

# International Sport Management



**Ming Li • Eric W. MacIntosh • Gonzalo A. Bravo**  
Editors

# International Sport Management

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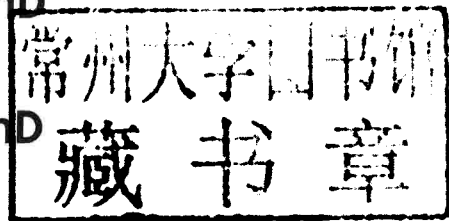
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# Foreword

Earle F. Zeigler, PhD, DSc, LLD

The opportunity to write a foreword for a book titled *International Sport Management* presented a challenge I am pleased to accept. I congratulate the editors sincerely for their professional zeal. Given the breadth and scope of this text, as well as the names of those scholarly professionals who accepted writing assignments in this wide-ranging volume, this publication will undoubtedly have an influence on the profession.

This book will help prospective sport managers understand what competitive sport has become in the world. In addition, it will help them understand why many of its promoters are confronted with a dilemma. I believe that sport—as well as all other social institutions such as politics—will face many troubling and difficult decisions often ethical in nature. These decisions will have to be made as professors of sport management seek to prepare professionals who will guide sport into becoming an increasingly responsible social institution. The fundamental questions facing the profession are these: What kind of national and international sport experience do we want to promote, and what kind of world will be shaped as a result in the 21st century?

It is fascinating that, during the course of the 20th century, sport and physical activity have become one of the important societal institutions and an ever-more-powerful social force. Among those institutions are societal values, the type of political state in vogue, the economic system, and religious beliefs and systems. To these longstanding institutions I have added the influence of forces such as education, science, technological advancement, concern for peace, and now sport itself (Zeigler, 2009). Of these, human values, and the accompanying norms that are developed, form the strongest social institution of all. The following is a list I developed with H.M. Johnson; we present some of the personal values that are fostered through the promotion of the right kind of sporting competition:

1. Health
2. Making a contribution regardless of actual success—the value of effort itself
3. Actual achievement, including excellence
4. Respect for opponents
5. Cooperation (i.e., one's ability to subordinate the self to the attainment of collective goals)
6. Fair play (i.e., respect for the rules of competition, which are ideally universal)
7. Orderly procedures for settling disputes
8. Grace in intensely competitive situations (including magnanimity in victory and the ability to accept defeat gracefully, then try to gain victory the next time)

Similar to other professions today, the burgeoning profession of sport management is striving to cross what has been termed by Borgman (1992) as the postmodern divide. It is argued that Western society is being stubborn in its refusal to move beyond practices that are unconscionable when the future is contemplated (e.g., the primitiveness of archaic religions and a waste caused by a throw-away society that is destroying the environment). Postmodernists now form a substantive minority that supports a more humanistic, pragmatic, liberal consensus in which highly competitive sport, if *uncontrolled*, may also be viewed as an increasingly negative influence on society.

The fundamental values of a social system will eventually have a strong influence on the individual values held by most citizens in that country. If a country is moving toward the most important twin values of egalitarianism and achievement, for example, what implications does that have for competitive sport in that political entity under consideration? The following are some questions that should be asked *before* a strong continuing commitment is made to sponsor both national and international sport through government or private funding:

1. Can it be shown that involvement in competitive sport at one of the three levels (i.e., amateur, semiprofessional, professional) brings about desirable *social* values (i.e., more value than disvalue)?

2. Can it be shown that involvement in competitive sport at one of the three levels brings about desirable *individual* values of both an intrinsic and extrinsic nature (i.e., creates more value than disvalue)?
3. If the answers to questions 1 and 2 are both affirmative (i.e., that involvement in competitive sport at any or all of the levels provides a sufficient amount of social and individual value to warrant such promotion), can sufficient funds be made available to support or permit this promotion at any or all of the three levels?
4. If funding to support participation in competitive sport at any or all of the levels is not available or such participation is not deemed advisable, should priorities—as determined by the expressed will of the people—be established about the importance of each level to the country based on careful analysis of the potential social *and* individual values of the society and its citizens from such participation in competitive sport?

Having stated that “sport” has become a strong social force internationally, there has been some ambiguity about what such a simple word as *sport* means. In essence, what we are describing here is an athletic activity requiring skill or physical prowess. It is typically of a competitive nature as in racing, wrestling, baseball, tennis, or cricket. For those involved, sport is often serious, and participants may advance to a stage where competitive sport becomes a semiprofessional or professional career choice. For many others, however, sport is seen more as a diversion, as a form of recreation, and as a pleasant pastime. Here the horizon is expanded to include the experiences and opportunities provided to humankind by friendly competition among all nations of the world.

