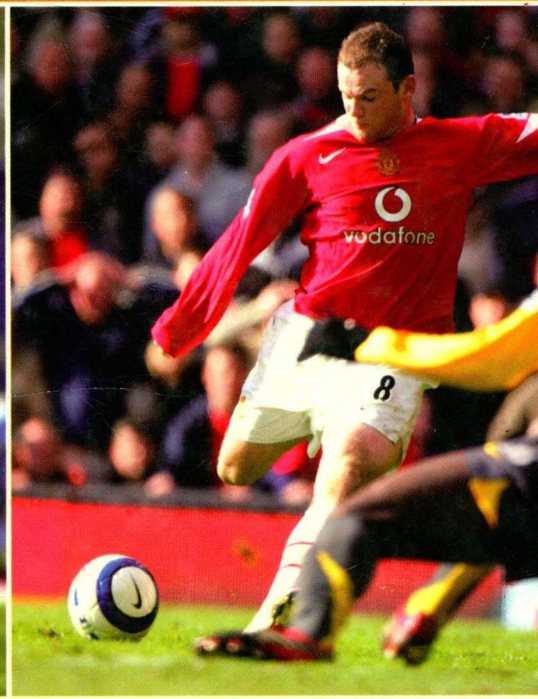


Contemporary Sport Management

Third Edition



Janet B. Parks
Jerome Quarterman
Lucie Thibault
Editors

Contemporary Sport Management

T H I R D E D I T I O N

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With sincere appreciation for their unique contributions, we enthusiastically dedicate the third edition of *Contemporary Sport Management* to the authors of the international sidebars that appear throughout the book. We are very grateful to you for providing a stimulating new dimension for our readers! So we say . . .

to Marijke Taks (Belgium),
“*Dankjewel!*”

to Jun Oga (Japan),
“*Taihen arigatou!*”

to Allan Edwards, Dwight Zakus, James Paterson,
Sheranne Fairley, and Lisa Kihl (Australia),
“*Good on ya!*”

to Karen Danylchuk, Joanne MacLean, and Hilary Findlay (Canada),
“*Thank you very much!*”

to Giorgio Gandolfi (Italy),
“*Grazie mille!*”

to Hareesh Viriyala (India),
“*Dhanyavaadamu!*”

to Kamini Sharma (United Kingdom),
“*Thank you very much!*”

to Abel Correia (Portugal),
“*Muito obrigada!*”

to James Mandigo, Andy Anderson, and John Corlett (Canada),
“*Thank you very much!*”

to Makoto Nakazawa (Japan),
“*Domo arigatou!*”

to Babs Surujlal (South Africa),
“*Thank you very much!*”

to Rosa Lopez de D'Amico (Venezuela),
“*Muchas gracias!*”

to Win Koo (Korea),
“*Gam-sa-ham-ni-da!*”

to Todd Beane (Spain),
“*Muchas gracias!*”

to Bill Gerrard (United Kingdom),
“*Thank you very much!*”

A Letter to Students

The goal of *Contemporary Sport Management* is to introduce students to sport management, both as an academic major and as a professional endeavor. Toward that end, the book provides a broad overview of sport management rather than detailed instructions about how to manage sport enterprises. This distinction is important because the book must meet the needs of two types of students: those who have already decided to major in sport management and those who are still thinking about their choice of a major. If you are currently majoring in sport management, you probably anticipate learning more about the field, particularly about the variety of professional opportunities that await you. Those of you who are currently considering a major in sport management probably want to gain general knowledge about the field before making a final decision. After studying the information in this book, some of you will be even more intrigued with the idea of seeking a career in sport management, and you will pursue the remainder of your curriculum with enhanced understanding, insight, and maturity of purpose. On the other hand, others of you will discover that sport management isn't really your cup of tea, and you will choose a different major. In either case, the book will have served a valuable purpose.

Contemporary Sport Management contains 20 chapters written by the three of us in concert with 32 other authors. We invited the 32 contributing authors to participate in this project not only because they are experts in their fields but also because they are committed to sharing their knowledge with the next generation of sport managers. We believe that you will find these authors exceptionally credible and that you will enjoy learning from them. Their photographs and brief biographies are included at the back of the book. We are hopeful that seeing their faces and reading about their accomplishments will personalize the material in the chapters and make the book more meaningful for you. We know you will be impressed with the authors' experience and depth of knowledge.

