

Day One

Introduction To Sport Management

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Details

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Other Interests (Founder , Administrator, Lecturer)

Hype Media Lab www.hypemedialab.com

Anarchist Athlete www.anarchistathlete.com

The Undergrad Project www.undergradproject.com

7234hsl www.7234hsl.com

1220hsl www.1220hsl.com



Perceptions

What do you want to get out of this course?

What is your ultimate goal at this point?

Who are you and what do you stand for?

1304HSL

Designed to provide students with an understanding of the Australian sport industry

Establish, understand, and critically debate the unique characteristics and features of sport, the drivers of change that affect how sport is produced and consumed, the type of organisations that operate in its public, non-profit and professional sectors, how these organisations function, and the concepts of effective management (and leadership) in this field

The concepts of effective management (predominantly the administrative responsibilities associated with the role of sport managers) will be applied to the various structures of sport organisations, culture and identity, human resources, finance, leadership, marketing, and high performance. And leadership is a whole other ball game which we will get to when the time is right.

Time On Task

Time on task is the highest predictor of student marks in assessment

The Focus For Today

1. What is sport - Key characteristics
2. What is sport – A philosophical perspective
3. What is sport unique – Unique features
4. What is sport management
5. The sport system - Australian viewpoint
6. Why is all this important
7. The current state of play
8. Can you lead?
9. Ideologies of the State

1

What is Sport Key Characteristics

What is Sport?



Key Characteristics of Sport

1. Possesses a **physical element** (some degree of physical skill or hand-eye coordination is the primary focus of the activity)
2. Requires the **expenditure of energy** (any bodily movements performed by skeletal muscles that result in an increase in energy expenditure)
3. Possess an **inherent competitive nature** (individualistic or cooperative)
4. All sport has **established rules and patterns** of behavior governing the activity, enforced through organisations and where breaking these rules results in sanctions of some sort

5. *Possesses **formal structures and systems** ... (discuss)*
6. *Requires **specialized equipment and facilities** ... (discuss)*
7. *Is a **human activity** ... (discuss) [Check out this video as well](#)*
8. *Has a **time and space restriction***

Definition of Sport

“An activity involving physical exertion, skill, and hand / eye coordination as the primary focus of the activity, with elements of competition where rules and patterns of behavior governing the activity exist formally through organisations

Sport includes organised sport but may also be undertaken outside of a formal competition setting using less formalised rules derived from and usually adapted from organised sport

Interesting point: The ABS report (titled: ‘Defining Sport and Physical Activity, a Conceptual Model’ published in 2008 by Brian Pink) states rock climbing, amongst others (circus acrobatics, piano, chess for example), is not considered a sport as it does not conform to the combination of elements described in the definition of sport above (in particular that the activity is not governed through a formal organisation)

The International Federation of Sport Climbing (IFSC) is the international governing body for the sport of competitive climbing. It was founded in Frankfurt on 27 January 2007

[HERE IS THE GOVERNING BODY'S WEBSITE](#)

Definition of Sport (Continued)

“An activity pursued for exercise or pleasure, usually requiring some degree of physical prowess (a yawn inducing definition provided by the Macquarie Dictionary)

“ Institutionalised competitive activities that involve vigorous physical exertion or the use of relatively complex physical skills by individuals whose participation is motivated by a combination of personal enjoyment and external rewards’ (Coakley, 1998, p. 19)

Write Me Something

What is your definition of sport?

I will give you 3 minutes ...

2

What is Sport A Philosophical Perspective

A Philosophical Standpoint

“Sport is about **challenge and overcoming obstacles** (Gelberg, 2002; Hardman, 2002)

“Sport is about the inherent **struggle to surpass some quantifiable aspect of previous sporting performance** and thereby establish new records (Guttman, 1978; Hardman, 2002).

Hardman (2002) has previously offered **three normative principles or sporting constraints that differentiate sporting practices from other social activities**. They are:

1. Structure
2. Aesthetics
3. Morality

A Philosophical Standpoint

Structure

The structural dimension offers that sport is separated from other social activities as a result of its *gratuitous logic* ('a voluntary attempt to overcome unnecessary but formalised obstacles'), that it requires a *viable contest* ('the attempt to do something better than at least one other person in an appropriate testing family'), takes *skill* ('conscious and deliberate cultivation of human ability employed to achieve certain ends in a goal directed activity'), and that there is an element of *physicality* ('bodily movement is intrinsic to sport').

