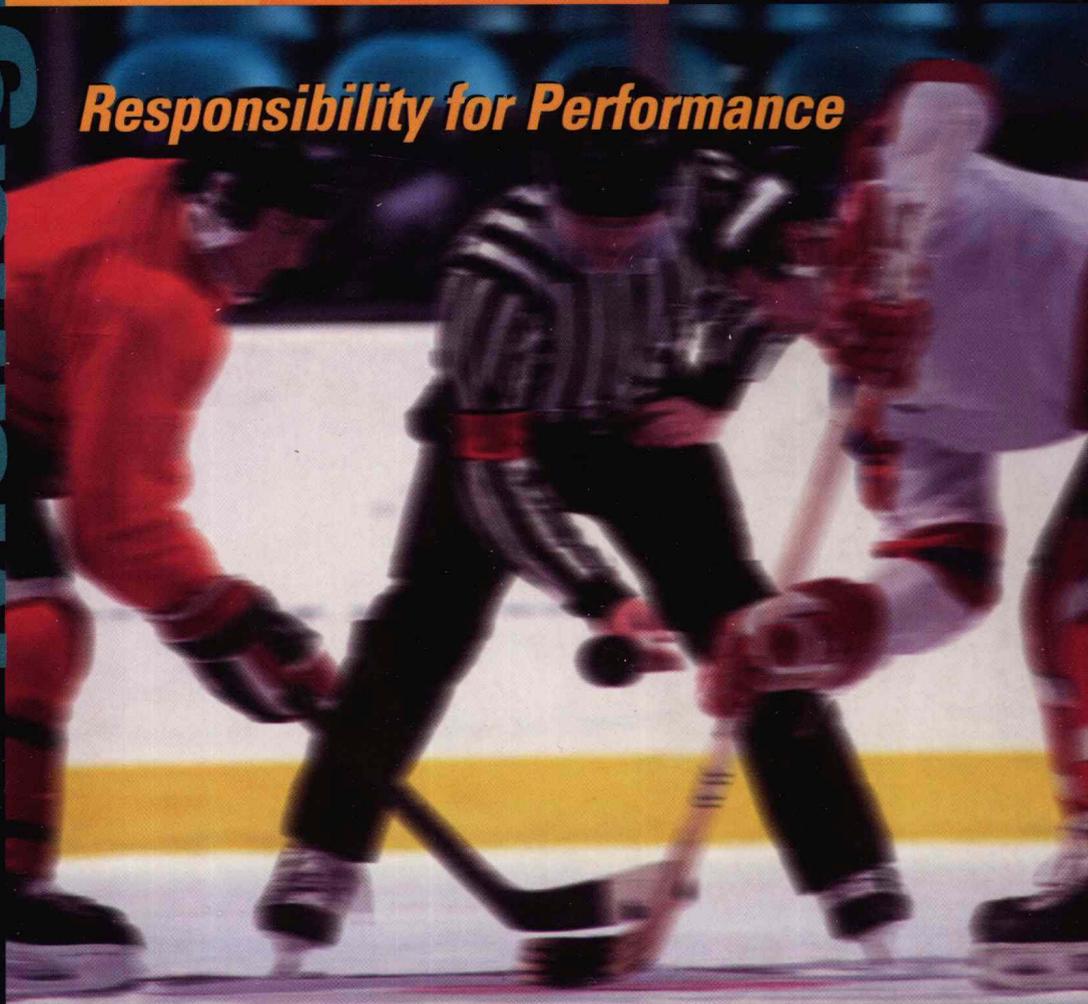


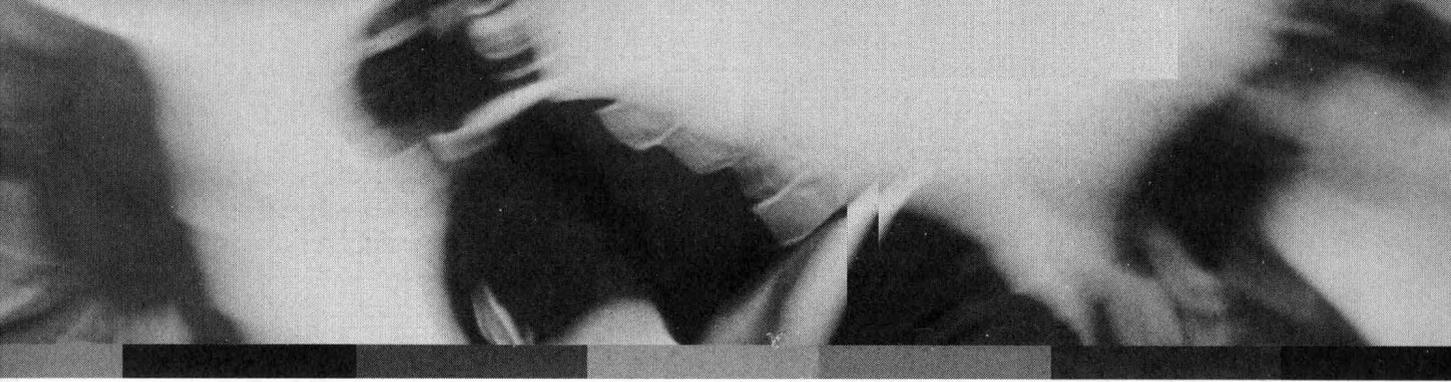
Managing

# Sports Organizations

*Responsibility for Performance*



*Covell, Walker,  
Siciliano, and Hess*



# **Managing Sports Organizations:**

*Responsibility for Performance*

**Daniel Covell**

*Western New England College*

**Sharianne Walker**

*Western New England College*

**Julie Siciliano**

*Western New England College*

**Peter W. Hess**

*Western New England College*

**THOMSON**  
—★—  
**SOUTH-WESTERN**



***Managing Sports Organizations: Responsibility for Performance***  
Daniel Covell, Sharianne Walker, Julie Siciliano, Peter W. Hess

**Editor-in-Chief**

Jack Calhoun

**Vice President, Team Director**

Michael P. Roche

**Executive Editor**

John Szilagyi

**Sr. Marketing Manager**

Rob Bloom

**Developmental Editor**

Jennifer E. Baker

**Sr. Production Editor**

Elizabeth A. Shipp

**Media Developmental Editor**

Kristen Meere

**Media Production Editor**

Karen L. Schaffer

**Manufacturing Coordinator**

Rhonda Utley

**Production House**

Trejo Production

**Printer**

Transcontinental Printing, Inc.—  
Louisville, QC

**Internal Designer**

Casey Gilbertson

**Photography Manager**

Deanna Ettinger

**Photo Researcher**

Terri Miller

**Cover Designer**

Casey Gilbertson

**Cover Photograph**

© PhotoDisc

COPYRIGHT © 2003

by South-Western, a division of  
Thomson Learning. Thomson  
Learning™ is a trademark used herein  
under license.

Printed in Canada

1 2 3 4 5 05 04 03 02

For more information  
