

# TEST BANK

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SAGAMORE  
P U B L I S H I N G

# 1. BASIC PROGRAMMING CONCEPTS

## EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which word, from the list below, BEST completes the following sentence? A (n)\_\_\_\_\_is a designed opportunity for leisure experience to occur.
- program\*
  - event
  - activity
  - service

see definitions of programming concepts p. 5

2. Which of the following must be designed into a program's plan for participants to conclude that they have had a leisure experience?
- freedom, price, activity
  - freedom, intrinsic satisfaction, positive affect\*
  - play, spontaneity, morality
  - play, recreation, games

see discussion of leisure on pp. 8-11

3. Which of the following concepts is a defining dimension of recreation?
- morality\*
  - chance
  - spontaneity
  - rules

See Figure 1.1 on p. 18-By using Figure 1.1 this question can be rewritten to test any of the concepts discussed.

4. Attending an art gallery, taking a learn-to-swim class, participating in a t-ball league, and taking an overnight trip to a sweet corn festival are all examples of which of the following?
- leisure\*
  - sport
  - play
  - recreation

Inferred from discussions in Chapter 1, leisure is the only term inclusive enough to classify all four activities/events.

Similar definitional questions can be developed from text material depending on what the instructor has emphasized in lectures.

## 2. HOW INDIVIDUALS EXPERIENCE LEISURE

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which of the following best defines leisure objects?
  - a. land and facility holdings of an agency
  - b. all the equipment an agency owns
  - c. anything that can be pointed out or indicated\*
  - d. people's ideas and beliefs

see discussion about the Nature of Leisure Objects, p. 27

2. How is meaning derived in an encounter?
  - a. through interaction\*
  - b. through program goals
  - c. through the leader's direction
  - d. through needs assessment

see discussion about Deriving Meaning from Interaction in Leisure Occasions, p. 31

3. \_\_\_\_\_ - \_\_\_\_\_ individuals are capable of guiding their own behaviors and developing a joint line of behavior with others through interaction with them.
  - a. Co-mingling
  - b. Self-reflexive\*
  - c. Anti-utilitarian
  - d. Single-minded

see discussion about Symbolic Interaction Theory, p. 25

4. Which of the phases of the Interaction Ritual provides an opportunity to facilitate co-production?
  - a. First
  - b. Second
  - c. Third\*
  - d. Co-production is not facilitated in the Interaction Ritual

see discussion about the Interaction Ritual, the paragraph discussing Phase 3, p. 30

5. According to the concept of co-creation, who guides interactions in a successful leisure occasion?
  - a. parents or guardians
  - b. the programmer
  - c. participants
  - d. both b and c\*

inferred from discussions of co-creation that occur throughout Chapter 2

6. Which of the following is implied by the concept that leisure occasions are emergent productions?
  - a. they are constructed anew each time\*
  - b. the programmer can predict what will happen with certainty
  - c. the programmer should not try to impose controls
  - d. the order of events is extremely important

see discussion on p. 33 about this topic

7. What is the outcome intended when offering an experience?

- a. Interaction
- b. Lasting memories\*
- c. Providing an intangible service
- d. Selling ancillary goods

inferred from discussions throughout Chapter 2. Interaction is the “process” not the outcome. The other two answers are simply not really outcomes.

## ESSAY QUESTIONS

Identify the three phases of the leisure experience and discuss the implications of each for program development. (See pp. 26 and 27 for the answer).

Discuss the difference between entertainment and engagement. What makes one a superior experience? (See discussion on pp. 23 and 24 plus others in Chapter 2)

### 3. SIX KEY ELEMENTS OF A SITUATED ACTIVITY SYSTEM

#### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Because leisure participation involves people interacting, which of the following best describes a program plan?
    - a. a how-to, step-by-step approach
    - b. a rule book to guide the program
    - c. a probability estimate of what may happen\*
    - d. codification of a program time line
  
  2. Which of the following identifies all six of the key elements of a situated activity system that programmers manipulate?
    - a. animation, relationships, structures, objects, settings, people\*
    - b. philosophy, goals, objectives, plan, evaluation, decisions
    - c. staff, promotion, price, product, supplies, equipment
    - d. patrons, leaders, budget, facilities, rules, advertising
  
  3. A programmer operating in a facilitator role would most likely operate which of the following programs?
    - a. skill development classes
    - b. special events
    - c. drop-in activities
    - d. self-directed clubs or groups\*
- see Figure 3.1
4. When staging a rock climbing class, on the first day you play several name games so participants get to know each other. Which of the following key elements are you addressing?
    - a. structures
    - b. leisure objects
    - c. relationships\*
    - d. animation
  
  5. You insist that a senior citizen bridge tournament be staged as a double-elimination tournament. Which of the following key elements are you addressing?
    - a. structures\*
    - b. leisure objects
    - c. relationships
    - d. animation

## 4. OUTCOME-BASED PROGRAMMING

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which of the following is the correct order of the BBP phases?
  - a. Benefits-Based Awareness, Target Issues, Benefit Outcomes, Activity Components
  - b. Target Issues, Activity Components, Benefit Outcomes, Benefits-Based Awareness\*
  - c. Activity Components, Target Issues, Benefits-Based Awareness, Benefit Outcomes
  - d. Benefit Outcomes, Activity Components, Benefits-Based Awareness, Target Issues
  
