

SIXTH EDITION

Principles and Practice of **SPORT MANAGEMENT**



Lisa P. Masteralexis | Carol A. Barr | Mary A. Hums

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Preface

As the sport industry evolves at a dramatic rate, the goal of providing a comprehensive, current, and innovative introductory textbook on sport management becomes a challenging task. Yet we have attempted to do just that by providing our readers (students, professors, and practitioners alike) this sixth edition of *Principles and Practice of Sport Management*.

This text is intended for use in introductory sport management courses. The focus of these courses, and this textbook, is to provide an overview of the sport industry and cover basic fundamental knowledge and skill sets sport managers need, as well as to provide information on sport industry segments for potential employment and career choices.

Directed toward undergraduate students, this text has three distinct sections:

- Part I provides an overview of basic knowledge areas for the successful sport manager, presenting fundamental principles and key skills, information on current issues, as well as case studies intended to spark debate and discussion.
- Parts II through V present overviews of major sport-industry segments in which a sport manager could work, followed by case studies.
- Part VI provides the reader with the basic career strategies for breaking into the highly competitive sport management industry.

Where appropriate, we have included an international perspective to give readers a broad view of sport management in the global context, which they will need as the world grows increasingly “smaller” in the decades to come. We would like to draw special attention to Chapter 9, “International Sport,” which guides the reader through the global “sportscape” by examining the burgeoning sport industry around the world. The chapter makes the point that the reader should not confuse “globalization” of sport with the “Americanization” of global sport and reinforces the notion that sport managers who embrace the international nature of the sport industry will be leaders in the field, while those who do not are destined to be left behind in the global marketplace.

New to this Edition

This *Sixth Edition* offers a mix of contributions from scholars and practitioners. Based on feedback from faculty using the text, each chapter has undergone a thorough review and revision, and chapter authors have been attentive to providing new material and the most current information and data. Key changes focus on the following topics:

- Social media’s prevalence today and its usage, role, and impact on sport.
- Sport safety concerns, with a focus on the attention concussions are receiving from youth sports to professional sports and the NFL.

- International sport, with the chapter on this topic having been completely rewritten.
- Examples of ethical issues confronting sport managers, which have been woven into the text in order to prompt classroom discussions.

Additional updates include the following:

- **Case Studies** have been incorporated into Chapters 1–6.
- **Learning Objectives** have been revised to correspond with Bloom’s taxonomy.
- **Chapter 8, “Collegiate Sport,”** discusses the “Pay for Play” debate and the movement for the unionization of college student athletes.
- **Chapter 9, “International Sport,”** includes a new section on the emerging area of Sport for Development and Peace whereby managers use sport as a tool to address social issues in communities worldwide.
- **Chapter 13, “Event Management,”** explores the emergence of new events involving niche and extreme sports, including a discussion of their spectator appeal.
- **Chapter 16, “Sport Analytics,”** is a new addition, introducing students to the concept of sport analytics and its growing use in all aspects of sport business and player development.
- **Chapter 19, “Recreation and Golf Club Management,”** brings together content that was previously presented in two distinct chapters, emphasizing the commonalities between golf club management and recreational sport.

Overall, this text allows the reader to learn both the foundations and the principles on which the sport industry operates and offers an opportunity to apply those foundations and principles through interactive case studies and chapter questions. This text offers historical perspectives as well as thoughts about current and future industry issues and trends. For all these reasons, *Principles and Practice of Sport Management* will prove a valuable resource to those seeking employment in the sport management field, as well as those whose role it is to educate future sport managers.

Resources for Instructors

As with previous editions, this edition offers instructors a wealth of resources to aid in the teaching of this material. These include the following:

- Test Banks
- Slides in PowerPoint format
- Answer Keys for Case Study questions
- Sample Syllabus

Resources for Students

This edition is accompanied by online resources that assist students in reviewing the content. These include the following:

- Interactive eBook with embedded Knowledge Check questions
- Interactive Flashcards
- Slides in PowerPoint format
- Web Links

Acknowledgments

We would like to acknowledge the efforts of some individuals, without whom this text would not be possible. First and foremost, we express our deep appreciation to our contributing authors. Each author contributed his or her valuable expertise and experience to create a work that provides a wealth of knowledge to the sport management student. Through the editorial process, we have gained from them a greater understanding of the sport industry and our introductory sport management curriculum.

