

SEVENTH EDITION

Principles and Practice of SPORT MANAGEMENT

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Preface

As the sport industry is ever-evolving and now exists in a new world affected by the ongoing COVID-19 pandemic, the goal of providing a comprehensive, current, and innovative introductory text on sport management remains a challenging task. Yet we have attempted to do just that by providing our readers—students, professors, and practitioners alike—with this seventh 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 text, is to provide an overview of the sport industry and cover basic fundamental knowledge and skill sets that 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, and 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 readers 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. Sport managers who fail to acknowledge the global essence of the industry and the international innovations that drive it will find themselves and their organizations lagging behind. For example, Chapter 9, *International Sport*, guides the reader through the global “sportscape” by examining the burgeoning sport industry around the world. This chapter makes the point that the reader should not confuse the “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 seventh edition of *Principles and Practice of Sport Management* 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:

- Up-to-date information on the status of name, image, and likeness regulations and usage
- A brand-new chapter on eSports
- The impact of the COVID-19 pandemic on the sport industry

Additional updates include the following:

- **Chapter 6, *Ethics in Sport Management***, has been revamped to address newly emerging issues and how sport managers should address them.
- **Chapter 9, *International Sport***, includes new information on the International Olympic Committee as it moves beyond Agenda 2020.
- **Chapter 12, *eSports***, is a new addition, introducing students to this rapidly developing, billion-dollar industry, which draws in a wealth of gamers, spectators, teams, leagues, and sponsors, and will increasingly need sport managers’ expertise.
- **Chapter 13, *Facility Management***, explores some of the major changes in the field in response to new technology.
- **Chapter 18, *Sport Broadcasting, Communications, and Media Relations***, expands on emerging and innovative forms of sport media that

extend beyond the traditional forms of the past decades. It replaces the prior edition's chapter on sport television broadcasting.

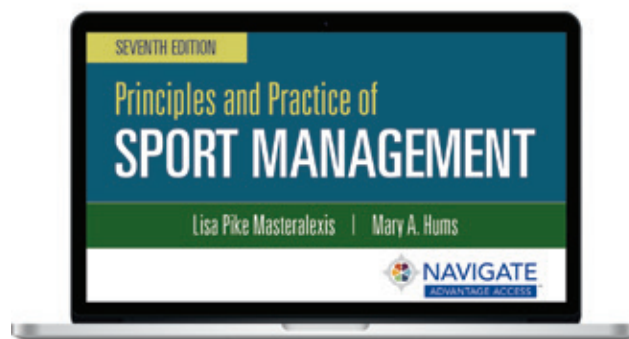
- **Chapter 19, *The Sporting Goods and Licensed Products Industry***, has been updated to include information on different elements in those two areas.

Overall, this text allows the reader to learn both the foundations and the principles on which the sport industry operates and also offers an opportunity to apply those foundations and principles through interactive case studies and chapter questions. This text provides 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

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

- Test Bank—including in LMS-compatible formats
- Slides in PowerPoint format
- Instructor Manual (includes Answer Key to Case Studies)
- Lecture Outlines
- Answer Keys for Case Study questions



- Answer Key for Student Workbook
- Sample Syllabus
- Image Bank

Resources for Students

Navigate course access is included with each new purchase of this textbook, and includes:

- Newly available Workbook with more than 570 digital activities, the majority of which are automatically graded for each chapter
- Interactive eBook with embedded Knowledge Check questions and gradable quizzes at the end of each chapter, and an interactive glossary
- Terminology flashcards
- Learning objectives
- Slides in PowerPoint format
- Open educational resources