Viewed collectively, however, at present the totality of sport appears to have become a strong social institution. Yet it appears to be one that is without a well-defined theory whereby it could be determined, for example, to what extent international sport contributes to world peace. This lack is recognized increasingly in some quarters. Nevertheless, at this point the general public, including most politicians, seem to believe that the more competitive sport we have, the merrier—but they don’t know why! However, we who might serve internationally

in the sport management profession can’t disregard the need to answer such questions as these: What purposes has competitive sport served in the past? What functions is sport fulfilling now? Where does sport seem to be heading? How should international sport be employed to serve all humankind?

In response, I believe that sport can function in the following ways:

1. As an organized religion (for those with or without another similar competing affiliation)
2. As an exercise medium (often a sporadic one)
3. As a life enhancer or arouser (puts excitement in life)
4. As a trade or profession (depending upon one’s approach to it)
5. As an avocation, perhaps as a leisure filler (at either a passive, vicarious, or active level)
6. As entertainment for spectators
7. As a training ground for war (used throughout history for this purpose)
8. As a socializing activity (an activity where one can meet and enjoy spending time with friends)
9. As an educational means (the development of positive character traits, however described)

As I review this list, I find it most interesting that I listed sport as a developer of positive character traits last! It may well be that sport is contributing significantly to the development of what are regarded as social values: teamwork, loyalty, self-sacrifice, and perseverance consonant with prevailing corporate capitalism in democracy and in other political systems. Conversely, it may also be that there is now a great deal of evidence that sport is developing an ideal that opposes the fundamental moral virtues of honesty, fairness, and responsibility in the competitive experiences provided (Lumpkin, Stoll, and Beller, 1999). This disturbing evidence presents a challenge to international sport, because it is telling us that sport is being used more for promoting socioinstrumental values than for promoting moral values. Such a development presents a distinct challenge to the various professional associations for sport management that have sprung up worldwide.

Certain changes will have to be made to reverse this development. Those in power internationally along with international sport managers, as well as citizens themselves, will have to be convinced that

there is a developing problem worldwide and then figure out what steps to take to rectify the situation. Such change won't occur overnight. The solution to this problem is simple or complex depending on what is done, how and where it is done, and under what circumstances it is done. This is the interesting, perhaps ridiculous, aspect of the development of sport—an aspect of life that has grown so disproportionately important during the 20th century of humankind's presence on a speck in the universe known as Earth.

As is the case with so many facets of life, a social development can be used for the subsequent improvement or detriment of humankind. We are using sport well in some ways, but we are also abusing it badly in others. In the case of commercialized competitive sport, perhaps we have reached a stage where the world could in the foreseeable future be doing more harm than good with it. One might say that the greater the amount of overt commercialization that exists in sport, the greater the danger for more harm than good resulting. International sport managers simply must promote the development of enforceable codes of ethics as well as work tirelessly to control the use of drugs and other doping techniques.

I am not arguing that what I call the proper use of sporting activities throughout the earth's affairs could be a panacea for all of the world's ills, the elixir that would create a heretofore unknown era of goodwill and peace worldwide. I *do* believe that, when wisely employed, it could enrich lives healthwise and recreationally for many more mil-

lions than it is doing currently. I believe also that sport could be significant in the promotion of world peace. What I am arguing, therefore, is that, employed properly, sport as one of a number of vital social forces (e.g., nationalism, ecology) could contribute significantly to the improvement of the current world situation. In this text, the editors and authors provide the information and insights so that students can envision sport from this ideal perspective.

Additionally, and fundamentally important because of the overarching influence of values on the social structure, I believe that the active use of competitive sport worldwide to promote what have been called moral values and attributes, as opposed to socioinstrumental values, would create a force of such strength and power that humankind might be saved from the social and physical devastation looming ahead. At the very least, I believe such active promotion would delay to a considerable degree the onset of problems in what promises to be a difficult century for humankind.

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# Preface

The genesis of this book took place over 12 years ago at the University of Massachusetts with the advent and the development of a course titled “International Sport Enterprise.” The idea behind this elective course was to present content and a context for upper-level undergraduate and graduate students interested in Olympics and international sport. A central objective of this course was to challenge the prevailing U.S.-centric view of sport and sport management often held by American students. At the time, there were no texts that dealt with topics and issues in international sport in any systematic way, so professors interested in teaching in this area of the sport management curriculum were left to develop their own materials gleaned from an assortment of articles, books, and personal experiences. Over a full decade later, this situation has not fundamentally changed despite a growing base of literature in the field of international business and management.