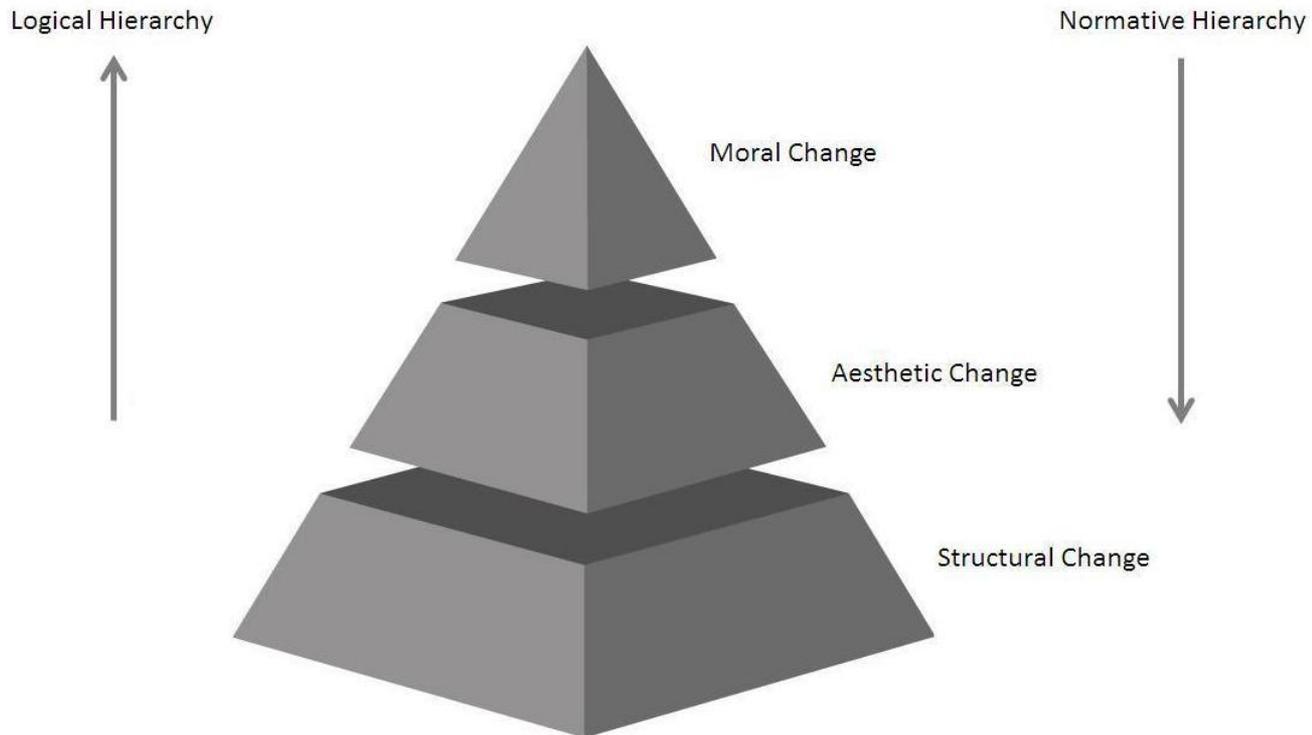
Aesthetics

The aesthetic dimension can be explained as 'the way that *competitive success or failure often corresponds to what is appealing* or unappealing for practitioners or spectators'

Morality

The moral dimension is subsequently explained as 'that of *the underlying principles that may be embedded and shared* within sporting practices'

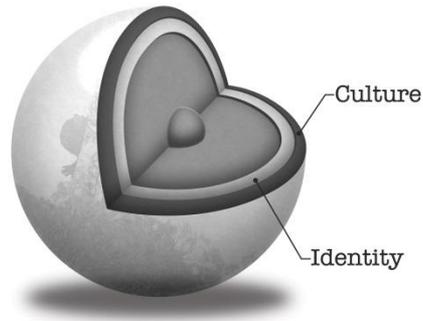
A Philosophical Standpoint



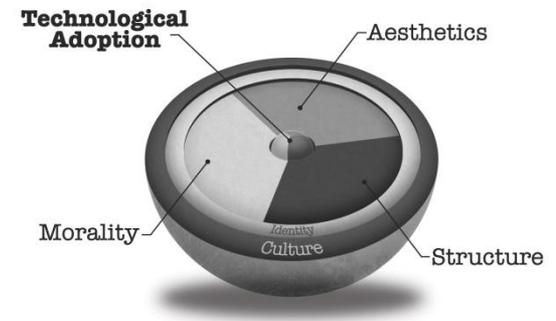
A Philosophical Standpoint



A



B



C

Model – Harding, Toohey, Lock (2013) Unpublished

Tell Me Something

Has your definition of sport changed?

