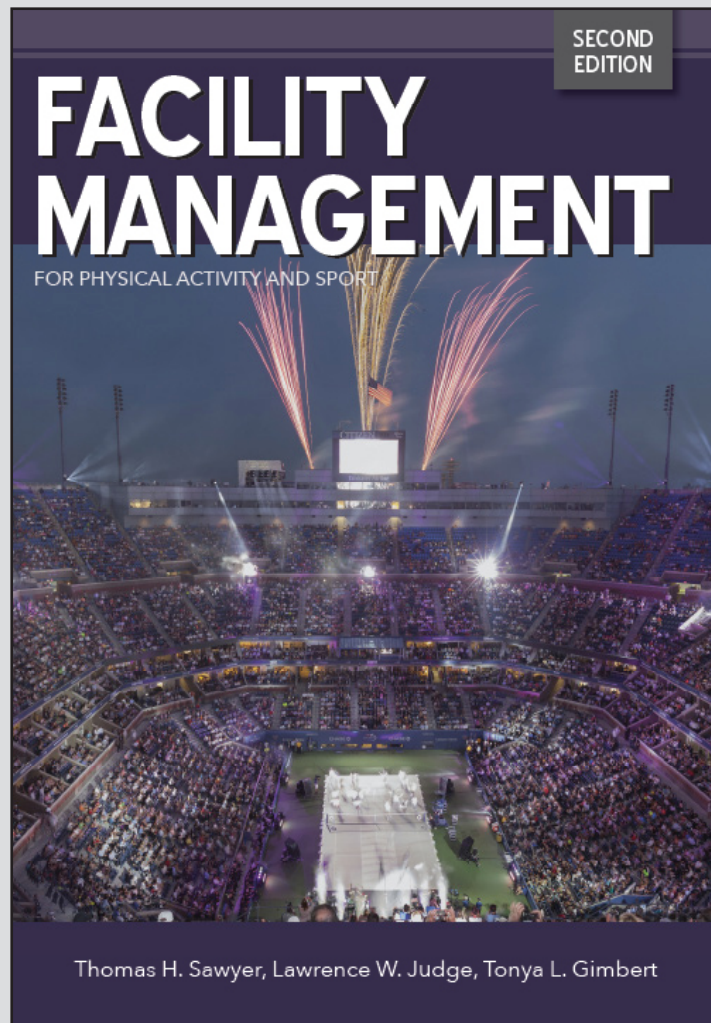


TEST BANK



SAGAMORE
P U B L I S H I N G

1. MANAGEMENT PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. Management is merely an organizational function.
 - a. True
 - b. False *
2. Management is an investment.
 - a. True *
 - b. False
3. Management is needed in a sport organization for two key reasons.
 - a. True
 - b. False *
4. According to Peter Drucker, the basic task of management is innovative marketing.
 - a. True *
 - b. False
5. Henry Fayol considered management to consist of five functions.
 - a. True
 - b. False *
6. Mary Parker Follett defined management as “the art of getting things done through people.”
 - a. True *
 - b. False
7. An initial management theory suggested there was a relationship between the branches of management and their inter-relationships.
 - a. True *
 - b. False
8. Other theories included applying psychology to management, linking a sociological perspective to management, and applied management.
 - a. True *
 - b. False
9. There are currently 10 separate branches of management.
 - a. True
 - b. False *
10. A SMART goal is specific, measurable, attainable, rewarding, and timed.
 - a. True *
 - b. False
11. Controlling or monitoring is a six-step process.
 - a. True
 - b. False *
12. There are five historical management theories including scientific, bureaucratic, human relations, management, and contingency.
 - a. True
 - b. False *

SHORT ANSWER

1. What is the most appropriate leadership theory for sport managers to concentrate on? Why?
2. What is management by objectives?
3. What is total quality management?

2. ORGANIZATIONAL PRINCIPLES AND LEADERSHIP

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. An organization is when two or more people interact to achieve a common objective.
 - a. True *
 - b. False
2. Organizational behavior is defined as the study of large groups within the workplace.
 - a. True
 - b. False *
3. Organizational theory is the study of the design and structure of organizations.
 - a. True *
 - b. False
4. Organizational culture is shared philosophies.
 - a. True
 - b. False *
5. Governance has two main components authority and power.
 - a. True
 - b. False *
6. Authority is legitimized power.
 - a. True *
 - b. False
7. Power is the ability to influence others.
 - a. True *
 - b. False
8. Delegation is distribution of work.
 - a. True
 - b. False *
9. Delegation of Authority is guided by nine principles and concepts.
 - a. True *
 - b. False
10. Policy-based management is an administrative approach to simplify business operations.
 - a. True *
 - b. False
11. A procedure is a predetermined course of action established to guide staff members toward accepted business practices.
 - a. True
 - b. False *
12. A policy is the step-by-step instructions by which a procedure is to be achieved.
 - a. True
 - b. False *

13. Leaders are people who are able to express themselves fully.
 - a. True *
 - b. False
14. Leadership boils down to a willingness to accept responsibility.
 - a. True *
 - b. False
15. A leader is an administrator.
 - a. True
 - b. False *
16. Managers focus on people.
 - a. True *
 - b. False
17. Leaders are whole brain actors.
 - a. True *
 - b. False
18. Managers have an eye on the horizon.
 - a. True
 - b. False *
19. Managers with Theory X assumptions are democratic leaders.
 - a. True
 - b. False *
20. Managers with Theory Y assumptions are autocratic leaders.
 - a. True
 - b. False *

SHORT ANSWER

1. What are the major differences between line organizations and line and staff organizations?
2. What questions should be answered when developing a policy and procedure manual?
3. Describe the contents to be found in a policy and procedure manual.
4. What are the steps for developing a policy and procedure manual?
5. What are the basic ingredients of leadership?
6. List and discuss the common characteristics leaders have to deal with coping with change.
7. Identify and describe the five different types of leadership styles resulting from the Leadership Grid Theory.

