

Applied Inquiry Questions

Fully answer all parts of each of the four questions that you choose. Answers should be comprehensive and derived from numerous scholarly sources (refereed journals and authoritative textbooks should be used in addition to class materials). **Cite 5-10 references for every question and provide a final reference list for each question.** All citations and references must be in APA format, as well as the margins and font. At least half of the references should be no older than six years old. A sample outline for the papers is downloadable on another pdf.

Work independently. All answers must be submitted electronically to your advisor. Your advisor may submit the electronic version to the university's TurnItIn.com software (utilized to detect plagiarism and other forms of academic dishonesty). Answers to each question should be well written (grammar, syntax, flow, intro/conclusion, etc.). Use subtitle headings to guide reader through your sections. Each paper must be 2100-3000 words. You may submit the papers in any order you like, but doing the Mission paper first often helps answer questions in the other papers.

Once you turn in your paper, a faculty member will read and evaluate it and assign a grade from 0-300. Each paper must receive a minimum of 210 to successfully pass comprehensive exams. If you receive a score less than 210, at the faculty member's discretion, you may be given a chance to resubmit a revised paper for reconsideration (within a short time frame). If you are not provided a gift of a second opportunity or if you fail to achieve a score of 210 upon a second opportunity, you will be asked to retake the course that addresses that topic during the next available quarter it is offered and the successful completion of your degree will be postponed the required time for that to occur. We are hopeful that the quality of your attention to each topic will make that option unlikely.

After your advisor returns the paper, please take the opportunity to make recommendations to the organization if applicable. For example, you might note ways to improve the marketing plan, ways to cut costs or increase ROI, ways to reduce liability, etc.

The questions are below and give general guidance as to the topics and content. However, please use the rubrics when writing the papers so that you make sure that you are addressing all of the components of the questions. The rubrics have additional information on each question, beyond what is below.

1. **Mission**

Discuss the theoretical rationale for an organization to have a mission statement, organizational values, and organizational goals (official and operational). Discuss the relationships among the above mission, values, and goals. Critically analyze the mission statement of your focal organization. Discuss whether your organization has written or unwritten values and how they support and mesh with the mission statement. Evaluate whether your organization has official and operational goals. Identify in what ways they are achieving (or not) these goals (support with specific examples). Also discuss how well goals support and mesh with mission statement and values. Make recommendations for the organization on ways to improve in these areas.

2. **Leadership**

Leadership is a complex practice, but present at all levels in organizations. Give a brief overview of the three main types of leadership (transactional, transformational, transcendent). Describe and explain in more detail a specific leadership model/framework (e.g. servant leadership, Five-C, LMX, complexity leadership, authentic leadership, etc.). Be sure to mention with which category(ies) your leadership model aligns. Analyze the leadership culture of your organization or a particular leader through the model discussed in the literature review. Provide specific examples such as behaviors, attitudes, and cultural norms to support your insights. Make recommendations on how the organization can improve leadership. In doing so, make sure your recommendations align with at least one of the following: promoting value and ethic based decision making, fostering relationships, accepting social responsibility, thinking globally, and seeking to improve the quality of life for others, including both employees as well as people they serve. Make recommendations that demonstrate your commitment to helping the organization improve leadership in ways that promote social justice at the individual, organizational, and societal level to create an appropriate environment for diverse individuals.

3. **Organizational Effectiveness**

Organizational effectiveness can be measured in various ways. Discuss a systems view approach to organizational effectiveness. Discuss how efficiency and effectiveness are two distinct concepts. Describe an organizational effectiveness theory (or two) depending on theory. Either the theory should be multi-dimensional or you must combine two or more specific theories to frame a systems view of organizational effectiveness. Analyze the effectiveness of your organization through the theoretical lens(es) you discussed in the literature review. Discuss in what ways the organizational structure, policies, and/or procedures are working well according to your theoretical framework. Discuss in what ways the organizational structure, policies, and/or procedures are not working well according to your theoretical framework. Provide specific examples to support your insights. Incorporate any charts or diagrams if they contribute to understanding. Make recommendations for the organization to improve organizational effectiveness.

4. **Planning**

Discuss the theoretical rationale for the function of planning in an organization and how it relates to other managerial functions. Make sure that you discuss steps in the planning process. Evaluate the value of strategic planning, tactical/operational planning, and rational planning. Discuss the basic elements that go into a strategic plan and operational/tactical plan as well as the relationship between the two. Obtain one or both of the following: (1) your organization's Strategic Plan and/or (2) a specific operational/tactical plan. Evaluate one or both plans according to the following questions depending on the relevance of what you decide to evaluate: (1) Is the strategic plan complete with key elements such as mission, values, key customers, SWOT analysis, strategic direction, goals and objectives, and timeline? (2) If applicable, how is the tactical/operational plan in line (or not) with the strategic plan? (3) In what ways is the organization achieving (and/or not achieving) the goals outlined in either or both plans based on your observations and interactions?