2. \_\_\_\_\_ is an outcome-oriented approach that focuses the programmer's efforts on producing identified benefits for participants as a result of their participation in specific recreation programs.
  - a. Outcome-Based Programming\*
  - b. Benefits-Based Awareness
  - c. Benefits Outcome Programming
  - d. Focused Outcome Programming
  
3. Monitoring and processing are essential aspects of which BBP phase?
  - a. Benefits-Based Awareness
  - b. Target Issues
  - c. Benefit Outcomes
  - d. Activity Components\*
  
4. Attempts made to demonstrate that parks and recreation can serve as major players in promoting healthy and active lifestyles, making neighborhoods safer, and advocating for the environment and open spaces are examples of which of the following?
  - a. Repositioning
  - b. Resiliency
  - c. Positioning\*
  - d. Target Issues

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. A \_\_\_\_\_ is the income generated by a leisure product that can be brought to the marketplace and sold.
  - a. personal service
  - b. revenue stream\*
  - c. undifferentiated market
  - d. target market
  
2. Which of the following is a nonconsumable good used to participate in leisure?
  - a. equipment\*
  - b. event
  - c. activity
  - d. supply
  
3. Which of the following provides the least opportunity for product differentiation?
  - a. commodity\*
  - b. good
  - c. service
  - d. experience

(or rephrase the question asking which provides the greatest opportunity with the answer being d. experience)
  
4. Sports, fitness, wellness, tourism, and arts and crafts are all examples of which of the following?
  - a. types of competitions that can be offered
  - b. types of program formats in the continuum of formats
  - c. types of activities in the activity classification system\*
  - d. types of rentals that can be offered

Review the table below and then answer the question that follows.  
Based on the material in Table 5.4

### EVOLUTION OF ECONOMIC ACTIVITY AND VALUE

Principal Economic Activity	Value Created
Extracting	Commodities
Manufacturing	Goods
Delivering	Services
Staging	

5. Which of the following terms belongs in the empty box in the lower right-hand corner of the table?
- a. programs
  - b. experiences\*
  - c. theatre
  - d. facilities

### ESSAY QUESTION

Select and describe a leisure product of your choice. Identify and describe two additional product sub classes that could be developed for this product to expand your product line and create additional revenue streams.



### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. SMART goals DO NOT include which of the following?
  - a. assignable
  - b. timely
  - c. relevant\*
  - d. specific

The R stands for realistic.
2. The notion of framing the mission implies which of the following?
  - a. the mission will always be printed first and surrounded by an oval
  - b. it is difficult to develop an inclusive mission
  - c. the agency must have the resources it needs to accomplish its mission
  - d. the mission will define both what the agency will and will not accomplish\*
3. Which of the following is implied by the concept of the representative nature of the goals and objectives selected?
  - a. one will usually use only one goal and one objective
  - b. goals and objective are selected through a democratic voting process
  - c. the goals and objectives used are only of sample of those that could be used\*
  - d. both supervisors and staff representatives select the goals and objectives used
4. Rationality in strategic planning implies which of the following?
  - a. developing well focused metrics
  - b. forward thinking
  - c. considering alternate futures\*
  - d. coordination between all levels of the organization
5. Leisure service organizations cannot develop all services and must narrow the range of services they will offer. Which of the following processes help accomplish this narrowing?
  - a. program design
  - b. summative evaluation
  - c. strategic planning\*
  - d. interaction ritual

Questions 1, 2, and 3 reference the hierarchy of goal and objective statements below. Some of them are labeled with an a, b, c, or d. These are the responses for questions 1, 2, and 3.

## GOAL AND OBJECTIVE HIERARCHY FOR CULTURAL ARTS DIVISION

- a. **To establish a cultural arts division.**
  - 1. To operate a cultural arts fair during the spring of 2017.
  - 2. To operate a summer cultural arts workshop for children with three different media during summer of 2017.
- b. **3. To operate a concert in the park series during September 2017.**
  - 4. To offer an arts instructional program for adults with at least five different media during fall (October and November) 2017.
    - 1. To offer a drama class for children during the summer of 2017 with at least 15 enrollments.
- c. **2. To offer oil painting classes and studio time for adults.**
  - 3. To offer guitar for beginners during the summer of 2017.
- d. **1. When requested, at the end of the class, 70% of the participants will be able to correctly identify the following parts of the Guitar: Neck, Body, Sound Hole, Strings, Tuning Keys, Frets**

## THE QUESTIONS BEGIN BELOW WITH #1

1. Which statement from the hierarchy above is a management by objective statement?
  - a. To establish a cultural arts division.
  - b. To operate a concert in the park series during September 2017.\*
  - c. To offer oil painting classes and studio time for adults.
  - d. When requested, at the end of the class, 70% of the participants will be able to correctly identify the following parts of the Guitar: Neck, Body, Sound Hole, Strings, Tuning Keys, Frets.
2. Which statement from the hierarchy above is an example of a terminal performance outcome?
  - a. To establish a cultural arts division.
  - b. To operate a concert in the park series during September 2013.
  - c. To offer oil painting classes and studio time for adults.
  - d. When requested, at the end of the class, 70% of the participants will be able to correctly identify the following parts of the Guitar: Neck, Body, Sound Hole, Strings, Tuning Keys, Frets\*
3. Which statement from the hierarchy above is an example of a 3- to 5-year short-range planning goal?
  - a. To establish a cultural arts division.\*
  - b. To operate a concert in the park series during September 2017.
  - c. To offer oil painting classes and studio time for adults.
  - d. When requested, at the end of the class, 70% of the participants will be able to correctly identify the following parts of the Guitar: Neck, Body, Sound Hole, Strings, Tuning Keys, Frets

## ESSAY QUESTION

Discuss how collaboration in developing a strategic direction for an agency can be accomplished.

## EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which stage of the Program Development Cycle takes the LEAST amount of the programmer's time?
  - a. Stage A—Agency Culture\*
  - b. Stage B—Targeted Program Development
  - c. Stage C—Operational Strategies
  - d. Stage D—Follow-up Analysis
  
2. Which of the following best describes the typical processes followed in developing a successful program?
  - a. linear and segmented
  - b. cyclical and iterative\*
  - c. slow and difficult
  - d. planned and unchanged

## ESSAY QUESTION

Diagram and correctly label the PROGRAM DEVELOPMENT CYCLE including the four stages, nine steps, and the flow lines of progress through the model.

(See pp. 106–107 for the answer)

## 7. DEVELOPING THE AGENCY'S PROGRAMMING MISSION

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. The concept of public interest implies which of the following?
    - a. recreation interests of the majority
    - b. what the programmer thinks is in the best interest of the people
    - c. something is held in common\*
    - d. surveys used to determine the public's opinion
  
  2. Which of the following terms best describes a desirable feature of an agency's mission statement?
    - a. short-term
    - b. limiting
    - c. elastic\*
    - d. measurable
  
  3. In examining the community's macro-environment, it is MOST important to determine which of the following?
    - a. the local impact of trends\*
    - b. national demographic trends
    - c. regional economic conditions
    - d. emerging technological trends
  
  4. An agency's mission statement should focus on which of the following?
    - a. organizational needs
    - b. community needs
    - c. individual needs
    - d. all of the above\*
  
  5. A marketing approach to organizational assessment is conducted to accomplish which of the following?
    - a. identify organizational strengths\*
    - b. discover leisure markets
    - c. identify patrons' needs
    - d. assess an organization's compliance with standards
- See first two paragraphs on p. 122 and Exhibit 7.2 on p. 123
6. Which of the following best describes the programmer's responsibility for an agency's mission?
    - a. to write the mission statement
    - b. to approve the mission statement
    - c. to contribute to the accomplishment of the mission\*
    - d. programmers have no responsibility for the agency's mission

## 8. DEVELOPING STRATEGIC DIRECTIONS

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Program management goals are used to accomplish which of the following?
  - a. operationalize mission with a program implementation strategy
  - b. design program content
  - c. interpret patrons' input into program development
  - d. establish operational standards\*
  
2. A systems approach to the development of goals and objectives requires the programmer to do which of the following?
  - a. use the correct verb tense in each goal or objective statement
  - b. explain the leisure service delivery system in the vision statement
  - c. work as part of a team in developing goals and objectives
  - d. sequentially number related goals and their objectives.\*
  
3. Which of the following must be written in the SMART format?
  - a. mission
  - b. strategic direction
  - c. MBO statements\*
  - d. none of the above

### ESSAY QUESTION

Discuss the difference between Strategic Directions and Management by Objective statements.

ANSWER: There are several differences but students should comment at least that the Strategic Directions do not need to be SMART, whereas MBO statements should be SMART. MBO statements are usually accomplished in a year whereas Strategic Directions are for a longer term, usually 3 to 5 years. MBO statements are usually tied to a budget elements and thus provide funding and commitment to accomplishment.

## 9. OBTAINING PARTICIPANT INPUT

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which of the following cannot be influenced by a programmer?
  - a. needs\*
  - b. interest
  - c. want
  - d. intention
2. Marketing assumes that leisure needs are met through which of the following processes?
  - a. programs
  - b. exchanges\*
  - c. publicity
  - d. segmentation
3. Which of the following defines a market segment?
  - a. small groups of participants
  - b. participants who can afford to pay
  - c. participants with similar characteristics\*
  - d. measurable groups of participants
4. From the following list, identify the target marketing strategy used to reach only one of several market segments.
  - a. undifferentiated (This question can be rewritten to use any of the three strategies as the correct response.)
  - b. differentiated
  - c. concentrated\*
  - d. accessible

[NOTE: Although the following two questions are not directly answered in the book, we use these as examples in lecture while discussing which of the assessment techniques are best for different situations. Before using these two questions, be sure you have lectured about similar examples.]

5. Which of the following needs assessment techniques would be best for assessing how teenagers determine which programs in the community to attend on Saturday nights and what program features most influence their choices?
  - a. a random survey of teenagers in the community
  - b. an appointed teenage advisory committee
  - c. focus group interviews with a representative panels of teenagers\*
  - d. public meeting with teenagers

6. Which of the following needs assessment techniques would be the most appropriate for determining the percentage of senior citizens in a community who would support a tax increase to build an aquatic center?
  - a. a random survey of senior citizens in the community\*
  - b. an appointed senior citizen advisory committee
  - c. focus group interview with a representative panel of senior citizens
  - d. public meeting or workshop with senior citizens
  
7. Which of the following marketing situations is the easiest to address?
  - a. convincing stay-at-home moms to begin playing golf by providing child care
  - b. convincing current golfers to increase the number of rounds they play each month\*
  - c. convincing senior citizens to take beginning golf lessons by offering discounts to preexisting friendship groups
  - d. convincing current tennis players to begin playing golf because it is good for cross-training

It is a general marketing axiom that the easiest strategy is to get current users to increase their user or purchase of a project. All other strategies in this question require moving people who are currently non-users to becoming users, a more difficult strategy.