3

Why is Sport Unique Unique Features

Unique Features of Sport

Sport is associated with a number (at least ten) **unique features** which can assist in understanding why sports management requires the application of specific management techniques

Unique Features of Sport (1-5)

1. Consumers develop **irrational passions** for teams, competitions, and athletes
2. There are marked differences between sports organisations and other businesses in **how they evaluate performance** (profit versus premierships, providing services, and meeting community service obligations)
3. There is an interdependent nature associated with the relationships between rival sporting organisations (same sport). They compete on the field but often cooperate off. This is termed **competitive balance**
4. And can be considered **anti-competitive behavior**
5. It is difficult to guarantee the quality of the product sold (**variable quality**)

Unique Features of Sport (6-10)

6. There is a high degree of **brand loyalty** (it is difficult to substitute the product and connection which has both positive and negative management implications)
7. Sport fashions unique behaviors in its consumers, one of the most important from a management perspective is **vicarious identification** with skills, abilities, and lifestyles of athletes
8. Sports consumers and fans routinely demonstrate a high degree of optimism (often termed **blind optimism**). Sports managers are also guilty of demonstrating the same trait
9. Sporting organisations possess **conservative views on technology** in certain circumstances
10. Sport has a **limited availability** which constrains ability to maximize revenue

Important Point: Members of sporting communities also often demonstrate a wholehearted acceptance of the cultural and social norms that are associated with a particular sporting activity (something to think about ...)

Write Me Something

Without looking at your notes can you list the ten unique features of sport?

4

What is Sport Management

What is Management?

Management is the process of getting activities done efficiently with and through other people

Domains include: human, financial, physical, informational

Skills include: **planning, leading, organising, controlling, budgeting, evaluating**

“We have devised strategies to destroy the competition, launched preemptive strikes, deployed sales forces to capture consumers, and fired staff in re-engineering, rightsizing, and restructuring exercises. We think managers and staff would prefer to go to work to have fun than to wage war (Gilson et al., 2001).

Defining Sport Management?

“The study and practice involved in relation to all people, activities, organizations, and business involved in producing, facilitating, promoting, or organizing any product that is sport, fitness, and recreation related; and, sport products that can be goods, services, people, places, or ideas (Parks et al 1998).

“Planning and organising sport in all of its facets; a multidisciplinary field that integrates the sport industry and management (Fielding & Miller, 1994)

“The field of study offering the specialized training and education necessary for individuals seeking careers in any of the many segments of the industry (Pitts & Stotlar, 2002)

Defining Sport Management

“Sport managers engage in strategic planning, manage large numbers of human resources, deal with broadcasting contracts worth billions of dollars, manage the welfare of elite athletes, and work within highly integrated global networks of international sports federations, national sport organisations, government agencies, media corporations, sponsors, and community organisations (Hoye et al, 2012)”

Sportspeople – Professional Networking

Have you ever seen this professional networking site for sports professionals?

www.sportspeople.com.au

Have you set up a LinkedIn profile yet?

