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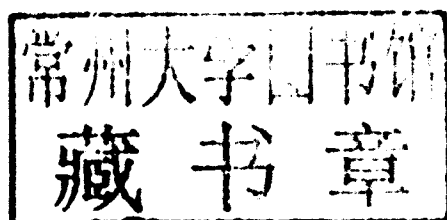
A photograph of a large crowd at a baseball stadium. In the foreground, several people's arms are raised in the air, silhouetted against the bright light of the stadium. The background shows the green field of the baseball diamond and the stands filled with spectators under a large stadium roof.

Routledge Handbook of Sport Management

Edited by Leigh Robinson, Packianathan Chelladurai,
Guillaume Bodet and Paul Downward

ROUTLEDGE HANDBOOK OF SPORT MANAGEMENT

*Edited by Leigh Robinson, Packianathan Chelladurai,
Guillaume Bodet and Paul Downward*



First published 2012
by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

Simultaneously published in the USA and Canada
by Routledge

711 Third Avenue, New York, NY 10017

Routledge is an imprint of the Taylor & Francis Group, an informa business

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Paul Downward

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

Library of Congress Cataloging in Publication Data

Routledge handbook of sport management / edited by Leigh Robinson

... [et al.].

p. cm.

1. Sports administration. 2. Sports—Management. I. Robinson, Leigh, 1965—

GV713.R68 2012.

796.8—dc23

2011029795

ISBN: 978-0-415-58788-4 (hbk)

ISBN: 978-0-203-80722-4 (ebk)

Typeset in Bembo
by RefineCatch Limited, Bungay, Suffolk



Printed and bound in Great Britain by the MPG Books Group

ROUTLEDGE HANDBOOK OF SPORT MANAGEMENT

The *Routledge Handbook of Sport Management* is the most up-to-date and comprehensive guide to theory and practice in sport management ever published. It provides students and scholars with a broad-ranging survey of current thinking in contemporary sport management, exploring best practice in core functional areas and identifying important future directions for new research.

Key topics covered in the book include:

- Managing performance
- Marketing
- Human resource management
- The economics and finance of sport
- Strategy
- Managing change
- Governance of sports organizations
- Customer relations
- Branding and retail

With contributions from leading scholars and professionals from around the world, the book illustrates the global nature of contemporary sport business and highlights the opportunities and challenges for managers operating in an international marketplace. Representing a definitive survey of contemporary issues in sport management, this is an essential reference for all students, scholars and practitioners working in sport.

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PREFACE: THE FIELD OF SPORT MANAGEMENT

Management can be considered as a formal process that occurs within organizations in order to direct and organize resources to meet stated objectives. It is an activity that utilizes the internal strengths and weaknesses of an organization in order to take advantage of the opportunities in the external environment and to minimize potential threats. Thus, managers need to be simultaneously internally focused and outward looking.

The nature of the sport context makes these dual aspects of management even more pertinent. First, most sport organizations provide a service and services have a number of characteristics that make their delivery complex. Sport services are intangible and perishable and thus cannot be seen, or stored; they are inseparable in that they are simultaneously produced and consumed and finally, they are heterogeneous in that each time the service is delivered it is different and each customer's experience of it is different. These characteristics have implications for performance management, marketing and human resources. Second, sport services are discretionary in that people do not have to take part in sport the way they need food, clothing and shelter. This means that sport organizations are competing for income that remains after customers have met their costs of living. Consequently, sport management is carried out in a highly competitive environment, both within the industry and with other industries. Thus, the outward focus is paramount.