3. PLANNING FOR SUCCESS

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. A SWOT analysis is a key in situational analysis.
 - a. True *
 - b. False
2. There are five categories used to assign gathered information in a SWOT analysis.
 - a. True
 - b. False *
3. The common assignment categories in a SWOT analysis are internal strengths, external weaknesses, opportunities, and threats.
 - a. True *
 - b. False
4. Brainstorming was developed by Alexander Hussy.
 - a. True
 - b. False *
5. Brainstorming is freewheeling.
 - a. True *
 - b. False
6. Criticism is common in brainstorming.
 - a. True
 - b. False *
7. There are nine (9) categories of information common used in a needs assessment survey.
 - a. True
 - b. False *
8. At least 25% of the surveys must be returned in order to be considered sufficient for the study.
 - a. True
 - b. False *
9. There are commonly six steps in a planning process.
 - a. True *
 - b. False
10. Short- and long-range plans are the most popular classification plans.
 - a. True *
 - b. False
11. There are two types of short-range plans – operational and applied strategic.
 - a. True *
 - b. False
12. Standing plans are used only once and then dissolved.
 - a. True
 - b. False *

13. The standing plan focuses on managerial situations.
 - a. True *
 - b. False
14. Rules are different from policies and procedures in that they specify what [personal conduct is required of an individual.
 - a. True *
 - b. False
15. Single-use plans are specifically developed to implement courses of action that are relatively unique and are likely to be repeated.
 - a. True
 - b. False *
16. There three common forms of single-use plans: budgets, programs, and projects.
 - a. True *
 - b. False
17. A strategic plan is the same as an operational plan but is a narrower plan.
 - a. True
 - b. False *
18. The mission statement describes the dream.
 - a. True
 - b. False *
19. The vision statement outlines the purpose of the organization.
 - a. True
 - b. False *
20. A goal is specific in nature.
 - a. True
 - b. False *

SHORT ANSWER

1. Identify and describe the pitfalls in planning.
2. Identify and describe the common steps in benchmarking.
3. Describe how a planning team is formed the right way.
4. What are the steps in developing a policies and planning manual?
5. Identify and describe the components of a SWOT analysis.
6. What are the implications of a SWOT analysis?
7. Describe brainstorming.
8. Outline the process for conducting a needs assessment survey.
9. How is a needs assessment report prepared?

4. MANAGING HUMAN RESOURCES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. There are basically two types of employees: professional and hourly.
 - a. True *
 - b. False
2. An independent contractor is someone from another organization who contracts with the primary organization to provide a specific service for a specific amount of time and for an agreed upon amount of money.
 - a. True *
 - b. False
3. There are four general limitations of an organizational chart.
 - a. True
 - b. False *
4. All volunteer positions should have job descriptions.
 - a. True *
 - b. False
5. A job description has at least four components.
 - a. True
 - b. False *
6. In-service education is not a luxury but rather is a necessity.
 - a. True *
 - b. False
7. There are nine common errors related to in-service education programs.
 - a. True
 - b. False *
8. A performance evaluation is a systematic review of an individual employee's job performance to evaluate the effectiveness or adequacy of his or her work.
 - a. True *
 - b. False
9. Performance evaluations are used to influence and threaten employees.
 - a. True
 - b. False *
10. All employees should have personnel files.
 - a. True *
 - b. False
11. When an item is included in a personnel file the employee should be notified.
 - a. True *
 - b. False
12. Reward systems are generally extrinsic.
 - a. True
 - b. False *

13. Fringe benefits are required of all employees.
 - a. True
 - b. False *
14. Termination is a two-way street.
 - a. True *
 - b. False
15. Grievance policies and procedures are designed to protect an employee's due process.
 - a. True *
 - b. False
16. There are many forms of sexual harassment in a work environment.
 - a. True *
 - b. False
17. Disability is defined simply as a mental or physical impairment.
 - a. True
 - b. False *
18. The American Disabilities Act is a federal antidiscrimination statute designed to remove barriers.
 - a. True *
 - b. False
19. A sport agent is a person who procures and negotiates employment and endorsement deals for an athlete (principal) or coach (principal).
 - a. True *
 - b. False
20. Collective bargaining is a type of negotiation used by employees to work with their employer(s).
 - a. True *
 - b. False

SHORT ANSWER

1. Identify and describe fully the purposes for performance evaluations.
2. Identify and describe fully the common errors related to in-service education programs.
3. Describe the components of the hiring process.
4. Describe the components of a job description.
5. Outline a standard staff orientation.
6. Describe the purposes of a personnel file.
7. Identify and describe fully the various types of fringe benefits available to employees.
8. Describe the procedures usually used to terminate an employee.
9. Identify and describe those things that can create a sexually hostile work environment.
10. Describe the guidelines for managing AIDS in the workplace.

5. FACILITY AND RISK MANAGEMENT

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The law of torts is a body of legal principles which govern “wrongs” done by one individual to another.
 - a. True *
 - b. False
2. There are only two types of tortious acts: intentional and negligent.
 - a. True
 - b. False *
3. Negligence is the failure to do what a reasonably careful and prudent person would have done under the same or like circumstances.
 - a. True *
 - b. False
4. Negligence is conduct that fails to conform to the standard required by law for safeguarding others or oneself against unreasonable risk of injury.
 - a. True *
 - b. False
5. A duty is a legal obligation to another.
 - a. True *
 - b. False
6. Breach of duty means to fail to perform a duty properly or fail to perform the duty entirely.
 - a. True *
 - b. False
7. Knowledge of the risk is not a watchword of assumption of risk.
 - a. True
 - b. False *
8. Courts do not recognize supervision as an important and essential duty for a sport or physical activity professional.
 - a. True
 - b. False *
9. The NSCA assigns nine duties for strength training coaches regarding supervision.
 - a. True
 - b. False *
10. Planning should and must precede everything a sport or physical activity specialist does with a client.
 - a. True *
 - b. False
11. There are five key points to be considered when developing an adequate exercise plan.
 - a. True
 - b. False *
12. A waiver is a form of an exculpatory fault-free agreement between parties.
 - a. True *
 - b. False

13. The basic effort of a waiver is to relieve one party of all responsibility to another.
 - a. True
 - b. False *
14. An adequate warning is conspicuous, specific, and forceful.
 - a. True *
 - b. False
15. There are two types of facility owners.
 - a. True
 - b. False *
16. An owner or operator of a facility owes no duty to a trespasser.
 - a. True
 - b. False *
17. A contract is a promise between two or more persons.
 - a. True *
 - b. False
18. There are four major legal concepts related to contracts.
 - a. True
 - b. False *
19. A lease is a contract.
 - a. True *
 - b. False
20. An independent contractor is one who renders a service in the course of an occupation representing will of his employer only as a result of the work completed or engaged in.
 - a. True *
 - b. False
21. Risk management is a part of a total program that analyzes where and why accidents occur.
 - a. True
 - b. False *
22. There are five components of a risk management program.
 - a. True *
 - b. False

SHORT ANSWER

1. *Trial* magazine listed certain duties as common focal points of sports litigation. What are they?
2. What are the four legal components needed to prove negligence?
3. What is proximate cause?
4. What is assumption of risk?
5. Compare and contrast contributory and comparative negligence.

