



ADVANCED SPORT MANAGEMENT COURSES
SELF-ASSESSMENT TEST FOR
PROGRAMME DIRECTOR CANDIDATES

After you have read thoroughly the manual *Managing Olympic Sport Organisations*, please take the test below. The answer key at the end will allow you to assess your familiarity with the material contained in the manual. Please report your score and the main challenges under the corresponding question in the “Programme Director Candidature Form.”

1. Since it is affected by the legal rules of society, an OSO should have some awareness of certain areas of law. All of the following areas are especially important for an OSO EXCEPT
 - a. employment law
 - b. drugs and doping
 - c. criminal law
 - d. intellectual property

2. The key functions of an OSO’s Board include all of the following EXCEPT
 - a. monitoring conflicts of interest
 - b. selecting and compensating key executives
 - c. reviewing business plans and performance objectives
 - d. arranging sport competitions

3. Which of the following statements about governance is FALSE?
 - a. It deals with the organisation’s strategy and policy direction.
 - b. It manages the organisation’s daily operations.
 - c. It tries to ensure the organisation’s accountability to stakeholders.
 - d. It can lead to the efficient, effective and ethical management of sport.

4. What are the three steps to effective management of information?
 - a. Decide what information is necessary, assess methods of getting the required information, translate the information into something of value to the organisation.
 - b. Involve all stakeholders, get the information from all stakeholders, catalogue the information effectively.
 - c. Decide what information is necessary, assess the necessary resources, get the information from all stakeholders.
 - d. Identify and get the information, translate the information into something of value to the organisation, provide easy access to the information.

5. What is environmental auditing?
 - a. the process of measuring the negative effects of the organisation’s policies on the environment and developing methods to reduce those effects
 - b. the process of analysing the operating environments in order to generate information and identify trends that suggest a need for change
 - c. the process of assessing the impact of changes within the organisation via informal polling of stakeholders
 - d. the process of measuring the effects of external factors on the operation of the OSO



6. Who is required to approve the strategic objectives?
 - a. the external consultant
 - b. the Executive Board and General Assembly
 - c. the strategic planning committee
 - d. the organisation's top athletes

7. Which of the following is the best definition of a stakeholder?
 - a. an individual, group or organisation that has a large financial stake in the OSO
 - b. an individual, group or organisation that can directly or indirectly affect the OSO
 - c. an individual, group or organisation that directly or indirectly benefits from the OSO's programmes
 - d. an individual, group or organisation that is involved in the development of the strategic plan

8. According to the *Managing Olympic Sport Organisations* text, a mission statement should address four essential questions. Read the following mission statement and identify the essential question it fails to address.

"To help elite athletes and officials participate in organized sporting events at the national and international levels."

 - a. Why does the organisation exist?
 - b. What are the goals the organisation strives to achieve?
 - c. For whom does the organisation aim to function?
 - d. How does the organisation fulfil its function?

9. According to the *Managing Olympic Sport Organisations* text, what are the three steps of developing an action plan?
 - a. As a group, think about actions that could help the organisation reach each strategic goal; develop an action plan for who will carry out each action; develop an action plan for each major function in the organisation.
 - b. Develop a global action plan that describes how each strategic objective will be reached; develop an action plan for each major function in the organisation; have each manager develop an action plan that contributes to the overall strategic plan.
 - c. Decide what actions or changes will occur; develop an action plan for who will carry out the changes; develop an action plan for what resources, including money and staff, are needed to carry out the changes.
 - d. Suggest actions that are in line with the OSO's strategic objectives; develop an action plan for who will carry out those changes; develop a set of guidelines for communication that describe what each individual must know.

10. Which of the following is true of performance indicators?
 - a. They explain an organisation's strengths and weaknesses.
 - b. They should be measurable, both quantitatively and qualitatively.
 - c. They explain why a strategic goal was not met.
 - d. They should measure only an organisation's three or four most important objectives.



11. Moving expenses, business housing, and family aid are all examples of what type of compensation?
- direct remuneration
 - benefits in kind
 - allowances
 - long-term salary
12. The first step in developing a human resources strategy is
- analysing existing human resources within the organisation
 - creating educational, cultural, and social missions and objectives
 - creating the efficient use of resources
 - making sure that Olympic values are followed
13. Knowledge of the organisation, low cost and speed of recruitment are benefits gained from
- recruiting from within the organisation
 - recruiting from outside the organisation
 - deciding not to fill a vacant position
 - providing intrinsic and extrinsic rewards
14. What is the main advantage of using external (formal) training procedures in an OSO?
- It is based on existing skills present within the OSO's staff and therefore strengthens internal relationships.
 - It offers a better chance to respond to the practical needs of the OSO.
 - It offers better opportunities to incorporate the most updated knowledge.
 - It is simpler and less expensive to run.
15. All of the following are important parts of a time management strategy EXCEPT
- recording all commitments
 - learning how to say no
 - clarifying what has to be achieved
 - tackling simple tasks before moving on to more important ones
16. What is the best definition of assets?
- the amount of excess income over expenditure
 - money that can be used immediately to pay the OSO's debts
 - something of value that the OSO owns or has the use of
 - the amount of available funds at any given point
17. All of the following could be considered financial mismanagement EXCEPT
- spending money given for a specific purpose on an alternative activity that better supports the organisation's mission without the permission of the funder
 - investing all resources in the development of a few elite athletes when the organisation's mission is junior development
 - paying unnecessarily high rent to secure an office location closer to the organisation's training site
 - returning the balance of funds to funders when there is a budget surplus