Finally, the delivery of sporting opportunities tends to fall into three main sectors, which are characterized by different principles, different objectives and different governance methods. The first sector is the public or state sector, which mainly encompasses the work of local authorities, municipalities and schools. The second is the private or commercial sector, primarily consisting of the health and fitness industry and professional sport leagues. The third is the voluntary sector, primarily made up of clubs and national federations. It is, however, more complex than this as it is often difficult to determine what sector an organization operates within. For example, many sport leagues operate on a commercial basis; however, the teams that participate within them are usually part of the voluntary sector. The public sector provides sport facilities that are increasingly operated by commercial organizations or trusts – which are part of the voluntary sector. The Olympic Games is a commercial event; however, some of the sports in the Games are professional, while others are still considered to be amateur. All athletes compete under the banner of their National Olympic Committee, which is part of the voluntary

sector. This “mixed economy” of sport emphasizes the need for planned and careful sport management.

The field of sport management has changed significantly over the past few decades, becoming more formalized, better planned and, arguably, more professional. Much of this change can be related to a growing interest in “good” management that has emerged among practitioners, policy-makers, funding agencies and, of course, researchers. This interest is reflected in the extensive body of research and literature that has emerged in the field of sport management. This *Handbook* makes a unique contribution to this field as it provides a definitive account of current academic and professional knowledge in relation to key aspects of sport management. It does this by bringing together a range of researchers and practitioners who discuss diverse topics across the key management disciplines of performance, human resources, marketing and economics.

In reflection of its contemporary nature, the *Handbook* contains contributions from internationally established researchers, as well as contributions from those emerging in their fields. There are chapters which discuss the concepts associated with a particular activity, framework or function and chapters that set out seminal or innovative research that demonstrates the range of academic activity in the field of sport management. As a consequence, there is variety in the focus, structure and writing styles within sections and between sections as the *Handbook* sets out what is required for sport management to be inwardly focused and outward looking. Two principles, however, underpin all chapters. The first is a focus on sport and the second is a focus on research and its application to sport management. Thus, the *Handbook* takes stock of progress in this field and “maps the territory” of sport management as an activity.

The *Handbook* is arranged in four substantive sections containing 31 chapters. Details on the four sections are set out below and the *Handbook* concludes with a consideration of the future of sport management as a discipline and area of research.

Part I: Managing the performance of sport organizations **(Editor: Leigh Robinson)**

This section considers aspects related to the management of performance in sport organizations from two perspectives: it presents the key functions of managing a sport organization in contemporary times. The section considers those more traditional functions such as governance, planning and change and then focuses on more recent concerns such as the management of expectations and corporate social responsibility. Second, it sets out a number of key techniques for managing the performance of sport organizations themselves. As this is a new and growing field of academic study, this section contains contributions from both established and emerging researchers, and presents research from both academics and practitioners.

Part II: Managing human resources in sport organizations **(Editor: Packianathan Chelladurai)**

This section considers a fundamental area of sport management in addressing different aspects of the management of human resources (HRM) in sport organizations. The aim of this section is not simply to confirm existing knowledge of the practices of HRM, but rather to provide an overview of contemporary issues and thinking within this field. As such it attempts to “signpost” future research focus in the field and contains contributions primarily from emerging researchers.

Part III: The marketing of sport
(Editor: Guillaume Bodet)

This section considers different aspects of sport marketing. The aim of this section is to provide an extended overview of the different sport marketing dimensions from both *business to consumer* and *business to business* perspectives, encompassing sport services, goods and brands, sport participation and sport spectatorship, at the local and global level.

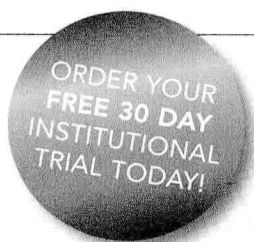
Part IV: The economics of sport
(Editor: Paul Downward)

In this section each of the main contexts of sport, mass participation, professional sports and sport events, are addressed by authorities in the field. Each has a substantial and seminal research profile that embraces both research monographs, textbooks and peer-reviewed papers. The section focuses on the unifying concept that all sport competitions can be presented as economic tournaments, which each have different features but are linked by common principles. The different features and detail of these tournaments are explored in detail.

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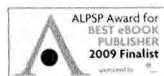
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