We have made some changes to the chapters and contributing authors since the last edition of this book. You should note we have left some chapter contributors' names from the previous editions to reflect the significance of the material carried over from those editions to this *Sixth Edition*. We would like to thank those authors who did not participate in this edition, but who contributed to previous editions and whose original work may still be included in this *Sixth Edition*. These contributors over the years and previous editions of this textbook include Tim Ashwell, Kevin Barrett, Nancy Beauchamp, Gregory Bouris, Adri Broeke, Stephen Bromage, Howard M. Davis, Timothy D. DeSchriver, Sheranne Fairley, Kevin Filo, Troy Flynn, James M. Gladden, Betsy Goff, Virginia R. Goldsbury, Michael Graney, Laurie Guillion, Dennis R. Howard, William Howland, Mireia Lizandra, Mark A. McDonald, Andrew McGowan, Robert Newman, Berend Rubingh, Tracy Schoenadel, William A. Sutton, Rod Warnick, Jo Williams, and Glenn M. Wong.

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Reviewers

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Professor Masteralexis has received the College Outstanding Teacher Award three times and has been nominated twice for the University Distinguished Teaching Award. In 2016, she received the Academic Achievement in Sport and Entertainment Award from Sport and Entertainment Venues Today and the University of South Carolina and was a 2010 recipient of the Harold J. VanderZwaag Distinguished Alumnus Award from the Mark H. McCormack Department of Sport Management. She has served on the Board of the National Sports Law Institute and was part of the Women's Sports Foundation. Professor Masteralexis is one of a few women to have been certified as an agent with the Major League Baseball Players Association and is a consultant with DiaMMond Management Group, a professional athlete management firm.

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Carol A. Barr currently serves as Senior Vice Provost and Dean of Undergraduate Education at the University of Massachusetts Amherst. In this role, she provides overall

leadership for undergraduate education programs on campus. She works closely with the campus leadership to develop a comprehensive plan for undergraduate education reflecting best practices related to teaching and learning, promotion of undergraduate academic success, and campus initiatives impacting student learning and student success. Dr. Barr holds a BS in Athletic Administration from the University of Iowa (4-year letter winner in field hockey) and an MS and PhD in Sport Management from the University of Massachusetts Amherst. She joined the UMass Amherst faculty in 1991 and is a tenured faculty member in the Mark H. McCormack Department of Sport Management.

Dr. Barr's research interests lie in the areas of management issues and gender equity within collegiate athletics. She has published articles in the *Journal of Sport Management*, *Sport Marketing Quarterly*, *Journal of Higher Education*, *Journal of Business Ethics*, *Sex Roles*, and the *International Sports Journal*. Dr. Barr has published more than 40 articles for sport practitioners in publications such as *Athletic Business* and *Street & Smith's SportsBusiness Journal*. Dr. Barr has performed consulting work for the National Collegiate Athletic Association and has been involved in legal research surrounding gender equity, concentrating on its application to the collegiate athletic arena.

Within her academic association, Dr. Barr has served on the Executive Council of the North American Society for Sport Management (NASSM), serving as President in 2006–2007. She was a 2011 recipient of the North American Society for Sport Management Garth Paton Distinguished Service Award. She has also served on the editorial board of the *Journal of Sport Management*.

Mary A. Hums, PhD

Mary A. Hums is a Professor in the Sport Administration Program at the University of Louisville, where she coordinates the PhD program. She holds a PhD in Sport Management from Ohio State University, an MA in Athletic Administration and an MBA from the University of Iowa, and a BBA in Management from the University of Notre Dame. In addition to being a past President of the Society for the Study of Legal Aspects of Sport and Physical Activity (SSLASPA; now Sport and Recreation Law Society [SRLA]), Dr. Hums is an active member of the North American Society for Sport Management (NASSM) and the International Olympic Academy Participants Association (IOAPA).

Prior to coming to the University of Louisville, Dr. Hums served on the Sport Management faculty at the University of Massachusetts, Amherst; directed the Sport Management Program at Kennesaw State University in Atlanta; and was Athletic Director at St. Mary-of-the-Woods College in Terre Haute, Indiana. She worked as a volunteer for the 1996 Summer Paralympic Games in Atlanta, the 2002 Winter Paralympic Games in Salt Lake City, the 2010 Winter Paralympic Games in Vancouver, and the 2015 Para-Pan American Games in Toronto. In 2004, she lived in Athens, Greece, for 5 months, working at both the Olympic (softball) and Paralympic (goalball) Games.

A past Editor of the *Sport Management Education Journal*, her scholarly contributions also include publications in the *Journal of Sport Management*, *European Sport Management Quarterly*, *Journal of Business Ethics*, *Journal of Sport and Social Issues*, *Sport Management Review*, *Journal of Legal Aspects of Sport*, *International Journal of Sport*

Management, *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *Adapted Physical Activity Quarterly*, and *Advancing Women in Leadership*. The lead author on the textbook *Governance and Policy in Sport Organizations*, Dr. Hums has also made more than 200 scholarly presentations in the United States and abroad.