contact South-Western,  
5191 Natorp Boulevard,  
Mason, Ohio 45040.

Or you can visit our Internet site at:  
<http://www.swcollege.com>

ALL RIGHTS RESERVED.

No part of this work covered by the  
copyright hereon may be reproduced or  
used in any form or by any  
means—graphic, electronic, or mechani-  
cal, including photocopying, recording,  
taping, Web distribution or information  
storage and retrieval systems—without  
the written permission of the publisher.

For permission to use material from  
this text or product, contact us by  
Tel (800) 730-2214  
Fax (800) 730-2215  
<http://www.thomsonrights.com>

Library of Congress  
Cataloging-in-Publication Data  
Managing sports organizations :  
responsibility for performance / Daniel  
Covell . . . [et al.]  
p. cm.  
Includes bibliographical references and  
index.  
ISBN 0-324-13155-0  
1. Sports administration—United  
States. 2. Sports—United States—  
Management. I. Covell, Daniel  
GV713.M363 2002  
796'.06'9—dc21 2001058172

# Preface

---

The field of sport management is a relatively new one. It has been created in response to the ever-growing consumer demand for sports products and services, which totals more than \$150 billion annually in North America alone. Increasingly, colleges and universities are creating sport management programs that emphasize management learning and organizational issues. However, many texts that are currently available do not provide a strong foundation in business management concepts within the context of sport.