6. What is meant by supervision?
7. What is a qualified supervisor?
8. Compare and contrast a waiver and an agreement to participate.
9. Describe the two types of invitees.
10. What is a contract?
11. Identify and describe the common types of contracts common in fitness, physical activity, recreation, and sport.
12. What is a warning?

6. SECURITY MANAGEMENT

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. Security is the degree of resistance to, or protection from, harm.
 - a. True *
 - b. False
2. Security management is a broad field of management including asset management, physical security, human resource safety functions, and information classification.
 - a. True
 - b. False *
3. Security management utilizes tools such as information classification, risk assessment, and risk analysis.
 - a. True *
 - b. False
4. There are nine steps that should be followed when planning for effective security.
 - a. True
 - b. False *
5. There are 17 key areas that need to have policies, procedures, and protective measures.
 - a. True *
 - b. False
6. There are six areas that protective security measures should implemented within a sport facility.
 - a. True
 - b. False *
7. A key exercise in facility security and safety is the development and regular implementation of a facility risk assessment audit.
 - a. True *
 - b. False
8. A hazard is tripping or falling.
 - a. True
 - b. False *
9. There are four commonly recognized risk areas.
 - a. True
 - b. False *
10. There are 12 steps that can reduce facility liability exposure a facility manager should
 - a. True
 - b. False *

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

1. A comprehensive risk management plan includes:
 - a. Alcohol management
 - b. Crisis management
 - c. Crowd management
 - d. Security management
 - e. All of the above *
2. Which area should all employees not be certified
 - a. AED
 - b. CPR
 - c. First aid
 - d. To carry and use a firearm *
3. Which of the following is not a function of risk assessment?
 - a. Identify the risks
 - b. Transfer the risk *
 - c. Evaluate the severity of the risk
 - d. Select methods of treatment for the risks
4. There are ___ claims most common in lawsuits against facilities and its managers.
 - a. 7
 - b. 16
 - c. 20 *
 - d. 15
5. Which of the following is not a risk related to alcohol to customers, business, and staff?
 - a. Drunk customers
 - b. Staff more at risk
 - c. Decreased staff costs *
 - d. More mess to clean up
6. Which one of the following is not correct relating to alcohol sales restrictions?
 - a. NFL after the 3rd quarter
 - b. NHL after the 1st period *
 - c. NBA after the 3rd period
 - d. MLB after the 7th inning
7. Which of the following is not an established crowd management responsibility?
 - a. Crowd assembly manager *
 - b. Crowd assembly supervisor
 - c. Crowd assembly facilitator
 - d. Crowd management instructor

8. Which one of the following is not part of crisis management?
 - a. Natural threats
 - b. Man-made threats
 - c. Heart attacks *
 - d. Bomb threats
9. There are ___ steps in crisis/emergency management planning.
 - a. 3
 - b. 5 *
 - c. 7
 - d. 9
10. There are ___ successful techniques in managing crowds.
 - a. 5 to be followed *
 - b. 7
 - c. 10
 - d. 12

SHORT ANSWER

1. Identify and describe the steps that should be followed when planning for effective security.
2. Describe the five common areas that should be considered in protective security measures.
3. Define the following terms or phrases: risk assessment, hazard, risk level, crowd assembly facilitator, crowd assembly supervisor, crowd management administrator, crowd management instructor, crowd management, and crisis management.
4. Identify and describe the steps to be followed when developing a crisis/emergency management plan.

7. COMMUNICATION PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. It is important to the speaker to be committed to the message.
 - a. True *
 - b. False
2. Barriers to communication are established by the sender, receiver and the group.
 - a. True *
 - b. False
3. The primary function of a committee is to contribute to the efficient operation of an organization.
 - a. True *
 - b. False
4. A committee can provide a vital link with the attitudes of members and the world of actual practice.
 - a. True *
 - b. False

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

5. The person who initiates the communication process is known as the:
 - a. receiver
 - b. sender *
 - c. moderator
 - d. facilitator
6. The perceived most important element in the communication process is the:
 - a. feedback
 - b. noise
 - c. message *
 - d. interpretation
7. Which of the following refers to the flow of communication between individuals and groups at the same level of management?
 - a. upward flow
 - b. downward flow
 - c. lateral flow *
 - d. managerial flow
8. Which of the following is NOT a function of communication?
 - a. persuasion/influence
 - b. information sharing
 - c. command/instruct
 - d. conflict development *

SHORT ANSWER

1. How can an organization utilize training to break down barriers to communication?
2. Describe how an organization can prepare for communicating in the 21st century.
3. What can a speaker do to ensure a successful presentation?
4. Explain why it is important to maintain meeting minutes.

8. MEDIA RELATION PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. In mass communications, feedback occurs more quickly than in other forms of communication.
 - a. True
 - b. False *
2. Mass media is commercial in nature.
 - a. True *
 - b. False
3. Subscriptions pay for the publication or broadcast.
 - a. True
 - b. False *
4. Technology has allowed audience interaction not only to the content provider but with each other through blogs, social networks, and online communities.
 - a. True *
 - b. False
5. Teamwork and the ability to coordinate with others are vital to a successful media relations program.
 - a. True *
 - b. False
6. The media relations specialist works in isolation.
 - a. True
 - b. False *
7. As sport event coverage has increased and the consumer has been more influenced by the media messages, the lines between “reality” and “entertainment” have been blurred.
 - a. True *
 - b. False
8. An organization should hold a press conference only when the information to deliver to the media is positive.
 - a. True
 - b. False *