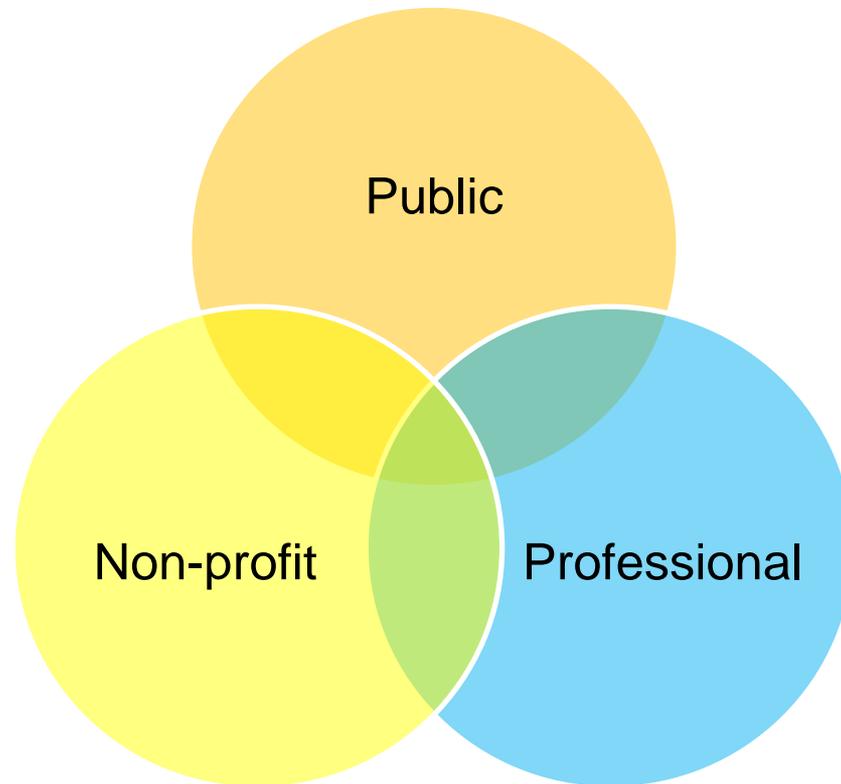
<https://www.linkedin.com>

5

The Sport System Australian Viewpoint

The Sport Industry

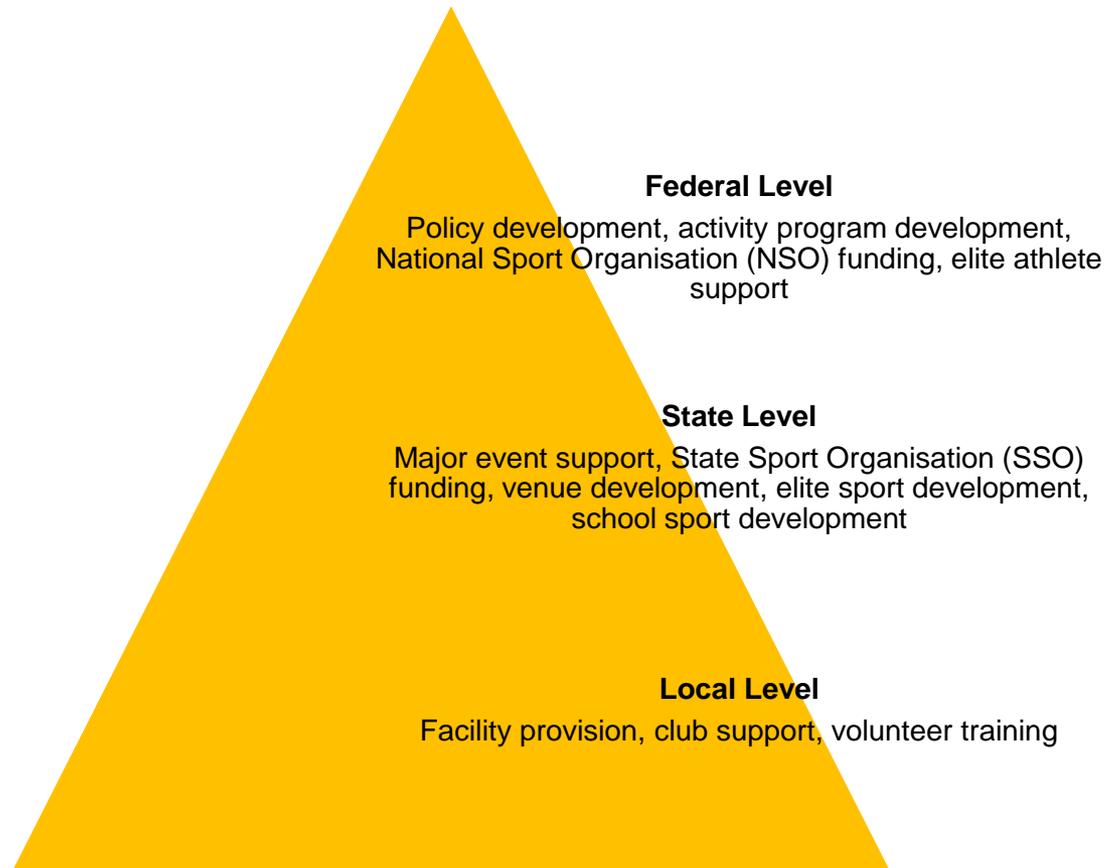
The sport industry is a mixed-economy which includes public (state), private and voluntary organisations