## **A Different Approach**

We feel there are three elements that distinguish our approach in this book:

The theme of management as responsible for performance runs throughout the book. Every chapter examines management principles, concepts and issues from the perspective of how to improve the performance of sports organizations.

To ensure that students understand the complexity of the sports industry, each chapter features a distinct sports segment, such as sports agency, high school and youth sports, the licensed and branded product industry, and professional league sports to name a few. Information about the structure and characteristics of the highlighted sports segment provides the background for each chapter.

We organize the material into twelve chapters for conciseness and clarity. Given the evolving range of theories and principles that define the management field and the complexity of the sports industry, we feel that our focus on integration and synthesis is essential for student learning.

In addition to these distinguishing elements, the book also includes a number of features designed to enhance learning.

## **Key Features**

The book includes complete coverage of the full range of topics and issues currently defining the sports industry. Each industry segment, from high school athletic programs to professional sports organizations, is described from an historical perspective and in terms of current management trends. These current topics include quality and continuous improvement, teamwork, diversity, ethics and social responsibility, globalization, information technology, and change.

The book's design is characterized by simplicity. We have attempted to minimize the number of boxes and other special features in the text that at times can draw the student's eye and attention away from the key points of the chapter. Instead, we have fully integrated current examples within the chapter narrative to illustrate the concepts and challenges of sport management.

At the opening of each chapter, learners see an overview of one segment of sport industry in our “Check the Stats” feature. Information on the size and scope of the industry segment, its participants, revenue, and governance, is available at a glance.

Each chapter features an “Inside Look” at a personality or organization within the sports industry. This profile offers a real-life look at sports professionals, the challenges they face, and the management skills that enable them to meet those challenges.

A “Management Exercise” at the conclusion of each chapter provides an opportunity for students to apply the ideas they are learning in the course. The exercise involves students directly in management decisions and challenges them to solve organizational problems. The students are required to make decisions using the available data just as the manager would in comparable situations.

These key features and the distinguishing elements discussed earlier reflect our goal of integrating sports industry dynamics with management principles and concepts. Given the complexity and diversity of both sports and the management field, this goal represents a significant challenge. We hope that other instructors will view this book as an effective first step in providing students of sport management with a solid foundation for learning about sports from a management viewpoint.

## Supplements

An Instructor’s Manual with Test Bank, (ISBN 0-324-13156-9) has been prepared by the authors for adopters of this text. In addition, PowerPoint slides (ISBN 0-324-17099-8) are available for download from the book support website at <http://covell.swcollege>

.com. PowerPoint slides are available for use by students as an aid to note-taking, and by instructors for enhancing their lectures.

The book support website also includes links to online resources mentioned in the text, and both students and instructors are invited to visit South-Western’s online Management Resource Center at <http://www.swcollege.com/management/management.html>. The Management Resource Center provides access to a library of BusinessLink Videos, South-Western’s exclusive online tutorials, Internet exercises, as well as links to business cases and strategic management websites.

## Acknowledgments

Credit for making this book goes first to John Szilagyi, Executive Editor at South-Western. His enthusiasm for the concept and support of our efforts provided strong encouragement during the development phase. Our thanks also go to the other fine professionals at South-Western, namely Jennifer Baker, our developmental editor, and editorial assistant Molly Flynn, for important contributions relating to the text’s content. We would also like to thank Libby Shipp for her thoughtful attention in editing and producing this book.

For their input on chapters, we thank Dan Weinberg, Katherine Petrecca, and Cyndi Costanzo. We also wish to acknowledge our reviewers, who read drafts of our work and provided valuable insights and suggestions for its improvement. We are grateful to:

Robin Ammon, Jr.  
Slippery Rock University

Matthew Brown  
Ohio University

Terry Brown  
Faulkner University

Rodney L. Caughron  
Northern Illinois University

LeAnne M. Conner  
Denver Technical College

Nadine Forbes  
Florida College of Natural Health

Charles Hammersley  
Northern Arizona University

James D. LaPoint  
University of Kansas

Marcia J. Mackey  
Central Michigan University

Larry Marfise  
University of Tampa

Larry McCarthy  
Seton Hall University

Daniel McLean  
Indiana University

Michael J. Mondello  
Florida State University

Mark Nagel  
San Jose State University

Thomas H. Sawyer  
Indiana State University

David K. Stotlar  
University of Northern Colorado

Peter Titlebaum  
University of Dayton

William C. Vance  
Central Washington University

John Vincent  
University of Alabama

Joanne Washburn  
Washington State University

— ***Daniel D. Covell***  
***Sharianne Walker***  
***Julie Siciliano***  
***Peter W. Hess***  
***Western New England College***

