Russell Hoye Aaron C.T. Smith Matthew Nicholson Bob Stewart Hans Westerbeek

Contents

xi xiii xv xvii
xix
1
3
4
4
5
6
8
10
11
11
12
13
13
14
17
19
22
28
28
28
29
30

Contents

3	Nonprofit sport	33
	Overview	33
	Introduction	34
	Nonprofit sector and society	34
	Nonprofit sector and sport	36
	Governing bodies of sport	38
	The sports club environment	39
	Government intervention	41
	Issues for the nonprofit sport sector	44
	Summary Review questions	46 47
	Further reading	48
	Relevant websites	48
	Case study: England Hockey Board	49
	, ,	
4	Professional sport	53
	Overview	53
	What is professional sport?	54
	Circuits of promotion	57
	Sport circuits	57
	Media	59
	Sponsorship Playor management	62 65
	Player management Ownership and outcomes	67
	Summary	68
	Review questions	68
	Further reading	69
	Relevant websites	69
	Case study: National Basketball Association	71
_		
Par	t 2: Sport management principles	77
5	Strategic sport management	79
	Overview	79
	Strategic management principles	80
	Why undertake strategic management?	81
	Strategic sport management	81
	The strategic management process	82
	Stage 1: Strategy analysis	84
	Stage 2: Strategy direction Stage 3: Strategy formulation	87 88
	Stage 4: Strategy implementation	90
	Stage 5: Strategy evaluation	92
	Strategy as practice	92
	Summary	93
	•	

	Contents
Review questions	93
Further reading	94
Relevant websites	94
Case study: Strategic planning with the English Cricket Board	95
Organizational structure	99
Overview	99
What is organizational structure?	100
Dimensions of organizational structure	100
Structural models	105
What influences the structure of a sport organization?	107
Challenges for sport managers	110
Summary	112
Review questions	113
Further reading	113
Relevant websites	114
Case study: Racing Victoria Limited	115
Human resource management	119
Overview	119
What is human resource management?	120
Is human resource management in sport special?	121
The essentials of human resource management	126
Summary	136
Review questions	136
Further reading	137
Relevant websites	137
Case study: Managing student-athletes in the NCAA	138
Leadership	141
Overview	141
What is leadership?	141
Theories of leadership -	144
•	151
Leadership and management	155
Leadership challenges in sport organizations	
Summary	157
Review questions	158
Further reading	158
Relevant websites	158
Case study: Frank Lowy leads the world game down under from soccer to football	159
Sport organizational culture	163
Overview	163
What is organizational culture?	164

Contents

	The importance of culture to sport organizations	165
	Subcultures and sport	167
	Organizational identity	169
	Diagnosing and managing organizational culture	170
	Changing organizational culture with mapping	173
	Summary	174
	Review questions	175
	Further reading	175
	Relevant websites	175
	Case study: Making money hand over fist: cultural dynamics	
	of the Ultimate Fighting Championship	176
10	Financial management in sport	179
	Overview	179
	The financial evolution of sport	180
	Funding sources for sport	181
	Key financial management questions to ask	185
	Understanding financial information	185
	The balance sheet	186
	Profit and loss statements	190
	Budgeting systems	193
	Summary	196
	Review questions	197
	Further reading	197
	Relevant websites	198
	Case study: Budgeting for the Delhi 2010 Commonwealth Games	199
11	Sport marketing	203
	Overview	203
	Defining sport marketing	204
	The Sport Marketing Framework	204
	Stage 1: Identify sport marketing opportunities	206
	Stage 2: Develop a sport marketing strategy	207
	Stage 3: Plan the sport marketing mix	210
	Stage 4: Implement and control the sport marketing strategy	218
	Summary	219
	Review questions	220
	Further reading	220
	Relevant websites	221
	Case study: Will the real sponsor please stand up?	
	Ambush marketing and the International Olympic Committee	222
12	Sport governance	225
	Overview	225
	What is governance?	226

		Contents
	Corporate and nonprofit governance	226
	Is there a theory of sport governance?	227
	Governance structural elements	229
	Governance models	231
	Board-staff relationships	232
	Principles of good organizational governance	233
	Board performance	235
	Drivers of change in governance	236
	Summary	239
	Review questions	240
	Further reading	240
	Relevant websites	241
	Case study: Australian football: A perennial challenge?	242
13	Performance management	245
	Overview	245
	Sport and performance	246
	Where to begin?	246
	Building a performance management model from a stakeholder	
	perspective	248
	An input-output approach to performance management A balanced and multi-dimensional approach to performance	250
	management	251
	Costs and benefits of a performance management system	252
	Designing a performance management model appropriate for sport	t 255
	Performance measures	257
	Summary	260
	Review questions	260
	Further reading	261
	Relevant websites	261
	Case study: Formula 1 Grand Prix Circuit	262
Refe	erences	269
Inde	ex	277