

Day Two

Introduction To Sport Management

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Lecture Focus

1. Government Ideologies
2. Blurred Lines
3. Australian Institute of Sport
4. Strong Nations
5. The Olympic Movement
6. The Value of Sport – Legitimation
 - 6a Health
 - 6b Socialisation
 - 6c Economic Development
 - 6d Community Development
 - 6e National Identity
7. The Value of Sport - Activity

1

Government Ideologies

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 sports managers) 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 - Conservatism



“ Whilst they recognize 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

“ Conservatives are focused on business, not sport, and are therefore not interested in it.

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 - Reformism



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

“
Reformists are focused more on community 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 – Neo-Liberalism



“
*Believe sport is a valued social institution
and should not be strictly controlled*

“
*Believe that sport can be used as vehicle for nation building and
economic development and should be supported in these instances*

“
Liberals are focused on sport at the elite level

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 – Socialism

“
*The State would provide most of the funds
and resources for sport*

“
*Socialism is focused on sport at both the community and elite
levels*

A red circular graphic containing the text "Socialism: the radical idea of sharing" in white, bold, sans-serif font.

**Socialism:
the radical
idea of
sharing**

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...

2

Blurred Lines

Ideologies of the State – Blurred Lines

It is not always so definitive

The State will often take 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

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Australian Institute of Sport

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

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)

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Strong Nations

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

Sport is supposed to **contribute to the well being of society** by providing the context in which appropriate values, attitudes, and behaviors are learnt

Sport **allows young people to better fit into mainstream civilization**

Sport contributes to the **stability, maintenance, and perpetuation of established society**

Sport **builds character**

Sport **teaches values** that support central beliefs of modern industrial societies – **values** that modern industrial **societies wholeheartedly subscribe to** and believe **drive progress**

Sport instills **respect for authority, adherence to rules and laws, leadership, hierarchy, co-operative behavior, a desire for success, and a desire to achieve goals**

Dispositions that make for a compliant and diligent workforce and a fully functioning commercial system

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The Olympic Movement

Ideologies of the State – The Olympic Movement

“The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practiced in accordance with Olympism and its values

Read more on Olympism and in particular, access the Olympic Charter [here](#)

Full Link

http://www.olympic.org/documents/olympic_charter_en.pdf

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The Value of Sport - Legitimization

Ideologies of the State – Strong Nations

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

Legitimising Sport

Governments throughout the world **devote substantial time and resources to sport**

Any investment in sport must, however, compete with other demands for public resources

The **claim for public investment must be legitimised in terms of the public benefits** that can be claimed to be generated

There are **five worldwide key benefits** that are commonly asserted by those seeking to **justify and legitimise investment in sport**

Lawrence Chalip (2000)

Legitimising Sport

1. Health
2. Socialisation
3. Economic Development
4. Community Development
5. National Identity

6a

Health

Legitimising Sport - Health

Many forms of physical activity (eg walking, cycling, gardening) can produce positive physical, mental (psychological health) and social (social well being) health outcomes

- Promote enhancements in brain structure of children
- Assist in developing and refining perceptual abilities (vision, balance, tactile sensation)
- Fortify mineralization of the skeleton
- Reduce risks of obesity
- Reduce risks of heart disease and high blood pressure
- Improve cardiac function
- Reduce atherosclerotic disease
- Reduce risk of osteoporosis
- Reduce frailty amongst the aged
- Reduce the risk of diabetes

Legitimising Sport - Health

The health benefits can be leveraged to lobby for governmental funding and support

The physical and social infrastructures associated with sport clubs and sport programs can be leveraged to encourage and enable ongoing physical activity

Legitimising Sport - Health

“What is significant from the standpoint of health as a reason for legitimisation for sport is that sport is but one form of physical activity. Exercise ... can provide health benefits, as well as sport, and can do so without engaging sport bureaucracies. Consequently, public health campaigns designed to promote physical activity have used only a slight reference to the subject of sport.”

Source: Chalip, L. (2006). Toward Distinctive Sport Management Discipline. Journal of Sport management, 20, 1-21.

Legitimising Sport - Health

There are, however, **negative health aspects associated with sport**

- Injuries in sport are frequent
- Not being selected or de-selection can have negative psychological consequences
- Burnout can have negative psychological consequences

A Scandinavian study found 25% of all childhood injuries requiring hospital care are caused by sport

An Australian study found 31% of parents spend over \$100 annually on medical expenses for child athletes and 27% missed work because of their child's involvement in sport (negative economic impact)

Can the negative health aspects be managed?

Legitimising Sport - Health

How do the 3-sectors of sport get involved

Private

Works in partnership with government to ban alcohol and cigarette sponsorship

Public

Funds infrastructure development to promote safe sport, provides training and accreditation avenues for coaches and officials, promotes health campaigns (i.e. [measure up campaign](#))

Non profit

Facilitates positive experiences at all levels (i.e. [eat well, play well, stay well campaign](#))

6b

Socialisation

Legitimising Sport - Socialisation

Sport can contribute to social well-being by building personal values and train life skills

However, it can sometimes impede moral development and can sometimes foster anti-social behavior

The key to whether sport plays a positive or detrimental role in socialization depends on the ways sports programs are designed and implemented

It is not the sport that matters, it is the experiences that particular implementations of sport enable, as well as the learning those experiences offer

The belief that sport provides positive socialisation outcomes has resulted in a number of sport-based interventions intended to prevent or reverse anti-social behavior

Source: Chalip, L. (2006). Toward Distinctive Sport Management Discipline. Journal of Sport management, 20, 1-21.