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

9. Sport journalism has been around for more than ____ many years?
 - a. 500
 - b. 300
 - c. 200 *
 - d. 400

10. Mass communications involves the process by which the media delivers which type of message(s) to a large audience?
 - a. written
 - b. audio
 - c. visual
 - d. all of the above *
11. Which of the following is NOT one of the four elements that a communication outlet must contain to be considered mass media?
 - a. not-for-profit *
 - b. audience
 - c. content of mass media
 - d. delivery by a media organization
12. If you wish to communicate with a more immediate circle of consumers and employees which of the following would you use?
 - a. newspapers and magazines
 - b. magazines and fan publications
 - c. newsletters and fan publications *
 - d. television and newsletters
13. Which of the following is NOT a skill for a sports information specialist?
 - a. effective writing skills
 - b. effective problem solving skills
 - c. strong speaking and interviewing skills
 - d. effective publication experience *
14. Visual skills can aid in the delivery of the message through which of the following?
 - a. layout and design *
 - b. problem solving
 - c. speaking and interviewing
 - d. b and c only
15. Which of the following will aid in the rapid response to any stressful, exciting, and/or unexpected situation?
 - a. crisis management
 - b. ability to think on your feet
 - c. working in isolation
 - d. a and b only *
16. Media content is edited and controlled before it is delivered to the consumer. Which of the following who come in contact with that information has their own point-of-view which shapes the end message?
 - a. editors
 - b. directors
 - c. writers
 - d. all of the above shape the end message *

17. Which of the following is paid for by the organization that will control the message?
- publicity
 - advertising *
 - press release
 - none of the above
18. The press release is written in common hard news format called which of the following?
- inverted pyramid *
 - summary of 5 Ws and H
 - publicity format
 - converted pyramid
19. Which of the following should be prepared in advance for all who attend the press conference?
- a social network site
 - feedback report from previous press conferences
 - press-kit
 - none of the above should be prepared in advance *
20. Which of the following prohibits the release of information of a personal nature?
- AARP
 - FERPA *
 - NCAA
 - OVC

SHORT ANSWER

- What are the five goals of the media?
- Explain the purpose of mass media.
- Discuss the impact that the media has on sport scheduling.
- Explain the difference between publicity and advertising.
- Discuss the “push” and “pull” effect on the sport organization.
- Identify the eight common errors that arise in press releases.
- Identify and explain the guidelines for a press conference.
- Explain the effect that technology has had on audience interaction.

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. It is important to first agree that a public relations program is necessary for the organization.
 - a. True *
 - b. False
2. A public relations program planning committee should be established with representation from only the upper management facets of the organization.
 - a. True
 - b. False *
3. The news release can be distributed using a variety of electronic equipment and other means.
 - a. True
 - b. False *
4. Regardless of the medium of conveyance, defamation occurs when false information is communicated to at least one other person and causes damage to the subject of the statement.
 - a. True *
 - b. False
5. The Fourteenth Amendment of the U.S. Constitution provides for freedom of speech, but it does not extend to defamatory remarks.
 - a. True
 - b. False *
6. In the *New York Times v. Sullivan* case, the U.S. Supreme Court ruled that for a written statement concerning a public official to be libelous, it is not necessary to show that actual intent to cause harm existed.
 - a. True
 - b. False *
7. The broad coverage of the First Amendment to public officials extends only to their public activities.
 - a. True *
 - b. False

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

8. The planned effort to influence opinion through good character and socially responsible performance, based on mutually satisfactory two-way communication is which of the following?
 - a. sponsorships
 - b. public relations *
 - c. communication
 - d. none of the above

9. A group of individuals drawn together by common interests who are in a specific geographical location, community, or area or are characterized by some other common feature is which of the following?
 - a. sponsorships
 - b. public *
 - c. communication
 - d. none of the above
10. Which of the following is NOT a primary resource to develop and implement a public relations plan?
 - a. human
 - b. facility space
 - c. advertising *
 - d. equipment
11. Communicating openly and often with personnel and members is which of the following?
 - a. internal public relations *
 - b. external public relations
 - c. community public relations
 - d. none of the above
12. Communicating with the outside publics external to the organization and its employees and members is which of the following?
 - a. internal public relations
 - b. external public relations *
 - c. community public relations
 - d. none of the above
13. Which of the following is an avenue for getting the message out to publics?
 - a. radio
 - b. electronic mail
 - c. billboards
 - d. all of the above *
14. The largest obstacle for public service announcements?
 - a. writing the message
 - b. recording the message
 - c. obtaining free time *
 - d. managing the budget
15. Communication that causes damage to an individual's good name or reputation is which of the following?
 - a. half-truths
 - b. defamation *
 - c. false hope
 - d. neglect

16. Communications which are written, printed, and seen that cause damage to an individual's good name or reputation is which of the following?
 - a. libel *
 - b. slander
 - c. half-truths
 - d. press releases
17. Messages that are spoken and heard that cause damage to an individual's good name or reputation is which of the following?
 - a. libel
 - b. slander *
 - c. half-truths
 - d. press releases
18. In what year did the U.S. Supreme Court set a precedent for contemporary writers?
 - a. 1941
 - b. 1982
 - c. 1964 *
 - d. 2000
19. In sport organizations, which of the following is/are considered public figures by the courts?
 - a. players
 - b. coaches
 - c. administrators
 - d. all of the above are public figures *
20. Before any sport organization uses any picture of its participants or clients, the public relations director should obtain which of the following?
 - a. photographic releases *
 - b. verbal permission
 - c. administrative permission
 - d. it is not necessary to do anything before using pictures

SHORT ANSWER

1. Describe the categories in which a public might be grouped.
2. Explain the questions that should be asked before an organization contracts with a public relations agency.
3. Describe what an organization's public relations program should include.
4. Explain the steps that a program planning committee should follow in development of a public relations program plan.
5. Discuss the guidelines that should be in place in case the organization must take advantage of the media on short notice.
6. Discuss how access to locker rooms can be problematic.
7. Explain the set of principles that should guide the development of a public relations program.