# Brief Contents

---

## **PART 1**

<i>Introduction to Management of the Sports Industry</i>	<b>1</b>
Chapter 1 Introduction to Sports and Management	<b>3</b>
Chapter 2 Global Licensing and Social Responsibility	<b>34</b>
Chapter 3 IT Management and Sports Media	<b>58</b>

## **PART 2**

<i>Critical Management Tasks</i>	<b>81</b>
Chapter 4 Developing Goals and School and Youth Sports	<b>82</b>
Chapter 5 Decision Making in Sports Organizations	<b>104</b>

## **PART 3**

<i>Planning for Performance</i>	<b>135</b>
Chapter 6 Strategic Planning in Sports	<b>136</b>
Chapter 7 Operational Planning and Control	<b>174</b>

## **PART 4**

<i>Organizing for Performance</i>	<b>205</b>
Chapter 8 Organization Design and Sports Agency	<b>206</b>
Chapter 9 Recreation and Work Design	<b>236</b>

## **PART 5**

<i>Improving Performance</i>	<b>267</b>
Chapter 10 Motivation and Leadership	<b>268</b>
Chapter 11 Human Resource Management	<b>302</b>
Chapter 12 Managing Change in Collegiate Athletics	<b>342</b>

# Contents

## **PART I**

	<i>Introduction to Management of the Sports Industry</i>	1
<b>Chapter 1</b>	<b>Introduction to Sports and Management</b>	<b>3</b>
	<b>Introduction</b>	<b>4</b>
	<b>Defining Organizations and Management</b>	<b>5</b>
	<i>Understanding Management</i>	6
	<i>Management as Shared Responsibility</i>	8
	<b>The New Management Environment</b>	<b>8</b>
	<i>The Challenge to Compete</i>	8
	<i>Quality</i>	9
	<i>Speed and Flexibility</i>	10
	<i>Innovation</i>	10
	<i>Sustainable Growth</i>	11
	<b>The Development of Management Thought</b>	<b>12</b>
	<i>Some Early Ideas</i>	13
	<i>The Early Twentieth Century: Three Milestones in Management Thinking</i>	15
	<i>More Recent Contributions</i>	19
<b>Chapter 2</b>	<b>Global Licensing and Social Responsibility</b>	<b>34</b>
	<b>Inside Look: Glory, Glory, Man United!</b>	<b>36</b>
	<b>Introduction</b>	<b>38</b>
	<b>Globalization of Sport</b>	<b>38</b>
	<i>The Licensing Process: An Overview</i>	38
	<i>Global Sourcing</i>	39
	<i>Exporting</i>	42
	<i>Local Assembly and Packaging</i>	42
	<i>Joint Venture/Strategic Alliance</i>	43
	<i>Direct Foreign Investment</i>	43
	<b>Social Responsibility and Ethics</b>	<b>44</b>
	<i>Socially Responsible Organizations</i>	44
	<i>Two Views of Social Responsibility</i>	44
	<i>Ethical Conduct of Individuals</i>	47
	<b>The Diversity Challenge</b>	<b>49</b>
	<i>Guidelines for Managing Diversity</i>	50
	<b>Epilogue</b>	<b>52</b>
<b>Chapter 3</b>	<b>IT Management and Sports Media</b>	<b>58</b>
	<b>Inside Look: Foxifying Sports Coverage</b>	<b>60</b>
	<b>Introduction</b>	<b>62</b>
	<b>The Sports Media</b>	<b>62</b>