8. You have conducted a marketing survey and have identified a cohort of individuals who indicate they are available to attend a program on Thursday evenings between 6:00–10:00 p.m. Which of the following descriptor classes used for segmenting markets have you used?
  - a. Leisure needs
  - b. Sociodemographics
  - c. Synchro-graphics\*
  - d. Experiential characteristics
  
9. Which stage of the Program Development Cycle includes Obtaining Participant Input, Writing Program Design Goals, and Program Design?
  - a. Stage A
  - b. Stage B\*
  - c. Stage C
  - d. Stage D
  
10. Read the following sentence in italics and identify the type of need assessment terminology it represents. *Thirty-five students indicate they would attend a Grand Canyon Rafting Trip during spring break 2017 at a cost of \$500.*
  - a. need assessment
  - b. interest level
  - c. an identified want
  - d. an expressed intention\*

## MATCHING (CORRECT ANSWER IS UNDERLINED NEXT TO THE TERM)

[NOTE: this is a different way of asking some questions previously asked]

Match each of the following types of need with their best descriptor. Each description is only used once but not all are used.

- |                         |   |
|-------------------------|---|
| 1. <u>b</u> Normative   | a. An expression of current demand.                           |
| 2. <u>c</u> Felt        | b. Need determined by comparison to objective standards       |
| 3. <u>d</u> Comparative | c. Need determined by perceptions of individuals              |
|                         | d. Actual variations in service provided to different groups. |

Match the marketing concepts below with the statement on the right that best defines them. Each definition is only used once but not all are used.

- |                                  |  |
|----------------------------------|--|
| 4. <u>b</u> Market Mix Variables | a. Two or more parties satisfy their wants through trading something they each value |
| 5. <u>c</u> Market Segment       | b. Both promotion and price are used to influence a market.                          |
| 6. <u>a</u> Exchange             | c. Participants with similar characteristics   |
| 7. <u>e</u> Target Market        | d. A set of actual and potential buyers  |
|                                  | e. A unique market mix designed to serve a specific market segment                   |



## 10. WRITING PROGRAM DESIGN GOALS

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

- Which of the following distinguishes a terminal performance objective?
  - they always include a date for completing the goal
  - they specify participant outcomes resulting from participation in a program\*
  - they specify managerial action
  - they have a measurement device included in them
- Which of the following is the X statement for this terminal performance outcome; *By the end of class, students will be able to tune his or her guitar.*
  - Teach students three songs they may accompany themselves on the guitar.
  - Dedicate the first five minutes of each class to teach students guitar tuning.\*
  - Dedicate ten minutes of each class for students to identify the parts of the guitar.
  - Teach students three songs with three chords during the class.
- What is the relationship of X and Y statements to each other?
  - Y statements ensure the accomplishment of X outcomes.
  - Both X and Y statements specify terminal outcomes, just different ones.
  - X statements are the interventions that ensure Y outcomes are accomplished.\*
  - Y statements are the final strata of the goal and objective hierarchy.
- X statements are to Y statements as MBO statements are to \_\_\_\_\_.
  - Mission
  - Short-range Planning Strategies\*
  - Marketing
  - Needs Assessment

### SHORT ESSAY

Explain the relationship of X statements to Y statements in program design.

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. How long does one frame of a program design actually exist?
  - a. no more than five minutes
  - b. as long as it occupies the conscious attention of participants\*
  - c. as long as the program leader stays in charge of the program
  - d. it depends on whether or not internal or external visualization is being used
  
2. Which of the following best defines a transition?
  - a. lines at Disneyland
  - b. moving from one location to another
  - c. shifting of consciousness from one frame to another\*
  - d. a rapid shift in visualization techniques from internal to external
  
3. Which of the following best characterizes the assumption of program design?
  - a. the programmer intervenes in social interaction to achieve a defined goal\*
  - b. the programmer conducts a thorough needs assessment
  - c. the programmer visualizes a program before its actual occurrence
  - d. the target market is well defined through segmentation
  
4. Exchange is to marketing as interaction is to \_\_\_\_\_.
  - a. visualization
  - b. experience\*
  - c. needs assessment
  - d. design tactics
  
5. Which of the following statements includes both criteria for evaluating candidate plans?
  - a. Includes at least two of the four Ps of marketing.
  - b. Comprised of at least two frames and one transition.
  - c. Facilitates a leisure experience and accomplishes program goals.\*
  - d. Consists of at least one planning objective and one terminal performance objective.
  
6. Which of the following is the term for *specific actions that are intended to facilitate implementation of a plan*?
  - a. multiple forecasts
  - b. vignette
  - c. design tactics\*
  - d. imagined interactions

See copy on p. 212

## ESSAY QUESTIONS

Define program design.

(See pp. 207–208 for the answer)

Diagram, label, and explain the process illustrated by the Program Design Model.

(See p. 208 for the answer)

Identify three Artistic Factors and discuss how they are used to enhance the design of a program.

(This can also be used for Technical Factors)

Discuss the role of frames and transitions in program design.

