Sport Management
Principles and applications
FOURTH EDITION

Russell Hoye, Aaron C.T. Smith, Matthew Nicholson and Bob Stewart
Contents

Preface xv
Figures and tables xvii
In Practice examples and Case Studies xix

Part I: The sport management environment 1

1 Sport management 3
   Overview 3
   What is sport management? 3
   Unique features of sport 4
   Sport management environment 6
   Three sectors of sport 7
   What is different about sport management? 8
   Summary 11
   Review questions 12
   Further reading 13
   Relevant websites 13

2 The role of the state in sport development 14
   Overview 14
   Defining the state 15
   Why should the state engage with sport? 15
   Reasons for state intervention 18
   Extent and form of state intervention 21
   Regulation and control 23
   Summary 26
   Review questions 26
   Further reading 26
   Relevant websites 27
Case Study 2.1 Creating order out of chaos: The regulation of mixed martial arts in the USA 27
Case Study 2.2 Managing safety: Lifesaving clubs and lifeguard associations 29

3 Nonprofit sport

Overview 33
Introduction 33
Nonprofit sector and society 34
Nonprofit sector and sport 36
Governing bodies of sport 38
The sports club environment 39
Government intervention 42
Issues for the nonprofit sport sector 45
Summary 48
Review questions 49
Further reading 49
Relevant websites 50
Case Study 3.1 Gymnastics Australia 50
Case Study 3.2 England Hockey 53

4 Professional sport

Overview 56
What is professional sport? 56
Circuits of promotion 60
Sport circuits 60
Media 63
Sponsorship 64
Player management 67
Ownership and outcomes 70
Summary 71
Review questions 72
Further reading 72
Relevant websites 73
Case Study 4.1 National Basketball Association 74
Case Study 4.2 UEFA Champions League 80
Part II: Sport management principles  

5 Strategic sport management

Overview 87
Strategic management principles 87
Why undertake strategic management? 88
Strategic sport management 89
The strategic management process 91
Stage 1: Strategy analysis 93
Stage 2: Strategy direction 97
Stage 3: Strategy formulation 98
Stage 4: Strategy implementation 101
Stage 5: Strategy evaluation 103
Strategy as change 103
Strategy as practice 107
Summary 108
Review questions 108
Further reading 109
Relevant websites 109
Case Study 5.1 The FIA on track for strategic progress in the Middle East 109
Case Study 5.2 Expanding Super Rugby across the gain line 113

6 Organizational structure

Overview 116
What is organizational structure? 116
Dimensions of organizational structure 118
Structural models 122
What influences the structure of a sport organization? 125
Challenges for sport managers 129
Summary 131
Review questions 132
Further reading 132
Relevant websites 133
Case Study 6.1 Racing Victoria Limited 133
Case Study 6.2 New Zealand Rugby Union 138

7 Human resource management

Overview 141
What is human resource management? 141
Is human resource management in sport special? 143
The essentials of human resource management 148
Summary 161
Review questions 161
Further reading 162
Relevant websites 162
Case Study 7.1 Managing student athletes in the NCAA 163
Case Study 7.2 'In the Spotlight': Sport's public performance appraisal 166

8 Leadership 170

Overview 170
What is leadership? 170
Theories of leadership 172
Leadership and management 180
Summary 183
Review questions 183
Further reading 184
Relevant websites 184
Case Study 8.1 The Leading Teams phenomenon 184
Case Study 8.2 Developing women leaders in sport 187

9 Organizational culture 192

Overview 192
The culture-proof sport manager 192
Why is organizational culture so important? 193
What exactly is organizational culture? 194
Sport organizational culture: From the kitchen table to the board room 196
Sport, business and sub-cultures 198
Organizational identity 201
Diagnosing and managing organizational culture 202
Organizational culture in mind 204
Mapping sport organizational culture 207
Cultural complexities 207
Summary 208
Review questions 208
Further reading 209
Relevant websites 209
Case Study 9.1 Swimming: Drowning in a toxic culture? 209
Case Study 9.2 In a man's football world: Women with an eye on the ball 212

10 Financial management 216

Overview 216
The financial evolution of sport 217
Regulating the sport-media relationship 293
A role of growing importance: The sport media manager 294
Summary 295
Review questions 295
Further reading 296
Relevant websites 296
Case Study 12.1 The Australian Open's global reach 297
Case Study 12.2 Broadcast rights in the National Football League 300

13 Sport governance

Overview 303
What is governance? 303
Corporate and nonprofit governance 304
Is there a theory of sport governance? 305
Governance structural elements 307
Governance models 310
Board-staff relationships 311
Principles of good organizational governance 312
Board performance 315
Drivers of change in governance 316
Summary 319
Review questions 320
Further reading 321
Relevant websites 321
Case Study 13.1 Governance reform in Australian Football: A perennial challenge? 322
Case Study 13.2 Squash Australia 325

14 Performance management

Overview 330
Sport and performance 331
Where to begin? 331
Building a performance management model from a stakeholder perspective 333
An input-output approach to performance management 334
A balanced scorecard approach to performance management 335
Costs and benefits of a performance management system 338
A multi-dimensional performance management model for sport 341
Risk, uncertainty and performance 348
Performance measures: Longitudinal or comparative? 349
Performance measurement: From global to local 350
Summary 351
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review questions</td>
<td>351</td>
</tr>
<tr>
<td>Further reading</td>
<td>351</td>
</tr>
<tr>
<td>Relevant websites</td>
<td>352</td>
</tr>
<tr>
<td>Case Study 14.1 The 2011 Kimberley Ultramarathon</td>
<td>352</td>
</tr>
<tr>
<td>Case Study 14.2 From local to global: Facility and staff appraisal</td>
<td>355</td>
</tr>
<tr>
<td>Bibliography</td>
<td>358</td>
</tr>
<tr>
<td>Index</td>
<td>369</td>
</tr>
</tbody>
</table>