SCOPE AND ORGANIZATION OF THE BOOK

This edition of *Contemporary Sport Management* addresses each of the content areas that the Sport Management Program Review Council of the National Association for Sport and Physical Education–North American Society for Sport Management (NASPE–NASSM) considers essential to the professional preparation of sport managers. These content areas include sociocultural dimensions in sport (e.g., gender, race, and disability; aggression, violence, and deviance in sport), management and leadership in sport, ethics in sport management, marketing in sport, communication in sport, budget and finance in sport, legal aspects of sport, economics in sport, governance in sport, and field experience in sport management. The book provides basic information in all these content areas. As you progress through the professional preparation curriculum at your college or university, you will study each of them in much greater depth.

The 20 chapters of the book are organized within the following separate parts: "Introduction to Sport Management," "Selected Sport Management Sites," "Selected Sport Management Functions," "Organizational and Managerial Foundations of Sport Management," "Current Challenges in Sport Management," and "The Future of Sport Management." Each of these parts begins with a brief description of its purpose, an explanation of the types of information that you will find in the chapters in that part, and a section titled "For More Information" that identifies additional resources related to the chapter topics. After studying all the chapters, completing selected learning activities within the chapters, and taking advantage of the "For More Information" sections, you should be able to (1) define sport management; (2) discuss the significance of sport as an international social institution; (3) exhibit desirable professional skills and attitudes; (4) describe the nature and scope of professional opportunities in the sport industry; (5) explain a

variety of functions that sport managers typically perform; (6) demonstrate an understanding of theories associated with management, leadership, and organizational behavior and how these theories are applied in sport enterprises; (7) critically evaluate major challenges confronting various segments of the industry; (8) explain the relevance of ethical, legal, historical, sociological, and psychological concepts to the management of sport; (9) demonstrate an appreciation of diversity through the use of unbiased language and an inclusive approach to human relations; (10) identify research questions in sport management and demonstrate the ability to analyze and interpret published research; and (11) become a member of the profession who will have a positive influence on the way that sport is managed in the future.

FEATURES OF THE BOOK

This is the third edition of *Contemporary Sport Management*. We are gratified that so many students, faculty, and sport practitioners found the second edition useful, and we hope that the new, improved version will serve your needs even better. In response to suggestions made by students, colleagues, and anonymous reviewers, we have made several changes for this edition.

The most significant new feature of this edition is the increased attention paid to sport as an international pursuit. All chapters now include examples from around the world, and most of them contain international sidebars. Each of these sidebars is written by someone from a country other than the United States and addresses the chapter topic from an international perspective. Examples of sidebar topics are professional basketball in Italy, the organization of sport in Venezuela, and intercollegiate athletics in Canada. Because we respect the linguistic customs of all countries, we have retained the voices of the sidebar authors. Consequently, some of them contain words, expressions, and spellings that might be new to you. We encourage you to take advantage of the opportunities that these new vocabularies provide for you to learn more about cultures outside the United States. We are hopeful that you will find these essays informative and that they will whet your appetite to learn more about sport and its management in other countries.

A second important change is the addition of historical moments that are presented in most chapters. These historical moments are important because sport managers who know and appreciate events of the past are more likely to understand the

present and more qualified to plan for the future. We hope these historical moments will capture your attention as they visually communicate historical developments and connections among key events over time. Instructors can incorporate the historical information and the attendant learning activities into their lectures, assignments, and tests.

Third, all chapters have been revised and updated. Moreover, rather than combining ethical and legal aspects of sport management in a single chapter as we did in the second edition, we dedicated a separate chapter to each. This reorganization permitted the authors of these two chapters to provide additional information that is essential to an understanding of the respective topics.

Other key features of *Contemporary Sport Management* include the following:

- Each chapter reflects the inclusion of diverse populations, that is, people of different ages, genders, abilities, social classes, sexual orientations, races, ethnicities, and cultures. No separate chapter is dedicated to a topic such as “opportunities for women,” or “sport for the disabled,” or “the Black athlete.” We believe that the inclusive nature of the text fosters a better understanding and appreciation of the variety of consumers that exist in the sport industry.

- The language used in the book is called gender inclusive language. For example, athletics teams are referred to specifically as either men’s teams or women’s teams, a practice that acknowledges the existence of teams for both genders. The terms *fair play* and *sporting behavior* are used in place of *sportsmanship* because the inclusive terms avoid the subtle suggestion that sport is reserved for males. This use of unbiased language is a conscious attempt to reflect and embrace the diversity that is celebrated in many other ways throughout the book.

- Although each chapter of the book addresses a particular aspect of sport management, many of the chapters have important similarities. For example, most of the chapters about careers in sport management include lists of publications, governing bodies, and professional associations. Several chapters address ethical, legal, economic, and communication concerns. By including these topics in several chapters, we hope to reinforce important concepts that you will find useful as you progress in your professional preparation program.

- Each of the chapters begins with learning objectives. These objectives serve as an outline for reading and studying the chapter.

