

SPORT MANAGEMENT SERIES

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Principles and Applications

RUSSELL HOYE, AARON C.T. SMITH,
MATTHEW NICHOLSON AND BOB STEWART

FIFTH EDITION

ROUTLEDGE

Sport Management

Now available in a fully revised and updated fifth edition, *Sport Management: Principles and Applications* tells you everything you need to know about the contemporary sport industry. Covering both the professional and nonprofit sectors, and with more international material than any other introductory sport management textbook, it focuses on core management principles and their application in a sporting context, highlighting the unique challenges of a career in sport management.

The book contains useful features throughout, including conceptual overviews, guides to further reading, links to important websites, study questions, and up-to-date case studies showing how theory works in the real world. It covers every core functional area of management, including:

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- Human resource management
- Leadership and governance
- Marketing and sponsorship
- Performance management
- Sport and the media

The fifth edition includes expanded coverage of sport for development, analytics, monitoring and evaluation, ethics, risk management, sport and health, social media, sustainability, and other contemporary management issues. Complemented by a companion website offering additional resources for students and instructors, this is an ideal textbook for first and second-year students in sport management degree programs and for business students seeking an overview of applied sport management principles.

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Series Editor: Russell Hoye, La Trobe University, Australia

This **Sport Management Series** has been providing a range of texts for core subjects in undergraduate sport business and management courses around the world for more than 10 years. These textbooks are considered essential resources for academics, students, and managers seeking an international perspective on the management of the complex world of sport.

Many millions of people around the globe are employed in sport organizations in areas as diverse as event management, broadcasting, venue management, marketing, professional sport, community and collegiate sport, and coaching as well as in allied industries such as sporting equipment manufacturing, sporting footwear and apparel, and retail.

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Sport Management

Principles and Applications

FIFTH EDITION

**Russell Hoyer, Aaron C.T. Smith,
Matthew Nicholson, and
Bob Stewart**

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Preface

The success of the previous four editions of this textbook point to a continued need for *Sport Management: Principles and Applications* to fill the gap for an introductory text in sport management that provides a balance between management theory and the analysis of the highly dynamic context of the sport industry. As we said in the preface to the previous edition, this textbook continues to get this balance right, as evidenced by its adoption in many educational institutions across Australia, Canada, New Zealand, the United Kingdom, Europe, and increasingly other countries as a core undergraduate textbook, as well as being reprinted in five other languages. As with the original text, our intention with this edition is not to replace the ever-increasing number of excellent introductory texts on management theory, or to ignore the increasing volume of books that examine various elements of the global sport industry. Our aim continues to be the provision of a textbook that includes sufficient conceptual detail for undergraduate students to grasp the essentials of management, while highlighting the unique aspects of how management is applied to sport across the globe.

The book provides a comprehensive introduction to the principles of management and their practical application to sport organizations operating at the community, state/provincial, national, and professional levels. The book is primarily written for first- and second-year university students studying sport management courses and students who wish to research the nonprofit, government, and commercial dimensions of sport. It is especially suitable for students studying sport management within business-focussed courses, as well as students seeking an overview of sport management principles within human movement, sport development, sport science, or physical education courses.

As with previous editions, the book is divided into two parts. Part I provides a concise analysis of the evolution of sport, the unique features of sport and sport management, the current drivers of change in the sport industry, and the role of government policy and agencies, nonprofit organizations, and professional or elite sectors of sport. Part II covers core management principles and their application in sport, highlighting the unique features of how sport is managed compared to other industrial sectors with chapters on strategic management, organizational structure, human resource management, leadership, organizational culture, financial management, marketing, sport and the media, governance, and performance management.

We recognize that many instructors, lecturers, and course leaders have used the various iterations of this textbook in core courses over many years, and we wanted to maintain

the basic structure but update the case materials, examples, and current issues within the existing structure of the book. To assist lecturers and instructors, all chapters include an overview, a set of objectives, a summary of core principles, a set of review questions, suggestions for further reading, and a list of relevant websites for further information. Chapters 2 through 14 each contain three substantial examples (dubbed “In Practice”) that help illustrate concepts and accepted practice at the community, state/provincial, national, and international levels of sport. As with previous editions, the majority of these have been completely rewritten with new examples and the remainder extensively revised with updated information.

