

# Organizational Structure, Behavior, and Event Management in Sport and Recreation Practice Test (Sample)

## Study Guide



**Everything you need from our exam experts!**

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# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

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- 1. A mission statement primarily communicates the organization's purpose and values to whom?**
  - A. Only internal staff.**
  - B. Only external customers.**
  - C. Only stakeholders.**
  - D. Both internal and external stakeholders.**
  
- 2. Decentralized authority is best defined as:**
  - A. All decisions are made by a central committee.**
  - B. The top management team makes every decision.**
  - C. Centralized control ensures consistency.**
  - D. Lower-level managers make key decisions.**
  
- 3. How can bias influence behavior in sport and recreation?**
  - A. Increase training intensity**
  - B. Improve fan engagement**
  - C. Harm team cohesion**
  - D. Shorten event duration**
  
- 4. Which statement best describes Management by Objectives?**
  - A. A system where managers and employees set specific, measurable goals together.**
  - B. A method of budgeting focusing on expenses.**
  - C. A theory about intrinsic motivation.**
  - D. A process for evaluating event schedules.**
  
- 5. Which of the following is NOT listed as a common external recruiting method?**
  - A. Online job postings**
  - B. Social media**
  - C. Promotions from within**
  - D. College career fairs**

- 6. Expectancy Theory posits that motivation depends on which factors?**
- A. Motivation is driven solely by external rewards.**
  - B. Motivation depends on expectancy, instrumentality, and valence.**
  - C. Motivation is unrelated to effort.**
  - D. Motivation depends only on past performance.**
- 7. What is a chain of command?**
- A. The clear, hierarchical line of authority that flows from the top of the organization down to the lowest level.**
  - B. A diagram of all employees showing positions in the company.**
  - C. Informal influence based on relationships and trust.**
  - D. The sequence of tasks in a project.**
- 8. What should interview questions assess?**
- A. Leadership ability, communication skills, problem-solving, cultural fit, work ethic**
  - B. Only technical skills**
  - C. Salary expectations**
  - D. Favorite sports teams**
- 9. Staff authority grants which of the following?**
- A. Authority to advise and support line managers.**
  - B. The official power to make strategic decisions.**
  - C. Authority to hire new staff across departments.**
  - D. The power to demand compliance from all employees.**
- 10. Which of the following is NOT one of the five ways to manage conflict?**
- A. Avoiding**
  - B. Accommodating**
  - C. Suppression**
  - D. Collaborating**

## Answers

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1. D
2. D
3. C
4. A
5. C
6. B
7. A
8. A
9. A
10. C

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## **Explanations**

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**1. A mission statement primarily communicates the organization's purpose and values to whom?**

- A. Only internal staff.**
- B. Only external customers.**
- C. Only stakeholders.**
- D. Both internal and external stakeholders.**

A mission statement communicates an organization's purpose and values to everyone who has a stake in it. That includes internal staff who carry out the work and external stakeholders such as customers, partners, investors, and the community who experience or support the organization. By addressing both groups, the statement guides day-to-day decisions, shapes behavior, and builds a consistent brand and reputation. Limiting the message to only internal staff or only external customers misses how the mission functions as a unifying guide for the whole ecosystem, and saying it targets only "stakeholders" without specifying internal and external audiences is less clear about who needs to understand the organization's purpose and values.

**2. Decentralized authority is best defined as:**

- A. All decisions are made by a central committee.**
- B. The top management team makes every decision.**
- C. Centralized control ensures consistency.**
- D. Lower-level managers make key decisions.**

Decentralized authority means decision-making is pushed down to managers closest to the action, giving them the power to decide on key issues within their area. This fits best when lower-level managers make key decisions because they understand local needs, constraints, and opportunities, allowing quicker, more relevant choices that keep programs responsive and adaptable. In sport and recreation, a local facility manager might decide on scheduling, staffing levels, and program offerings based on what participants want and what works on the ground, while higher levels set overall goals and budgets to guide those decisions. The other descriptions point to a centralized approach: having a central committee or top management make all or most decisions, or asserting that centralized control ensures consistency. Those depict authority resting at the top rather than being distributed.

### 3. How can bias influence behavior in sport and recreation?

- A. Increase training intensity
- B. Improve fan engagement
- C. Harm team cohesion**
- D. Shorten event duration

Bias shapes how people judge and interact with others in sport and recreation. When biases—about race, gender, ability, or other traits—drive decisions or attitudes, trust and open communication can break down. In a team, this often shows up as favoritism, unequal playing time, or the formation of cliques, which creates a sense of unfairness and a division between members. As a result, players may feel undervalued, less willing to cooperate, or less committed to shared goals, eroding morale and cohesion. When the social fabric of the group weakens like this, teamwork, collaboration, and performance suffer. Bias isn't typically what would directly increase training intensity, improve fan engagement, or shorten event duration; those outcomes come from motivation, engagement strategies, or scheduling and logistics. The social disruption bias causes is most directly about weakening how well the team works together, which is why it's the best answer.

### 4. Which statement best describes Management by Objectives?

- A. A system where managers and employees set specific, measurable goals together.**
- B. A method of budgeting focusing on expenses.
- C. A theory about intrinsic motivation.
- D. A process for evaluating event schedules.