The Sport Industry – Public or State

“The state or public sector includes national, state, regional, and local governments, and specialist agencies that develop sport policy, provide funding to other sectors and support specialist roles such as elite athlete development or drug control (Hoye et al, 2012)”

The Sport Industry – Public or State



The Sport Industry – Public or State - Megatrends

Video (watch in your own time)

“The six megatrends identified by 'The Future of Australian Sport' study, conducted by the Australian Sports Commission in partnership with CSIRO

[CLICK TO VIEW VIDEO](#)

Link: http://www.ausport.gov.au/information/nsr/the_future_of_australian_sport/video

The Sport Industry – Non-profit or Voluntary

“The non-profit or voluntary sector, made up of community-based clubs, governing associations and international sport organisations that provide competition and participation opportunities, regulate and manage sporting codes, coordinate volunteers at club level, manage facilities, develop players officials and coaches, organises major events, and essentially sustains the system (Hoye et al,2012)

The Sport Industry – Professional or Commercial

“The professional or commercial sector is comprised of professional leagues and their member teams, as well as allied organisations such as sporting apparel and equipment manufacturers, media companies, major stadia operators, and event managers. They essentially focus on performance - profit and premierships dependent on their respective fields (Hoye et al,2012)

The Sport Industry - Interconnected

The three sectors of the sport industry **do not work in isolation**

The **state provides funding to non-profit** sport organisations for sport development and elite athlete programs

The **non-profit sector then provides the general community with sporting opportunities** as well as developing athletes, coaches, officials, and administrators to sustain sporting participation

The **state also supports professional sport**, specifically backing the construction of stadiums and other venues, providing a regulatory and legal framework for professional sport to take place, and further, supporting manufacturing and event organisations involved in the industry

The **non-profit sector also supports and overlaps with professional sport** – essentially providing a breeding ground for athletes, coaches, officials, and administrators

The **professional sector creates a product and provide experiences for the wider community** and in particular, spectators and participants

Write Me Something

Without looking at your notes could you list the three sectors of sport and tell me one of the most important aspects of each?

I will give you 3 minutes

6

Why Is All This Important?

Why is all this important?

*“Sport plays a major role in shaping Australia’s **identity and culture**. It helps to maintain the **health and wellbeing of individuals and communities** and it builds **personal and national pride**. It contributes to the **economy** through employment and tourism. Sport helps to bind us together. It teaches us important life skills such as **leadership, friendship, teamwork, respect, fairness, responsibility, resilience** and how to engage with people from all walks of life. Through sport, we learn to win—and lose—with grace and dignity*

Source: Australian Sports Commission statement – Corporate Brochure

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The Current State of Play

The State of Play - Globalisation

Globalisation (*the process by which businesses or other organizations **develop international influence or start operating on an international scale***) is changing the way that sport is produced, consumed and managed

Enhanced integration of the world's economies has **increased the speed and variety of communication** between sport producers and consumers

It has forever **altered the way we access to elite sporting competitions** (live, free-to-air, pay TV, radio, internet streaming, on-line newspapers, mobile devices)

The State of Play – Government Policy

Most governments view sport as a fantastic vehicle to **develop and maintain nationalism, economic and social development**

Sport is in possession of a unique **value** proposition (a number of them actually)

As such it is in the best interest of the government to enact policies and legislation to **support, control or regulate** the activities of sports organisations

Most governments support elite athlete training centers, provide funding to national sporting organisations (NSOs), support organisations to bid for major events, and facilitate the construction of sporting stadiums

In return they can then influence sports to recruit more participants, provide community services, and enact policies on public health issues

Governments have a profound impact on how sport is produced, consumed, and managed

The State of Play – Professionalism

Over the past 30 years the management of sports organisations has **undergone a rapid period of professionalization**

- Expansion of global sports industry
- Commercialization of events and competitions
- Introduction of paid staff into voluntary organisations
- Increased numbers of people who earn a living through sport

The industry has no choice than to become professional

It is also one of the main reasons you are here (studying a course on sports management)

The State of Play – Technology

Technology is now a **pervasive influence on the sports industry** in a multitude of areas

- Technological convergence (discuss)
- Performance enhancement techniques (discuss)
- Construction (discuss)

Sports managers need to develop relevant policies about the use of technology, work to protect intellectual property, and **adapt and adopt technology in a timely manner** in order to achieve an organisations ultimate goals

The ability to predict future trends and take calculated risks are highly sought after leadership qualities

Talk To Me

Without looking at your notes could you tell me the four major Areas that can impact on your work in sport management?