We have also written new case studies for Chapters 2 to 14 which can be used by lecturers and instructors for classroom discussion or assessment and also included some discussion questions for each chapter that can be used for facilitating in class interactions with the content. For those academics who prescribe the book as essential reading for students, a comprehensive website is available that contains an updated set of PowerPoint slides that summarize each chapter as well as teaching notes to accompany each of the case studies to guide instructors in their use for in class activities or assessment tasks.

We would like to thank our colleagues and students for their valuable comments on the previous editions of the book and the very valuable anonymous reviews provided on those editions. Once again, we are indebted to our longstanding Commissioning Editor Simon Whitmore for his belief in us to deliver a quality book. As always, we acknowledge and thank our respective partners and families for their support and patience while we developed this new edition.

Russell Hoye
Aaron C.T. Smith
Matthew Nicholson
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PART I

The sport management environment



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Sport management



OVERVIEW

This chapter provides a brief review of the development of sport into a major sector of economic and social activity and outlines the importance of sport management as a field of study and employment. It discusses the unique nature of sport and the drivers of change that affect how sport is produced and consumed. A model that explains the public, nonprofit, and professional elements of sport is presented, along with a brief description of the salient aspects of the management context for sport organizations. The chapter also serves as an introduction to the remaining sections of the book, highlighting the importance of each of the topics.

After completing this chapter the reader should be able to:

- Describe the unique features of sport;
- Understand the environment in which sport organizations operate;

- Describe the three sectors of the sport industry; and
- Explain how sport management is different to other fields of management study.

WHAT IS SPORT MANAGEMENT?

Sport employs many millions of people around the globe, is played or watched by the majority of the world's population, and at the elite or professional level has moved from being an amateur pastime to a significant industry. The growth and professionalization of sport has driven changes in the consumption, production and management of sporting events and organizations at all levels of sport. Countries with emerging economies such as Brazil, hosts of the 2014 World Cup for football and the 2016 Olympic Games, as well as advanced economic powerhouses such as Russia (host of the 2018 Olympic Games) and Japan (host of the 2020 Olympic Games), increasingly see sport as a vehicle for driving investment in infrastructure; for promoting their country to the world to stimulate trade, tourism, and investment; and for fostering national pride amongst their citizens.

Managing sport organizations at the start of the 21st century involves the application of techniques and strategies evident in the majority of modern business, government, and nonprofit organizations. Sport managers engage in strategic planning and performance management, manage large numbers of paid and voluntary human resources, deal with broadcasting contracts worth billions of dollars, and manage the development and welfare of elite athletes who sometimes earn 100 times the average working wage. Sport managers also work within a highly integrated global network of international sports federations, national sport organizations, government agencies, media corporations, sponsors, and community organizations that are subject to a myriad of regulations, government policies, and complex decision-making frameworks.

Students seeking a career as a sport manager need to develop an understanding of the special features of sport and its allied industries; the environment in which sport organizations operate; and the types of sport organizations that operate in the public, nonprofit, and professional sectors of the sport industry. The remainder of the chapter is devoted to a discussion of these points and highlights the unique aspects of sport organization management.

UNIQUE FEATURES OF SPORT

Smith, Stewart and Haimes (2010) provide a list of 10 unique features of sport which can assist us to understand why the management of sport organizations requires the application of specific management techniques. A unique feature of sport is the phenomenon of people developing irrational passions for sporting teams, competitions, or athletes. Sport has a symbolic significance in relation to performance outcomes, success, and celebrating achievement that does not occur in other areas of economic and social activity. Sport managers must learn to harness these passions by appealing to people's desire to buy tickets for events, become a member of a club, donate time to help run a voluntary association, or purchase sporting merchandise. They must also learn to apply clear business logic and

management techniques to the maintenance of traditions and connections to the nostalgic aspects of sport consumption and engagement.

There are also marked differences between sport organizations and other businesses in how they evaluate performance. Private or publicly listed companies exist to make profits and increase wealth of shareholders or owners, whereas in sport, other imperatives such as winning championships, delivering services to stakeholders and members, or meeting community service obligations may take precedence over financial outcomes. Sport managers need to be cognizant of these multiple organizational outcomes, while at the same time being responsible financial managers to ensure they have the requisite resources to support their organization's strategic objectives.

