both have multiple goals
2. The financial activity of importation involves a recreation, park and leisure service manager to: (D)
 - a. Determine short-range and long-term strategies for the fiscal solvency of the agency
 - b. Distribute resources imported into the agency
 - c. Establish standardized policies and procedures relating to all transactions and events involving monetary items
 - d. Gather the human, material, and economic resources by the agency
3. Which of the following is an advantage of establishing a park and recreation foundation: (D)
 - a. Foundations are not “government”
 - b. Foundations can act without political impediments
 - c. Foundations can offer tax benefits to the coordinator
 - d. All of the above

4. A budget narrative is described as a document which: (A)
 - a. Accompanies each subprogram or activity describing highlights
 - b. Summarizes the major categories within the budget
 - c. Reflect the actual dollars and cents proposed for programs and services
 - d. Describes the budget in terms of highlights, changes, or new programs that are being suggested
5. Tangible personal property taxes include _____ owned by the individual. (D)
 - a. accounts
 - b. stocks
 - c. bonds
 - d. automobiles
6. Much of the income for local government comes not from personal but from real property tax which is defined as: (D)
 - a. accounts, stocks, bonds, and other similar assets
 - b. a tax on tangible assets
 - c. a tax on intangible assets
 - d. a tax assessed against property
7. A type of tax that may be levied specifically for recreation, park, and leisure services is called a: (B)
 - a. Sales tax
 - b. Special tax
 - c. Amusement tax
 - d. Special product of service tax
8. Common types of fees charged for recreation, parks, and leisure services include all of the following except: (D)
 - a. entrance fees
 - b. admission fees
 - c. rental fees
 - d. revenue fees
9. Three classifications of data needed by the recreation, parks, and leisure services manager to develop a budget include: (A)
 - a. Operations, management, and financial information
 - b. Management, financial, and equipment information
 - c. Equipment, operations, and management information
 - d. Programs, equipment, and human resources information
10. The budget cycle is based on a fiscal year which can be defined as a: (B)
 - a. period of time that always begins on January 1 and ends on December 31
 - b. period of time or a cycle that cover an entire year's operation within an organization
 - c. calendar year
 - d. planning cycle based on a weekly reporting system

DISCUSSION QUESTIONS

1. Define financial management.
2. What are the financial similarities and differences between for profit and nonprofit organizations?
3. What philosophical basis drives the financial management orientations of profit and nonprofit organizations?
4. Identify and discuss different sources of revenue available to recreation, park and leisure services organizations.

5. What is a budget?
6. Identify the differences between the four basic budget formats discussed in the chapter.
7. Identify and discuss four basic activities found in the budget process.
8. What types of expenditures are typically proposed in a budget?
9. What is cost-benefit analysis and how can it be useful to the manager?
10. Describe the role of accounting as process of control in budgetary procedures.

12 MARKETING

TRUE/FALSE

1. Marketing is a method of selling goods and services to the consumer. False
2. Marketing strategies differ among profit and nonprofit organizations. True
3. A market is defined as a specific group of people who have certain needs and are willing to exchange something of value to satisfy those needs. True
4. Position marketing means determining what the leisure service agency's distinctive contribution is for enhancing the community's quality of life. True
5. Public relations interrelates with marketing but is a distinctive operation. True
6. Marketing segmentation is the process of dividing a total market into groupings consisting of people who have very diverse needs. False
7. A concentrated strategy allows an agency to focus on only one client group for a specific event or activity. True
8. The price-quality relationship factors in that people equate money with quality. True
9. The four Ps of marketing mix include product, price, place, and promotion. True
10. Marketing seeks to influence attitudes, whereas public relations tries to elicit specific behaviors, such as purchase, joining, voting, and so on. False