<b>Improved Performance Through IT</b>	<b>64</b>
<i>Information Systems</i>	64
<i>Organizationwide Feedback on Performance</i>	65
<i>Enhanced Communication Through IT</i>	66
<i>Product and Service Innovations Through IT</i>	68
<i>The Web and the Sports Media</i>	69
<b>The Management Challenges of IT</b>	<b>70</b>
<i>The Need to Convert Data into Information</i>	70
<i>Ensuring Information Is on “TRAC”</i>	71
<i>The Risk of Information Overload</i>	73
<i>The Challenge of Telecommuting and Virtual Teams</i>	73
<i>The Continuous Training Challenge</i>	74
<i>The Question of Security</i>	75
<i>Sports Gambling</i>	76
<i>Cost Considerations</i>	76
<b>Epilogue</b>	<b>77</b>

## **PART 2**

<b>Critical Management Tasks</b>	<b>81</b>
<b>Chapter 4 Developing Goals and School and Youth Sports</b>	<b>82</b>
<b>Inside Look: School and Youth Sports and the Importance of Vision</b>	<b>84</b>
<b>Introduction</b>	<b>86</b>
<b>Understanding Goals</b>	<b>87</b>
<i>Specific Enough for Focus and Feedback</i>	87
<i>Meaningful Enough to Be Accepted</i>	88
<i>Realistic, Yet Challenging</i>	89
<b>Why Do Goals Improve Performance?</b>	<b>91</b>
<b>Problems with Goal Setting</b>	<b>92</b>
<i>Competing Values</i>	92
<i>The Measurability Problem</i>	93
<i>The Stress Problem</i>	93
<i>The Problem of Too Narrow a Focus</i>	95
<i>Guidelines for Creating a Goal-Based Organization</i>	95
<b>Epilogue</b>	<b>99</b>
<b>Chapter 5 Decision Making in Sports Organizations</b>	<b>104</b>
<b>Inside Look: Bally Undergoes a Makeover</b>	<b>106</b>
<b>Introduction</b>	<b>107</b>
<b>The Health and Fitness Industry</b>	<b>107</b>
<i>Three Segments</i>	107
<i>Characteristics of Health and Fitness Clubs</i>	109
<i>Spin-Off Organizations, Products, and Services</i>	110
<i>Future Trends</i>	112
<b>Decision Making in Sports Organizations</b>	<b>112</b>
<b>The Decision-Making Process</b>	<b>114</b>
<i>Step 1: Define the Decision Goals</i>	115
<i>Step 2: Gather Information</i>	115
<i>Step 3: Generate Alternatives</i>	117
<i>Step 4: Evaluate Alternatives</i>	118

<i>Step 5: Select the Optimal Alternative</i>	121
<i>Step 6: Implement the Decision and Monitor It for Effectiveness</i>	122
<b>The Decision Maker</b>	<b>123</b>
<i>Intuition and the Impact of Experience on Decisions</i>	123
<i>Personality, Values, and Power</i>	123
<b>Groups and Decision Making</b>	<b>125</b>
<i>The Advantages and Disadvantages of Involving Others</i>	125
<i>Levels of Involvement in the Decision Process</i>	126
<i>Groupthink: A Potential Problem with Group Decisions</i>	127
<b>Ethics and Decision Making</b>	<b>128</b>

### **PART 3**

<i>Planning for Performance</i>	<b>135</b>
<b>Chapter 6 Strategic Planning in Sports</b>	<b>136</b>
<b>Inside Look: Thrashing Toward Expansion</b>	<b>138</b>
<b>Introduction</b>	<b>139</b>
<b>Strategic Planning</b>	<b>139</b>
<b>The Strategic Management Approach to Planning</b>	<b>140</b>
<i>Step 1: Establishing the Organization's Direction</i>	142
<i>Step 2: Analyzing the Situation: Comparing the Organization to Its Environment</i>	146
<i>Step 3: Developing Strategy</i>	160
<i>Steps 4 and 5: Implementing Strategy and Strategic Control</i>	164
<b>Epilogue</b>	<b>166</b>
<b>Chapter 7 Operational Planning and Control</b>	<b>174</b>
<b>Inside Look: Minor-League Ballparks Anchor Downtown Renaissance</b>	<b>176</b>
<b>Introduction</b>	<b>178</b>
<b>Sports Facility Management</b>	<b>179</b>
<i>Types of Sports Facilities and Their Management</i>	179
<i>The Role of the Sports Facility Manager</i>	181
<b>Operational Planning</b>	<b>184</b>
<i>Management by Objectives and the Balanced Scorecard</i>	186
<i>Forecasting</i>	187
<i>Scheduling</i>	190
<i>Computer Software</i>	193
<i>Guidelines for Operational Planning</i>	194
<b>The Control Function</b>	<b>197</b>
<i>Establish Performance Standards</i>	197
<i>Monitor Performance</i>	198
<i>Compare Performance to the Standards</i>	198
<i>Take Corrective Action</i>	199
<b>Continuous Improvement</b>	<b>199</b>
<i>Service Quality</i>	200