In 2006, Hums was selected by the United States Olympic Committee to represent the United States at the International Olympic Academy's Educators' Session. In 2008, Dr. Hums was an Erasmus Mundus International Research Fellow at the Katholieke Universiteit of Leuven, Belgium. She is currently a Research Fellow with the Institute for Human Centered Design, which is based in Boston.

In 2009, she was named the Earle F. Zeigler Lecturer by NASSM. In 2014, she received the NASSM Diversity Award and also the Southern Sport Management Association Scholar Achievement Award. She is an inductee into the Indiana ASA Softball Hall of Fame and also the Marian High School (Mishawaka, Indiana) Athletic Hall of Fame.

Contributors

Nola Agha, PhD

Nola Agha is an Associate Professor in the Sport Management Program at the University of San Francisco. She holds a BS from Indiana University Bloomington, an MA in Sport Management from the University of San Francisco, and a PhD in Management from the Mark H. McCormack Department of Sport Management at the University of Massachusetts Amherst. Dr. Agha's primary research focuses on the economic impacts of teams and stadiums, the efficiency and equity outcomes of stadium subsidies, and a variety of issues related to minor league baseball. She brings a multidisciplinary approach to her research, combining her training in both economics and management. She has published sport-related articles in journals such as the *Journal of Sports Economics*, *Sport Management Review*, *Managerial and Decision Economics*, *Contemporary Economic Policy*, *European Sport Management Quarterly*, and more. Dr. Agha worked in international business operations for several years and has also consulted to the sport and fitness industry by conducting economic impact studies; competitive analyses; and feasibility studies for clients in the MLB, the NBA, and minor league hockey.

John S. Clark, PhD

John S. Clark is a Professor of Sport Management and Director of the MBA Program in the Robert Morris University School of Business. He received his MS and PhD in Sport Management from the University of Massachusetts Amherst and a BA in English Literature from the University of Wisconsin-Eau Claire. Dr. Clark's research has been published in both sport management and business journals, and focuses on sponsorship, cause-related marketing, and sport consumer behavior.

Dan Covell, PhD

Dan Covell is a Professor of Sport Management in the College of Business at Western New England University. He earned his undergraduate degree in Studio Art from Bowdoin College in 1986 (where he also lettered in football).

After working in public and private secondary education as a coach, teacher, and athletic administrator, Covell earned his MS in Sport Management from the University of Massachusetts Amherst in 1995. After a 1-year administrative internship in Harvard University's athletic department, Covell then earned his PhD from UMass in 1999.

His primary research interests are management issues in intercollegiate and secondary school athletics, with a recent track toward historical perspectives on these issues.

Todd W. Crosset, PhD

Todd W. Crosset is an Associate Professor in the Mark H. McCormack Department of Sport Management in the Isenberg School of Management at the University of Massachusetts Amherst. He holds an MA and PhD in Sociology from Brandeis University, as well as a BA from the University of Texas, Austin where he was an All-American swimmer and a member of a national championship team. Prior to arriving at the University of Massachusetts, he held positions as Head Coach of Swimming at Northeastern University and Assistant Athletic Director at Dartmouth College. Dr. Crosset's academic interests include gender and racism in sport management and sexual assault in sport. His book, *Outsiders in the Clubhouse*, which is about life on the LPGA golf tour, won the North American Society for Sport Sociology Book of the Year Award in 1995.

Tara Q. Mahoney, PhD

Tara Q. Mahoney is an Associate Professor in the Sport Management Department at the State University of New York College at Cortland. She earned her PhD in Educational Leadership and Organizational Development with a concentration in Sport Administration at the University of Louisville. She also earned an MBA from West Virginia Wesleyan College and a BA from Nazareth College of Rochester, where she played volleyball.

Prior to pursuing a career in academia, Dr. Mahoney worked in various sectors of the recreation industry, including municipal, campus, and outdoor recreation. Dr. Mahoney's research interests are in the areas of charity sport participation and the use of social media to facilitate sport participation.

James T. Masteralexis, JD

James T. Masteralexis, JD is an Associate Professor of Sport Law at Western New England University, where he teaches courses in Sport Law, Business Law, and Player Development and Scouting. He received his law degree from Suffolk University Law School. Prior to working in academia, he practiced labor and employment law and litigation for 18 years. Professor Masteralexis also represents major and minor league baseball players in contract negotiations and salary arbitration. He has been a certified agent with the Major League Baseball Players Association. He received his BA from the University of New Hampshire, where he was a catcher on the Division I baseball team.