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The capital budget is a plan that prioritizes what the organization intends to acquire or build.
 - a. True *
 - b. False
2. Capital budget projects are non-recurring projects that have a life span of at least 25 years.
 - a. True
 - b. False *
3. A budget is a plan that uses dollars in revenue, but not expenditures, to project what an organization can do in the coming year.
 - a. True
 - b. False *
4. A budget is developed by management with input from employees.
 - a. True *
 - b. False
5. The organization has no control over internal factors.
 - a. True
 - b. False *
6. Internal and external factors come directly from previous budget data.
 - a. True
 - b. False *
7. Hard taxes can be levied by local governments. Examples of hard taxes are car rentals, restaurants, and sin taxes.
 - a. True
 - b. False *
8. Ticketed events and events charging an admission fee are the same type of event.
 - a. True
 - b. False *
9. A cash flow statement summarizes the financial position of an organization at a particular point and time and is considered one of the most important financial statements.
 - a. True
 - b. False *
10. The balance sheet is a snapshot of the firm.
 - a. True *
 - b. False

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

11. Which of the following is/are the goal(s) of financial planning?
 - a. so the organization is better prepared to make decisions in a reactive manner
 - b. maximize the current value of the organization *
 - c. to increase competition and risks
 - d. all of the above are goals of financial planning
12. Which of the following is designed to help guide an organization through a financial calendar year, budget cycle, or a fiscal year?
 - a. sponsorships
 - b. balance sheet
 - c. budgets *
 - d. cash flow
13. Which of the following is NOT a step in the budget process?
 - a. collecting data
 - b. analyzing data
 - c. preparing the document
 - d. holding the budget so employees will not know its content *
14. An examination of past budgets will result in which of the following?
 - a. identify trends *
 - b. identify future capital projects
 - c. identify variable cost increases
 - d. all of the above are results of examining past budgets
15. Expenses should be based on input from which of the following forecast methods?
 - a. employee input
 - b. statistical input
 - c. managerial input
 - d. all of the above *
16. Financial planning for capital projects addresses which of the following issues?
 - a. how the project will be funded
 - b. if the cost of the project must be recovered
 - c. source of repayment revenues
 - d. all of the above *
17. Equipment should be funded by which of the following account(s)?
 - a. cash flow
 - b. capital projects
 - c. tax revenue
 - d. depreciation account *

18. Which of the following is NOT a primary source of revenue projects?
- a. capital projects *
 - b. tax revenue
 - c. concession sales
 - d. licensing
19. Which of the following is NOT a level of sponsorship?
- a. exclusive sponsor
 - b. unofficial supplier *
 - c. primary sponsor
 - d. subsidiary sponsor
20. Which of the following is a cost that an organization encounters?
- a. revenue
 - b. sponsorship
 - c. expenditure *
 - d. licensing

SHORT ANSWER

1. Describe the benefits of financial planning.
2. Identify and describe the steps commonly used in the budget process.
3. What are four of the resources considered when preparing a budget?
4. Describe the importance of examining past budgets.
5. Compare and contrast internal and external factors that can impact budget preparations.
6. Describe the process for capital budget financial planning.
7. Identify and describe the seven primary sources of revenue generation.
8. Identify and describe the three types of costs.
9. Describe the importance of a balance sheet.
10. Describe how cash flow impacts a sport organization.

EXPERIENTIAL LEARNING OPPORTUNITIES

1. Have students develop a financial plan for a sport facility development.
2. Have students develop a financial plan for a new program to be offered.
3. Have students prepare an internal financial audit.

11. PURCHASING AND INVENTORY CONTROL PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. It is important to determine the organization's purchasing power when selecting equipment and supplies.
 - a. True *
 - b. False
2. Schools and universities restrict the purchasing of equipment and supplies.
 - a. True *
 - b. False
3. Many times the product delivered does not meet the specifications but is used because it is needed immediately.
 - a. True *
 - b. False
4. It is not necessary to inspect equipment and supplies upon receipt since they are under warranty.
 - a. True
 - b. False *
5. A system of inventory must be established and followed for a well-managed system of inventory, control, and accountability.
 - a. True *
 - b. False
6. It is not necessary to maintain maintenance records for all equipment since they are under warranty.
 - a. True
 - b. False *

MULTIPLE CHOICE (* INDICATES CORRECT ANSWER)

7. Which of the following organizations has/have established standards that should be considered first when purchasing athletic equipment?
 - a. National Operating Committee on Standards for Athletic Equipment (NOCSAE)
 - b. American College of Equipment Supplies (ACES)
 - c. American College of Sports Medicine (ACSM)
 - d. both A and C establish standards for equipment *
8. It is important for managers to develop specific guidelines for the purchasing of equipment and supplies. These guidelines enable the manager to do which of the following?
 - a. standardize equipment and supplies *
 - b. supervise the process of selection and purchase
 - c. maintain an inventory
 - d. all of the above

9. An official request from the organization to the vendor to deliver a specific item at a specific price is which of the following?
 - a. supply order
 - b. purchase order
 - c. cash request order
 - d. vendor order *
10. The part of the purchasing process that begins with the purchase request and ends with the purchase order and payment of the invoice is which of the following?
 - a. needs assessment
 - b. purchasing program *
 - c. procurement process
 - d. none of the above
11. Which of the following is part of the bidding process?
 - a. intent to purchase
 - b. identification of specifications
 - c. vendor decision on price and submission of that price as an official bid *
 - d. all of the above are part of the bidding process
12. Which of the following is the most commonly used type of bid system?
 - a. competitive sealed bid *
 - b. competitive open bid
 - c. competitive negotiation
 - d. noncompetitive negotiation
13. If the product bids are expected to exceed available funds, which of the following bid systems would be used?
 - a. competitive sealed bid
 - b. competitive open bid
 - c. competitive negotiation
 - d. noncompetitive negotiation *
14. When there is no time to bid, which of the following bid systems would be used?
 - a. competitive sealed bid *
 - b. competitive open bid
 - c. competitive negotiation
 - d. noncompetitive negotiation
15. If an organization is involved in purchasing sport equipment and supplies, it needs to be understood that the bidding process can take how long?
 - a. between two and three months *
 - b. between four and six weeks
 - c. between six weeks and two months
 - d. between six months and one year

16. Turning aging equipment into reconditioned equipment or into dollars toward new equipment starts with which of the following?
 - a. appraising the equipment
 - b. looking on Ebay for similar equipment
 - c. performing a needs assessment *
 - d. none of the above
17. Which of the following markings is not appropriate for labeling equipment and supplies?
 - a. felt tip pen
 - b. rubber stamps
 - c. decals
 - d. ink pen *
18. When facilities are constructed equipment areas have a tendency to be reduced in size. Which of the following also have a tendency to be reduced in size?
 - a. custodial space
 - b. locker rooms *
 - c. storage space
 - d. all of the above have a tendency to be reduced in size
19. The equipment room should be located near which of the following?
 - a. locker rooms *
 - b. multipurpose activity areas
 - c. coaches offices
 - d. A and B
20. Which of the following organizations has contracted with Columbia Assessment Services to establish a certification program for equipment managers?
 - a. National Operating Committee on Standards for Athletic Equipment (NOCSAE)
 - b. American College of Equipment Supplies (ACES) *
 - c. American College of Sports Medicine (ACSM)
 - d. Athletic Equipment Managers Association (AEMA)