## **PART 4**

<i>Organizing for Performance</i>	205
<b>Chapter 8 Organization Design and Sports Agency</b>	<b>206</b>
<b>Inside Look: Being Matt Kinney</b>	<b>208</b>
<b>Introduction</b>	<b>209</b>
<b>Sports Agency Defined</b>	<b>210</b>
<i>Historical Influences</i>	215
<i>Ethics and Sports Agency</i>	215
<b>Organizational Design and Sports Agency</b>	<b>216</b>
<i>The Essential Elements in Organizational Design</i>	217
<i>Traditional Models of Organizational Design</i>	223
<i>Flexible Models of Organizational Design</i>	227
<b>Epilogue</b>	<b>230</b>
<b>Chapter 9 Recreation and Work Design</b>	<b>236</b>
<b>Inside Look: Tightening the Belt</b>	<b>238</b>
<b>Introduction</b>	<b>240</b>
<b>The Recreation Industry</b>	<b>241</b>
<i>The Financial Challenge for Public Parks and Recreation</i>	244
<b>Task Specialization</b>	<b>245</b>
<i>Problems with Task Specialization</i>	246
<b>Job Satisfaction</b>	<b>246</b>
<i>Hygiene Factors and Motivators</i>	247
<b>Job Redesign</b>	<b>249</b>
<i>Job Rotation and Job Enlargement</i>	249
<i>Job Enrichment</i>	250
<i>Job Characteristics Model</i>	251
<i>Difficulties with Job Redesign</i>	252
<b>Teamwork</b>	<b>253</b>
<i>Making Teams Work</i>	254
<i>Self-Managed Teams</i>	254
<i>Teamwork: The Bottom Line</i>	255
<i>Conditions for Effective Teams</i>	256
<b>Continuous Improvement in Job Design:</b>	
<b>The Learning Organization</b>	<b>258</b>
<b>Technology and Job Design</b>	<b>260</b>

## **PART 5**

<i>Improving Performance</i>	267
<b>Chapter 10 Motivation and Leadership</b>	<b>268</b>
<b>Inside Look: “Do You Believe in Miracles?”</b>	<b>270</b>
<b>Introduction</b>	<b>272</b>
<b>Understanding Performance Motivation</b>	<b>272</b>
<i>Goal Theory</i>	272
<i>Reinforcement Theory</i>	273
<i>Needs Theory</i>	274
<i>Expectancy Theory</i>	275

