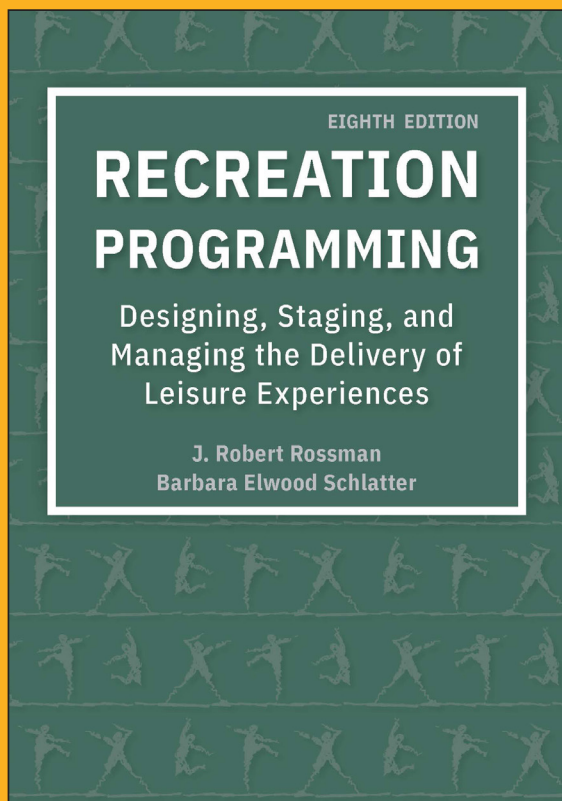




Student Resources



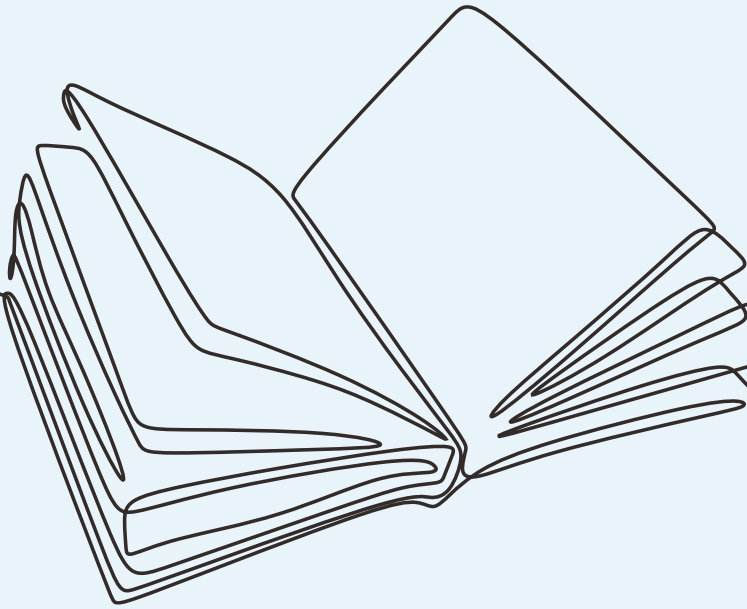
*Recreation Programming:
Designing, Staging, And
Managing The Delivery Of
Leisure Experiences, 8th ed.*

by J. Robert Rossman and
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What's Inside

- ✓ Chapter Learning Assessments
Answer keys can be found at the end
of this document
- ✓ Web Activities

SAGAMORE  VENTURE



Chapter Learning Assessments

Chapter 1-Basic Programming Concepts

1. Nonseriousness, spontaneity, and self-expression are characteristics of which term?
 - a. sport
 - b. play
 - c. leisure
 - d. recreation
2. A game whose rules require physical competition is known as what?
 - a. sport
 - b. leisure
 - c. play
 - d. recreation
3. A designed opportunity for leisure to occur is known as what?
 - a. play
 - b. program
 - c. recreation
 - d. sport
4. The defining feature of this term is that is socially acceptable activity.
 - a. recreation
 - b. leisure
 - c. play
 - d. event
5. The most spontaneous form of leisure is defined as which term?
 - a. play
 - b. sport
 - c. event
 - d. recreation

6. Morality is associated with which of the following terms?
 - a. event
 - b. play
 - c. program
 - d. recreation
7. Which of the following terms encompasses the other three?
 - a. leisure
 - b. event
 - c. tourism
 - d. recreation
8. This term can refer to a collection of activities, a single event, or services offered.
 - a. program
 - b. recreation
 - c. leisure
 - d. play
9. Characteristics of this term include freedom of choice, intrinsic satisfaction, and positive affect.
 - a. recreation
 - b. play
 - c. leisure
 - d. event
10. This term occurs beyond the everyday experiences of participants.
 - a. play
 - b. recreation
 - c. event
 - d. leisure

Chapter 2: How Individuals Experience Leisure

1. Too often programmers only program for which of the following phase of the leisure experience?
 - a. anticipation
 - b. participation
 - c. reflection
2. Anticipation, participation, and reflection are known as _____ of the leisure experience.
 - a. theories
 - b. phases
 - c. objects
3. Philosophies and ideas are examples of which types of objects?
 - a. physical
 - b. social
 - c. symbolic
4. Leaders, parents and referees are examples of which types of objects?
 - a. physical
 - b. social
 - c. abstract
5. The idea that meaning is derived from social interaction is called what?
 - a. leisure experience
 - b. objects
 - c. programming
 - d. symbolic interaction theory
6. The manipulation of symbols, words, meanings, and language is an assumption of which concept?
 - a. leisure experience
 - b. objects
 - c. programming
 - d. symbolic interaction theory
7. Which of the following characterizes the meaning produced from interaction in leisure occasions?
 - a. it does not change
 - b. it is static
 - c. it may change constantly
8. Which of the following terms is derived through interaction with leisure objects?
 - a. meaning
 - b. a program
 - c. symbolic interaction theory
9. The notion that people always play a role in constructing leisure occasions suggests which of the following?
 - a. The autonomy of the individual must be respected in program development
 - b. Programmers should provide as much direction as possible to participants.
10. A social science theory that attempts to understand behavior at the level of face-to-face interaction is which of the following?
 - a. program development
 - b. phenomenology
 - c. Symbolic interaction