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Creativity is used to operationalize which of the following in the design process?
  - a. writing terminal performance objectives
  - b. determining a good promotion conduit
  - c. obtaining input from participants
  - d. getting unstuck from usual solutions \*
2. Which of the following is an example of a divergent thinking technique?
  - a. Fools and the Rules
  - b. brainstorming\*
  - c. computational transformation
  - d. verification
3. Promotion is to the Four Ps of Marketing as \_\_\_\_\_ is to the Phases of the Creative Process.
  - a. analogy
  - b. brainstorming
  - c. innovation\*
  - d. pricing
4. For a program to be considered new, which of the following is the minimum that must be changed?
  - a. the name of the program
  - b. one frame of the program's design
  - c. the sequence of frames
  - d. one of the six elements of the situated activity system\*

### ESSAY QUESTION

Identify and diagram the Creative Program Design Process.

(For the answer see p. 236)

[To make the question more than recall, add the following: Identify the major goal for each phase of the process and provide an example of one technique that would be appropriate for accomplishing each goal.]

# 13. PREPARING THE PROGRAM PLAN

## EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

THE FOLLOWING TWO QUESTIONS RELATE TO THE RIVERA RECREATION CENTER SCHEDULE IN THE COPY BELOW. You may alter the schedule and correct responses in order to not use the same information presented in class.

1. Which of the following is the correct schedule for the Rivera Recreation Center?
  - a. M-F 8 a.m.–12 midnight.; Sat 9 a.m.–6 p.m.; Sun. 1 p.m.–4 p.m.
  - b. M-F 8 a.m.–11 p.m.; Sat 9 a.m.–6 p.m.; Sun. 12 noon–5 p.m.
  - c. M-F 8 a.m.–12:00 midnight; Sat. 9 a.m.–6 p.m.; Sun. 1 p.m.–5 p.m.\*
  - d. M-F 8 a.m.–11 p.m.; Sat 9 a.m.–5 p.m.; Sun. 1 p.m.–6 p.m.
  
2. Based on the schedule illustrated, how many hours of programming are available on each weekend (i.e., Saturday and Sunday)? Consider the time available on each level as an available hour.
  - a. 13 hours
  - b. 18 hours
  - c. 22 hours\*
  - d. 26 hours

Count the open hours on Saturday and Sunday

### RIVERA RECREATION CENTER

2017 FALL SCHEDULE  
September 6–November 30, 2017

#### Upper-Level Room

Time	M	T	W	Th	F	Sa	Su
8:00							
9:00							
10:00							
11:00							
12:00							
1:00							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							

Lower Level Room

Time	M	T	W	Th	F	Sa	Su
8:00							
9:00							
10:00							
11:00							
12:00							
1:00							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							

3. Which of the following includes all of the aspects Rossman and Schlatter recommend considering when scheduling comprehensive program services?
- a. balance, impact, location, timing\*
  - b. facilities, impact, personnel, cost
  - c. product, price, promotion, place
  - d. impact, timing, cost, patron satisfaction

THE NEXT THREE QUESTIONS RELATE TO THE FOLLOWING MANAGEMENT SCHEDULE BELOW

	Jan	Feb	March	April	May	June	July	August
Program Design	1/20—Design Program							
Site Selection	1/30—Select Locations							
Staffing	2/15—Prepare Position Announcements							
	2/17—Prepare Staff Manual							
	3/1—Announce Staff Positions							
	3/21—Interview Applicants							
	3/27—Hire Staff							
Promotion	6/7—Staff Training							
	2/1—Plan Promotion Campaign							
	3/1—Send Printed Materials to Printer							
	3/15—Distribute Printed Materials							
	3/20—Submit News Releases to Newspaper and Radio							
Acquire Equipment, Supplies, And Materials	4/1—Release E-mail Campaign to Previous Participants							
	3/1—Research Equipment, Supplies, and Materials							
	3/15—Order Equipment, Supplies, and Materials							
	4/14—Monitor orders							
Registration	6/30—Deliver to program locations							
	2/15 Plan Registration Process							
	4/15—Conduct Registration							
Program Operation	5/1—Assign participants to program locations							
	6/15—Program Begins							
	6/20---8/15 On site supervision of programs							
	8/15—Program Ends							
Evaluation	5/15—Plan Evaluation							
	6/20---8/15 Collect evaluation notes during program visits							
	8/13—Collect Summative Data							
	8/20—Complete Evaluation Report							

4. How many months will the promotion function take?
- There is no promotion function
  - 1
  - 2\*
  - 3

Answer is 2, from February 1 through April 1 (i.e., the months of February and March)

5. How many different management functions are included in this program?
- 6
  - 8\*
  - 9
  - Cannot determine from the schedule

Acquiring equipment, supplies, and materials is one function.

6. How many months will the program manager be actively managing this program)?

- a. 6
- b. 7\*
- c. 8
- d. 9

Answer is 7. January 20 through August 20, this calculates to 7 months or 7 approximately 30-day periods.



## 14. TECHNIQUES FOR PROGRAM PROMOTION

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which of the following forms of communication tries to bring about a change in attitude or behavior?
  - a. informing
  - b. reminding
  - c. educating
  - d. persuading\*
2. Which of the following concepts achieves formal balance in promotional copy?
  - a. sequence
  - b. unity of content
  - c. asymmetry
  - d. no correct answer is provided\*

Symmetry is the correct answer

The two questions that follow this sample news release refer to it.

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NEWS RELEASE  
FUN-TIME INC.  
Contact: J. Robert Rossman, Program Director  
4505 Maryland Pkw.  
Las Vegas, NV 89154  
(702) 895-1029  
Title: Las Vegas Blooms!  
Release: Immediate but not after April 28, 2017

Approximately 85 words.