Acknowledgments

We would like to acknowledge the efforts of some individuals without whom the publication of this text would not be possible. First and foremost, we express our deep appreciation to our contributing authors. Each author contributed their valuable expertise and experience to create a work that provides a wealth of knowledge to sport management students and faculty who use this text. Through the editorial process, we have gained 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 text. Please note that we have retained some chapter contributors' names from the previous editions to reflect the significance of the material carried over from those editions to the *Seventh 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 the *Seventh Edition*. These contributors over the years in previous editions of this textbook include Nola Agha, Tim Ashwell, Carol Barr, Kevin Barrett, Nancy Beauchamp, Adri Broeke, Stephen Bromage, Dan Covell, Todd Crosset, Howard M. Davis, Timothy D. DeSchraver, Sheranne Fairley, Kevin Filo, Troy Flynn, James M. Gladden, Betsy Goff, Virginia R. Goldsbury, Michael Graney, Laurie Gullion, Dennis R. Howard, William Howland, Mireia Lizandra, Neil Longley, Mark A. McDonald, Andrew McGowan, Steve McKelvey, Robert Newman, Jim Noel, Berend Rubingh, Tracy Schoenadel, William A. Sutton, Rod Warnick, Jo Williams, and Glenn M. Wong.

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We also thank those faculty members who have adopted *Principles and Practice of Sport Management* for their classes and whose feedback we have

incorporated into this edition. Specifically, we thank the following reviewers whose feedback helped shape the *Seventh Edition*:

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About the Editors

Lisa P. Masteralexis, JD

Lisa P. Masteralexis is the Senior Associate Dean for Faculty and Administration and a Professor of Sport Law in the Mark H. McCormack Department of Sport Management at the Isenberg School of Management at the University of Massachusetts Amherst. She holds a JD from Suffolk University School of Law and a BS in Sport Management from the University of Massachusetts. She has taught courses on sport agencies, sport law, and labor relations in professional sport. Her primary research interests are in legal issues and labor relations in the sport industry.

Professor Masteralexis is the lead editor of *Principles and Practice of Sport Management*, now in its seventh edition. She has contributed many of its book chapters, as well as other chapters in textbooks and scholarly books on sport law. Her scholarly work includes contributions to the *Journal of the Legal Aspects of Sport*, *Journal of College and University Law*, *Jeffrey S. Moorad Sports Law Journal* (Villanova), *Marquette Sports Law Review*, *New England Law Review*, *Journal of Sport Management*, *Journal of Sport and Social Issues*, and *European Journal for Sport Management*. Professor Masteralexis has presented in the United States and abroad before the American Bar Association, the Sport and Recreation Law Association, the North American Society for Sport Management, the European Association for Sport Management, and Women in Sports and Events, and at numerous law and business schools.

In 2000, Professor Masteralexis coauthored an amicus brief to the U.S. Supreme Court on behalf of disabled athletes and in support of professional golfer Casey Martin. She is a member of the Massachusetts and U.S. Supreme Court Bars.

Professor Masteralexis has received the College Outstanding Teacher Award three times and 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; in 2010, she was the 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 at 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.

Mary A. Hums, PhD

Mary A. Hums 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 2009, she was selected as the North American Society for Sport Management (NASSM) Earle F. Zeigler Lecturer, the organization's most prestigious academic honor. Dr. Hums has twice been invited to White House events—the 2015 White House Presidential Reception celebrating the 25th anniversary of the Americans with Disabilities Act and the 2014 White House Summit and Research Forum on Improved Health and Fitness for Americans with Disabilities.

In 2014, Dr. Hums received the NASSM Diversity Award as well as the Southern Sport Management Association Sport Management Scholar Lifetime Achievement Award. In 2008, she was an Erasmus Mundus Visiting International Scholar at Katholieke Universitat in Leuven, Belgium. In 2006, she was selected by the U.S. Olympic Committee to represent the United States at the International Olympic Academy Educators Session in Olympia, Greece. Dr. Hums volunteered 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 moved to Athens, Greece, working at both the Olympic (softball) and Paralympic (goalball) Games.