What are your thoughts on technology and sports performance?

8

Can You Lead

The State of Play – Can You Lead?

Where are you looking to anticipate the next change to your business model?

“Here are trends that impact me. Here are trends that impact another team member. Here are the trends we share. Then make decisions to course-correct a strategy or anticipate a new move. Great leaders are not head-down. They see around corners, shaping their future, not just reacting to it.

How diverse is your personal and professional stakeholder network?

“The capacity to develop relationships with people that are very different than you is important. A diverse network is a source of pattern identification at greater levels and also of solutions, because you have people that are thinking differently than you are.

Are you courageous enough to abandon practices that made you successful in the past?

“Great leaders dare to be different. They don't just talk about risk-taking, they actually do it. The most impactful development comes when you are able to build the emotional stamina to withstand people telling you that your new idea is naïve or reckless or just plain stupid.

Source: Roselinde Torres: What it takes to be a great leader. TED@BCG San Francisco · Filmed October 2013.
http://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader/transcript#t-461806

Talk To Me

If I asked you to give me your definition of leadership could you do it?

9

Ideologies Of The State

Ideologies of the State

“Sport is superficial, fleeting, anti-intellectual, and trivial (Stebbins, 2007)

“Sport is the toy department of life (Howard Cossell in Lipsky 1981: 46-47)

“Sport... is life... and the rest is a shadow (anonymous in Horne 1964: 40)

Ideologies of the State

The State - **the structures that govern and rule societies** – plays an important role in the provision of sporting related experiences to the people

Ideologies of the State

Why the government would want to involve itself with this provision is a crucial concept for sports managers

Governments can intervene (assist or hinder) in this area in a multitude of ways

The extent of the intervention and the form it takes is heavily influenced by the underlying ideology and overall philosophy of the State and its governing institutions

- Conservatism
- Reformism
- Neo-Liberalism
- Socialism

Ideologies of the State - Conservatism



Values **tradition and customary ways** of doing things

Tendency to **regulate the social lives** of people

Desire to control distribution of drugs / alcohol, **protecting people from themselves**

Believe a strong private sector is the key to progress

Whilst they believe **business should be left to its own devices** – where combinations of self interest, motives of profit, and market forces should generate a favourable outcome – they **will step in to assist and protect the industry if required**

Whilst they **recognize, however, that sport as an integral component of social lives** of most people they **will not step in to assist and protect the industry if required**

Sport is another world altogether and **not part of the world of business**

Ideologies of the State - Reformism

Values **social justice and equity**

Whilst they recognize the **necessity of a strong private sector** they believe it **cannot be trusted to deliver fair and equitable outcomes**



So it aims to strictly manage it (state owned enterprises and regulation of business)

Share conservative ideological viewpoint that assistance and protection may be necessary

However they believe in **social development** (legislate for social freedom and social justice)

View **sport as a tool for social development** and aim to make sport more accessible to the whole community

Ultimately **focused more on community and less on elitist standpoints associated with sport**

Ideologies of the State – Neo-Liberalism

Values **freedom**

Believe that society is at its most healthy when **people can run their daily lives without the chronic intrusion of the State**

Not anarchists. The Rule of Law is important

However, beyond that, **people should be free to choose how they run their social lives and business should be free to commercial lives as they see fit**

See **no value in State-owned enterprises**. Would argue that **privatization** of government services **produces superior outcomes** and **de-regulated industries run better** than tightly controlled ones

Believe **sport** is a valued social institution and **should not be strictly controlled** - however they also believe that sport can be used as **vehicle for nation building and economic development** and **should be supported** in these instances

Ultimately **believe in a sport policy that focusses on elite sport** (not community sport)



Ideologies of the State – Socialism

Values a strong State

Believe that a combination of privately owned and unregulated markets produces severe levels of inequality and alienation

Believe capitalist modes of production should be replaced by a strong State where resource allocation is centrally controlled

Like Neo-Liberals believe sport is a valued social institution, however, assert that sport should be controlled from the centre to ensure a fair spread of clubs and facilities throughout society

Is therefore focused on sport at both the community and elite levels

And where the State would provide most of the funds and resources for sport



Ideologies of the State

Between the late 1960s and very early 1970s the Federal (Commonwealth) government essentially maintained the following standpoint:

*“ On the question of sporting activities **the government does not believe it should enter into these matters** but that the running of sporting activities should be done by the sporting bodies concerned*

John Gorton, Australian Prime Minister, Term 10 January 1968 to 10 March 1971)

Discuss...