Competitive balance is also a unique feature of the interdependent nature of relationships between sporting organizations that compete on the field but cooperate off the field to ensure the long-term viability of both clubs and their league. In most business environments the aim is to secure the largest market share, defeat all competitors, and secure a monopoly. In sport leagues, clubs and teams need the opposition to remain in business, so they must cooperate to share revenues and playing talent and regulate themselves to maximize the level of uncertainty in the outcome of games between them so that fans' interest will be maintained. In some ways such behaviour could be construed as anti-competitive but governments support such actions due to the unique aspects of sport.

The sport product, when it takes the form of a game or contest, is also of variable quality. Although game outcomes are generally uncertain, one team might dominate, which will diminish the attractiveness of the game. The perception of those watching the game might be that the quality has also diminished as a result, particularly if it is your team that loses! The variable quality of sport therefore makes it hard to guarantee quality in the marketplace relative to providers of other consumer products such as mobile phones, cars, or other general household goods.

Sport also enjoys a high degree of product or brand loyalty, with fans unlikely to change the team or club they support or to switch sporting codes because of a poor match result or the standard of officiating. Consumers of household products have a huge range to choose from and will readily switch brands for reasons of price or quality, whereas sporting competitions and their teams are hard to substitute. This advantage is also a negative, as sporting codes that wish to expand market share find it difficult to attract new fans from other codes due to their familiarity with the customs and traditions of their existing sport affiliation.

Sport engenders unique behaviours in people, such as emulating their sporting heroes in play, wearing the uniform of their favourite player, or purchasing the products that sporting celebrities endorse. This vicarious identification with the skills, abilities, and lifestyles of sports people can be used by sport managers and allied industries to influence the purchasing decisions of individuals who follow sport.

Sport fans also exhibit a high degree of optimism, at times insisting that their team, despite a string of bad losses, is only a week, game, or lucky break away from winning the next championship. It could also be argued that the owners or managers of sport franchises exhibit a high degree of optimism by toting their star recruits or new coach as the path to delivering them on field success.

Sporting organizations, argue Smith, Stewart and Haines (2010), are relatively reluctant to adopt new technologies unless they are related to sports science or data analytics, where on-field performance improvements are possible, indeed, highly desirable. In

this regard sport organizations can be considered conservative and tied to traditions and behaviours more than other organizations.

The final unique aspect of sport is its limited availability. In other industries, organizations can increase production to meet demand, but in sport, clubs are limited by season length and the number of scheduled games. This constrains their ability to maximize revenue through ticket sales and associated income. The implication for sport managers is that they must understand the nature of their business, the level of demand for their product and services (whatever form that may take), and the appropriate time to deliver them.

Collectively, these unique features of sport create some challenges for managers of sport organizations and events. It is important to understand the effects of these features on the management approaches and strategies used by sport managers; the next section explains how these unique features of sport influence the operating environment for sport organizations and their managers.

SPORT MANAGEMENT ENVIRONMENT

Globalization has been a major force in driving change in the ways sport is produced and consumed. The enhanced integration of the world's economies has enabled communication to occur between producers and consumers at greater speed and variety, and sport has been one sector to reap the benefits. Consumers of elite sport events and competitions such as the Olympic Games; World Cups for rugby, cricket, and football; English Premier League Football; the National Basketball Association (NBA); and Grand Slam tournaments for tennis and golf enjoy unprecedented access through mainstream and social media. Aside from actually attending the events live at a stadium or venue, fans can view these events through free to air and pay or cable television; listen to them on radio and the Internet; read about game analyses, their favourite players and teams through newspapers and magazines in both print and digital editions; receive progress scores, commentary, or video on their mobile phones or tablets through websites or social media platforms such as Twitter; and sign up for special deals and information through online subscriptions using their email address or preferred social media platform. The global sport marketplace has become very crowded, and sport managers seeking to carve out a niche need to understand the global environment in which they must operate. Thus, one of the themes of this book is the impact of globalization on the ways sport is produced, consumed, and managed.

Most national governments view sport as a vehicle for nationalism, economic development, or social development. As such, they consider it their role to enact policies and legislation to support, control, or regulate the activities of sport organizations. Most national governments support elite training institutes to assist in developing athletes for national and international competition, provide funding to national sporting organizations to deliver high-performance and community-level programs, support sport organizations to bid for major events, and facilitate the building of major stadiums. In return for this support, governments can influence sports to recruit more mass participants; provide services to discrete sectors of the community; or have sports enact policies on alcohol and drug use, gambling, and general health promotion messages. Governments also regulate the

activities of sport organizations through legislation or licensing in areas such as industrial relations, anti-discrimination, taxation, and corporate governance. A further theme in the book is the impact that government policy, funding, and regulation can have on the way sport is produced, consumed, and managed.