Chapter 3: Six Key Elements of a Situated Activity System

1. Program participants are identified as which of the following key elements of programming?
 - a. place
 - b. objects
 - c. interacting people
 - d. relationships
2. The sensory components (visual, aural, olfactory, tactile, and taste) are associated with which of the following key elements?
 - a. animation
 - b. relationships
 - c. interacting people
 - d. place
3. Based on what you read in the textbook, a basketball is an example of which type of leisure object?
 - a. physical
 - b. social
 - c. symbolic
4. The American flag, a Menorah, a Christmas tree, and the logo for the Cubs ball team are examples of which type of leisure object?
 - a. social
 - b. symbolic
 - c. physical
5. The rules that guide how a sport is played are known as which of the following?
 - a. relational
 - b. civil-legal
 - c. polite-ceremonial
6. The notion that programmers need to determine the extent to which participants already know each other (and the leaders) relates to which key element?
 - a. animation
 - b. relationships
 - c. place
 - d. interacting people
7. The notion that programs should be based on participants' needs is related to which of the following key elements?
 - a. structure
 - b. interacting people
 - c. animation
 - d. place
8. Anticipating how individuals will move through a program is known as which of the following?
 - a. structure
 - b. interacting people
 - c. animation
 - d. elationships

9. The key element that deals with how a program is set into motion is known as which of the following?
 - a. animation
 - b. structure
 - c. relationships
 - d. interacting people
10. For programs to be duplicated successfully in another location, programmers must have a clear sense of the setting's _____.
 - a. location
 - b. decorations
 - c. uniqueness

Chapter 4: Developing Leisure Products in the Experience Economy

1. The locales used to stage leisure experiences are known as which of the following?
 - a. goods
 - b. services
 - c. products
 - d. venues
2. Recreation buildings, special facilities, and park areas are all known as which of the following?
 - a. goods
 - b. services
 - c. products
 - d. venues
3. Consumable products used while participating in leisure occasions are known as which of the following?
 - a. goods
 - b. supplies
 - c. equipment
 - d. projects
4. Food, beverages, pens, and paper are all classified as which of the following terms?
 - a. program
 - b. supplies
 - c. equipmen
 - d. venue
5. Nonconsumable products used to participate in leisure occasions are known as which of the following?
 - a. goods
 - b. supplies
 - c. equipment
 - d. products
6. Fishing rods and ballet shoes are classified as which of the following?
 - a. activities
 - b. supplies
 - c. equipment
 - d. programs
7. A service is defined as which of the following?
 - a. It is intangible; the customer does not possess a physical item as a result of the purchase.
 - b. It is tangible; the customer possesses a physical item after its purchase.
 - c. It is a nonconsumable product used to participate in leisure occasions.
 - d. It is a consumable product used while participating in leisure occasions.
8. Activities and events are classified as which of the following?
 - a. service
 - b. good
 - c. product
 - d. venue

9. A good is defined as which of the following?
- a. It is intangible; the customer does not possess a physical item as a result of the purchase.
 - b. It is tangible; the customer possesses a physical item after its purchase
 - c. It is a nonconsumable product used to participate in leisure occasions.
 - d. It is a consumable product used while participating in leisure occasions.
10. A jet ski is an example of which of the following?
- a. service
 - b. good
 - c. personal service
 - d. venue

Chapter 5: Collaborating in Developing an Organization's Strategy

1. Determining the strategic programming direction of an organization involves which of the following?
 - a. Narrowing the range of programs to be offered and delivered.
 - b. Writing terminal performance objectives
2. Developing an organization's strategic direction involves which of the following?
 - a. Front-line staff only
 - b. Clerical staff and front-line staff
 - c. All levels of the organization
3. The relationship between an agency's mission statement and its subsequent goals and objectives is which of the following?
 - a. A hierarchical arrangement
 - b. Unimportant in the development of an organization's programming strategy
4. Identify the phrase in quotes: To operate "a women's softball league" during the summer of 2017.
 - a. subject
 - b. measurement device
 - c. verb
5. Identify the phrase in quotes: To operate a women's softball league "during the summer of 2017."
 - a. subject
 - b. measurement device
 - c. verb
6. Identify the phrase in quotes: "To operate" a women's softball league during the summer of 2017.
 - a. subject
 - b. measurement device
 - c. verb
7. Using "and" in a goal or objective statement is highly recommended.
 - a. True
 - b. False
8. Statements which specify what the participant will be able to do as a result of participating in a program are known as which of the following?
 - a. Program management goal
 - b. Terminal performance outcome
9. Statements that specify those actions which staff must undertake to implement and stage a program are known as which of the following?
 - a. Program management goal
 - b. Terminal performance outcome
10. Which of the following is a terminal performance objective?
 - a. By the end of the class, 80% of the participants will be able to play Stairway to Heaven on the guitar with fewer than 5 errors.
 - b. To provide the highest quality leisure programs for persons with disabilities.

Chapter 6: Developing the Agency's Programming Mission

1. An agency's purpose and outline of what it intends to accomplish in the larger environment is called?
 - a. objective
 - b. mission
 - c. goal
 - d. community needs
2. The prevalence of obesity in the US is an example of which kind of trend?
 - a. technology
 - b. political
 - c. economics
 - d. demographics and social
3. Embracing the fitness appeal of Wii Fit in leisure service agencies is an example of which kind of trend?
 - a. economics
 - b. political
 - c. demographic and social
 - d. technology
4. The notion that organizations have specific social ends that they are attempting to promote through participation in recreation activities is associated with which of the following?
 - a. organizing rationale
 - b. assessing the agency
 - c. resource dependency
5. This term implies a set of common ideas or shared beliefs that serve as a binding force for a group of people.
 - a. mission
 - b. community
 - c. organization
 - d. need
6. Reviewing an agency's resources in terms of facilities, finances, management, etc. is most closely associated with which of the following?
 - a. community needs
 - b. organizational assessment
 - c. individual needs
 - d. mission
7. Consider the different mission statements in Exhibit 7-5. Which is true about mission statements for Cayuga Nature Center and the Adirondack Extreme Adventure Course?
 - a. They are restaurants.
 - b. One focuses on respecting nature and the other focuses on conquering it.
 - c. One is a municipal recreation agency and the other is a hospitality business.
 - d. They are both event planning agencies.
8. The notion that leisure service organizations are created to offer special types of recreation programs and to achieve specific purposes is most closely associated with which term?
 - a. resource dependency
 - b. mission
 - c. organizing rationale

9. Which of the following terms provides direction to day-to-day operations as well as confirms the need to develop some programs and restrict others?
 - a. mission
 - b. organization
 - c. objective
 - d. goal

10. What is unique about the Merage Jewish Community Center mission statement found in Exhibit 7-5?
 - a. It is an event planning business.
 - b. The agency reaches out to all persons.
 - c. The agency is exclusively for people of Jewish heritage.
 - d. It is an outdoor recreation agency.