Management by Objectives centers on a collaborative process in which managers and employees jointly set clear, specific, and measurable goals. By defining those goals together, everyone understands what success looks like and how progress will be tracked. The strength of this approach is the alignment it creates between individual work and the organization's broader aims, plus ongoing feedback, action planning, and a formal review that ties performance to outcomes. When goals are measurable and time-framed, progress is visible, accountability is clearer, and motivation can grow as people see how their contributions contribute to results. This approach is not primarily about budgeting or controlling expenses, so it isn't described as a method for budgeting focusing on costs. It also isn't a theory about intrinsic motivation, since its core emphasis is on goal setting, monitoring, and evaluation through a shared process. Nor is it a process for evaluating event schedules; instead, it's about defining and pursuing outcomes that matter to the organization as a whole.

**5. Which of the following is NOT listed as a common external recruiting method?**

- A. Online job postings**
- B. Social media**
- C. Promotions from within**
- D. College career fairs**

External recruiting aims to bring in candidates from outside the organization. Online job postings, social media, and college career fairs are classic external methods because they reach people who aren't current employees. Promotions from within is internal recruitment, filling a vacancy with an existing staff member rather than advertising publicly for outside applicants. That's why this option is the correct one in this context. Internal promotions are typically used to advance current staff and maintain continuity, while external methods are used to widen the search and introduce new skills from outside.

**6. Expectancy Theory posits that motivation depends on which factors?**

- A. Motivation is driven solely by external rewards.**
- B. Motivation depends on expectancy, instrumentality, and valence.**
- C. Motivation is unrelated to effort.**
- D. Motivation depends only on past performance.**

Expectancy Theory says motivation comes from three beliefs that together link effort to a valued outcome: expectancy, instrumentality, and valence. Expectancy is the belief that putting in effort will improve performance. Instrumentality is the belief that good performance will lead to a reward or desired outcome. Valence is the value or desirability the individual places on that reward. When all three beliefs are strong, the path from effort to a valued result is clear and appealing, so motivation is high. If any one of these beliefs is weak, motivation drops because the whole chain weakens. The other options miss essential parts: motivation isn't driven solely by external rewards, it isn't unrelated to effort, and it isn't determined only by past performance.

## 7. What is a chain of command?

- A. The clear, hierarchical line of authority that flows from the top of the organization down to the lowest level.**
- B. A diagram of all employees showing positions in the company.**
- C. Informal influence based on relationships and trust.**
- D. The sequence of tasks in a project.**

A chain of command is the formal, hierarchical line of authority that flows from the top of the organization down to the lowest level. It defines who has the power to make decisions, who is responsible for what tasks, and who reports to whom, ensuring that orders and information move in a clear, orderly way and that accountability is maintained. This clarity is essential for coordinating activities, avoiding overlapping authority, and defining roles in sport and recreation settings where safety and efficiency matter. The other ideas describe related concepts but not the formal authority path: a diagram of all employees shows positions in an organizational chart, which maps roles but doesn't specify who holds formal authority; informal influence based on relationships refers to social networks outside the formal structure; and the sequence of tasks in a project relates to workflow rather than who has authority to direct those tasks.

## 8. What should interview questions assess?

- A. Leadership ability, communication skills, problem-solving, cultural fit, work ethic**
- B. Only technical skills**
- C. Salary expectations**
- D. Favorite sports teams**

Interview questions should reveal how a candidate leads and collaborates, communicates clearly, solves real-world problems, fits the organization's culture, and demonstrates a solid work ethic. In sport and recreation, these traits matter because roles often involve guiding groups, coordinating with participants and staff, handling unexpected situations, and upholding program values. Technical skills are important, but they don't alone predict how someone will perform in dynamic, team-based environments. Focusing only on technical ability misses these crucial aspects. Salary expectations are usually discussed later, and personal interests like favorite sports teams don't indicate job performance or behavior.

**9. Staff authority grants which of the following?**

- A. Authority to advise and support line managers.**
- B. The official power to make strategic decisions.**
- C. Authority to hire new staff across departments.**
- D. The power to demand compliance from all employees.**

Staff authority is the right to advise and support line managers, not to command or make decisions on behalf of the organization. It exists to provide specialized input, analysis, and guidance that helps those who have direct responsibility for achieving goals. Because of this, staff cannot unilaterally set strategy, hire across departments, or demand compliance from all employees. The authority to make strategic decisions rests with line managers and top leaders who have direct decision-making power, while hiring and enforcement of rules typically come from those with line or supervisory authority. So the correct choice captures the advisory and supportive role that staff units play within the hierarchy.

**10. Which of the following is NOT one of the five ways to manage conflict?**

- A. Avoiding**
- B. Accommodating**
- C. Suppression**
- D. Collaborating**

Managing conflict is about choosing a deliberate approach from the standard set of conflict-management styles: avoiding, accommodating, compromising, collaborating, and competing. Each of these describes a different way to handle disagreements, balancing the task at hand with the relationship involved. Suppression isn't a formal style in this framework; it doesn't outline a recognized method for resolving a dispute and tends to mute or hide the issue rather than actively address it. Because of that, suppression doesn't belong with the five established approaches. In practice, recognizing this helps teams in sport and recreation decide on a constructive path—whether it's sidestepping a quarrel for the moment, yielding to preserve harmony, finding a middle ground, working together to solve the problem, or pushing for a win-lose outcome when stakes are high.

## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

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**We wish you the very best on your exam journey. You've got this!**

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