Governance and Policy in Sport Organizations 3rd edition Hums Test Bank

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Chapter 2

Managerial Activities

Chapter Overview

1. Introduction
2. Planning
    a. The importance of planning for sport organizations
    b. Resistance to planning
    c. Types of plans
    d. The planning process
    e. Vision statements
    f. Mission statements
    g. Goals
    h. Objectives
    i. Tactics
    j. Roles
    k. Evaluation
    l. Overall process
    m. The role of planning in governance
3. Organizing
    a. Structural features of sport governance organizations
    b. The role of organizing in governance
4. Decision making
    a. Routine and complex decisions
    b. The rational model
    c. The SLEEPE principle
    d. The role of decision making in sport governance
5. Summary
6. Case Study

Key Concepts

Key concepts that students should focus on in this chapter include:

1. The planning process: vision statement, mission statement, goals, objectives, tactics, roles
2. Organizational charts
3. Decision-making models: Rational Model and SLEEPE Principle

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Test Questions

Multiple Choice

1 A plan for selling tickets to the annual high school state championship football game involves what type of planning?

a. Continuous
B. Single use
C. Short term
D. Strategic

2. What is the name of the document used in the planning process that describes what the organization is and who comprises it, using concise language?

a. mission statement
b. Set of goals
c. List of objectives
d. Group of tactics

3. The "how to" step of the planning process involves an organization's _____.

a. Mission statement
b. Goals
c. Objectives
d. Tactics

4. In organizational charts for sport governing bodies, what do the boxes in the chart contain?

a. Individual people's names
b. Names of paid staff only
c. Governance units
d. Organizational officers only

5. Which of the following would be considered a non-routine decision?

a. Scheduling an annual facility risk management audit
b. Firing a worker for an inappropriate Twitter post
c. Deciding on new sponsorship packages for your team's upcoming season
d. Writing annual goals

6. Without starting with *this* step, the decision-making process will not be successful.

a. Identifying any hurdles
b. Narrowing down the options
c. Brainstorming for ideas
d. Identifying the real problem

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7. What is the name of the process whereby ideas are generated and all ideas are initially considered acceptable?

    a. Brainstorming
    b. Barnstorming
    c. Operating a “think tank”
    d. League think

8. Which of the following is the principle that helps sport managers look at the big picture when making decisions?

    a. SLEEPE
    b. STANDARD
    c. SINGLE
    d. SWEEP

9. Which of the following is *not* a specific purpose of planning?

    a. Minimizing problems
    b. Formalizing objectives
    c. Rewarding good performance
    d. Determining time standards and efficiency

10. Why do some people resist planning?

    a. They lack the ability to plan
    b. They have always done something a certain way
    c. They lack the time to plan
    d. A and B

True or False

1. **T or F** Goals are qualitative, while objectives are quantitative.
2. **T or F** Most sport organizations are nonprofit and voluntary in nature.
3. **T or F** The “P” in the SLEEPE principle refers only to elected political officials.
4. **T or F** An advantage to being a sport manager is that greater society is usually not very interested in your decisions.
5. **T or F** “Roles” refers to the “who” in the planning process.

Short Answer

1. Name and explain each letter of the SLEEPE model.
2. What is the definition of a vision statement? How is it different from a mission statement?
3. In order for objectives to be measurable, what specific information must each objective contain?

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4. What are three ways organizational charts can be structured?
5. Explain the difference between long-term and short-term planning and provide two examples of each.

Answers to Test Questions

Multiple Choice

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

True or False

1. True
2. True
3. False
4. False
5. True

Short Answer

1. Social, legal, economic, ethical, political, educational
2. A *vision statement* is a statement about what your organization wants to become. It should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves. A vision should stretch the organization's capabilities and image of itself. It gives shape and direction to the organization's future. Vision statements are different from mission statements in that vision statements focus on the organization's future aspirations and values while mission statements focus on an organization's purpose. A *mission statement* describes who we are and what we do (as members of the organizaton), in concise terms and using language that is easily understood by people both inside and outside the sport organization.

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3. Objectives must include monetary values (e.g., dollars/euros), percentages, or numbers
4. Departmental, business function, strategic business unit, or geographic region
5. Long-term planning usually involves planning more than three years out (hosting the Olympic Games or the Major League Baseball All-Star Game, for example), while short-term planning involves planning for events that will occur within the next one to three years (campus recreation yearly offerings or annual team equipment purchases).

Additional Classroom Activities/Assignments

1. Develop an "in-basket" exercise for the class. Create a list of 6–8 duties or tasks your students may inherit on their first day of work as an athletic director at a small college or a high school, as an assistant campus recreation director, or as a sales representative in a Big Four front office. Have the class prioritize the list individually and then have them work in groups to do the same thing. This process will show how individual and group decision making can differ, and also how priorities can change depending on the circumstances.
2. As a modification to the SLEEPE principle, add the letter "T" to make STEEPLE. In this case, add any considerations involving *Technology* that might need to be considered when making a decision.
3. Before creating a mission statement, it is important to understand an organization fully. Have the students in your class, in small groups, answer the following questions for a specific sport organization of their choosing:
    a. What business are we in?
    b. What is our primary product?
    c. How do people find out about our organization and its activities?
    d. How are we different than we were 3 to 5 years ago?
    e. How will we be different 3 to 5 years from now?
    f. What are our organization's major economic concerns?
    g. What are the major philosophical questions facing our organization?
    h. What are the major policy issues the organization must deal with?

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