Chapter 7: Developing Strategic Directions

1. Which of the following describes when an objective for one level in the organization becomes the goal for the next stratum?
 - a. Management by objectives
 - b. Organizational hierarchy
 - c. Systems approach
 - d. Program standards
2. Which of the following describes the notion that agencies have different levels of goals and objectives?
 - a. Management by objectives
 - b. Organizational hierarchy
 - c. Systems approach
 - d. Program standards
3. Networking goals and objectives further into the organization means writing statements that are which of the following?
 - a. More general
 - b. More specific
4. Goals and objectives located at the top of the organization's hierarchy are which of the following?
 - a. More general
 - b. More specific
5. Assigning numbers to each succeeding level of goal and objective development refers to which of the following?
 - a. Standards
 - b. Networking goals and objectives
 - c. Systems approach
 - d. Organizational hierarchy
6. Using a numeric coding system for goals and objectives is associated with which of the following?
 - a. Standards
 - b. Networking goals and objectives
 - c. Systems approach
 - d. Organizational hierarchy
7. Through the use of _____, staff members may monitor their own success in providing programs and services.
 - a. Standards
 - b. Networking goals and objectives
 - c. Systems approach
 - d. Organizational hierarchy
8. Using program management goals in order to ensure that a minimum level of programming is provided refers to which of the following?
 - a. Standards
 - b. Networking goals and objectives
 - c. Systems approach
 - d. Organizational hierarchy

9. When goal and objective statements are written in the SMART format, an individual statement is not inherently a goal or objective because it depends on where in the hierarchy the statement appears.
 - a. False
 - b. True
10. Which of the following is an example of Management By Objectives?
 - a. The superintendent of recreation will operate 10 cultural arts programs during FY 2017.
 - b. The superintendent of recreation will enhance the quality of life for all citizens through the provision of park and recreation services.

Chapter 8: Obtaining Participant Input

1. This term is defined as a state of deprivation arising out of the basic innate biological characteristics of humans.
 - a. want
 - b. intention
 - c. need
 - d. interest
2. This term is defined as a feeling about what one would like to do or acquire.
 - a. intention
 - b. want
 - c. need
 - d. interest
3. Using participant input in identifying and documenting recreation needs that can be successfully met with leisure services is called which of the following?
 - a. interest
 - b. marketing
 - c. intention
 - d. needs assessment
4. All but which of the following are commonly used approaches to needs assessments?
 - a. interview
 - b. evaluation
 - c. citizen advisory committee
 - d. survey
 - e. public meeting
5. A focus group is a kind of interview used in needs assessments.
 - a. True
 - b. False
6. In addition to identifying general interests or wants, needs assessments must also do which of the following?
 - a. Gather data at the end of the program.
 - b. Gather sufficient data to actually develop a program that can be offered under a given set of market conditions.
7. This term is a culturally learned behavior pattern for satisfying specific needs.
 - a. want
 - b. need
 - c. interest
 - d. intention
8. Read the following list and select the term that the items represent: Big Mac, Ford pick-up truck, a vacation in Cancun, Mexico.
 - a. interest
 - b. need assessment
 - c. want
 - d. intention

9. This term is defined as not created by society, but exists apart from and prior to society.
 - a. want
 - b. interest
 - c. intention
 - d. need
10. This term involves the commitment to acquire specific satisfiers of wants under given market conditions.
 - a. interest
 - b. need
 - c. want
 - d. intention

Chapter 9: Writing Program Design and Outcome Statements

1. Program design statements which specify how staff will stage events and intervene to accomplish participant outcomes are known as which of the following?
 - a. X statements
 - b. Y statements
2. Program design statements which specify participant outcomes are known as which of the following?
 - a. X statements
 - b. Y statements
3. “After three lessons, the instructor will use this time to allow each student to demonstrate tuning his/her guitar and redirect as needed” is an example of which of the following?
 - a. X statements
 - b. Y statements
4. “At the end of class, when requested, 90% of the students will be able to tune their own guitar unassisted” is an example of which of the following?
 - a. Y statements
 - b. X statements
5. Precise and descriptive terminal program outcomes will facilitate designing and staging the experience intended.
 - a. True
 - b. False
6. When the outcomes of a program are focused on transformations in each individual, the outcomes must be individualized and more focused.
 - a. True
 - b. False
7. Items such as activities, lighting, music, gimmicks, and decorations are all examples of which of the following?
 - a. X statements
 - b. Y statements
 - c. Elements of a themed program
 - d. Examples of program design standards
8. Creating the leisure experience intended for participants is also known as which of the following?
 - a. X statements
 - b. Y statements
9. Designing a program with specific interventions that will be staged for participants is also known as which of the following?
 - a. X statements
 - b. Y statements
10. Audiovisuals, prizes, refreshments, and entertainment are all examples of which of the following?
 - a. X statements
 - b. Y statements
 - c. Elements of a themed program
 - d. Examples of program design standards

Chapter 10: Program Design

1. Design goals, design components, and design tactics comprise this model.
 - a. Program Development Cycle
 - b. Program Design Model
 - c. Benefits Based Programming Model
2. Step by step action scenarios and configurations of the six situating elements are outlined in which of the following?
 - a. Program Development Cycle
 - b. Program Design Model
 - c. Benefits Based Programming Model
3. Determining the program outcomes that will results from participating in the program is called which of the following?
 - a. Design goals
 - b. Design components
 - c. Design tactics
4. The notions that a program should provide perceptions of freedom and be intrinsically satisfying are associated with which of the following?
 - a. Design goals
 - b. Design components
 - c. Design tactics
5. The key elements of a situated activity system represent which of the following?
 - a. Design goals
 - b. Design components
 - c. Design tactics
6. The six key elements represent the _____ of the Program Design Model.
 - a. Outcomes
 - b. Means
 - c. Process
7. Name the part of the Program Design Model where imagined interactions of candidate plans occur.
 - a. Design goals
 - b. Design components
 - c. Design tactics
8. Through this technique the programmer simulates the possible social interactions of a program by experimenting with configurations of the six key elements.
 - a. Design goals
 - b. Design components
 - c. Design tactics
9. Determining how program participants will transition from hearing a rock climbing lecture to begin using the rock climbing equipment will require which of the following?
 - a. Hard transition
 - b. Soft transition
10. A transition that does not need a lot of the designer's attention as it is readily apparent to the participants are known as which of the following?
 - a. Hard transition
 - b. Soft transition