	<b>Theory into Practice: Creating a High-Performance Work Environment</b>	<b>276</b>
	<i>Engaging, Challenging Goals</i>	276
	<i>Training</i>	276
	<i>Performance Incentives: Creating a Stake in Achieving Success</i>	277
	<i>Involving Employees: Sharing Responsibility for Performance</i>	277
	<i>High-Performance Motivation: Grasping for the Rings</i>	277
	<b>The Leadership Factor</b>	<b>280</b>
	<i>The Psychology of the Leader</i>	281
	<i>Leadership Behavior</i>	286
	<i>Leadership and Communication</i>	292
	<b>Epilogue</b>	<b>293</b>
<b>Chapter 11</b>	<b>Human Resource Management</b>	<b>302</b>
	<b>Inside Look: Can Rob Get a Job?</b>	<b>304</b>
	<b>Introduction</b>	<b>305</b>
	<b>The Tour Sports Industry</b>	<b>305</b>
	<b>Human Resources in Sports Organizations</b>	<b>309</b>
	<i>The Importance of Human Resource Management</i>	311
	<b>Human Resource Management Systems and Planning</b>	<b>312</b>
	<i>Job Analysis: Assessing Current Capabilities</i>	313
	<i>Position Description</i>	314
	<b>Staffing</b>	<b>317</b>
	<i>Recruiting New Employees</i>	317
	<i>The Selection Process</i>	321
	<b>Training and Development</b>	<b>323</b>
	<i>Selecting the Most Appropriate Instructional Approaches</i>	324
	<i>The Fundamentals of Effective Learning</i>	325
	<b>Performance Evaluation</b>	<b>326</b>
	<i>Performance Evaluation Formats</i>	327
	<i>Performance Evaluation and Equal Employment Opportunity</i>	328
	<b>Compensation</b>	<b>329</b>
	<i>Base Pay</i>	329
	<i>Performance-Based Pay</i>	330
	<i>Benefits and Other Nonfinancial Compensation</i>	331
	<b>Employee Wellness</b>	<b>331</b>
	<i>Safety and Government</i>	333
	<i>Alcohol and Substance Abuse</i>	333
	<i>A Wellness Approach to Employee Health</i>	334
	<b>Employee Relations</b>	<b>334</b>
	<i>Unions and Collective Bargaining</i>	335
	<i>Sexual Harassment</i>	335
	<i>American with Disabilities Act</i>	336
	<i>The Family and Medical Leave Act</i>	336
	<i>Title IX</i>	337
<b>Chapter 12</b>	<b>Managing Change in Collegiate Athletics</b>	<b>342</b>
	<b>Inside Look: In the Wake of the Oneida</b>	<b>344</b>
	<b>Introduction</b>	<b>345</b>
	<b>The Challenge of Change in Collegiate Athletics</b>	<b>346</b>
	<i>The Intercollegiate Athletic System</i>	348
	<i>Understanding Change in Sports Organizations</i>	350
	<i>Categories of Change in Collegiate Athletics</i>	352
	<i>The Domino Effect of Change</i>	352

<b>Identifying the Change</b>	<b>353</b>
<i>Developing the Vision</i>	353
<i>Force Field Analysis</i>	354
<b>Implementing the Change Process</b>	<b>356</b>
<i>Stage 1: Unfreezing—Reducing the Resistance to Change</i>	357
<i>Stage 2: The Actual Change</i>	362
<i>Stage 3: Refreezing/Rearchitecting</i>	364
<b>Managing Continuous Change</b>	<b>367</b>
<i>The “Calm Waters” versus “White-Water Rapids” Metaphors</i>	367
<i>Thriving on Chaos: The Innovative Organization</i>	368
<i>The Learning Organization</i>	369
<b>Index</b>	<b>375</b>

# Part 1



## *Introduction to Management of the Sports Industry*

**Chapter 1 Introduction to Sports and Management**

**Chapter 2 Global Licensing and Social Responsibility**

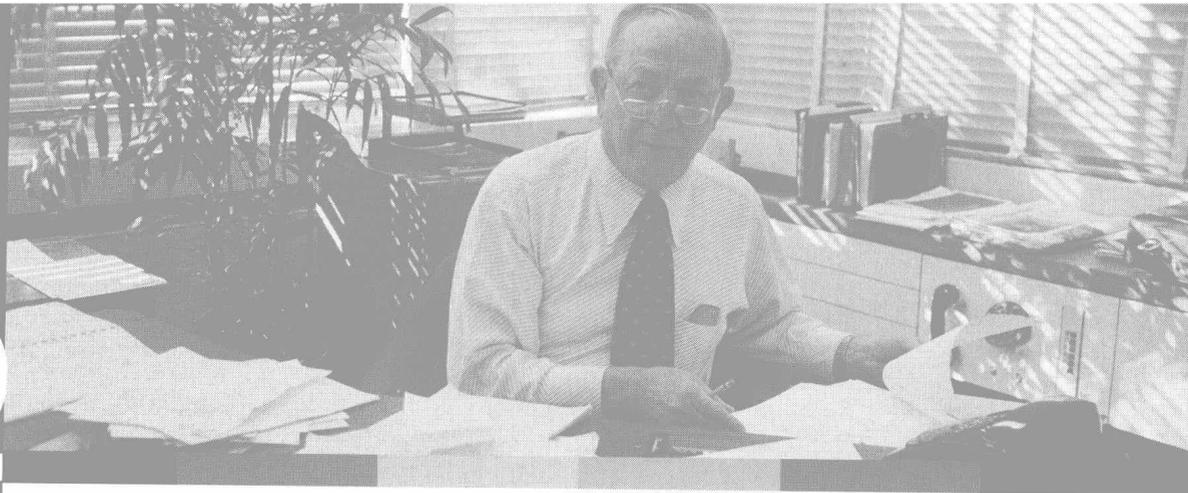
**Chapter 3 Technology and Information Management**