SHORT ANSWER

1. Describe the common components of any purchasing program.
2. Explain the importance and components of a needs assessment.
3. Identify the guidelines for selecting equipment and supplies.
4. Identify the guidelines an organization should implement when purchasing equipment and supplies.
5. Explain the components of a purchase order.
6. Describe the common steps involved in the bidding process.
7. Discuss the advantages and disadvantages of the bid process.
8. Explain the three phase process when ensuring that a facility's exercise equipment space is functional, well stocked, and affordable.
9. Discuss the six general guidelines that should be considered when developing equipment control procedures.
10. Describe the qualities that an individual should possess when considering them as a candidate to employ as the manager of equipment operations.

12. UNDERSTANDING REVENUE STREAMS AND FACILITY FINANCING

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The future of venue funding will depend on an increase in public funding.
 - a. True
 - b. False *
2. It is clear that the public is growing weary of supporting venue construction for billionaire owners and multimillion dollar players.
 - a. True *
 - b. False
3. There are three major sources of public funding used to finance sport venues.
 - a. True
 - b. False *
4. Hard taxes include local income taxes, real estate taxes, personal property taxes, and general sales taxes.
 - a. True *
 - b. False
5. Soft taxes include such things as tourist development taxes, car rental taxes, taxi rentals, hotel-motel taxes, restaurant taxes, cigarette taxes, alcohol taxes, gambling taxes, prostitution taxes, and recreational drug taxes.
 - a. True
 - b. False *
6. Tax abatement is another strategy used by governments to stimulate growth.
 - a. True *
 - b. False
7. TIFs are commonly used to generate extra funds for specific areas of a community.
 - a. True *
 - b. False
8. The top five sources of private funding are naming rights, donations, premium seating, personal seat licenses, and sponsorships.
 - a. True
 - b. False *
9. During the past decade the most common way to finance a new sport venue is through joint public and private partnerships.
 - a. True *
 - b. False
10. There are only 7 common types of broadcast media.
 - a. True
 - b. False *
11. There are five common components of financial plan.
 - a. True *
 - b. False

12. The common way for governments to generate needed funds for a sport venue is through the use of bonds.
 - a. True *
 - b. False
13. A financial team is not the most efficient way to prepare for financing a sport venue.
 - a. True
 - b. False *
14. There are two types of bonds.
 - a. True
 - b. False *
15. Prior to 1950 the most common way to finance a sporting facility was through 100% private funding.
 - a. True *
 - b. False

SHORT ANSWER

1. Identify and describe the common sources of public funding sources.
2. Identify and describe the common private funding sources.
3. Identify and describe the various types of bonding strategies.
4. What is a TIF and how does it work?
5. What are tax rebates and how do they work?
6. Describe how a financial team is developed and what it do?

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. Sport marketing is composed of three major thrusts.
 - a. True
 - b. False *
2. Advertising is a form of communication.
 - a. True *
 - b. False
3. Sponsorship is a form of advertising.
 - a. True *
 - b. False
4. Two major factors of marketing are recruitment and expansion.
 - a. True *
 - b. False
5. An organization must have a mission and core vision.
 - a. True *
 - b. False
6. There are two times when prices should be increased.
 - a. True
 - b. False *
7. A sport product is a good and/or service that provides benefits to a consumer of sport.
 - a. True *
 - b. False
8. Advertising is simply the message itself.
 - a. True
 - b. False *
9. Advertisement is a process.
 - a. True
 - b. False *
10. Promotion is a form of selling.
 - a. True *
 - b. False

SHORT ANSWER

1. Identify and describe forms of marketing activities used in promotions.
2. Identify and describe common marketing and communication methods.
3. Identify five strategic components of the marketing management process.
4. Identify the components of the marketing mix.

5. Identify the conditions that must be satisfied for an exchange to occur.
6. What should be asked before selecting a target market?
7. Each target market is composed of what?
8. Identify the common expenses included in an advertising budget.
9. Identify and discuss the promotional methods or strategies.
10. What are the questions that should be asked when developing the campaign strategies for a promotional campaign?

14. RETAIL OPERATIONS PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The box/ticket office is the heart of a sport enterprise.
 - a. True *
 - b. False
2. Food and beverage concessions can be a gold mine.
 - a. True *
 - b. False
3. Retail operations operate generally on a break-even basis.
 - a. True
 - b. False *
4. A parking concession has a great deal of liability.
 - a. True *
 - b. False
5. The retail store does not require a great deal of space.
 - a. True
 - b. False *
6. There are two ways to become involved with a vending operation.
 - a. True *
 - b. False
7. Bonding is an insurance agreement guaranteeing repayment for financial loss.
 - a. True *
 - b. False
8. The only product of the box office is a ticket.
 - a. True
 - b. False *
9. The box office is the initial contact office for most patrons.
 - a. True *
 - b. False
10. The important of ticket sales varies greatly from one professional league to another and from one collegiate division to another.
 - a. True *
 - b. False

SHORT ANSWER

1. A successful retail operation accomplishes the following . . .
2. Identify the retail operations commonly used in a sport organization.
3. Identify the major concessionaires in the food service industry.

4. Food concession guidelines are composed of the following . . .
5. There are two common types of legislation found in most states governing the sale of alcohol, what are they?
6. Describe the suggestions regarding an effective alcohol sales strategy.
7. Identify and describe parking controls should be implemented to ensure a smooth operation.
8. What are the nine steps to being a good buyer?
9. Identify and discuss the ten common mistakes that retailers should avoid.
10. Identify the ways to reduce shrinkage (theft).