Chapter 11: From BBP to Intentionally Designed Leisure Experiences

1. The National Recreation and Park Association promoted which of the following programming approaches during the late 1990s and early 2000s?
 - a. Outcome-based programming
 - b. Intentionally designed experiences
 - c. *Benefits-based programming
 - d. Framed experience model of programming
2. Attempting to understand which aspects of a structured program contribute to program outcomes is described as which of the following?
 - a. Sequenced, active, focused, and explicit
 - b. *Black box of programming
 - c. Intentionally designed experiences
 - d. Benefits based programming
3. All but which of the following approaches to programming can make convincing cases to funding sources that after-school programs are worthwhile of continued monetary investment?
 - a. Benefits-based programming
 - b. Outcome-based programming
 - c. Intentionally designed experiences
 - d. *All of the above can be used to make convincing cases.
4. One way to help participants recognize how their feelings about what they learned in an activity can be transferred to real-life situations is called which of the following?
 - a. Evaluation
 - b. Identifying issues
 - c. Identifying target goals
 - d. *Processing
5. The use of sequenced, scripted recreation activities is the hallmark of which approach to recreation programming?
 - a. Benefits-based programming
 - b. Outcome-based programming
 - c. *Intentionally designed experiences
 - d. None of the above
6. Building resiliency is the ultimate goal of which of the following?
 - a. Promotion
 - b. Programming
 - c. *Benefits-based programming
 - d. Evaluation
7. Outcome based programming can be used with which of the following target groups?
 - a. youth in at-risk environments
 - b. senior citizens
 - c. persons with disabilities
 - d. *any target population
8. Programmers who assume that mere participation in a recreation or leisure experiences will result in positive program outcomes is an example of which of the following?
 - a. *"Black Box" programming
 - b. Evaluation

9. In the Benefits Based Programming model, program implementation occurs during which phase?
 - a. target issues
 - b. *activity components
 - c. benefit outcomes
10. The Intentionally Designed Experience approach to programming is recommended for which of the following individuals?
 - a. For persons who are new to program planning
 - b. *For persons who already possess knowledge about program planning

Chapter 12: Creative Programming

1. The goal of this phase of the creative process is to state the difference between the way things are and the way we desire things to be.
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
2. Asking questions such as “what is known” and “what is unknown” relates to which phase?
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
3. To be creative in this phase one must be impractical, irrational, playful and relaxed.
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
4. This phase focuses efforts on the creation of novel ideas.
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
5. In this phase the goal is to synthesize the ideas created into a reasonable solution.
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
6. By exploring the feasibility of your potential solution you are focusing on which of the following?
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
7. Shaping the proposed solution into a feasible program is called which of the following?
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation
8. Verifying that one’s final proposed solution truly solves the program design problem is called which of the following?
 - a. Problem definition
 - b. Generate approaches
 - c. Interpretation
 - d. Innovation

9. Which of the following is the ability to overcome problems by approaching them in novel ways?
 - a. Program constraints
 - b. Creativity
 - c. Program planning
 - d. Evaluation
10. This term helps one escape from “stuckness” and develop more novel solutions to programming problems.
 - a. Program constraints
 - b. Creativity
 - c. Program planning
 - d. Evaluation

Chapter 13: Preparing the Program Plan

1. The written program plan is analogous to an architect's blueprint.
 - a. True
 - b. False
2. Making arrangements pertaining to program areas such as playgrounds, athletic fields, or parks is referring to which of the following?
 - a. venue arrangements
 - b. inclusion plan
 - c. operation details
3. In some programs a reservation may need to be secured, a deposit made, or a contract obtained. These actions pertain to which of the following?
 - a. special arrangements
 - b. inclusion plan
 - c. needs assessment
 - d. venue arrangements
4. Accommodations such as accessible facilities and adaptive equipment are associated with which of the following?
 - a. promotion plan
 - b. special arrangements
 - c. budget
 - d. inclusion plan
5. An elementary network diagram that can be used to manage a program is called which of the following?
 - a. flow chart method
 - b. animation plan
 - c. written program plan
6. Correcting flaws before a program is implemented is the benefit of which of the following?
 - a. a written program plan
 - b. program evaluation
 - c. program goals
7. A diagram depicting the various aspects of a project and the order in which they must occur is called which of the following?
 - a. flow chart method
 - b. written program plan
 - c. animation plan
8. Managing the overall safety and well being of participants and agency personnel is the function of which of the following?
 - a. cancellation plan
 - b. management plan
 - c. risk management
 - d. written program plan
9. Distributing awards and certificates, writing thank you notes, and making sure venues are returned to their pre-event state is known as which operation detail?
 - a. disposition decision
 - b. program wrap-up
 - c. evaluation plan

10. Ensuring that persons with disabilities are accommodated for recreation programs is associated with which of the following?
- a. venue arrangements
 - b. special arrangements
 - c. * inclusion plan
 - d. promotion plan

Chapter 14: Techniques for Program Promotion

1. Communication that seeks to inform, persuade, remind, or educate potential or current constituents of an agency's program and services is called which of the following?
 - a. promotion
 - b. price
 - c. brochures
 - d. marketing
2. This promotional technique requires the longest copy.
 - a. flyer
 - b. new release
3. Promotional techniques resulting in a single page of graphics and copy is called which of the following?
 - a. flyer
 - b. brochure
 - c. news release
4. Any agency's promotional campaign will involve all but which of the following?
 - a. to inform
 - b. to evaluate
 - c. to persuade
 - d. to remind
5. The most common means to send news releases to the newspaper is which of the following?
 - a. email
 - b. telephone
 - c. US mail
6. The ability to write copy in a specific style and to prepare the copy according to standard news writing conventions is called which of the following?
 - a. flyer
 - b. poster
 - c. news release
 - d. brochure
7. A group of persons who are interested in a particular topic and use a list serve as a discussion forum would use which of the following?
 - a. email
 - b. specialty publication
 - c. cable TV
8. Which of the following requires writing copy for a specific target market?
 - a. email
 - b. specialty publications
 - c. cable TV
9. Of the four primary marketing elements, this one must be supported with a product that is well designed, delivered at the right time and place, and made available at the appropriate place.
 - a. promotion
 - b. brochures
 - c. news release
 - d. marketing