In addition to co-authoring the upcoming (fifth edition) textbook *Governance and Policy in Sport*

Organizations, the 2004 book *Paralympic Sport: All Sports for All People*, and the 2001 book *Profiles of Sport Industry Professionals*, Dr. Hums co-edited the 2007 book *Women as Leaders in Sport: Impact and Influence*. Her other scholarly work includes contributions to *Journal of Sport Management*; *European Sport Management Quarterly*; *Journal of Legal Aspects of Sport*; *Journal of Sport and Social Issues*; *Journal of Business Ethics*; *Sport Management Review*; *Adaptive Physical Activity Quarterly*; *Journal of Career Development*; *Journal of the International Council of Health, Physical Education, and Recreation*; *International Journal of Sport Management*; *Baseball Research Journal*; and numerous book chapters. Dr. Hums served as managing editor for the *Sport Management Education Journal* and was co-editor of three *ICSSPE (International Council of Sport Science and Physical Education) Bulletin* Special Issues—Sport and Human Rights, Athletes and Social Change, and the International Day of Sport for Development and Peace. She has more than 150 refereed journal articles and book chapters, and has given more than 200 presentations to various scholarly associations both in the United States and abroad.

Dr. Hums's main research interest is policy development in sport organizations, especially regarding inclusion of people with disabilities as well as sport and human rights. She was a co-contributor to Article 30.5 of the 2006 United Nations Convention on the Rights of Persons with Disabilities.

As an advocate for people with disabilities in sport, Dr. Hums has played a role in advancements including Major League Baseball changing the name of the Disabled List to the Injured List, establishing the ESPYs for Best Male and Female Athletes with a Disability, and establishing the International Day of Sport for Development and Peace.

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 Association [SRLA]), Dr. Hums is a member of the North American Society for Sport Management (NASSM), the International Society of Olympic Historians (ISOH), and the International Olympic Academy Participants Association (IOAPA). In addition, she is a member of the board of directors of the Louisville Miracle Baseball League and continues her work as a co-organizer of the Muhammad Ali Center's annual Athletes and Social Change Forum.

Prior to coming to the University of Louisville, 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 was a monogram letter winner in field hockey at the University of Notre Dame. She was a 1996 inductee in the ASA Indiana Softball Hall of Fame and a 2009 inductee into the Marian High School (Mishawaka, Indiana) Athletic Hall of Fame.



About the Chapter Authors

Brett Albert, MBA, MS

Brett Albert is a Senior Lecturer in the Sport Management Department at the Isenberg School of Management at the University of Massachusetts Amherst. He holds an MBA/MS dual degree from the University of Massachusetts Amherst, and a BS in Management from Pennsylvania State University. He has been nominated for the University of Massachusetts Distinguished Teaching Award. Albert's teaching interests are sport finance, sport economics, and sport marketing research.

Gregory Bouris, BS

Gregory Bouris is a Lecturer and Undergraduate Program Director of the Sport Management Program at Adelphi University. He is also President of Power X Communications. He was the former director of communications for the Major League Baseball Players Association. Bouris holds a BS in Sport Management from the University of Massachusetts. In his professional career, he has worked in public relations and communications for the New York Islanders, 1-800-FLOWERS.com, SportsChannel New York, the Florida Panthers, and the New York Islanders. Bouris has also served on the board of the Nassau County Sports Commission.

Michael Clemons, MS

Michael Clemons is a PhD student at the University of Louisville, studying Educational Leadership and Organizational Development with a concentration in Sport Administration. Clemons earned an MS in Sport Administration from the University of Louisville and a BA in Commerce, Language & Culture and Spanish from Georgetown College (Kentucky). He has more than 10 years of industry experience, working primarily in event operations in the running and endurance sports industry. Along with owning and operating his own race management company, the Louisville Running Company, Clemons has worked operations for many U.S. road races, including the 2022 World Athletics Championships, the Chicago Marathon (where he currently serves as finish line manager), the New York City Marathon, the

Houston Marathon, and the U.S. Marathon Olympic Team Trials. His research focus is on the running industry, including why people run, why running organizations and events do what they do, and how the industry can be more inclusive to all.

Ashley L. Dabb, JD

Ashley Dabb is a veteran sports marketing executive with a focus on digital products and data optimization. A Rutgers Law School graduate, she recently spent two years as a Visiting Sport and eSports Marketing Professor. In her 15 years in the sport industry, Dabb has launched new brands and spearheaded a rebrand initiative including market research, positioning, and go-to-market strategy. She has served as vice president of marketing and communications for the Philadelphia Union and chief marketing officer at the National Lacrosse League. Dabb is currently Head of Operations, Americas for Red Knot in Philadelphia, Pennsylvania. She is a recipient of the Leaders 40 Under 40 marketing and communications award in 2017, and in 2018 was named on the *Forbes* list of Women to Watch and received the Business and Information Management Distinguished Alumni award from Neumann University.