15. SALES, SPONSORSHIPS, AND LICENSING PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. Sales is the revenue-producing element of the marketing process.
 - a. True *
 - b. False
2. There are three components of selling.
 - a. True
 - b. False *
3. There are six accepted elements in determining the overall success and impact of the sales department.
 - a. True
 - b. False *
4. Telemarketing is a marketing approach that utilizes telecommunications as part of a planned, organized, and managed marketing program.
 - a. True *
 - b. False
5. Direct mail is another form of direct marketing.
 - a. True *
 - b. False
6. The customer's lifetime value is defined as the present value of expected benefits minus the burdens associated with the customer.
 - a. True *
 - b. False
7. A sponsor is when a company or organization pays for advertisement.
 - a. True
 - b. False *
8. There are five key benefits to a sport sponsorship.
 - a. True
 - b. False *
9. Commercial sponsorship is financial support in the form of cash, in-kind products, or services in exchange for exposure or recognition to an audience.
 - a. True *
 - b. False
10. There are four types of commercial sponsorships.
 - a. True
 - b. False *

SHORT ANSWER

1. What are the four components of selling?

2. Describe a good salesperson.
3. Identify and discuss the elements used to determine the overall success and impact of the sales department.
4. Identify and explain the items commonly known to be sport products.
5. What are the factors that affect the retention of purchasers?
6. Identify the reasons why an organization would become a sponsor.
7. What are the benefits of a sponsorship to a sponsor?
8. What does a typical sponsorship package contain?
9. Describe the common types of sponsorships.
10. Describe the basic steps in developing a successful sponsorship.

16. FUND-RAISING PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The biggest error in fund-raising is to seek something new, different, and unique.
 - a. True *
 - b. False
2. Without fund-raising programs the organization could be forced to reduce or eliminate marginal programs or sport teams.
 - a. True *
 - b. False
3. Fund-raising is a minor commitment for any organization.
 - a. True
 - b. False *
4. There are seven components in a fund-raising program.
 - a. True *
 - b. False
5. There are nine steps in establishing fund-raising support groups.
 - a. True
 - b. False *

SHORT ANSWER

1. Identify the commonly used fund-raising guidelines and discuss each.
2. What are the key questions to be asked and answered before venturing out on a fund-raising campaign?
3. Identify the common committees formed in a fund-raising program.
4. What are the steps used to establish fund-raising support groups?

17. CUSTOMER RETENTION PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The challenge to retain a customer begins the moment ticket or item is purchased.
 - a. True *
 - b. False
2. In order to retain a customer, the organization must know its customers very well.
 - a. True *
 - b. False
3. Club membership retention is not a major challenge.
 - a. True
 - b. False *
4. There are three fundamental strategies that play a critical role in maintain high level of membership satisfaction.
 - a. True
 - b. False *
5. There are seven recruiting costs for new customers.
 - a. True *
 - b. False
6. Renewals are cost effective.
 - a. True *
 - b. False
7. The customer always comes first.
 - a. True *
 - b. False

SHORT ANSWER

1. What are the factors that affect the retention of ticket-plan purchasers?
2. How does one gather knowledge about the consumer?
3. Why do customers decide to purchase elsewhere?
4. What is the purpose of the business survey?
5. What questions should be asked before deciding to conduct a survey?
6. Identify and discuss the four fundamental strategies that play critical role in maintaining high levels of membership satisfaction.
7. The cost components for a new customer are?
8. What are the steps to create a reasonable set of goals to motivate employees to increase customer retention?
9. Identify at least ten customer retention strategies and describe each one.

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. The management personnel play a vital role in the planning process.
 - a. True *
 - b. False
2. The staff members are at the grassroots level of program development.
 - a. True *
 - b. False
3. The management personnel contribute experience and knowledge and provide data to support the directions of the program development.
 - a. True
 - b. False *
4. There are nine elements that either directly or indirectly influence program development.
 - a. True
 - b. False *
5. There are five components of the planning process for effective program planning.
 - a. True
 - b. False *
6. There are five major steps involved in program development.
 - a. True *
 - b. False
7. All programs need to be assessed based on predetermined outcomes.
 - a. True *
 - b. False
8. There are four common program approaches to programming.
 - a. True
 - b. False *
9. All programs should have diversity and internal balance.
 - a. True *
 - b. False
10. All program planning should adhere to carefully developed standards for both design and administration.
 - a. True *
 - b. False
11. There are 11 steps that will lead to a successful evaluation.
 - a. True
 - b. False *
12. A programmer after completing a program evaluation has four options regarding the future of the program.
 - a. True *
 - b. False

13. Any time a program is modified in any way, it has a domino effect on all other activities within the organization.
 - a. True *
 - b. False
14. It is not important for the programmer to understand the calendar patterns of the client who the organization serves.
 - a. True
 - b. False *
15. Scheduling has at least four distinct patterns.
 - a. True *
 - b. False
16. Effective scheduling is a distinguishing characteristic of every successful sports program.
 - a. True *
 - b. False
17. It is not necessary to establish a standard procedure for requesting use of facilities.
 - a. True
 - b. False *
18. Priority scheduling causes more problems than it resolves.
 - a. True
 - b. False *
19. A facility without a schedule of events has little purpose.
 - a. True *
 - b. False
20. Scheduling is the act of engaging and contracting an event or attraction to be held at the facility on a specific date.
 - a. True
 - b. False *
21. Booking is the reservation process and coordination of all events to fir the facility's annual calendar.
 - a. True
 - b. False *

SHORT ANSWER

1. Describe and provide a sample of a single elimination tournament. What are the advantages and disadvantages?
2. Describe and provide a sample of a double elimination tournament. What are the advantages and disadvantages?
3. Describe a round robin tournament and provide an example. What are the advantages and disadvantages?
4. Outline the advantages and disadvantages of an extended tournament.
5. List and describe the three activities management personnel do to initiate the planning process.

6. List and describe the elements that either directly or indirectly influence the planning process.
7. List and discuss the steps in program development.
8. List the common program approaches and discuss each one.
9. Describe what a good sport schedule would entail.