10. Which of the following is geared toward writing copy for niche markets?
- a. cable TV
 - b. specialty publications
 - c. world wide web

Chapter 15: Registration Procedures

1. Which of the following is an advantage of registration at the central location/walk in method?
 - a. This method requires very little of the participant's time.
 - b. All registration is accomplished at one time and place.
 - c. Participants become familiar with the program site.
 - d. There is no need to manage a queue.
2. Which of the following is an advantage for registration at the program location?
 - a. There is no need to manage a queue
 - b. This method requires very little of the participant's time
 - c. Participants become familiar with the program site
 - d. All of the agency's registration is accomplished at one time and one place
3. Which of the following is a disadvantage for registration at the program location?
 - a. Patrons see the actual program meeting place or program staff
 - b. Decentralized registration is more difficult to supervise
4. Which of the following is an advantage for mail in registration?
 - a. Participants become familiar with the program site
 - b. There is a need to manage a queue
 - c. This method requires very little of the participant's time
5. Which of the following is a disadvantage of registration at the central location?
 - a. This method allows no interaction between agency staff and patrons
 - b. Patrons do not see the actual program meeting place or program staff
 - c. If there's a fee involved with registration, collection is a problem unless the agency accepts credit cards
 - d. Decentralized registration is more difficult to supervise
6. Which of the following is an advantage for registration by fax?
 - a. Participants become familiar with the program site
 - b. Participants can interact with agency staff
 - c. There is no need to manage a queue
7. Which of the following is a disadvantage for registration by fax?
 - a. If there's a fee involved with registration, collection is a problem unless the agency accepts credit cards
 - b. This method allows interaction between agency staff and patrons
 - c. Patrons see the actual program meeting place or program staff
 - d. Decentralized registration is more difficult to supervise
8. Registering patrons for programs is necessary when which of the following occurs?
 - a. When there is no fee
 - b. When there are unlimited spaces in the program
 - c. When spaces are inexpensive to provide
 - d. When there is a qualifying procedure for admission to a program
9. Which of the following is a disadvantage for mail in registration?
 - a. This method allows no interaction between agency staff and patrons
 - b. This form of registration serves a small proportion of the constituency
 - c. Patrons see the actual program meeting place or program staff

10. Registering patrons is not necessary when which of the following occurs?
- a. When there are limited spaces in the program
 - b. When spaces are inexpensive to provide
 - c. When there is a qualifying procedure for admission to a program
 - d. When there is a fee

Chapter 16: Staffing and Supervising Program Operations

1. A systematic investigation of the tasks, duties, and responsibilities of a job and the knowledge one needs to do the job is called which of the following?
 - a. selection
 - b. position analysis
 - c. job description
 - d. recruitment
2. Items such as function statement, supervison, domains, task statements, worker traits, educational experience, and specific requirements are components of which of the following?
 - a. job description
 - b. position analysis
 - c. recruitment
 - d. selection
3. When this form of recruitment is used too often it can lead to charges that “you need to know someone in the organization” to get a job in the agency.
 - a. external recruitment
 - b. internal recruitment
4. Announcing the availability of positions to the general public is known as ___?
 - a. external recruitment
 - b. internal recruitment
5. The process of studying the principal components of a job is called which of the following?
 - a. recruitment
 - b. selection
 - c. position analysis
 - d. job description
6. Making the availability of positions known to qualified individuals such as graduating college seniors is an example of which of the following?
 - a. internal recruitment
 - b. external recruitment
7. The evaluation of how well employees perform their responsibilities is called which of the following?
 - a. recruitment
 - b. selection
 - c. appraisal
 - d. position analysis
8. Using employees who have been oriented and are already familiar with the policies and operations of an agency is related to which of the following?
 - a. external recruitment
 - b. internal recruitment
9. Which of the following terms is generally used to determine eligibility for a raise?
 - a. appraisal
 - b. selection
 - c. position analysis
 - d. recruitment

10. Components such as the nature of the position, requirements for employment, the nature of the work to be performed, and specific requirements needed is called which of the following?
- a. job description
 - b. selection
 - c. recruitment
 - d. position analysis

Chapter 17: Developing a Program Pricing Philosophy

1. This term determines the amount of revenue an agency will receive.
 - a. direct costs
 - b. volume
 - c. pricing
 - d. line item budget
2. Programs supported totally subsidized and are available to patrons free of charge are classified as which of the following?
 - a. merit
 - b. public
 - c. private
3. Programs that are partially subsidized with third party funding and also have user fees are classified as which of the following?
 - a. private
 - b. public
 - c. merit
4. Programs that are paid for entirely by participants are classified as which of the following?
 - a. merit
 - b. public
 - c. private
5. Programs that are supported totally by tax dollars and are available to the public free of charge are classified as which of the following?
 - a. private
 - b. public
 - c. merit
6. In this kind of pricing, the agency bases the price for a service on the price other providers are charging for similar services.
 - a. demand-oriented pricing
 - b. going-rate pricing
7. Programs that are paid for exclusively by participant fees are classified as which of the following?
 - a. public
 - b. merit
 - c. private
8. When an agency bases the price of a service on “what the traffic will bear,” they are using which kind of pricing?
 - a. going-rate pricing
 - b. demand-oriented pricing
9. Programs that are partially subsidized with tax dollars and also have user fees are classified as which of the following?
 - a. merit
 - b. Public
 - c. private

10. The following statement refers to which term? The real issue facing recreation managers today is no longer “should we charge” but rather one of “how much?”
- a. pricing
 - b. line item budgeting
 - c. volume
 - d. direct costs