MULTIPLE CHOICE

1. Which of the following is not a cost associated with nonprofit marketing? (D)
 - a. Economic
 - b. Sacrifice of old ideas
 - c. Sacrifice of time
 - d. Sacrifice of personality
2. A potential public which is interested in the agency and which the agency is interested in forming a relationship is called a: (A)
 - a. reciprocal public
 - b. interested public
 - c. relational public
 - d. sought public
3. Setting the price by estimating how much value potential participants see in a service or program is called: (C)
 - a. Competition-oriented pricing
 - b. Average cost pricing
 - c. Demand oriented pricing
 - d. Variable cost pricing

4. Which of the following can be classified as promotional tools? (B)
 - a. Advertising
 - b. Personal selling
 - c. Short-term incentives
 - d. All of the above
5. The benefits consumers receive from nonprofit agencies include (D)
 - a. Economic in the form of both goods and services
 - b. Social terms of forming community and individual relationships
 - c. Psychological or a sense of well-being
 - d. All of the above
6. The potential public sought after by nonprofit agencies in terms of support include: (D)
 - a. Reciprocal, potential, and sought public
 - b. Diverse, potential, and unwelcome public
 - c. Diverse, welcome, and reciprocal public
 - d. Reciprocal, sought, and unwelcome public
7. The criteria of measurability in a market segment is defined as: (B)
 - a. The size of a marketing segment
 - b. The ability to quantify a market size
 - c. The ability to communicate with potential customers
 - d. A significantly large market size
8. The three basic strategies used to select target markets are called: (A)
 - a. Undifferentiated, differentiated, and concentrated
 - b. Concentrated, diverse, and similar
 - c. Undifferentiated, differentiated, and diluted
 - d. Concentrated, diluted, and diverse
9. Position marketing includes a process that: (D)
 - a. Determines the expectation and desires for various programs and facility features
 - b. Develops a position matrix that delineates underserved market segments
 - c. Identifies other similar or substitute programs and facilities and their strengths and weaknesses on those same features
 - d. All of the above
10. The fifth P in addition to the four "Ps" in the marketing mix is called? (C)
 - a. Present
 - b. Perseverance
 - c. Parameters
 - d. Profit

DISCUSSION QUESTIONS

1. Define marketing.
2. Is there a difference in marketing approaches used by for profit and nonprofit?
3. Marketing relies on the concept of a voluntary exchange. What does this mean?
4. Identify typical types of markets sought by recreation, parks and leisure services organizations.
5. What does market segmentation refer to?

6. What does position marketing involve?
7. Identify and define the market mix.
8. Identify various types of pricing used by recreation, parks, and leisure services.
9. What is the role of public relations in marketing?
10. Identify four types of promotional tools used by recreation, parks, and leisure services.

13

LEGAL ISSUES

TRUE/FALSE

1. State and provincial governments have direct authority over governments. True
2. Only local governments can establish special purpose laws. False
3. The legal system in the United States is based on English Common Law. True
4. A contract is an agreement to transfer goods and services from one party to another. True
5. Whether negligence exists depends on the particular circumstances of each case. True
6. The U.S. Constitution and the Canadian Constitution Act, are the legal documents that provide for the establishment of sovereignty and serve as the legal basis for government. True
7. Eminent domain is described as a right that government does not have the power to take private property even if it deems it necessary for public use. False
8. Loss of property is the only potential source of loss facing recreation, parks, and leisure service agencies. False
9. A breach of a legal duty that requires a person to conform to a certain standard to prevent injury or damages is also known as a tort. True
10. Nonfeasance is defined as the improper performance of some act, which a man may lawfully do. False

MULTIPLE CHOICE

1. Which of the following is not a defense against negligence? (C)
 - a. Assumption of risk
 - b. Governmental immunity
 - c. Ignorance of law
 - d. Statute of limitation
2. Which are the potential sources of risk to a recreation, parks, and leisure services agency? (D)
 - a. Property damage
 - b. Embezzlement
 - c. Volunteer's actions
 - d. All of the above
3. Which describes the set of laws that are established to inhibit certain types of behavior? (A)
 - a. Regulatory laws
 - b. Administrative laws
 - c. Special purpose laws
 - d. Enabling laws