# Chapter 1

## Introduction to Sports and Management

PHOTO: © BETTMAN/CORBIS



### **Introduction**

### **Defining Organizations and Management**

*Understanding Management*

*Management as Shared Responsibility*

### **The New Management Environment**

*The Challenge to Compete*

*Quality*

*Speed and Flexibility*

*Innovation*

*Sustainable Growth*

### **The Development of Management Thought**

*Some Early Ideas*

*The Early Twentieth Century: Three Milestones in Management Thinking*

*More Recent Contributions*

### **Summary**

**Management Exercise: Covering Lids—Which Theories Apply?**

## Introduction

Among those not familiar with the enormous impact of sport on the American economy, the idea of a major in sport management might raise some eyebrows. “sport management? That’s a real major? What do you do? Read *Sports Illustrated* in class? Watch SportsCenter on ESPN?” Actually, there should be no question about just how real a major is that prepares individuals for careers in the sports industry. Consider this: It has been estimated that the total U.S. expenditures on sports consumption, defined as sports entertainment (which includes professional sports leagues), sports products, and sports support organizations, approaches \$152 billion annually. These expenditures rank sport as the eleventh largest U.S. domestic industry, ahead of chemicals, industrial machinery, and motor vehicles and equipment (Meek, 1997). If you told people you planned on majoring in chemical or industrial engineering, they might be equally clueless about the content of the major, but they wouldn’t question the viability of the industry. Nor, given the kind of economic value generated by the sports industry in the United States, should there be with sport.

If they’re still not convinced, you might respond to the question with a question of your own. You might ask your interrogators why are they wearing a hat or jersey from a favorite team or if they’ve ever written a letter to a sports hero. Or if they work out regularly or play in an organized recreational sports league. Or if the sports section of the daily paper or favored website is the first (or only) section they read. Or why fifty million Americans fish and spend \$40 billion annually on angling activities and gear (Buckley, 1999). Or why a rock band called the Zambonis (named in honor of the beloved ice-resurfacing apparatus) perform songs (including “Bob Marley and the Hartford Whalers,” and “Robert Moog meets Andy Moog”) only about the sport of ice hockey.



Or consider these comments from former Florida A & M student Melvin Wright: “My first day I wanted to quit. My toes were hurting and I couldn’t walk. I went to the dorm and called my mom to tell her I was coming home. She told me I couldn’t.” Wright stuck it out and became a member not of the football, baseball, basketball, or soccer teams, but of the university marching band, which is part of the proud tradition of showstopping theatrics and musicianship seen at football halftime shows at historically black colleges and universities in the United States (White, 2001, p. 150). Or why you could place any one of hundreds of bets in Las Vegas each year on the Super Bowl—not just on who wins or by how much, but on who’ll score first, which team will kick more field goals, whether a team will go for it on fourth down, or, as in 2001, whether the Baltimore Ravens and New York Giants would combine to score more points than Los Angeles Laker Kobe Bryant’s combined total of points and assists in his game that day versus the New York Knicks. These examples are indicators of the significant breadth of interest in sport in our society, and that interest is a major component in all societies around the world. Every culture has some kind of sports activities.

Clearly the sports industry is alive and well in the United States, both in terms of participation and in terms of growth. For example, one study found that 25 percent more Americans participated annually in bowling (ninety-one million in all, making it the nation’s most popular competitive sport) than voted in the 1998 congressional elections. And total live attendance at major-league baseball, basketball, football, hockey, NCAA football and basketball games, and NASCAR races has nearly doubled since the early 1960s (Putnam, 2001).