The management of sport organizations has undergone a relatively rapid period of professionalization since the 1980s. The general expansion of the global sports industry and commercialization of sport events and competitions, combined with the introduction of paid staff into voluntary governance structures and the growing number of people who now earn a living managing sport organizations or playing sport, has forced sport organizations and their managers to become more professional. This is reflected in the increased number of university sport management courses, the requirement to have business skills as well as industry-specific knowledge or experience to be successful in sport management, the growth of professional and academic associations devoted to sport management, and the variety of professionals and specialists that sport managers must deal with in the course of their careers. Sport managers will work with accountants, lawyers, human resource managers, taxation specialists, government policy advisors, project management personnel, architects, market researchers, and media specialists, not to mention sports agents, sports scientists, coaches, officials, and volunteers. The ensuing chapters of the book will highlight the ongoing professionalization of sport management as an academic discipline and a career.

The final theme of the book is the notion that changes in sport management frequently result from developments in technology. Changes in telecommunications have already been highlighted, but further changes in technology are evident in areas such as performance-enhancing drugs, information technology, data analytics focused on both on-field and off-field elements, coaching and high-performance techniques, sports venues, sport betting and wagering, and sporting equipment. These changes have forced sport managers to develop policies about their use, to protect intellectual property with a marketable value, and generally adapt their operations to incorporate their use for achieving organizational objectives. Sport managers need to understand the potential of technological development but also the likely impact on future operations.

THREE SECTORS OF SPORT

In order to make sense of the many organizations that are involved in sport management and how these organizations may form partnerships, influence each others' operations, and conduct business, it is useful to see sport as comprising three distinct sectors. The first is the state or public sector, which includes national, state/provincial, regional and local governments, and specialist agencies that develop sport policy, provide funding to other sectors, and support specialist roles such as elite athlete development or drug control. The second is the nonprofit or voluntary sector, made up of community-based clubs, governing associations, and international sport organizations that provide competition and participation opportunities, regulate and manage sporting codes, and organize major championship events. The third sector is professional or commercial sport organizations,

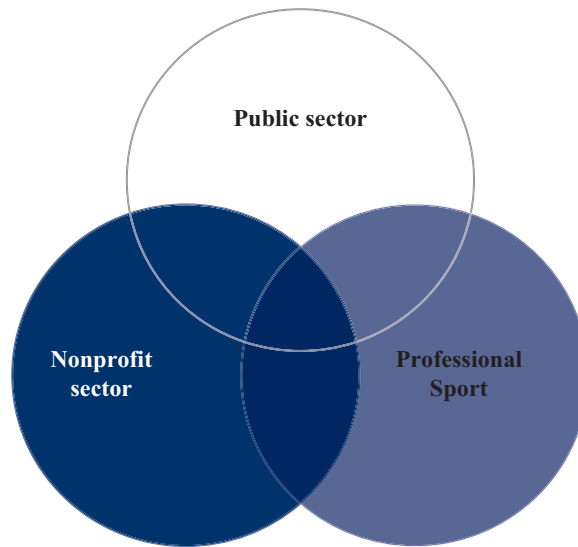


FIGURE 1.1 Three-sector model of sport

comprising professional leagues and their member teams, as well as allied organizations such as sporting apparel and equipment manufacturers, media companies, major stadia operators, and event managers.

These three sectors do not operate in isolation, and in many cases there is significant overlap. For example, the state is intimately involved in providing funding to nonprofit sport organizations for sport development and elite athlete programs, and in return nonprofit sport organizations provide the general community with sporting opportunities as well as developing athletes, coaches, officials, and administrators to sustain sporting participation. The state is also involved in commercial sport, supporting the building of major stadia and other sporting venues to provide spaces for professional sport to be played, providing a regulatory and legal framework for professional sport to take place, and supporting manufacturing and event organizations to do business. The nonprofit sport sector supports professional sport by providing playing talent for leagues, as well as developing the coaches, officials, and administrators to facilitate elite competitions. Indeed, in some cases the sport league itself will consist of member teams which are technically nonprofit entities, even though they support a pool of professional managers and players. In return, the professional sport sector markets sport for spectators and participants and in some cases provides substantial funds from TV broadcast rights revenue. Figure 1.1 illustrates the three sectors and the intersections where these relationships take place.