4. Special districts are established by? (B)
 - a. Federal laws
 - b. State laws
 - c. Local laws
 - d. All of the above
5. The defense in which either the defendant or the plaintiff is responsible for the entire burden of loss for which both the defendant and plaintiff are, in fact, responsible to some degree is called? (C)
 - a. Assumption of Risk
 - b. Organizational Immunity
 - c. Comparative Negligence
 - d. Notice of Claim
6. Reasons for increases in lawsuits include all of the following except: (D)
 - a. Fault for injuries has shifted from the participant to the sponsoring agency and staff
 - b. Attorney receive payment according to contingent system
 - c. Adoption of comparative negligence standard by the legal profession
 - d. Insurance companies have tightened their procedures for filing small claims
7. The terms managers of recreation, parks, and leisure service managers should be adept at understanding in terms of contracts include: (D)
 - a. Authorization, contract terms, market size, bidding
 - b. Contract terms, bidding, contract review, market size
 - c. Bidding, contract terms, negotiation, market size
 - d. Authorization, contract terms, bidding, contract review
8. Risks associated with recreation, parks and leisure services unrelated to the mission statement include: (D)
 - a. Performing, building, and facility maintenance
 - b. Supervising programs
 - c. Operating the agency's motor vehicles
 - d. All of the above
9. The risk control action of retaining the risk is defined as: (B)
 - a. Avoidance and discontinuance
 - b. Agency chooses to pay for all or part of any given risk
 - c. Agency personnel determine what can be done to limit agency's exposure to risk
 - d. Transferring the risk to a third party
10. The three types of awards that can be awarded to a plaintiff include: (D)
 - a. Compensatory, punitive, and general
 - b. Punitive, speculative, and compensatory
 - c. Speculative, monetary, and punitive
 - d. Compensatory, punitive, and consequential

DISCUSSION QUESTIONS

1. Identify and define different types of laws that are pertinent to recreation, parks and leisure service organizations.
2. How do the U.S. Constitution and the Canadian Constitutional Act impact on the delivery of recreation, parks, and leisure service organizations?
3. What is eminent domain and why is it important?
4. Who decides what a "public purpose" is?

5. What are torts?
6. What is common law?
7. Why is contract law important to recreation, park, and leisure service agencies?
8. What constitutes negligence?
9. What are some ways to defend an agency and its employees against a negligence allegation?
10. Outline steps that can be used in developing a risk management plan.

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EVALUATING COMMUNITY SERVICES

TRUE/FALSE

1. A youth worker trying to determine how to operationalize the concepts of motivation, leisure participation, and subsequent satisfaction levels to address at-risk populations is an example of community service evaluation. True
2. The ability of recreation, parks, and leisure service personnel to conduct a systematic evaluation is insignificant as the public relations department can handle this responsibility. False
3. Research that documents the effectiveness of recreation, parks, and leisure service programs and activities can help increase visibility and credibility. True
4. A question to ask prior to evaluation is “What specific purposes will the evaluation serve; that is, how will the information be used?” True
5. Systematic evaluation includes a progression of steps that are sequential. False
6. Generalizability is defined as extension of research findings and conclusions from a study conducted on sample population to population at large. True
7. Steps can be taken to increase the validity of a study. True
8. Large samples are easier to manage than small ones. False
9. The target population is the group to be studied. True
10. A random process in choosing a sample population ensures that one a sampling unit has higher chance of being selected than another. False

