



ICM

JUNE 2016

SPORT & RECREATION OPERATIONS MANAGEMENT

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Explain how the relationship between the customer and staff can be regarded as 'bi-directional'. Include relevant examples in your answer. [20]
 2. Using examples from sport and recreation, explain the challenges for leisure venue management in the following scenarios (based on Schemmer's 1995 model):
 - Low labour intensity
 - High labour intensity
 - Low interaction/low customisation
 - High interaction/high customisation[20]
 3. Using Parry's (2004) 'Sport and Leisure Operations Model' (SLOM), explain how feedback may be 'filtered' and how that can affect sports facility planning decisions. [20]
 4. Explain how recruiting and selecting a volunteer for a sports event differs from that for an employee for a sport organisation. [20]
 5. Define what **revenue management** is and explain its FIVE 'constraints' in sport and recreation management. Include relevant examples in your answer. [20]
 6. Explain the THREE ways sport and recreation managers can manage fluctuations in demand for tickets. Use examples from sport and recreation organisations. [20]
 7. Explain, with relevant examples, a planning process model for hosting a major sports event. [20]
 8. Explain, with relevant examples, some of the potential issues in carrying out a risk analysis for a mega-event like the Summer Olympic Games. [20]