Chapter 18: Determining Program Costs

1. Those units that are directly involved in the production and delivery of the organization's products and services are called which of the following?
 - a. line units
 - b. service units
2. Those persons not involved in producing the primary product or service of the organization are called which of the following?
 - a. service units
 - b. line units
3. Costs that can be traced to a specific cost objective are called which of the following?
 - a. indirect costs
 - b. direct costs
4. This type of cost is incurred by an agency incurs regardless of whether it operates a specific program.
 - a. indirect cost
 - b. direct cost
5. Office clerical staff would be classified as which of the following?
 - a. service units
 - b. line units
6. The cost of a copy machine is which type of cost to all programs and services?
 - a. direct cost
 - b. indirect cost
7. The process of identifying and assigning costs to various cost objectives is called which of the following?
 - a. cost allocation
 - b. estimation
 - c. calculation
8. Recreation center staff members that are directly involved in the producing and supervising recreation services are called which of the following?
 - a. line
 - b. unit
9. Which describes the cost of providing the clay for a ceramics class?
 - a. direct cost
 - b. indirect cost
10. In implementing this term, the programmer must make decisions regarding how costs should be assigned.
 - a. estimation
 - b. cost allocation
 - c. calculation

Chapter 19: Pricing Program Services

1. Costs that change directly and proportionately with changes in volume are called which of the following?
 - a. indirect fixed costs
 - b. direct fixed costs
 - c. changing fixed costs
 - d. variable
2. Costs that remain the same for the duration of the program regardless of the number of participants are called which of the following?
 - a. fixed costs
 - b. variable costs
 - c. changing fixed costs
3. The cost of renting a photography lab is an example of which kind of cost?
 - a. direct fixed cost
 - b. indirect fixed costs
 - c. changing fixed cost
 - d. variable cost
4. The cost of an instructor for a photography class is an example of which type of cost?
 - a. changing fixed cost
 - b. indirect fixed costs
 - c. direct fixed cost
 - d. variable cost
5. Costs that change after certain numbers of participants are added are called which of the following?
 - a. indirect fixed costs
 - b. changing fixed costs
 - c. variable costs
 - d. fixed costs
6. Overhead costs are classified as which of the following?
 - a. indirect fixed costs
 - b. direct fixed costs
 - c. changing fixed costs
 - d. variable costs
7. Costs that do not change with changes in volume are called which of the following?
 - a. variable costs
 - b. fixed costs
 - c. changing fixed costs
8. Costs associated with the supervision of a program are called which of the following?
 - a. indirect fixed costs
 - b. variable costs
 - c. direct fixed costs
 - d. changing fixed costs

9. Costs that change in the same direction but not proportionately with changes in volume are called which of the following?
- direct fixed costs
 - changing fixed costs
 - indirect fixed costs
 - variable costs
10. The cost of a lifeguard instruction book to be used by students in a lifeguard class is called which of the following?
- indirect fixed costs
 - changing fixed cost
 - direct fixed cost
 - variable cost

Chapter 20: Program Evaluation Techniques

1. Participant observations and observation schedules are examples of which of the following?
 - a. data analyses
 - b. data collection techniques
2. Judging the worth of program services based on an analysis of systematically collected evidence is called which of the following?
 - a. organization management
 - b. evaluation
 - c. program development
3. Information that may be used in making judgements of worth about the issues raised in evaluation are called which of the following?
 - a. evaluation forms
 - b. evidence
4. Evidence that is accurate and consistent refers to which term?
 - a. reliability
 - b. validity
5. The extent to which the evidence collected is a true indicator of the issues being addressed in the evaluation refers to which term?
 - a. validity
 - b. reliability
6. Consistent results obtained each time an evaluation instrument is used refers to which term?
 - a. reliability
 - b. validity
7. Documenting participant achievement in terms of one's guitar playing skills is an example of which of the following?
 - a. validity
 - b. reliability
8. Gathering information such as the number of participants or descriptions of personnel is known as which of the following?
 - a. evaluation forms
 - b. evidence
9. Assessing the realities of a program, the future direction of a program, and how program goals can be reached is called which of the following?
 - a. organizational development
 - b. program development
 - c. evaluation
10. Interviews and questionnaires are examples of which of the following?
 - a. data collection techniques
 - b. data analyses

Chapter 21: Developing a Comprehensive Evaluation System

1. In this evaluation approach the data are gathered from multiple perspectives with multiple methods.
 - a. service hour evaluation
 - b. goal and objective evaluation
 - c. importance performance evaluation
 - d. triangulated evaluation
2. A problem with this approach is the assumption that what is important to patrons in a program is static.
 - a. importance performance evaluation
 - b. service hour evaluation
 - c. triangulated evaluation
 - d. goal and objective evaluation
3. This approach was developed to expand the tradition “head count” attendance statistic.
 - a. satisfaction based evaluation
 - b. goal and objective evaluation
 - c. service hour evaluation
 - d. triangulated evaluation
4. This approach considers both the amount of time spent in a program and the number of participants in a program.
 - a. service hour evaluation
 - b. goal and objective evaluation
 - c. triangulated evaluation
 - d. importance performance evaluation
5. The assumption with this approach is that the worth of a program can be determined by identifying the degree to which programs have provided a leisure experience for participants.
 - a. satisfaction based evaluation
 - b. service hour evaluation
 - c. goal and objective evaluation
 - d. triangulated evaluation
6. This evaluation approach examines the desirability of product attributes.
 - a. triangulated evaluation
 - b. importance performance evaluation
 - c. service hour evaluation
 - d. goal and objective evaluation
7. The purpose of this evaluation approach is to judge the worth of program services by examining the discrepancies between the program design and its actual operation.
 - a. goal and objective evaluation
 - b. triangulated evaluation
 - c. service hour evaluation
8. Likert-type scale items are commonly associated with this evaluation approach.
 - a. service hour evaluation
 - b. importance performance evaluation
 - c. satisfaction based evaluation
 - d. triangulated evaluation

9. In this approach a more complete picture about the worth of a program is obtained when data is collected through multiple methods
 - a. importance performance evaluation
 - b. triangulated evaluation
 - c. satisfaction based evaluation
 - d. goal and objective evaluation
10. Which evaluation approach is used with the following statement? "At the end of the class, 90% of participants will be able to correctly identify the parts on a camera."
 - a. goal and objective evaluation
 - b. triangulated evaluation
 - c. service hour evaluation