WHAT IS DIFFERENT ABOUT SPORT MANAGEMENT?

Sport managers utilize management techniques and theories that are similar to managers of other organizations, such as hospitals, government departments, banks, mining

companies, car manufacturers, and welfare agencies. However, there are some aspects of strategic management, organizational structure, human resource management, leadership, organizational culture, financial management, marketing, governance, and performance management that are unique to the management of sport organizations.

Strategic management

Strategic management involves the analysis of an organization's position in the competitive environment, the determination of its direction and goals, the selection of an appropriate strategy, and the leveraging of its distinctive assets. The success of any sport organization may largely depend on the quality of their strategic decisions. It could be argued that nonprofit sport organizations have been slow to embrace the concepts associated with strategic management because sport is inherently turbulent, with on-field performance and tactics tending to dominate and distract sport managers from the choices they need to make in the office and boardroom. In a competitive market, sport managers must drive their own futures by undertaking meaningful market analyses, establishing a clear direction, and crafting strategy that matches opportunities. An understanding of strategic management principles and how these can be applied in the specific industry context of sport are essential for future sport managers.

Organizational structure

An organization's structure is important because it defines where staff and volunteers 'fit in' with each other in terms of work tasks, decision-making procedures, the need for collaboration, levels of responsibility and reporting mechanisms. Finding the right structure for a sport organization involves balancing the need to formalize procedures while fostering innovation and creativity, and ensuring adequate control of employee and volunteer activities without unduly affecting people's motivation and attitudes to work. In the complex world of sport, clarifying reporting and communication lines between multiple groups of internal and external stakeholders while trying to reduce unnecessary and costly layers of management is also an important aspect of managing an organization's structure. The relatively unique mix of paid staff and volunteers in the sport industry adds a layer of complexity to managing the structure of many sport organizations.

Human resource management

Human resource management, in mainstream business or sport organizations, is essentially about ensuring an effective and satisfied workforce. However, the sheer size of some sport organizations, as well as the difficulties in managing a mix of volunteers and paid staff in the sport industry, make human resource management a complex issue for sport managers. Successful sport leagues, clubs, associations, retailers, and venues rely on good human resources, both on and off the field. Human resource management cannot be divorced from other key management tools, such as strategic planning or managing organizational

culture and structure, and is a further element that students of sport management need to understand to be effective practitioners.

Leadership

Managers at the helm of sport organizations need to be able to influence others to follow their visions; empower individuals to feel part of a team working for a common goal; and be adept at working with leaders of other sport organizations to forge alliances, deal with conflicts, or coordinate common business or development projects. The sport industry thrives on organizations having leaders who are able to collaborate effectively with other organizations to run a professional league; work with governing bodies of sport; and coordinate the efforts of government agencies, international and national sport organizations, and other groups to deliver large-scale sport events. Sport management students wishing to work in leadership roles need to understand the ways in which leadership skills can be developed and how these principles can be applied.

Organizational culture

Organizational culture consists of the assumptions, norms, and values held by individuals and groups within an organization, which affect the activities and goals in the workplace and in many ways influence how employees work. Organizational culture is related to organizational performance, excellence, employee commitment, cooperation, efficiency, job performance, and decision making. However, how organizational culture can be defined, diagnosed, and changed is subject to much debate in the business and academic world. Due to the strong traditions of sporting endeavour and behaviour, managers of sport organizations, particularly those such as professional sport franchises or traditional sports, must be cognizant of the power of organizational culture as both an inhibitor and driver of performance. Understanding how to identify, describe, analyse, and ultimately influence the culture of a sport organization is an important element in the education of sport managers.

Financial management

Financial management in sport involves the application of accounting and financial decision-making processes to the relatively unique revenue streams and costs associated with sport organizations. It is important for sport managers to understand the financial management principles associated with membership income, ticketing and merchandise sales, sports betting income, sponsorship, broadcast rights fees, and government grants and subsidies. Sport managers also need to understand the history of the commercial development of sport and the ways in which sport is likely to be funded and financed in the future, in particular the move to private ownership of sport teams and leagues, sport clubs being listed on the stock exchange, greater reliance on debt finance, and public-private partnerships.