Ideologies of the State – Blurred Lines

It is not always so definitive

The State will often take bits and pieces of each ideology when forming their position on particular sporting issues

Sport is socially constructed and is heavily influenced by social, political and ideological circumstances

It operates in a complex and constantly evolving environment (influenced or shaped by events past and present)

Ideologies of the State – Shaped By Events

In 1941 the Federal Government enacted the **National Fitness Act**. Essentially to **improve the fitness levels of all Australian's for recruitment to the armed forces** (there was a war on – WWII) and establish educational training programs for fitness and recreation leaders and physical education teachers

In the late 1970's the Federal **Government got very serious about funding elite sport** (even though the Fraser government was for the most part, highly conservative). In the 1950 and 1960's Australia was considered a powerful sporting nation despite a lack of government interest. This changed in the 1970's. **We won zero medals in the 1976 Olympic Games in Montreal**

Ideologies of the State – Australian Institute of Sport

The **result** (and the slow decline in Australia's performance throughout the early seventies) **was related to our isolation, expensive travel, and out of season competition ...**

However, the **major problem was that our sport system was amateur** with virtually no financial assistance from with the State or Federal Government

This situation was very different in Europe (particularly eastern European Union in the 1940s). Russia led the race to improved participation and sport performances by involving government in sport. This approach was very radical, as sport in Europe before 1945 was amateur in every respect.

Developments that took place were:

- A lively debate on sports excellence versus mass participation
- Establishment of sports institutes with secret sport science and medicine research
- Talent identification programs and State funded training facilities
- International travel assistance
- Professionally managed multi-sport centres, clubs and sport associations

Ideologies of the State - Australian Institute of Sport

The Australian Institute of Sport was opened in 1981

In 1984 the Australian Sports Commission was established in order to better manage the national government's sports funding initiatives and implement government sporting policy in a systematic and orderly manner

Over 25 years the national government's annual sports budget increased from approximately AUD\$5million to AUD \$150million

For a long time the Australian Institute of Sport was internationally recognised as a successful (gold-standard) training centre for elite athletes

In 2008, at the Games of the XXIX Olympiad (Summer Olympic Games) in Beijing, it had become apparent that other nations had been watching and had now caught up (evidenced by the UK's dominance of the cycling events once dominated by the Australians)

Ideologies of the State – Strong Nations

Government funding on sport can be (and usually is) entirely justifiable for many reasons

However the underlying idea is that sport can be used to build **STRONG NATIONS**

This is something that the State has a strong affinity with as it is responsible for creating the commercial and cultural spaces where people can build strong and healthy families, neighborhoods, communities, and workplaces

Nearly all modern States allocate a special space for sport because sport is believed to be a practice that delivers a multitude of individual and social benefits

Ideologies of the State – Strong Nations

There is an inherent and entirely explainable **value of sport**

We will discuss the value of sport and how it is legitimized in detail tomorrow ...

Review Questions

1. Define sport
2. List and describe the key characteristics of sport
3. Define sport management
4. List and describe the unique features of sport
5. Describe the three sectors of the sport system
6. Describe the role of each of these sectors
7. Describe how each of these sectors can contribute to the value of sport
8. Describe one sport organisation from each sector
9. Describe three key leadership concepts
10. List and define the four major ideologies of the State
11. Why did Australia set up the Australian Institute of Sport?
12. What is one of the fundamental reasons the State involves itself with sport?

Interested?

Sports Management Journals

1. [Journal of Sport Management](#) (JSM)
2. [Sport Management Review](#) (SMR)
3. [European Sport Management Quarterly](#) (ESMQ)
4. [Managing Leisure](#) (ML)
5. [Journal of Sport and Social Issues](#) (JSSI)

Sports Management Associations

1. [Sport Management Australia and New Zealand](#) (SMAANZ)
2. [North American Society for Sport Management](#) (NASSM)
3. [European Association for Sports Management](#) (EASM)
4. [Asian Association for Sports Management](#) (AASM)