ADVANCED SPORT MANAGEMENT COURSES
SELF-ASSESSMENT TEST FOR
PROGRAMME DIRECTOR CANDIDATES

18. With regard to budgets, your organisation should avoid which of the following?
- including investment in equipment in the budget
 - large overhead budgets
 - sharing the budget with stakeholders
 - including employee benefits as costs
19. Which of the following presents a financial conflict of interest?
- Your organisation accepts the sister of one of your Board members as a volunteer.
 - Your organisation allows a club that your biggest sponsor is a member of to train at your facilities free of charge.
 - Your organisation leases its headquarters from a local church.
 - Your organisation offers free training to students at a local university.
20. What is transparency as it relates to the sharing of information?
- the process by which an organisation gathers and distributes information to all stakeholders to ensure nothing is hidden
 - the process by which an organisation records its decision making and financial information so that others can verify the accuracy of the information
 - the process by which information is presented so that it is understood by all stakeholders
 - the process by which information is shared with stakeholders based on the importance of their relationship to the organisation
21. A third party sells a shirt branded with the name of an event your OSO is promoting. This is an example of
- advertising
 - sponsoring
 - supporting
 - licensing
22. If your OSO is able to measure only one aspect of marketing effectiveness, what should that aspect be?
- number of new sponsors
 - number of new members
 - stakeholder expectations
 - stakeholder satisfaction
23. Which of the following statements about pull tactics is true?
- They actively promote the organisation and its service to the market.
 - They work only if the OSO brand is attractive to stakeholders.
 - They include plans such as direct marketing and sales promotions.
 - They are likely to be the main tactics used by most OSOs.
24. The criteria for evaluating fit between your organisation and a potential sponsor include all of the following EXCEPT
- a match between the characteristics associated with your organisation and the sponsor
 - acceptability of the sponsorship association to the stakeholders of both parties



ADVANCED SPORT MANAGEMENT COURSES
SELF-ASSESSMENT TEST FOR
PROGRAMME DIRECTOR CANDIDATES

- c. compatibility between the sponsor's objectives and what can be achieved by the programme
 - d. the types of media the sponsor uses to promote its products
25. The strategy of marketing more of your existing products and services to your existing market segments is called
- a. market development
 - b. diversification
 - c. market penetration
 - d. development of offerings
26. It is important to create an identity for each event by classifying it along several dimensions. Which classification best describes the Olympic Games?
- a. global, elite, unidisciplinary
 - b. global, popular, promotional
 - c. global, elite, multidisciplinary
 - d. global, popular, sport related
27. All of the following are advantages of creating a new, legally autonomous entity that will be responsible for organising an event EXCEPT
- a. it clarifies the relationships amongst the people involved with the project
 - b. it allows the new legal entity access to the vast resources of its stakeholders and partners
 - c. it separates the host institution's regular activities from the special activities related to organizing the event
 - d. it ensures that the responsibilities related to the organisation of the event will fall on the new legal entity without affecting its stakeholders and partners
28. Which of the following statements regarding evaluating and learning from an event is true?
- a. It should be carried out by someone not involved in the event.
 - b. It is a large part of the third phase of an event.
 - c. It is essential in order to see if the event met its objectives.
 - d. It falls under the function of logistics.
29. According to the *Managing Olympic Sport Organisations* text, what is the best way to make sure volunteers are motivated?
- a. Understand why they have volunteered for the event.
 - b. Make sure they do not have too many responsibilities.
 - c. Provide them with free meals and accommodations.
 - d. Allow them access to elite athletes.
30. Which of the following statements regarding accreditation for delegation members is FALSE?
- a. It gives participants different rights to different areas.
 - b. Delegates will often want greater access than the accreditation level allows.
 - c. It is not necessary to have a dedicated area for accreditation.
 - d. The accreditation process is often the first official contact between delegations.



ADVANCED SPORT MANAGEMENT COURSES
**SELF-ASSESSMENT TEST FOR
PROGRAMME DIRECTOR CANDIDATES**

Answer Key

1-C	9-B	17-D	25-C
2-D	10-B	18-B	26-C
3-B	11-B	19-B	27-B
4-D	12-A	20-B	28-C
5-B	13-A	21-D	29-A
6-B	14-C	22-D	30-C
7-B	15-D	23-B	
8-D	16-C	24-D	