Sport marketing

Sport marketing is the application of marketing concepts to sport products and services and the marketing of non-sports products through an association with sport. Like other forms of marketing, sport marketing seeks to fulfil the needs and wants of consumers. It achieves this by providing sport services and sport-related products to consumers. However, sport marketing is unlike conventional marketing in that it also has the ability to encourage the consumption of non-sport products and services by association. It is important to understand that sport marketing means the marketing of sport as well as the use of sport as a tool to market other products and services.

Sport and the media

The relationship between sport and the media is the defining commercial connection for both industries at the beginning of the 21st century, and at the elite and professional levels sport is becoming increasingly dependent on the media for its commercial success. Managers of professional or commercial sport organizations and events need an understanding of the structure of the sport broadcast industry, the implications of media diversity and convergence, the valuation of media rights, and the restrictions that government policy and regulation has in some cases. The explosion in the use of social media platforms by consumers demands that sport managers know how to use these platforms to communicate, engage, and ultimately influence consumer decisions in relation to their product, service, or brand.

Governance

Organizational governance involves the exercise of decision-making power within organizations and provides the system by which the elements of organizations are controlled and directed. Governance is a particularly important element of managing sport organizations, many of whom are controlled by elected groups of volunteers, as it deals with issues of policy and direction for the enhancement of organizational performance rather than day-to-day operational management decision making. Appropriate governance systems help ensure that elected decision makers and paid staff seek to deliver outcomes for the benefit of the organization and its members and that the means used to attain these outcomes are effectively monitored. As many sport managers work in an environment where they must report to a governing board, it is important that they understand the principles of good governance and how these are applied in sport organizations.

Performance management

Sport organizations over the last 30 years have undergone an evolution to become more professionally structured and managed. Sport organizations have applied business principles to marketing their products, planning their operations, managing their human resource, and carrying out other aspects of organizational activity. The unique nature of

sport organizations and the variation in missions and purposes has led to the development of a variety of criteria with which to assess the performance of sport organizations. Sport management students need to understand the ways in which organizational performance can be conceptualized, analysed, and reported and how these principles can be applied in the sport industry.

SUMMARY

Sport has a number of unique features:

- people develop irrational passions;
- differences in judging performance;
- the interdependent nature of relationships between sporting organizations;
- anti-competitive behaviour;
- sport product (a game or contest) is of variable quality;
- it enjoys a high degree of product or brand loyalty;
- it engenders vicarious identification;
- sport fans exhibit a high degree of optimism;
- sport organizations are relatively reluctant to adopt new technology; and
- sport often has a limited supply.

Several environmental factors influence the way sport organizations operate, namely globalization, government policy, professionalization, and technological developments.

The sport industry can be defined as comprising three distinct but interrelated industries: The state or public sector, the nonprofit or voluntary sector, and the professional or commercial sector. These sectors do not operate in isolation and often engage in a range of collaborative projects, funding arrangements, joint commercial ventures, and other business relationships.

Some aspects of strategic management, organizational structure, human resource management, leadership, organizational culture, financial management, marketing, the relationship between sport and the media, governance, and performance management are unique to the management of sport organizations. The remainder of the book explores the three sectors of the sport industry and examines each of these core management issues in more detail.

REVIEW QUESTIONS

- 1 Define sport management.
- 2 What are the unique features of sport?
- 3 Describe the main elements of the environment that affect sport organizations.
- 4 What sort of relationships might develop between sport organizations in the public and nonprofit sectors?

- 5 What sort of relationships might develop between sport organizations in the public and professional sport sectors?
- 6 What sort of relationships might develop between sport organizations in the professional and nonprofit sectors?
- 7 Explain the major differences between managing a sport organization and a commercial manufacturing firm.
- 8 Why does the sport industry need specialist managers with tertiary sport management qualifications?
- 9 Identify one organization from each of the public, nonprofit, and professional sport sectors. Compare how the environmental factors discussed in this chapter can affect their operation.
- 10 Discuss whether the special features of sport discussed in this chapter apply to all levels of sport by comparing the operation of professional sports league, an elite government sport institute, and a community sport club.

DISCUSSION QUESTIONS

- 1 Why do governments support sport through the use of taxpayer money to build facilities and stadiums?
- 2 Why have some professional sports, such as the English Premier League football competition or the NBA, become wildly more successful than others?
- 3 What are some of the unique attributes of sport that have attracted you (as students) to study this field?
- 4 Is sport still as popular as a leisure or active recreation activity as, say, 20 years ago? Why or why not?
- 5 What might be some of the emerging challenges that sport managers will have to face in the next decade?