MULTIPLE CHOICE

1. Recreation, parks, and leisure service professionals should answer the following questions when evaluating a program or service: (D)
 - a. What is being studied?
 - b. Why is it a problem or an opportunity for the organization?
 - c. What concepts or models are available to adequately justify the use of various problem-solving approaches?
 - d. All of the above
2. A larger sample size provides all of the following benefits except: (A)
 - a. Larger sampling errors
 - b. Provide more reliable data
 - c. Provide more representative data
 - d. Increase the power of statistical tests applied to the data
3. The term for describing the “group to be studied” is: (C)
 - a. Sampling
 - b. Stratified random sample
 - c. Target population
 - d. Simple random sample

4. Probability sampling is defined as: (B)
 - a. A single element of the target population
 - b. A process that gives every individual equal chance of being selected
 - c. The group to be studied.
 - d. A strategy to pick every nth person
5. Sampling error is defined as: (B)
 - a. A random process that ensures that every sampling group has the chance to be selected for the survey
 - b. Discrepancies between distribution of characters in the sample population and the population as a whole
 - c. The group to be studied
 - d. A systematic description of the target populations
6. Which is a true statement about sampling error and confidence levels? (C)
 - a. Quantity is a substitute for quality
 - b. Sampling gains accuracy when numbers are increased even if procedures are biased
 - c. Statistical theory identifies the level of error in a sample
 - d. At a 95% confidence level, the probability of being whole is 95 out of 100
7. A stratified random sample is defined as: (A)
 - a. A sample that divides the population into smaller groups based on shared characteristics
 - b. A sample that involves the random selection of data from the entire population
 - c. A more accurate representation of the population based on random data collection from the whole population.
 - d. All of the above
8. A cluster sample is defined as: (B)
 - a. A strategy to pick every nth person (fifth, eighth, etc.), with the first selected at random
 - b. A sampling technique used to survey all units in a census tract or other division
 - c. A strategy of data collection that increases cost and amount of time involved
 - d. A method where the sample is collected from the entire population.
9. Probability sampling is defined as: (C)
 - a. The group to be studied
 - b. A cluster of the population to be studied
 - c. A process that gives all the individuals in the population equal chances of being selected
 - d. A data collection method that gathers data from a similar community to apply to the community program under evaluation
10. An efficient means of collecting data for evaluative purposes of obtaining information for recreation, parks and leisure services evaluation of services include: (D)
 - a. Surveys
 - b. Focus groups
 - c. Observations
 - d. All of the above

DISCUSSION QUESTIONS

1. Discuss what is meant by basic, applied, and evaluation research.
2. What is the role of the recreation, parks, and leisure service manager in initiating evaluation studies?
3. What is meant by “systematic” research?
4. What steps are involved in an evaluation study?
5. What does the manager need to be aware of in terms of sampling?

6. What is an adequate response rate for a study?
7. What is nonresponse bias, and how does it affect findings of the evaluation?
8. What size sample should you use for your community?
9. What strategies would you use to position the study effort to have the longest impact on the community?
10. Discuss other types of evaluation methods besides mail surveys?

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FUTURE PERSPECTIVES

TRUE/FALSE

1. The ability to purchase “open space” is becoming easier and more affordable as communities continue to develop and spread out. False
2. The future of leisure will be shaped by a larger economic context than ever before. True
3. Those who are participate in outdoor recreation are the least concerned about the environment. False
4. Leisure contributes to economic development increasingly through tourism promotion, attraction, events, and construction of sport stadiums. True
5. Over the past decade for example, big employment gains in the United States came in occupations that rely on empathy, problem-solving, imagination, play, and creativity. True
6. The U.S. labor market will be experience a surplus because of an aging workforce and plateaus in education attainment. False
7. The largest increase in a minority population is the Latino/Hispanic population. True
8. The disparity and differences between rich and poor populations continues to grow. True
9. Outsourcing is in decline among recreation, parks, and leisure services due to more budget support and an increase in revenues. False
10. A fundamental value and ethic of public parks usage is that the public at large can freely and equally visit them. True