You can help make the desert bloom by planting a variety of blooming flowers and other plants in your home landscape. Make your home the showcase of your neighborhood and improve your community. Bill Jones, Ornamental Horticultural Specialist for the Clark County Extension Service, will conduct a home gardening workshop on Saturday, April 29, 2017 from 9 a.m. to 2 p.m. It is not too late to plant summer blooming plants to beautify your home this year so register now by calling 888-2034.

End

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3. Which of the following important details is missing in this news release?
  - a. the DATE of the event
  - b. the TIME of the event
  - c. WHO to call for follow-up inquiries
  - d. the PRICE to participate\*
4. Which of the following benefits is promoted in the news release as an outcome of participation?
  - a. self-improvement\*
  - b. mental health
  - c. fitness
  - d. social interaction

## MATCHING (CORRECT ANSWER IS UNDERLINED NEXT TO THE TERM)

Match each of the following concepts with its definition (not all are used, none are repeated).

- a. Layout
- b. Channel
- c. Advertising
- d. Publicity
- e. Inverted Pyramid

1. d Free communication about an agency, e.g. a PSA on radio or local cable TV.
2. c Purchased communication that identifies the sponsor.
3. a Gives visual form to a brochure or a flyer that includes both printed copy and graphics.
4. b A conduit for bringing together a marketer and a target customer for the purpose of completing an exchange

## 15. REGISTRATION PROCEDURES

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Is it True or False that recreation programmers should register patrons only when fees are charged?
  - a. True
  - b. False\*
  
2. Is it True or False that a queue that is well managed can contribute to overall satisfaction with a leisure event?
  - a. True\*
  - b. False
  
3. Which of the following is the best type of queue to use when registering patrons who may have differing amounts of registration business to conduct?
  - a. single line with single service station
  - b. multiple lines with multiple service stations
  - c. single line with multiple service stations\*
  - d. station-to-station
  
4. Which of the following methods of registration procedures creates the biggest security problem for controlling cash?
  - a. FAX
  - b. mail-in
  - c. program location\*
  - d. central location
  
5. When using a Combination of Methods to register individuals for multiple programs, which of the following is the most important to determine in advance?
  - a. the number of staff to be assigned to registration
  - b. obtaining approval from legal counsel on the wording of the liability release form
  - c. the location of the registration form in the promotional brochure
  - d. the order in which different methods of registration will be queued\*
  
6. Which of the following procedures is best to use when demand for a program greatly exceed the service available (e.g., tickets for the NCAA Final Four)?
  - a. provide a take-a-number system to determine the order of service
  - b. hold a lottery for available tickets\*
  - c. place all customers in a single, orderly queue
  - d. accept only FAXed registrations during hours the office is closed
  
7. True or false, recreation operations usually overbook their classes/programs to ensure they remain full in spite of no-shows.
  - a. True
  - b. False\*

This is not a normal practice in recreation operations.

## 16. STAFFING AND SUPERVISING PROGRAM OPERATIONS

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. The staffing process begins with a thorough position analysis.
  - a. True\*
  - b. False
  
2. Which of the following supervisory practices will most likely result in a happier and a more highly motivated part-time work force?
  - a. raising their salaries above minimum wage levels
  - b. developing more specific job descriptions
  - c. training them to have the skills they need to perform their work\*
  - d. recruiting older, more mature workers
  
3. The practice of using a large number of seasonal and part-time workers to staff leisure service provision accomplishes which of the following?
  - a. attract more motivated and loyal employees
  - b. provide a larger number of employees a chance to work
  - c. ensure a high turnover rate so fresh employees are always on the job
  - d. increase staffing flexibility\*
  
4. An objective of on-site supervision of part-time staff is which of the following?
  - a. distribute paychecks
  - b. deliver phone messages
  - c. verify program quality\*
  - d. collect equipment orders
  
5. Which dimension of service quality is being confirmed when a program stager visits a venue where a dance for senior citizens will be held later in the evening to see if the area is clean and the set-up was completed properly?
  - a. tangibles\*
  - b. empathy
  - c. assurance
  - d. responsiveness

This question can be rewritten in many different forms by using the information in Exhibit 16.8, p. 346.

6. Your agency decides to contract with SWIM INC for lifeguards. Which of the following is FALSE?
  - a. this practice is carefully scrutinized by the IRS
  - b. SWIM INC employees are governed by your agency's personnel policies\*
  - c. contracted individuals pay their own Social Security taxes
  - d. it will be more difficult for your agency to discipline SWIM INC guards

## 17. DEVELOPING A PROGRAM PRICING PHILOSOPHY

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Which of the following includes both of the two major pricing strategies?
  - a. going-rate and demand-oriented pricing
  - b. cost and non-cost based pricing\*
  - c. for profit and not-for-profit
  - d. direct and indirect
  
2. A public recreation agency is offering a day camp for two weeks for children with visual impairments. The program will cost the agency \$150 per child to produce. They decide to charge each child a price of \$75 to participate and to subsidize the rest with tax dollars. What type of program would this be?
  - a. public
  - b. private
  - c. merit\*
  - d. demand
  
3. The Service Category System is based on which of the following concepts?
  - a. a marketing and service orientation
  - b. a guest relations and public interest philosophy
  - c. who benefits and who should pay\*
  - d. cost and profit orientation
  
4. The social welfare function of public recreation is fulfilled with which of the following?
  - a. public programs
  - b. merit programs
  - c. private programs
  - d. both public and merit programs\*

### ESSAY QUESTION

Identify the six steps of the Program Management Accounting System (PMAS).

