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Review: Management Science Applications to Leisure-Time Operations

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Brown, Perry J., "Review: Management Science Applications to Leisure-Time Operations" (1976). *Forest Management Faculty Publications*. 41.

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role of recreation and leisure services as an aspect of the overall system of human services. Murphy's efforts perhaps will serve as the focal point and inspiration for these new directions.

PETER A. WITT, *Department of Recreology, University of Ottawa.*

MANAGEMENT SCIENCE APPLICATIONS TO
LEISURE-TIME OPERATIONS. Shaul P. Ladany, ed.
Amsterdam: North-Holland Publishing Company,
1975, 373 pp. \$31.25.

This book is not for the mathematically timid. If numbers or equations are bothersome, this is not your book. If you are interested in the entrance of operations research and management science into leisure and recreational analysis, however, this book has something to offer. Management science methods offer those engaged in leisure services ways to organize and analyze large amounts of data useful for decision making, to schedule activities and events, and to test ideas and intuitions. Increasingly, those engaged in providing leisure services are recognizing the value of these methods, and *Management Science Applications to Leisure-Time Operations* provides numerous examples which demonstrate the value.

Case studies are the basic unit of the book. Among all of them there is a little something for everyone. Quantitative methods used are regression analysis, simulation, discriminant analysis, network flow analysis, and linear and dynamic programming. Leisure topics covered include outdoor recreational use of wilderness, camping, tourism, travel, resort homesites, market analysis for zoos, and the demand for commemorative coins.

Not all of the case studies are mathematically heavy. For instance the Kerry Smith and Richard Headly chapter on the use of simulation models in wilderness management is a straightforward, non-technical piece which provides a basic introduction to the workings of the wilderness travel simulator. On the other hand, the chapter by Mira Baron and Mordechai Shechter on estimations of the spatial structure of weekend recreational demand in Israel's Judean Hills not only is written with several equations, but also describes the recreational system in terms of an electrical analog. While the analog is not tremendously complicated, it is somewhat surprising to find the recreation system modeled as an electrical schematic like one might find in the instructions for a build-it-yourself radio kit. Other articles are both heavier and lighter on the math, but not so unusual in their approach.

In general, this is not a field manager's book. Some managers will

find it useful because they have been trained in management science; most others probably will not want to read it. For student training, however, it is useful. Operations research, business management, and outdoor recreation management classes could each utilize parts of the book. The case examples could be used to illustrate the applicability of various operations research techniques to scheduling and other real management problems. The cases could also be used to introduce students to the whole area of management science and what it might offer for the management of leisure-time operations. For these users the book's biggest drawback is its cost; its biggest asset is its diversity.

PERRY J. BROWN, *Outdoor Recreation, Colorado State University.*

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