- Each chapter contains several learning activities that provide opportunities to practice with the material presented in the text. We included a wide variety of exercises throughout the book to accommodate different learning styles and preferences.

- The review questions at the end of each chapter are linked to the objectives at the beginning of the chapter. These questions reinforce the key points of the chapter.

- Each chapter contains a reference list. Moreover, as previously noted, you will find a “For More Information” section at the beginning of each of the six parts of the book. We hope that you will use the information in these sections for further reading and exploration.

- Some chapters contain real-life scenarios, case studies, profiles of sport managers, or news stories that illustrate a point. We believe these features contribute to the user-friendliness of the book.

- Many chapters include examples of fabricated, but realistic, position announcements related to employment opportunities within particular sport settings. These position announcements will help you understand the skills that prospective employers are seeking and how they communicate the requirements for specific jobs.

- As you would expect in a modern textbook, *Contemporary Sport Management* provides a multitude of Web site addresses. These URLs will enable you to capitalize on the vast amount of information available online. They also enable you to pursue your interests at times and locations convenient for you.

Janet B. Parks, Bowling Green State University

Jerome Quarterman, Florida State University

Lucie Thibault, Brock University

Acknowledgments

Janet Parks and Jerome Quarterman express deep gratitude to Lucie Thibault for joining us as an editor of this edition of *Contemporary Sport Management*. Dr. Thibault teaches sport management at Brock University in St. Catharines, Ontario, Canada. She is an outstanding scholar who brought a keen intellect to bear in the development of the book. She is acutely aware of international developments in sport management and freely shared her knowledge and expertise. Many of the improvements in this edition are attributable to Dr. Thibault's valuable contributions. Welcome!

Anyone who has attempted a project such as this knows that it could not have been done without the assistance of many people. We are, therefore, eager to acknowledge the individuals and groups whose collective contributions made this book a reality.

First, we express our sincere gratitude to the 32 contributing authors who wrote most of the chapters in the book. We are certain that the quality of the book results from the willingness of all of you to share your energy and expertise, and we genuinely appreciate your generosity. We extend a *special* "thank-you" to Dr. Corinne Daprano, University of Dayton, and Dr. Paul Pedersen, Indiana University. Dr. Daprano provided over 400 historical moments and several learning activities associated with them, and Dr. Pedersen contributed photographs that illuminate many of the concepts presented throughout the book.

We owe much of the success of this project to the remarkable talent and efforts of the Human Kinetics team of editors. Myles Schrag, our acquisitions editor, provided valuable advice and assistance as we conceptualized this edition. The quality of the final product is due, in large measure, to Myles' expertise, imagination, energy, and enthusiasm. We were delighted that once again Elaine Mustain served as our capable and committed developmental editor. Elaine, along with Lee Alexander and Melissa McCasky, our assistant editors, actually put the book together while Dalene Reeder helped us through the challenging process of obtaining permissions to reprint or adapt material from published sources. These individuals made our jobs much easier by always being there with valuable information, assistance, and advice. To Myles, Elaine, Lee, Dalene, and all the other personnel at Human Kinetics who were

associated with this project—thank you for a great collaborative effort!

We are grateful to Bowling Green State University, Florida State University, and Brock University for providing the resources that facilitated the completion of this book. We are privileged to be university professors and fortunate to work in environments that support our efforts.

Students have made major contributions to this edition. We gratefully acknowledge Omari Aldridge, who was an undergraduate student at Bowling Green State University when he suggested that the third edition should incorporate a wider international perspective. This advice dramatically changed the nature of the book, and we know that it will make the introductory course much more meaningful for students. Bless up, Omari! We also appreciate the contribution of Beth Klocke Fox, a Bowling Green graduate student, for providing the arguments from the concerned parents in chapter 16. In addition, we join the authors of chapter 11 in extending gratitude to Sarah Ratzlaff, a graduate student in sport administration at Wichita State University, for her contributions to that chapter. We sincerely appreciate the suggestions of undergraduate students in the Introduction to Sport Management course at Bowling Green State University who provided us with thoughtful critiques of the second edition. We took their comments seriously and believe that their ideas contributed to major improvements in this edition.

We are indebted to the anonymous reviewers of the 2003 edition for providing many valuable ideas for improving this edition. The results of your efforts appear throughout the book.

We are sincerely grateful to Eric Forsyth of Bemidji State University for creating the ancillary materials that accompany the book. Dr. Forsyth has revised and enhanced the Instructors Guide, adding features such as PowerPoint® slides and numerous test questions. We know that faculty will find his manual to be of high quality and extremely useful.