Stephen McKelvey, JD

Stephen McKelvey is an Associate Professor in the Mark H. McCormack Department of Sport Management at the University of Massachusetts Amherst. Professor McKelvey holds a BA from Amherst College; an MS in Sport Management from the University of Massachusetts Amherst; and a JD from Seton Hall School of Law. He brings a unique perspective to the department, combining his sport industry experience in marketing,

sales, and the law to provide students with valuable insights. His research focuses primarily on the legal and practical application of intellectual property issues to the sports marketing industry. He has authored articles on sport marketing, sponsorship, and the law for a number of publications, including the *American Business Law Journal*, *Virginia Entertainment and Sport Law Review*, *The Journal of Legal Aspects of Sport*, *Journal of Sport Management*, *Sport Management Review*, *Fordham Intellectual Property, Media & Entertainment Law Journal*, *Seton Hall Journal of Sport Law, Entertainment and Sports Lawyer*, and *Sports Business Journal*, among others. A noted authority on the topic of “ambush marketing,” Professor McKelvey has more than 15 years of industry experience, both on the sport property and the agency side. From 1986–1991, he worked in the Corporate Sponsorship department of Major League Baseball, and later was responsible for building an in-house sports sponsorship consulting agency within PSP Sports, a New York City–based sports publishing company. In 1999, McKelvey conceived, sold, and managed two of the year’s most innovative sport marketing programs: Century 21’s “Turn Ahead the Clock” promotion (baseball’s first-ever league-wide series of futuristic-themed baseball games, featuring games with players outfitted in futuristic-styled uniforms) and the first-ever promotion allowing consumers to vote for the Heisman Trophy Award winner (the linchpin of Suzuki’s Heisman Trophy sponsorship).

Jim Noel, JD

Jim Noel has been a sports and media lawyer and executive for 39 years. Half of his career was spent at ESPN as Vice President, Business Affairs and Associate General Counsel, where he was the lead contract negotiator for all network programming transactions (including with the NFL, MLB, NASCAR, NHL, MLS, Wimbledon, America’s Cup, PGA Tour, and USTA). He also negotiated distribution agreements with major cable companies, oversaw the creation of the legal framework for ESPN.com, and provided editorial counseling for SportsCenter and the Outside The Lines program series. At other times, he was Chief Legal Officer of the USGA, Assistant Counsel to the Commissioner of the NFL, and Senior Legal Counsel for AT&T Sports Networks. He also practiced sports law at the Seattle-based law firm of Davis Wright Tremaine, where his clients included the Seattle Seahawks.

He is a graduate of the University of Alabama School of Law and the University of Oregon School of Journalism.

Will Norton, MBA, MS

Will Norton is a Lecturer and the Director of the McCormack Center for Sport Research & Education in the Mark H. McCormack Department of Sport Management in the Isenberg School of Management at the University of Massachusetts. Will has 10 years of experience in the sport industry across a variety of sectors. He served as a data analyst and professional scout with STATS, LLC, managing the firm’s NBA SportVu data collection as well as MLB, NFL, and NBA data contracts, before transitioning to a corporate partnerships role with the Boston Celtics and a brand sponsorship strategy and measurement position with full-service marketing firm Epsilon. His research and teaching interests include data-driven insights in the professional sport industry, digital media in sports, and sport finance. Will holds an MBA and an MS in Sport Management from the Isenberg School of Management and Mark H. McCormack Department of Sport Management.

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Regina Presley, MS

Regina Presley is an Instructor and the Director of the Undergraduate Sport Administration Program at the University of Louisville. Presley earned her MS in Sport Administration from the University of Northern Colorado and her BA in Sport Industry Operations from Metropolitan State University of Denver. Prior to arriving at the University of Louisville, she was a faculty member at Metropolitan State University of Denver and worked in the College of Business. As a small business entrepreneur, Presley owned and operated her own business for more than 10 years and has worked with students and professionals in career and professional development. In addition to her work in the classroom, where she has been recognized as a UofL Faculty Favorite and also a UofL Red & Black Scholar Athlete Mentor, Presley co-authored the 2016 textbook titled *Issues & Ethics in Sport: A Practical Guide for Sport Managers*.

Per G. Svensson, PhD

Per Svensson is an Assistant Professor in Sport Management in the School of Kinesiology at Louisiana State University. His research is primarily focused on organizations operating sport-based programs aimed at addressing social issues in low-, middle-, and high-income countries. Specifically, his work examines organizational capacity and innovation in Sport for Development and Peace. Dr. Svensson's research has been published in a number of academic journals, including the *Journal of Sport Management*; *Sport Management Review*; *Nonprofit and Voluntary Sector Quarterly*; *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*; *Sport, Education, and Society*; *International Journal of Sport Communication*; *Sport in Society*; *Journal of Sport for Development*; and the *International Journal of Sport Management and Marketing*. In addition, Dr. Svensson's industry experiences include working with the PGA TOUR, PGA of America, and Special Olympics.