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. There are five accepted phases in establishing an organization's master plan.
 - a. True
 - b. False *
2. Master planning is a process structured to promote cost-effective development decisions.
 - a. True *
 - b. False
3. The master plan does not need to be reviewed regularly.
 - a. True *
 - b. False
4. There 10 common components of a development plan.
 - a. True
 - b. False *
5. There are generally representatives from seven distinct areas on the design team
 - a. True *
 - b. False
6. The selection of an architectural firm should be solely based on a formal review process.
 - a. True
 - b. False *
7. A program is the organization of the information needed for planning a project to provide an appropriate facility to meet the needs of the users.
 - a. True *
 - b. False
8. Functional analysis is the process of organizing the information provided from programming.
 - a. True
 - b. False *
9. There are two key issues relative to land use.
 - a. True *
 - b. False
10. There are four major construction documents.
 - a. True
 - b. False *
11. There are three common types of construction approaches.
 - a. True *
 - b. False
12. There are only two types of bids.
 - a. True
 - b. False *

13. Construction is the phase actual construction begins.
 - a. True *
 - b. False
14. As-built drawings are the same as construction drawings.
 - a. True
 - b. False *
15. The final acceptance comes after an inspection at the end of the bond period.
 - a. True *
 - b. False

SHORT ANSWER

1. Identify the composition of an ad hoc planning advisory committee.
2. Describe the land use guidelines that need to be consulted during the planning process.
3. Identify the common goals and objectives for circulation of facilities.
4. What should be included in a regional analysis?
5. The presentation of the master plan should include.
6. What are the common components of a master plan?
7. Identify and discuss tips for drafting an RFP.
8. Identify and describe the various divisions in a specifications document.
9. What are the three types of bids commonly received?
10. As a minimum, the advertisement for a bid should consist of.

20. EVENT PLANNING PRINCIPLES

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. A planned special event impacts a community and its transportation system.
 - a. True *
 - b. False
2. There are 10 variables of special events.
 - a. True
 - b. False *
3. There are eight common characteristics of special events.
 - a. True *
 - b. False
4. There are six categories of special events.
 - a. True
 - b. False *
5. A continuous event occurs on a single or multiple days.
 - a. True *
 - b. False
6. Event managers are responsible for crowd control.
 - a. True *
 - b. False
7. Communication is a key to successful facility/event management.
 - a. True *
 - b. False
8. There are eight principles to consider related to maintenance and housekeeping program plan.
 - a. True
 - b. False *
9. There are 11 simple steps that should be considered when organizers are creating an event.
 - a. True
 - b. False *

SHORT ANSWER

1. What are the variables of a special event? Please list and describe each.
2. What are the common characteristics of a planned event?
3. Identify the special event categories.
4. Identify and discuss the six key elements consider when developing an interagency agreement.
5. What are the varieties of insurance coverage available for a special event?
6. What are some important considerations and applications of planned special event permitting?
7. What role does software play in special event planning?

21. VOLUNTEERS THE KEY TO SUCCESSFUL EVENT MANAGEMENT

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. Each volunteer position should have a job description.
 - a. True *
 - b. False
2. Most volunteers join an organization to expand their resume.
 - a. True
 - b. False *
3. Recruiting volunteers gets more difficult every year.
 - a. True *
 - b. False
4. Volunteers should not be match to positions they are familiar with.
 - a. True
 - b. False *
5. Retaining volunteers is a challenge.
 - a. True *
 - b. False
6. Educating volunteers is no different than any other employee on the staff.
 - a. True *
 - b. False
7. Recognizing volunteers is not recommended.
 - a. True
 - b. False *
8. Working with volunteers is generally enjoyable.
 - a. True *
 - b. False
9. Volunteers need to be supervised and evaluated the same as employees.
 - a. True *
 - b. False
10. It is difficult to obtain volunteers for a simple fund-raising project.
 - a. True *
 - b. False

SHORT ANSWER

1. What methods can be used to recruit volunteers?
2. Identify and describe the characteristics of volunteers.
3. What are the common steps in developing volunteer job descriptions?
4. Before recruiting volunteers, the sports manager should ask what questions?

5. What are the common reasons for professionalizing volunteer management?
6. Identify and discuss the reasons why conflicts arise.
7. The agenda for an orientation should include what?
8. Supervision of volunteers and employees consists of the what elements?
9. What are some common type of awards for volunteers?
10. What should be considered when planning a formal award ceremony?

22. FACILITY OPERATIONS AND MAINTENANCE

TRUE OR FALSE QUESTIONS (* INDICATES CORRECT ANSWER)

1. OSHA guidelines state employers must have a written plan that details the workplace's general safety.
 - a. True *
 - b. False
2. OSHA guidelines state employers must have a written plan that details the workplace's health program.
 - a. True *
 - b. False
3. Employers do not have to implement a way for employees to voice their complaints about safety and health guidelines in the company.
 - a. True
 - b. False *
4. Employers should implement a housekeeping procedure to clean and sanitize bathrooms and cafeterias.
 - a. True
 - b. False *
5. Exit doors can be locked to maintain security.
 - a. True
 - b. False *
6. A facility safety inspection is a means of self-checking to identify potential hazards.
 - a. True *
 - b. False
7. Preventative maintenance must be done a regular basis.
 - a. True *
 - b. False
8. The storerooms and workshop areas do not need to be located close to each other.
 - a. True
 - b. False *
9. There should be sufficient electrical outlets around the room.
 - a. True *
 - b. False
10. A wide variety of spare parts and consumable supplies is required to keep any building functioning properly.
 - a. True *
 - b. False
11. It is not necessary to provide temperature and humidity control for storage.
 - a. True
 - b. False *
12. The doorway to the storage area should be a roll up door.
 - a. True *
 - b. False

13. Lots of shelving is necessary in a storage area.
 - a. True *
 - b. False
14. A janitorial closet can be 500-600 square feet, large enough for shelves, mops, and mop pails.
 - a. True
 - b. False *
15. There should be at least one six-square-meter custodial room for each 930 square meters of floor space.
 - a. True *
 - b. False
16. Non-skid concrete floors are recommended in the laundry area.
 - a. True *
 - b. False
17. The slope of the floor in the laundry should be $\frac{1}{4}$ " per linear foot.
 - a. True
 - b. False *
18. The size of washer and dryers should be the same size.
 - a. True
 - b. False *
19. Glass is a great insulator.
 - a. True
 - b. False *
20. Standardization of building fixtures is a must.
 - a. True *
 - b. False

SHORT ANSWER

1. Discuss appropriate planning for emergencies within a facility.
2. Identify and describe preventative measures.
3. Discuss fire safety for a facility.
4. Identify and describe building safety measures for exteriors and interiors.
5. Outline the six common electrical safety tips.
6. Describe the design considerations for operations and maintenance.
7. Discuss the value of storage for operations and maintenance.
8. Describe the design considerations for laundry spaces.