Chapter 22: Making Decisions about Program Services

1. Determining the disposition of a program is influenced by the current position of a program in which of the following?
 - a. program development cycle
 - b. program evaluation
 - c. program life cycle
2. One strategy for eliminating a program service is where a program is continued with reduced expenses to the extent that it is no longer the same service.
 - a. retrenchment
 - b. staged
 - c. sudden
3. Ensuring that participants can find alternative services by reducing a program over a period of time is called which of the following?
 - a. staged
 - b. sudden
 - c. retrenchment
4. Eliminating a program immediately is called which of the following?
 - a. staged
 - b. retrenchment
 - c. sudden
5. The disposition decision is based on which of the following?
 - a. risk management
 - b. promotional tools
 - c. evaluation evidence
6. A possible disposition decision is which of the following?
 - a. continue the program without modification
 - b. program life cycle
7. When programs have outlived their useful lives they are eliminated in this manner.
 - a. sudden
 - b. retrenchment
 - c. staged
8. A possible disposition decision is which of the following?
 - a. continue with modifications
 - b. program life cycle
9. Offering a program slated for elimination through reduced expenses is called which of the following?
 - a. staged
 - b. retrenchment
 - c. sudden
10. Growth, saturation, and revitalization are some components of which of the following?
 - a. program life cycle
 - b. program development cycle
 - c. program evaluation



Web Exercises

Exercise 1.1 Explore the Wide Range of Program Experiences Available Today

The introduction is a description of the variety of experiences that programmers design for all segments of the population including youth, senior citizens, baby boomers, millennials, people with disabilities and the list goes on. The experiences may occur in any number of places ranging from the inner city, mountain tops, restaurants, an escape room, within a virtual reality, etc. Go to the internet and attempt to find some examples of far flung program experiences.

Here is a great starting point: <http://www.spaceadventures.com/experiences/zero-gravity-flight/>

Report should be centered on the 5 following themes:

1. Here is (Name's) most exotic program:
2. Here is where (Name) wants to go, or wants to do next year.
3. Here is a great program I found that I never knew existed but is close by (i.e. it is a day trip, within 50 miles one way).
4. Here is the most expensive program (name) found.
5. Here is a program for individuals with disabilities that is a one-off, life-time experience.

Exercise 7.1 How an Organization's Mission Influences Event Development

Go online and conduct a search to identify and describe how an event such as the 4th of July differs as a function of its sponsoring agency. For example, how does a 4th of July celebration at a Sandals retirement village differ from how the holiday is celebrated on a military base or a cruise ship? See if you can find each sponsoring agency's mission statement as well, and describe how the mission influences the way in which the holiday celebration was developed. Possible agencies or companies to investigate: A Disney cruise, a beach resort, a YMCA, or a recreation and park department.

Report

For 3 organizations, in three columns, deductive boxes the students must complete;

1. Organization's Name
2. Organization's mission
3. A strategic goal deduced from mission*
4. A program goal deduced from the Strategic Goal*
5. The program and brief description of it.
*If the agency does not supply one, write a suitable one.
6. Analysis: How does mission influence the structure (differences among the 6 key elements of program design? How does this organization's mission influence and make this program different from the other two you have found? Other analyses?

Exercise 9.2 Needs Assessment Findings

As you recall, needs assessments can provide data that enable the agency to better understand its participants, can assess participant response to new program proposals, and can help establish priorities among alternative courses of action. Go online to find an example of a recreation and leisure needs assessment report such as a municipal recreation and park department or a park district. Many agencies will make public the findings from annual surveys completed by users. Answer the following questions:

Report

1. Name the municipal agency you've chosen and include the link to the report.
2. Under which website tab did you find the report (about us, board information, reports)?
3. Were the results easy to find and written in layperson terms? Give an example to support your answer.
4. If you see multiple results from successive years, i.e. a time series comparison, what trends did you notice?
5. Were the questions open-ended (meaning that a written response was required) or closed-ended (meaning the respondent had to choose from several answers)?
6. Summary: How does an exercise such as looking at an actual needs assessment report inform you as a future professional?

Exercise 10.4 Comparing short and long-term goals between different recreation-based organizations.

Go online and find 2 sets of short and long-term goals representing two different recreation organizations. First, select two agencies you wish to compare: Possible organizations include a Boys and Girls Club, a resort, an event planning company, or an outdoor recreation based business. Next, see if you can find examples of the agency's short-term and long-term goals in their planning documents. To find short-term goals, use search terms such as annual goals or short-term initiatives. To find long term goals, use search terms such as major initiatives, long-range plans, or long-term goals.

Report

1. Name each agency and include the link.
2. Explain how each agency differs from the other (for profit, not-for-profit, public, etc.).
3. Describe how the two agency's short and long-term goals are similar?
4. Describe how the two agency's short and long-term goals are different.
5. Explain the unique characteristics of each agency.
6. Lastly, in your professional opinion, critique which of the two agency's planning goals and overall document is better and why. Your answer might include items such as readability, use of pictures and images, feasibility of implementation, statistical backing, etc.

Exercise 12.3 Find 10 strategies online to awaken your creativity

Go online and look at 5-6 different websites that boast of ways to increase your creativity. Each website will likely list 10 or more strategies to help you become more creative. Hopefully all kinds of creative ideas will be unleashed as a result!

Here are two places to start:

<https://meetingsimagined.com/tips-trends/if-leonardo-da-vinci-were-event-planner>

<https://www.theladders.com/career-advice/mozart-on-how-to-unlock-your-inner-creative-genius>

Report

1. Name the websites you consulted and include the link to each.
2. After reading the creativity strategies across several websites and jot down 10 strategies that resonate with you the most.
3. Now compare and contrast the strategies you found on line with the ones described in the book.
4. Summary: Given your online findings and the information from the book, name the 3 strategies that you are most likely to use to awaken your creativity.

Exercise 12.4 Think like a fool

Chapter 12 discusses Von Oech's notion of rules and fools to help us look at things in different ways. Von Oech has written blogs and books on this topic. Do an online search to learn more about Von Oech's rules and fools perspective.

Report

1. Do a search on the terms Von Oech and rules and fools.
2. Name and briefly describe a program or event that you've run in the past that could use some creative tweaking. For example: Valentine's Day party at an afterschool program for elementary school children.
3. Describe how his ideas helped you come up with 5 creative "tweaks" that you could make to the Valentine's Day party.
4. Summary: Write a new (creative) title and brief description of the party.

Exercise 13.4 Risk management strategies for leisure programs

Do an online search to see strategies that agencies and companies identify for keeping customers safe in their programs and events. Take another look at Exhibit 13.2 Incorporating Risk Management Components into the Program Plan as you complete this exercise.