MULTIPLE CHOICE

1. The American Recreation Coalition made three recommendations for recreation, parks, and leisure service agencies to balance the appreciation of nature and the growth of technology. These include: (D)
 - a. Linking recreation participation with environmental attitudes
 - b. Marketing family, fun and fitness as a primary motivation for participation in outdoor recreation
 - c. Countering the rise of technology by including new technologies such as geo-caching or use of PDAs for interpretation to enhance outdoor experiences
 - d. All of the above
2. With the human genome mapped, a new era in medicine and health is underway and the features that a successful community will offer include: (A)
 - a. Collaboration of governments, universities, medical centers, clinics, hospitals and rehabilitation centers
 - b. Separation of health care facilities and recreation centers
 - c. Community recreation centers offering a more narrow focus of services
 - d. All of the above
3. Components of facilities and programs that are designed to provide services for all citizens include:
 - a. adaptability
 - b. equal accessibility
 - c. program communication
 - d. all of the above

4. The most important demographic trends affecting recreation, parks, and leisure services in the future include all of the following except: (D)
 - a. changes in aging
 - b. racial and ethnic diversity
 - c. growing differences between rich and poor populations
 - d. decline among members of baby boomer population
5. Central Park was beautifully designed and developed urban park created by: (C)
 - a. Jane Addams
 - b. Luther Gulick
 - c. Frederick Olmsted
 - d. Joseph Lee
6. Privatization and contracting of services in the private or nonprofit sectors of parks, recreation, and leisure services (C)
 - a. Should not occur
 - b. Is in the decline because of rising budgets and private funding
 - c. Occurs because of loss of budget and declining revenues
 - d. Increases the work force base
7. Recent research promoting the tremendous economic and property values of public parks demonstrated the following benefits to the community:
 - a. A successful relationship between urban civilization and nature
 - b. Value placed on maximum public access
 - c. Parks designed to invite the public in
 - d. All of the above
8. A 501(c) 3 nonprofit organization can assist recreation, parks, and leisure service managers in the following ways (A)
 - a. Find creative funding opportunities to build new parks and acquire public lands for open space and conservation
 - b. Funding for building a private park that limits public access
 - c. Collect public funds
 - d. Increase the amount of taxes the organization can take in
9. A “Land Trust” is defined as a (B)
 - a. Land acquisition/transfer partnership where the cite pays fees for land usage
 - b. Simple, inexpensive method for handling the ownership of real estate
 - c. Public funding method where the parks, recreation or leisure service agency hold the recorded title of the real estate
 - d. All of the above
10. What is the relationship between public access and stewardship? (D)
 - a. Stewardship is protecting and managing valuable resources such as public parks
 - b. Creative funding opportunities to build new parks and acquire public lands for open space and conservation is essential to a well-built community
 - c. Public access and equal usage must be considered and never limited
 - d. All of the above

DISCUSSION QUESTIONS

1. Identify the benefits of recreation, parks, and leisure services and discuss how they may advance an agency’s future decisions.

2. How does the balance of work and leisure impact on the efforts of recreation, parks, and leisure services organizations?
3. What is the difference between right brain skills and left brain activity skills? How might this concept impact on the future of recreation, parks and leisure services?
4. Discuss why and how health concerns will play an increasingly expanded role in the work of recreation, parks and leisure services.
5. What does a full-service “community center” look like in the 21st Century?
6. How and why do demographic changes impact on the provision of recreation, parks, and leisure services?
7. What is outsourcing? How can outsourcing strategies be applied in the management of recreation, parks, and leisure services?
8. Building partnerships, collaborative relationships, as well as the development of cooperative strategies between and among human service organizations have been emphasized. Identify one such partnership in your local community and discuss how it was established, how it benefits the partnering agencies and their participants, and review the challenges in maintaining such a relationship.
9. What is the relationship between public access and stewardship?
10. How does “friendraising” relate to fundraising and why are the establishment of foundations in support of recreation, parks and leisure services increasingly important?