The first sport management program was established at Ohio University in 1966. Since the early 1990s, sport management programs in North America, Europe, Oceania, and Asia have rapidly proliferated, supported by professional associations such as the North American Society for Sport Management (NASSM), the European Association for Sport Management (EASM), the Sport Management Association of Australia and New Zealand (SMAANZ), the Asian Association for Sport Management (AASM), and more recently the Latin American Association for Sport Management (ALGEDE) and the African Sport Management Association (ASMA). Topics addressing transnational, cross-cultural issues in the functional areas of sport management are beginning to emerge more consistently at sport management-related conferences. Trade journals, such as *Sports-Business Journal* and *Sport Business International*, are focusing on international sport issues and are being used as supplemental course materials in sport management programs. Despite these developments, only modest growth has occurred in the sport management literature focused on international sport management issues as evidenced by new works in

the areas of international sport governance (Chalip, Johnson, & Stachura, 1996; Thoma & Chalip, 1996), international sport law (Wise & Meyer, 1997), and sport sociology (Maguire, 1999). Recent sport management introductory textbooks have generally included at least one chapter on international sport issues (Masteralexis, Barr, & Hums, 1998; Parks, Quarterman, & Thibault 2006), but a single chapter cannot cover the full range of critical points in depth.

This text is a response to the absence of any book like it in the field. It is intended to introduce the principles and practices of the business and management of international sport, although the authors make no pretense that a single text can provide adequate depth and breadth in all key functional areas of managing and doing business in a global context. The emergence of international business and management as a field of study within the broader confines of academic programs in business and management indicates the potential of international sport to become a new subdiscipline of study within sport management.

International sport management is an emerging field of study that focuses on the organization, governance, business activities, and cross-cultural context of sport. Sport itself has become a prominent vehicle of the international exchange process. Rarely does any management decision in any field of business and management escape the influence of global events. Thus, without education in the global context of sport, managers are susceptible to naive views of international politics, cultures, economics, law, marketing, ethics, monetary policies, and foreign competition. Understanding and applying “the rules of the game” are crucial to determining winners and losers relative to a company’s or organization’s bottom line in the international arena.

A goal of this book is to awaken greater awareness and understanding that an array of intercultural competencies is needed to function effectively and appropriately in a multicultural work or event

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environment. Specifically, the book provides relevant theoretical and practical insights from which an undergraduate student in his or her third or fourth year of study or a first-year graduate student can develop a broader understanding of the real world of international sport organizations and business. Ultimately, this book provides a student, professor, or practitioner with critical insights into the practice of business as it intersects with the practice of international sport. This text strives to incorporate the relevant theoretical advances in international business and organizational management literature and pedagogy in a manner that is easily comprehended by either undergraduate or graduate students in sport management. Most important, this text strives to integrate the practical and theoretical issues presented in the various chapters through a strategic management and total quality management framework. This approach allows students to select from a broad range of issues and challenges found within the enterprise of international sport management and to be able to apply a strategic process grounded in ethical practices to analyzing and finding solutions to complex problems. This text is intentionally written for use by students in sport management programs from throughout the world and is not limited to a North American perspective.

Each of the book's 22 chapters includes several case studies or sidebars that illustrate a multitude of real-world examples of organizational and business issues in international sport. The case studies are drawn from primary industry sources, newspapers, and journals and are intended to provide the student with the opportunity to apply concepts outlined in the chapter to real-world situations. In addition, each chapter is organized to assist the student through the inclusion and highlighting of chapter objectives, key terms, learning activities, and review and discussion questions. This text includes extensive bibliographies and reference sections to help support the work of practitioners in the field.

Each chapter is written by academics and practitioners from throughout the world who are recognized within their respective disciplines. A distinctive feature of this text is that it was consciously developed with a global perspective, not a U.S.- or Euro-centric viewpoint.

*International Sport Management* has been arranged into five distinct sections. This structure creates a

helpful progression to build students' understanding of international sport management issues and allows the text to be used in a modular fashion to support other courses, such as sport marketing, sport law, sport economics, sport business and finance, or other required and elective courses typically found within a sport management curriculum. The five distinct parts introduce the issues associated with international sport management, examine sport from a global perspective, and introduce the student to the structure of international sport governance before investigating issues and strategies essential to international sport management.

## **Part I: Issues in International Sport Management**

This section lays the foundation for the sections and chapters that follow. Its three chapters introduce critical issues and concepts in international sport, describe the role of strategic management in international sport, and delineate the cultural competencies necessary to be a successful international sport manager. This perspective focuses on looking at international sport within specific geopolitical environments while dealing with the critical contexts of nationalism, regionalization, globalization, and internationalization. This section introduces the essentials of how to manage in an international sport business and organizational environment, providing a relevant framework and context for the chapters to come.