Report

1. Identify a programmatic area that interests you such as youth sports, back country hiking, bicycle tourism, cruise ship excursions. Then find a related business or agency website for that programmatic area. For example: bicycle tourism programs can be found at the Adventure Cycling Association's website. Name the agency/business and include the link.
2. Read through the website to find out how they address issues of safety as well as their commitment to safety. You might look at annual reports, pictures and youtubes, registration forms, skill level descriptions, facility and equipment rental information, etc.
3. Summary: Write a paragraph offering your professional opinion on the agency's commitment to safety and risk management strategies.

Exercise 14.3 Critiquing Program and Event Brochure Copy

Using the guidelines included for Writing Brochure Copy found on page 271, find several recreation related program brochures online and critique their brochure copy. Try to find one well-written entry and one not-so-well written to share in your class.

Guideline	Web address of brochure 1	Web address of brochure 2
1. Clarity of copy?		
2. Details of the program?		
3. Uses the senses?		
4. Uses personal experience?		
5. Uses active, conversational speech?		
6. Does it include Opposites, i.e. contrasting sentence structure between long and short sentences?		
7. Amount of general information versus specific information.		
8. Is repetition used to emphasize and build importance of critical details?		
9. Is parallelism used in paragraph construction to repeat form?		
Summary: Analyze how these two brochures are different. Is one more effective than the other. Which techniques had the most impact?		

Exercise 15.3 Online registration

Complete an online search to compare and contrast how registration occurs for events such as a 10K run-walk, a charity bicycle ride, a recreation class, or summer camp. What similarities do you see? Differences? Based on the Chapter 13 reading, are there items missing from the websites? Were there exceptional examples of fast and easy web-based registration for recreation programs?

Exercise 16.1 Look at Sample Program and Event Planning Job Descriptions

Many agencies post job descriptions online. Think about a recreation program or event planning job title that interests you. Examples include: recreation program coordinator, sport programmer, tourism organizer, event planner, or wedding planner. Do an online search for one of these job titles (or another that interests you) and find 4-5 examples of the same job title and answer the following questions based on the chapter reading:

1. Are the job descriptions specific enough?
2. Do the job descriptions make clear the actual duties and requirements of the position?
3. Do the items appear to represent the complete job?
4. Of the 4-5 sample job descriptions, select the one you think is the best and use it to complete Exercise 16.2 later in the chapter.

Exercise 16.2 Using an Employee Appraisal Instrument

In class, use the employee appraisal instrument included in Exhibit 16.6 to develop an appraisal instrument for the online job description you selected from Exercise 16.1. After you have finished creating the appraisal instrument answer the following questions:

1. Does the appraisal instrument include all of the major responsibilities?
2. In your professional opinion, will employee and supervisor clearly understand the items that are to be observed and evaluated during the appraisal?

Exercise 20.1 Examine Completed Evaluation Reports

You can find many recreation evaluation reports online. In the spirit of transparency and sound marketing techniques, organizations commonly post evaluation results online in the form of strategic plans, community surveys, needs assessments, or annual reports. Champaign Park District posts numerous evaluation reports under their About Us tab. Explore their evaluation and planning documents. Next, find evaluation reports or results from other areas of recreation that interest you for example: sport tournament, bicycle charity ride, Outward Bound, or cruise ship excursions. How do their reports compare in scope to those found on the Champaign Park District website? Write a summary statement on how this exercise has informed you about program evaluation?



Assessment Answers

Chapter 1

- 1: b
- 2: a
- 3: b
- 4: a
- 5: a
- 6: d
- 7: a
- 8: a
- 9: c
- 10: c

Chapter 2

- 1: b
- 2: b
- 3: c
- 4: b
- 5: d
- 6: d
- 7: c
- 8: a
- 9: a
- 10: b

Chapter 3

- 1: c
- 2: d
- 3: a
- 4: b
- 5: a
- 6: b
- 7: b
- 8: c
- 9: a
- 10: c

Chapter 4

- 1: d
- 2: d
- 3: b
- 4: b
- 5: c
- 6: c
- 7: a
- 8: a
- 9: b
- 10: b

Chapter 5

- 1: a
- 2: c
- 3: a
- 4: a
- 5: b
- 6: c
- 7: b
- 8: b
- 9: a
- 10: a

Chapter 6

- 1: b
- 2: d
- 3: d
- 4: a
- 5: b
- 6: b
- 7: b
- 8: c
- 9: a
- 10: b

Chapter 7

1: b
2: b
3: b
4: a
5: c
6: c
7: a
8: a
9: b
10: b

Chapter 8

1: c
2: d
3: d
4: b
5: a
6: b
7: a
8: c
9: d
10: d

Chapter 9

1: a
2: b
3: a
4: a
5: a
6: a
7: c
8: b
9: a
10: c

Chapter 10

1: b
2: b
3: a
4: a
5: b
6: b
7: c
8: c
9: a
10: b

Chapter 11

1: c
2: b
3: d
4: d
5: c
6: c
7: d
8: a
9: b
10: a

Chapter 12

1: a
2: a
3: b
4: b
5: c
6: c
7: d
8: d
9: b
10: b

Chapter 13

1: a
2: a
3: d
4: d
5: a
6: a
7: a
8: c
9: b
10: c

Chapter 14

1: a
2: b
3: a
4: b
5: a
6: c
7: a
8: b
9: a
10: b

Chapter 15

1: b
2: c
3: b
4: c
5: b
6: c
7: a
8: d
9: a
10: b

Chapter 16

1: b
2: a
3: b
4: a
5: c
6: b
7: c
8: b
9: a
10: a

Chapter 17

1: c
2: b
3: c
4: c
5: b
6: b
7: c
8: b
9: a
10: a

Chapter 18

1: a
2: a
3: b
4: a
5: a
6: b
7: a
8: a
9: a
10: b

Chapter 19

- 1: d
- 2: a
- 3: a
- 4: c
- 5: b
- 6: a
- 7: b
- 8: a
- 9: b
- 10: d

Chapter 20

- 1: b
- 2: b
- 3: b
- 4: a
- 5: a
- 6: a
- 7: a
- 8: b
- 9: c
- 10: a

Chapter 21

- 1: d
- 2: a
- 3: c
- 4: a
- 5: a
- 6: b
- 7: a
- 8: c
- 9: b
- 10: a

Chapter 22

- 1: a
- 2: a
- 3: c
- 4: c
- 5: c
- 6: a
- 7: a
- 8: a
- 9: b
- 10: a