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- Smith, A., Stewart, B. and Haimes, G. (2011). *The Performance Identity: Building High-Performance Organizational Cultures in Sport*. New York: Nova Science Publishers.

RELEVANT WEBSITES

The following websites are useful starting points for general information on the teaching programs and research communities focussed on the management of sport:

Asian Association for Sport Management (AASM) at www.asianasm.wordpress.com

European Association for Sport Management (EASM) at www.easm.net

Latin American Association for Sport Management (ALGEDE) at www.algede.com

North American Society for Sport Management (NASSM) at www.nassm.com

Sport Management Association of Australia and New Zealand (SMAANZ) at www.smaanz.org

World Association for Sport Management at www.wasm2017.com

Sport management

Fort, R. (2011). *Sport Economics*. 3rd edn. Upper Saddle River, NJ: Prentice Hall/Pearson.

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Latin American Association for Sport Management (ALGEDE) at www.algede.com

North American Society for Sport Management (NASSM) at www.nassm.com

Sport Management Association of Australia and New Zealand (SMAANZ) at www.smaanz.org

World Association for Sport Management at www.wasm2017.com

Government influence on sport

An excellent introduction to the crucial role of government and the public sector in managing a nation's affairs is provided in Stiglitz (2000) *Economics of the Public Sector*. 3rd edn. New York: W.W. Norton. For a thorough analysis of the ways in which government can go about regulating a nation's economic, social and cultural affairs, see Baldwin, Cave and Lodge (2012) and Braithwaite and Drahos (2000).

There are now a number of publications that examine the ways in which the state has intervened in a nation's sport development. To get a detailed picture of the Australian experience you should read Bloomfield (2003) and Stewart et al (2004). The British experience is nicely reviewed in Green, M. and Houlihan, B. (2005). *Elite Sport Development*. London: Routledge, Houlihan and White (2002) and Hylton et al. (2001).

For some comparative analysis of state involvement in sport the most comprehensive treatment is contained in Chalip, Johnson and Stachura (1996). Houlihan (1997) provides an excellent comparative study of Australia, Canada, Ireland, and the United Kingdom (UK).

The most definitive account of sport in socialist Cuba, although now a little dated, is Pattavino, P. and Pye, G. (1994). *Sport in Cuba: The Diamond in the Rough*. Pittsburg: University of Pittsburg Press.

A deep analysis of sport stadia and urban development is contained in Delaney, K. & Eckstein, R. (2003). *Public Dollars, Private Stadiums: The Battle Over Building Sports Stadiums*. New Brunswick: Rutgers University Press. See also Coakley, J. , et al. (2009). *Sport in Society*. Sydney: McGraw Hill; Horne, D. (1964). *The Lucky Country*. Ringwood: Penguin Books; Rigauer, B. (1981). *Sport and Work*. New York: Columbia University Press; Stebbins, R. (2007). *Serious Leisure*. New Brunswick: Transactions Publications.

To find out more about the relationship between government and sport in Australian sport go to the Australian Sports Commission site at www.ausport.gov.au

To get more details of the English experience go to the Sport England site at www.sportengland.org

For a comprehensive review of the state's involvement in NZ sport go to the New Zealand Government Sport and Recreation site at www.sparc.org.nz

For more details on the Irish sport-participation policy experience go to www.irishsportscouncil.ie/Participation/Go_for_Life/#sthash.ORQFNbu5.dpuf

A detailed analysis of how cities in the USA go about subsidising the construction of sport stadia is found in www.citylab.com/equity/2015/09/the-never-ending-stadium-boondoggle/403666/

A detailed critique of city subsidies for stadium construction is available in: <http://news.stanford.edu/2015/07/30/stadium-economics-noll-073015/> See also <http://medium.com/concentrated-benefits/the-hidden-costs-of-stadium-subsidies-fbc079f335f3>

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- The following websites are useful starting points for further information on nonprofit sport organizations:
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- Ladies Professional Golf Association – www.lpga.com

Australian Football League – www.afl.com.au
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 British Rugby League – www.superleague.co.uk/
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 Chinese Professional Baseball League – www.cpbl.com.tw/html/english/cpbl.asp
 European Champions League – www.uefa.com/
 Serie A (Italy) – www.legaseriea.it
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 European Professional Golfers' Association Tour – www.europeantour.com
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<https://tokyo2020.jp/en/>–Tokyo 2020 Summer Olympic Games Organising Committee
www.theworldsstrongestman.com/–World's Strongest Man

Organizational design

The use of organizational theory in the analysis of structures for nonprofit sport organizations is well established. Three broad questions have been addressed in these studies. These are first, investigating the relationship between organizational structure and organizational effectiveness; second, attempting to categorize organizational types; and third, exploring the impact of professionalization on various elements of organizational structure.