Legitimising Sport - Socialisation

How do the 3-sectors of sport get involved

Private

Promote pro-social behavior, and reward athletes working with community groups

Public

Regulate and monitor sport, introduce policies on fair play, recognise and promote diversity and social inclusion

Non-profit

Develop support for and promote pro-social behaviors at all levels of sport (eg ARL Good Guy of the Month campaign”

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Economic Development

Legitimising Sport – Economic Development

No legitimisation for sport's demand for government funding has triggered passionate debate than the claim that **sport is good for economic development**

The **primary focus** of the debate has been on the **degree to which professional sports teams (and their facilities) serve as a stimulus to the local economy**

However the claim that sport is good for the economy is **by no means limited to professional sport** (check out Chalip's article for more)

The **primary issue** (and why the legitimisation claim is so controversial) **is that economic outcomes are quite blunt** (they look for economic changes that can be attributed to a specific entity)

Economic impact analysis is a useful measure of economic outcome, but because it is a measure of outcome, it is **not a measure of process or potential**

Check out Chalip's fantastic quote on page 7 ...

Source: Chalip, L. (2006). Toward Distinctive Sport Management Discipline. Journal of Sport management, 20, 1-21.

Legitimising Sport – Economic Development

Sport is a key piece of our economy and is estimated to be worth \$620 billion annually

The economic value of sport and recreation can be realised through:

Major sporting events that generate economic development, regeneration of local communities and community infrastructure, tourist visits and spending

Improved health, fitness and well being which can result in a gross health cost savings of \$1.5 billion p.a. This equates to net savings of \$0.7 billion p.a (ECONTECH, 2007), and a 4% increase in productivity = 1% increase in GDP

Overall the economic value of sport and recreation can be seen in the:

The development of community infrastructure – (even though maintenance of facilities can be very costly – the benefits usually outweigh the costs)

Economic investment made in events and sponsorship of events

Health and fitness and WB of people is worth enormous amounts of \$ economically

Gross health cost savings of \$1.5 billion p.a

Net savings of \$0.7 billion p.a (ECONTECH, 2007)

Productivity increased by 4% by making more people active

Legitimising Sport – Economic Development

The economic value of sport is also realised through the contributions of volunteers

10% of the adult Australian population (about 1.7 million adult Australians) volunteer in sport or recreation
The sport sector accounts for 33% of all volunteers & 26% of volunteer hours (187.2 million, 2006)
Assuming a FT wage rate \$832.6/wk and 40 hour work week = 187.2 million hours of work (worth \$3.9billion)

Externalities (e.g., SLC worth \$14 billion p.a (Allen, 2005)

Sport sector accounts for 33% of all volunteers & 26% of volunteer hours (187.2 million, 2006)

Assume FT wage rate \$832.6/wk and 40 hour work week =
187.2 million hours is worth \$3.9billion to the Australian economy!

Externalities (e.g., Surf lifesaving services worth \$14 billion p.a (Allen, 2005)

Legitimising Sport – Economic Development

The economic value of sport and recreation is also realised through employment created by sport, sales of sport equipment and services

But does sport always generate economic benefit?

No. Some hallmark sport events lose money and the value of sporting goods sales are questionable given the import/export balance

There is often a lack of “leveraging” of major events so the long term opportunities to capitalise from that event is not realised (eg maximising sport tourism dollar spend and encouraging revisits)

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Community Development

Legitimising Sport – Community Development

Because of the issues in legitimising sport through claiming positive economic impact, legitimisations for government investment in sport **often turn instead to the potential social and psychological benefits**

Even if a community's economic gains from sport are negligible, it could still be argued that **a psychic income resulted from sport in the form of community collective conscience and community self-esteem**

For example, being a fan of a team can **enhance mental health and pro-social behavior** by promoting attachment to the team's community and / or the community of fans

Sharing a common identity with a sport team could **assist the formation of significant social capital**

However Chalip 2006, p8

6e

National Identity

Legitimising Sport – National Identity

The pride that is generated by sports teams has been so well demonstrated that sport marketers now formulate means to capitalise on it in order to build sport fan-ship

In a similar context, governments have sought to capitalise on the pride that sport can generate in order to forge a sense of national identity

The objective is straightforward ...

“If a shared sense of national identity can be forged, then a requisite foundation for nation building will have been established, and a shared sense of national purpose can be formed Chalip (2006)

Although it is not that simple ... Chalip (2006) p. 9 ...

Legitimising Sport – Final Thoughts

It is in many cases **inappropriate to treat sport as a suitable instrument of policy ...**

“Variations in the narratives and symbols that sport evokes and variations in their context creates variations in the effect sport has

Source: Chalip, L. (2006). Toward Distinctive Sport Management Discipline. Journal of Sport management, 20, 1-21.

Why do we Value Sport?

*“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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Activity – The Value of Sport

Activity – The Value of Sport

Located in the Asia-Pacific region, the country of Slaraitua has a population of approximately 20 million people. Its capital city of Branreca holds 8 million people, while the rest of the population is spread fairly evenly throughout. Slaraitua's economy was previously based on agriculture, but it is increasingly trying to modernise and move into the global knowledge economy, in order to supplement its significant mining industry. The people of Slaraitua are reasonably wealthy compared to other developed Western economies, literacy rates are very high, mortality rates are low and the life expectancy of men and women is also high. Slaraituans are known for the enjoyment of sport as participants and spectators, and the country has enjoyed fairly good success in international sport, on the back of a committed, but ad hoc volunteer based club sport system governed by a series of national sport organisations. In recent years, however, Slaraitua's results have been declining and its performance at the Olympic Games in particular has been poor.

Should the federal government of Slaraitua establish an elite sport training institute in Branreca? Why or why not?