5. **Social Issues**

Identify and describe a social issue you have experienced in your organization or that your organization may face. Describe a specific theory (critical race, feminist, hegemonic masculinity, etc) that will help you identify and explain the issue in detail using examples from literature to support how this theoretical framework has been used in the past. Be sure to clarify the various ways in which your theory attends to cultural, interactionist, and structural analyses. You may include all three or focus on 1 or 2 aspects. Integrate these descriptions into the description of your theory. Critically analyze the social issue in your organization. Discuss behaviors, policies, understandings and meanings that create (or could potentially lead to) a social issue- one that leads (or might lead) to an inappropriate environment for diverse individuals. Use specific examples to support your insights. Make recommendations for the organization to improve how it can promote social justice at the individual, organizational, and societal level to create an appropriate environment for diverse individuals.

6. **Consumer Behavior**

Discuss the theoretical rationale for an organization to understand consumer behavior. Discuss how consumer behavior may be used to identify market segments and how organizations should go about doing it. Discuss the value of market segments and how they should be used. Discuss the target markets for the organization and how were they identified. Discuss how the organization is accessing these markets and what kind of information the organization collects. Discuss how the organization uses the information that it collects and whether the organization feels that it benefits from that information. Make recommendations on how the organization could improve their market segments and identify potential markets that have not been accessed. Make recommendations on how the organization might improve in their processes so that they benefit more from the data collection.

7. **Marketing**

Discuss the theoretical rationale for an organization to have a marketing plan. Discuss why and how successful marketing is critical to sport organizations. Discuss the critical components of a marketing plan including situation analysis, marketing objectives, marketing strategy, and marketing mix. Obtain a marketing plan that has been created by your organization. Critically analyze the plan based on the four critical components and relevant sub-components:

- A. Situation Analysis
- B. Marketing Objectives
- C. Marketing Strategy
- D. Marketing Mix

Evaluate whether present promotional plans are working and how this comes into play with the marketing plan. Include the marketing plan as an attachment to the paper. Make recommendations for the organization on ways to improve their marketing plan in the identified aspects to increase this organization's market share of the consumer.

8. **Sponsorship**

Discuss the value of sponsorship as a marketing tool and as a revenue generation tool for a business organization making sure that you discuss both potential positives and negatives. Discuss the value of having the following seven things in a sponsorship proposal:

- A. Profile of the Organization
- B. A description of the Event or Program
- C. Compatibility with the potential sponsor's image
- D. Media & Promotion Plan
- E. Sponsorship investment
- F. Impact measurement
- G. Sponsorship benefits

Obtain a sponsorship proposal that has been created by your organization. Critically analyze the written proposal based on the seven aspects. Include the sponsorship proposal as an attachment to the paper. Make recommendations for the organization on ways to improve their sponsorship proposal in the identified aspects as necessary.

9. **Finance**

Discuss the differences between for-profit versus not-for-profit organizations and the value of each. Identify and discuss general revenue categories for organizations and general expense categories for sport organizations. Discuss whether the organization is a for-profit organization or a not-for-profit organization and whether you think it should be one or the other. Identify and discuss sources of revenue and categories of expenditures. Using quantitative and qualitative analysis, critically analyze the financial strength of your focal organization. Identify areas and make recommendations on where the organization could increase revenues with minimal expenditures. Identify areas and make recommendations where budget cuts could be made without compromising the organization's goals.

10. **Risk Management**

Discuss the theoretical rationale for why managing risk is important to an organization. Identify and discuss the areas of law that are the most relevant to evaluating risk to an organization. Do a risk management assessment of your focal organization. Identify areas that may be potential liabilities to the organization. You must evaluate at least one of the two following areas

- a. facility/equipment hazards
- b. improper contracts

Evaluate how difficult or costly it would be to improve any of these potential liabilities. You must evaluate the risk to the organization due to any gender, racial or special population inequities; anything that might impinge upon constitutional rights, or that might create a hostile environment for diverse individuals. Make recommendations based upon potentially the most injurious risks to the organization. Make recommendations on how the organization can promote social justice at the individual, organizational, and societal level to create an appropriate environment for diverse individuals.

11. **Communication, Social media, Branding**

Discuss the theoretical rationale of having a "Brand" and discuss ways of developing the brand, maintaining it, and enhancing it. Specifically, discuss the theory behind communicating the "Brand" to the customers. Discuss how Social Media plays a part in the overall communication strategy. Identify whether Social Media is an improvement on print and broadcast media, discussing aspects such as generating awareness, interest, evaluation, and ROI. Specific to your organization, identify the Social Media communication plan. Evaluate how your organization is using Social Media to communicate with its customers, focusing on comprehensiveness, efficiency, and ROI. Make suggestions how to improve the Social Media communication plan, or if there is a negative ROI, discuss why it should be eliminated.