As always, we extend sincere gratitude to the thousands of students whom we have had the privilege of teaching across the years. You have always been the *raison d'être* for *Contemporary Sport Management*. We thank you for enriching our lives!

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Introduction to Sport Management

The three chapters in this section present basic information and key concepts that form the foundation of professional preparation for all careers in sport management. These chapters take you through an overview of the field in general, an examination of professional considerations vital to success in the sport industry, and an exploration of critical thinking skills and applications. The knowledge that you gain from these chapters will be useful as you study the remaining chapters in the book.

In chapter 1, Janet Parks, Jerome Quarterman, and Lucie Thibault introduce sport management as an academic major and a career field. After defining sport and sport management, the authors delineate settings in which sport occurs, provide examples of traditional and nontraditional sports, and explain different ways of segmenting the sport industry. Parks, Quarterman, and Thibault then discuss several characteristics of sport-related enterprises that distinguish them from other business pursuits, examine two models of organizational design, and describe competencies that will be essential for success in sport management. The chapter concludes with a discussion of personal and professional qualities expected of sport managers as well as opportunities and challenges that will face sport managers of the future. In the international sidebar, Marijke Taks, a native of Belgium who teaches sport management at the University of Windsor in Canada, explains the European Sport for All model of sport.

Chapter 2 contains information that will help you develop a professional perspective on your studies

and your career. First, Kathryn Hoff, JoAnn Kroll, and Carol Fletcher provide a preview of the courses and experiences that you can expect in the professional preparation program at your college or university. Next, they discuss four essential elements of a positive professional perspective—attitude, image, work transition and adjustment, and business etiquette. The final component of professional perspective is professional development, a process that begins during your college years and continues throughout your career. The authors close the chapter with special attention to career planning and management and offer sound advice related to finding a career that is compatible with your values, interests, and skills. The international sidebar contains an essay by Jun Oga, a professor of sport management at the University of Electro-Communications in Tokyo, Japan. He discusses several controversies that exist in Japanese professional baseball.

The purpose of chapter 3 is to provide strategies whereby you can develop an appreciation of critical thinking and learn to apply critical thinking skills to issues in sport management. Stuart Keeley, Janet Parks, and Lucie Thibault present examples of contemporary issues in sport and explain why sport managers need to make decisions about these issues based on principles rather than expediency. The authors then discuss the differences between learning *what* to think and learning *how* to think, describe the dispositions of critical thinkers, and incorporate the importance of values and perspective in determining personal beliefs about concerns related to sport. Keeley, Parks, and Thibault present eight critical thinking questions and show how you

can use them to resolve a specific issue in sport. The message of this chapter is that sport managers who possess the dispositions of critical thinkers and can think critically about sport-related issues will be competent, reflective professionals with the potential to become influential agents of change. The international sidebar, contributed by Dwight Zakus and Allan Edwards of Griffith University in Queensland, Australia, explains how the process of critical reflection was used to address racial vilification in Australian rules football.

For More Information

Professional and Scholarly Associations

Asian Association for Sport Management
European Association of Sport Management
International Sport Management Alliance
Japanese Society of Management for Physical Education and Sports
Korean Society for Sport Management
North American Society for Sport History
North American Society for Sport Management
Sport Management Association of Australia and New Zealand
Sport Management Council of the National Association for Sport and Physical Education

Professional and Scholarly Publications

Canadian Journal of Sport History
Journal of Sport & Social Issues
Journal of Sport History
Journal of Sport Management
Sociology of Sport Journal
Sport History Review
Women in Sport and Physical Activity Journal

Sport Management Information

Global Sport Management News:
<http://raider.muc.edu/pe/global.html>
North American Society for Sport Management:
www.NASSM.com
Sport Business Education: www.sben.org
Sport Management Academic Programs:
www.aahperd.org/NASPE/template.cfm?template=programs-smprc.html
Sport Management Related Information: www.unb.ca/SportManagement/links.htm

Sporting Goods Manufacturers Association
International: www.sgma.com/index.html

Critical Thinking Resources

Chaffee, J. (1998). *The thinker's way: 8 steps to a richer life*. Boston: Little, Brown.

Critical Thinking on the Web:
www.austhink.org/critical

Damer, T.E. (2005). *Attacking faulty reasoning: A practical guide to fallacy-free arguments* (5th edition). Belmont, CA: Thomson/Wadsworth Learning.

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Sport Management Book Club Selections

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Sport Management Job Market

www.adventuresports.com

www.athleticbusiness.com

www.canada.com/topics/sports/index.html

www.jobsinsports.com

www.nassm.com

www.onlinesports.com/pages/CareerCenter.html

www.onlinesports.com/pages/Jobs.html

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