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Australian Sports Commission at www.ausport.gov.au

Sport New Zealand at www.sportnz.org.nz

Sport Canada at www.pch.gc.ca/eng/1266246552427

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Australian Sports Commission Resources at

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Sport and Recreation New Zealand Resources at <www.sportnz.org.nz/managing-sport/search>

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www.eslgaming.com/—Electronic Sports League

<https://fcbayern.com/en>—FC Bayern Munich

www.fifa.com/sustainability/index.html—Fifa Sustainability

www.nba.com/warriors/gswsportsllc/—GSW Sports

www.ie-sf.org/—International eSports Federation

www.dodgersaccelerator.com/—Los Angeles Dodgers Accelerator

www.oneteamcollective.com/—NFL Players Association One Team

<http://about.nike.com/pages/sustainable-innovation>—Nike Sustainable Innovation

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Then click on “annual reports” to secure finance details.

To secure a detailed evaluation of the London Olympic Games budget see the National Audit Office (NAO) Report at < www.nao.org.uk/report/the-budget-for-the-london-2012-olympic-and-paralympic-games/>

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www.europeantour.com/en/europeantour/—European Tour (Golf)

<https://NBA.com>—National Basketball Association

www.rossignol.com/—Rossignol

www.afl.com.au/womens—Women's Australian Football League

Media

Billings, A. and Hardin, M. (eds) (2014). *Routledge Handbook of Sport and New Media*. London: Routledge.

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Australian Sports Commission at www.ausport.gov.au

Sport Canada at www.pch.gc.ca/progs/sc/index_e.cfm

Sport England at www.sportengland.org

Sport Scotland at www.sportscotland.org.uk

Performance management

To get a more detailed picture of the fundamentals of performance management and how it has been used in both private and public sectors, see Anthony and Young 2003; Bryson, 2004; and Bouckaert et al (2003). In order to obtain a fuller appreciation of the theoretical foundations of performance management, its relation to organizational effectiveness, and problems of implementation, refer to chapter 3 of Robbins et al (2002), and Bouckaert (1995).

To secure more details on what makes sport both similar to and different from the world of business go to Smith, A. and Stewart, B. (2010).

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For an update on the Balanced Scorecard approach to performance management, go to <www.balancedscorecard.org>

Japan's professional soccer (ie association football) league, the J. League is one of Japan's most popular sport competitions. To obtain a general picture of its overall level of performance, go to < www.j-league.or.jp/eng/ >.

In Australia, the Australian Football League is highly profitable, but paradoxically some of its member clubs have had to fight severe financial turbulence over many years. The Institute of Chartered Accountants undertakes an annual survey of club finances. For further details search for the Enhancing Not-for-Profit Annual and Financial Reporting report on the www.icaa.org.ausite.

The Western Australian Government inquiry into the 2011 Ultra marathon disaster is available at: www.parliament.wa.gov.au/parliament/.../Report+No.+13+-+Final+-+20120816.pdf

For a detailed discussion of the Global Reporting Initiative (GRI) and related indicators go to www.globalreporting.org

Nike has developed a strong corporate social responsibility program in recent years, For a detailed discussion of their sustainable business program go to www.nikeresponsibility.com/report/

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www.nytimes.com/2016/05/28/sports/basketball/after-two-decades-wnba-still-struggling-for-relevance.html

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The WNBA's image problem is discussed at:

www.huffingtonpost.com/lyndsey-darcangelo/the-wnbas-biggest-problem_b_9437480.html

Details of the social responsibility projects supported by the WNBA are listed at:

www.slate.com/blogs/xx_factor/2016/07/25/the_wnba_s_black_lives_matter_protest_has_set_new_standard_for_sports_activism.html

An update of the WNBA is available at:

www.wnba.com/

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