(See Exhibit 17.1 on p. 349 for the answer.)

## 18. DETERMINING PROGRAM COSTS

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Inadequate management accounting procedures in an agency will result in an inability to identify which of the following costs?
  - a. variable
  - b. indirect\*
  - c. marginal
  - d. direct
2. \_\_\_\_\_ units are directly involved in the production and delivery of the organization's services and products.
  - a. service
  - b. cost
  - c. indirect
  - d. line\*
3. The YMCA in [your city] just purchased a computer to assist with program registrations for the entire organization. Which of the following types of cost would this be in your budget as the Aquatic Program Manager?
  - a. direct cost
  - b. indirect cost\*
  - c. variable cost
  - d. line cost
4. Which of the following are included in total cost?
  - a. direct and indirect costs\*
  - b. line unit and variable costs
  - c. allocated and indirect costs
  - d. service unit and allocated costs
5. To account for each budget unit's use of copies from a machine with count keys for each unit, which of the following cost allocation methods is the easiest to implement?
  - a. equal share
  - b. time budget study
  - c. cost tracking\*
  - d. space or measurement studies

6. The agency has hired an advertising consultant to help three program units develop new logos, advertising flyers and materials, plus develop new advertising campaigns. The consultant billed for time and materials. Which of the following methods would be most reasonable for allocated the cost of the consultant among the three units that used the consultant's services?
  - a. equal share\*
  - b. time budget study
  - c. cost tracking
  - d. space or measurement study

To break these costs out further would likely cost more than any benefit that could be derived. Students may argue about the technical answer to this, but at some point we have to ask investigate if they can make good management decisions.

7. The "dollar amount an agency charges a patron to participate" defines which of the following?
  - a. cost
  - b. price\*
  - c. equal share
  - d. tax

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Each child who registers for a soccer team receives a uniform that costs \$57.85. This \$57.85 is a(n) \_\_\_\_\_ cost in using break-even analysis to estimate cost behavior for this program.
  - a. fixed
  - b. variable\*
  - c. marginal
  - d. indirect
  
2. The break-even point is the point at which:
  - a. the agency will go broke if it offers a program
  - b. total costs equal revenues\*
  - c. the relevant range ends
  - d. a program must be subsidized
  
3. Full cost recovery is the goal for which of the following types of services?
  - a. public
  - b. merit
  - c. private\*
  - d. targeted
  
4. Which of the following is NOT a recommended procedure for implementing price increases?
  - a. an across the board price increase\*
  - b. using commercial rates for the same service as a guideline
  - c. providing data about the actual costs of production
  - d. differential price increases for each activity

This is a lazy strategy often used because no other, more accurate strategy is available.
  
5. Which of the following best reflects how a price should be established in an agency?
  - a. a price is established to recover all costs of production including direct and indirect
  - b. a price is based on what the target market can afford
  - c. a price is established based on production costs and the agency's pricing philosophy\*
  - d. a price is established based on what other agencies charge for similar services



### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. Evaluation determines the \_\_\_\_\_ of a program.
  - a. cost
  - b. worth\*
  - c. attendance
  - d. accessibility
2. Which of the following is NOT a purpose of evaluation?
  - a. program development
  - b. organizational management
  - c. establishing accountability
  - d. program marketing\*
3. Which of the following research designs only controls for time-order?
  - a. X O \*
  - b. X O X
  - c. O X O
  - d. R O X O
4. When planning an evaluation the programmer should first determine the \_\_\_\_\_ and the \_\_\_\_\_ of the evaluation before proceeding with the remainder of the plan.
  - a. audience and issues
  - b. process and reporting
  - c. purpose and audience\*
  - d. data-gathering and analysis

In a short answer question, a student was asked to identify and explain the purposes of evaluation. Below is this student's answer.

There are three purposes of evaluation-program development, organizational management, and accountability. Evaluating a program with formative evaluation while it is being implemented helps the programmer develop excellent programs. Evaluation data can also help the programmer manage the organization by providing information about the relative value of each program ultimately helping to make certain the organization's resources are being allocated to the most productive programs. Finally, the data generated with evaluation can help the programmer account for program outcomes and provide evidence about the organization's effectiveness in a community.

5. Question→How would you judge this student's answer?
  - a. Excellent, the three purposes of evaluation were identified and explained. The answer is well organized and well written.\*
  - b. Good, three purposes were identified but should have been explained more clearly. Unfortunately, one of the purposes is incorrect.
  - c. Mediocre, although the three purposes discussed were done well, one purpose of evaluation, marketing, was missed.
  - d. Poor, the answer missed the point about the purposes of evaluation by missing two important purposes and did not fully explain those discussed.
  
6. Which of the following is the most valid procedure for evaluating this participant outcome? *At the end of the twelve week walking program, program participants will have improved their aerobic capacity.*
  - a. At the end of the program, determine each participant's Rockport Fitness Walking Test score and compare each participant's score to their age cohort's norm score.
  - b. Use a walking skills self-report test that examines participants' knowledge about the benefits of walking. Have participants complete the instrument the first and last days of the program and compare their results.
  - c. Have participants complete a Rockport Fitness Walking Test at the first and last meeting days of the program and compare each participant's first score to their second score. \*
  - d. Using a walking rating scale that assesses participant's bio-mechanical walking skills. Observe each participant walk at the beginning and end of the program and compare each participant's walking performance scores.
  