## **Part II: Field of Play in International Sport**

This section gives students a broader and more in-depth understanding of how the world of international sport operates within different geopolitical environments and cultures throughout the world. This section is organized into six megaregions including North America, Latin America, Europe (including Russia), Africa and the Middle East, Southeast Asia and Oceania (including the Indian subcontinent), and Northeast Asia. As more production of sport products is outsourced to nations with emerging economies, as sport teams and leagues build international fan bases, and as the World Cups of football (FIFA), basketball (FIBA), and cricket (ICC) and the Olympic and Paralympic Games seek new locations in Asia, Africa, and



South America, an international sport manager must have a fundamental cultural understanding from which to operate with appropriate sensitivity to local customs and practices. This section also includes maps of each region and lists of key sport figures and events.

### **Part III: Governance in International Sport**

This section expands on the more traditional treatment of Olympic or professional sport in the sport management literature by including the significant perspective of other international sport federations and the Paralympic Games. Professional sport leagues, tours, and organizations are examined within the contexts of more popular-based sport systems, such as school-based and club-based sport systems. This section also explores current topics and controversies in international sport such as the attempt to control action sports from an event, media, and sponsorship perspective, as well as issues of gender and disability discrimination surrounding the Olympic Games.

### **Part IV: Management Essentials in International Sport**

This section separates this text from all others in the field in that it is the only international sport

management textbook that examines the principles and practices of the business and organization of international sport from a strategic management perspective. The five chapters in this section provide a primer for students on international trade and economic integration, macroeconomics in international sport, legal aspects and institutions that govern organizations and businesses, corporate responsibility, sustainable international development in emerging economies, human rights, and managing service quality in a cross-cultural environment.

### **Part V: International Sport Business Strategies**

Building on the core principles and cases outlined in the chapters of section IV, this section explores five primary international sport business strategies as encompassed in the traditional segments of sport marketing, sport media and information technologies including sport broadcasting, sport facilities and design, and sport event management including sport tourism. Within the context of each chapter in this section, critical issues are explored, such as the use of mass versus customized marketing strategies in different parts of the world to promote both traditional and nontraditional sporting enterprises and events and the expansion of broadband and wireless technologies as they intersect with the expansion of different sports.

# Acknowledgments

First and foremost, we would like to acknowledge the many individuals who made contributions to this book and who played an instrumental role in its creation. This book is a product of all the contributing chapter authors who provided their diverse expertise, wisdom, and global insightfulness. Further, it would not have been possible to complete this project without the patience and relentless support of the editorial staff at Human Kinetics.

Of paramount importance to this book is the conceptual outline developed by Ted Fay. His incisive points of view on topics and issues pertaining to international sport management have formed a

solid foundation for the success of this book. We are truly indebted to him in this regard.

We would also like to acknowledge the help provided to us at various stages of the process by colleagues and friends working in academia as well as the sport industry around the globe. These people made it possible for us to have access to resources that are not always available on the web or in the libraries.

Finally, we express our gratitude to members of our families, Wan Chen, Madison Li, Holly Li, Jaclyn Smith, Gretchen Peterec, Sebastian Bravo-Peterec, and Sara Bravo-Peterec, for their encouragement while we were working on this project.

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# Part I

## Issues in International Sport Management





**Chapter 1** Key Concepts and Critical Issues

**Chapter 2** Strategic Management  
in International Sport

**Chapter 3** Intercultural Management  
in Sport Organizations

NBA star Baron Davis signs autographs for young Chinese students during a visit to the Beijing GuangAi Primary School. Over the past decades, the NBA has steadily expanded its brand around the world, including numerous partnerships and investments in Chinese markets.



# Key Concepts and Critical Issues

Michael E. Pfahl, PhD  
Ohio University, USA

## Chapter Objectives

---

After studying this chapter, you will be able to do the following:

- Understand the importance of globalization and its effect on the sport industry
- Be familiar with the terminology and key concepts related to the globalization of sport
- Appreciate and understand the issues that sport managers might face when they begin international operations
- Understand the basic competencies and skills required to manage a sport organization in an international environment

## Key Terms

binaries . . . . .	10	internationalization . . . . .	6
consumer culture . . . . .	5	localization . . . . .	9
commodification . . . . .	7	nationalism . . . . .	8
globalization . . . . .	4	reflexive . . . . .	26
glocalization . . . . .	9	regionalism . . . . .	8
hegemony . . . . .	18	socially constructed . . . . .	8

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