7. Which of the following is improved when programmers develop a list of program features all supervisors will observe and evaluate when making visits to programs?
  - a. attendance
  - b. segmentation
  - c. reliability\*
  - d. accessibility
  
8. A \_\_\_\_\_ sample is one in which each and every person has an equal and independent chance of selection.
  - a. matrix
  - b. random\*
  - c. snowball
  - d. strategic
  
9. When writing evaluation reports, asserting in copy that "this is part of our ongoing evaluation of services" helps establish which of the following for the programming staff?
  - a. creativity
  - b. accountability\*
  - c. marketability
  - d. profitability

## ESSAY QUESTION

Identify the steps for planning an evaluation; briefly describe each of them and the order in which they should be considered.

(See Exhibit 20.1, p. 393 for the answer)

## 21. DEVELOPING A COMPREHENSIVE EVALUATION SYSTEM

### EXAMINATION QUESTIONS (\* INDICATES CORRECT ANSWER)

1. There are several methods for comparing data that can be used in writing an evaluation analysis. One of those is a time-series comparison. Which of the following best describes time-series comparison?
  - a. compare actual with intended outcomes
  - b. compare program results with established standards
  - c. compare program results with mean results obtained in other agencies
  - d. compare results with results from each of the previous three years\*

The next four questions may also be arranged in a matching format.

2. Which of the following evaluation models uses a discrepancy approach as its primary method to determine worth?
  - a. importance-performance
  - b. triangulation
  - c. goal and objective\*
  - d. summative
3. Which of the following evaluation methods attempts to assess multiple perspectives about the quality and value of a recreation program?
  - a. satisfaction based evaluation
  - b. service hour evaluation
  - c. triangulated evaluation\*
  - d. importance-performance evaluation
4. Which of the following evaluation models uses participants' judgments about program attributes as one set of data in the evaluation?
  - a. goal and objective
  - b. service hour
  - c. importance-performance\*
  - d. triangulated
5. Which of the following evaluation models would you use if you wanted to compare the amount of programming available for teenagers in two different neighborhoods?
  - a. service hour\*
  - b. importance-performance
  - c. triangulation
  - d. formative

6. The purpose of \_\_\_\_\_ evaluation is to improve a program as it is being implemented.
  - a. summative
  - b. importance-performance
  - c. formative\*
  - d. strategic
  
7. Which of the following evaluation models does NOT account for user satisfaction?
  - a. importance-performance
  - b. service hour\*
  - c. triangulation
  - d. formative
  
8. Which of the following is implied by the concept of comprehensive evaluation?
  - a. no single evaluation method is sufficient\*
  - b. there is one, comprehensive model available
  - c. triangulation is all an agency needs to use
  - d. multiple perspectives should be considered in an evaluation

## 22. MAKING DECISIONS ABOUT PROGRAM SERVICES

### MATCHING (CORRECT ANSWER IS UNDERLINED NEXT TO THE TERM)

Match each of the following concepts associated with the stages of the life cycle with the best description of it. Each item will be used only once.

- a. Introduction
- b. Growth
- c. Maturation
- d. Saturation
- e. Decline
- f. Petrification

1. b The number of patrons increases most rapidly.
2. a Agency cost per participant will probably be high because of the high staff costs relative to the number of participants.
3. d The number of patrons in a program levels off.
4. f A small number of enthusiastic participants remains.

When recommending modifications to a program, the programmer is likely to meet resistance from a variety of groups. Below is a figure that illustrates four different decision situations you are likely to face depending on the interplay of two variables; identify the missing variable that should be in Box A.

### DECISION MATRIX

	Small	Box A?	Large
High	Restoration/ Maintenance		Replacement/ redesign
Information	Incremental Developmentalism		Innovation

5. Question→Which of the following is the variable missing from Box A in the diagram?
  - a. duration of operation
  - b. degree of change\*
  - c. segments of markets
  - d. life cycle mix

6. The concept of using a balanced scorecard to evaluate an agency includes using which of the following?
  - a. more than one metric\*
  - b. an equal number of objective and subjective measures
  - c. participant reported data collected from their smart phones
  - d. social media reports from participants along with objective data

A student was asked to explain why agencies often add many more programs than they eliminate from their inventory of programs. Below is the student's answer.

*Agencies often add more programs than they eliminate for two major reasons. The professional staff take pride in the programs they design and stage. They also develop affinity for them when they are operated; thus they are hesitant to eliminate them. Second, many programs have a committed core group of participants that remain even at the end and will fight elimination of a program they value. Eliminating programs then is often more difficult than implementing new ones.*

7. Question→How would you evaluate the student's answer?
  - a. It is well written and all major points are included.
  - b. It is well written but one major point, the political nature of programs that may become championed by board members or local political figures was not discussed.\*
  - c. It is well written but the student was not correct about staff affinity being a major reason for programs not being cancelled and they failed to include the lack of evaluation data as a reason programs are not cancelled.
  - d. A failing answer, the student was correct about staff affinity for program services but was wrong about the impact of a core group of participants and entirely missed the fact that marketing data are often not available to help eliminate programs.

## ESSAY QUESTION

Identify and discuss the Ps of the marketing mix that are most important to control in each stage of a program's life cycle.

(This question is framed with material from Exercise 22.1 although no specific answer is provided in the text)