Michael Fraina, PhD

Michael Fraina is an Assistant Professor of Sport Management at Farmingdale State College. He earned bachelor's and master's degrees in Sport Administration from the University of Miami, and a PhD in Kinesiology with a specialization in Sport Management from The Ohio State University. His dissertation investigated the influence of coaches and peers toward psychological need satisfaction of high school athletes from urban communities. Dr. Fraina's research interests include youth and amateur sport and issues in interscholastic athletic administration.

Matthew Katz, PhD

Matthew Katz is an Associate Professor of Sport Management in the Mark H. McCormack Department of Sport Management, Isenberg School of Management, at the University of Massachusetts Amherst. He earned his PhD from the University of

Texas at Austin in 2014, an MS in Sport Management from Louisiana State University, and a BA in History and Economics from Muhlenberg College. He was named the Dean's Research Faculty Fellow in 2021 and currently serves as the undergraduate program director for the McCormack Department. He researches sport consumer behavior with a particular focus on fan-to-fan relationships and the influence of fan networks. He was named a North American Society for Sport Management Research Fellow in 2018 and was a recipient of the Isenberg Outstanding Research Award in 2020. He teaches both sport history and sport marketing. He is a 2019 recipient of the Isenberg Teaching Excellence Award. Katz serves on the NASSM Executive Committee as a member-at-large, is on the editorial board of a number of journals including *Journal of Sport Management*, and is currently associate editor for *Sport Marketing Quarterly*.

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Charles Macaulay is an Assistant Professor of Sport Management in the Mark H. McCormack Department of Sport Management, Isenberg School of Management, at the University of Massachusetts Amherst. He received his PhD in 2021 from the University of Connecticut, where he studied Sport Management. Specifically, Professor Macaulay focuses on the meaning systems that coordinate organizations' decision making and policy creation in the collegiate athletic industry. Besides studying college athletics, he is an advocate for college athletes' rights including fair compensation, physical and socioemotional safety, academic integrity, and gender equality through mass mobilization and unionization.

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. Her research interests are in the areas of charity sport participation and the use of social media to facilitate sport participation.

Luke L. Mao, PhD

Luke L. Mao is an Associate Professor of Sport Administration at the University of New Mexico. He holds a PhD in Health and Human Performance from the University of Florida. His primary academic interests are sports marketing and sports consumer behavior. Dr. Mao primarily utilizes quantitative and computational methods to examine the impacts of consumer resources and marketing mix variables on sport-related consumption and sports firms' performance. He has published articles on sporting goods retailing, service quality, branding, event marketing, and sports gambling in journals such as *Sport Management Review* and *International Journal of Sports Marketing and Sponsorship*. Prior to pursuing a career in academia, Dr. Mao worked as a deputy manager of international affairs for the Shanghai University of Sport, China.

James T. Masteralexis, JD

James Masteralexis is an attorney, Associate Professor of Sport Law, and the Department Chair in the Sport Management Program at Western New England University. He teaches classes in Sport Law, Business Law, Labor Relations in Sport, and Scouting and Player Development. Masteralexis is a graduate of Suffolk University Law School and the University of New Hampshire, where he was a catcher on their Division I baseball team. He has represented Major League and minor league baseball players as an agent and been a family advisor to amateur baseball players for nearly 30 years.

Emily M. Must, ABD, MS

Emily Must is a Senior Lecturer in the Isenberg School of Management at the University of Massachusetts Amherst. She serves as the Director of Internships and joined the Graduate Faculty in 2018. She considers herself a "utility player" in the McCormack Department of Sport Management, where she teaches a variety of classes, including Introduction to Sport, Law, Policy, Finance, Leadership, and Sport Sales. For her role in the various graduate and master of business administration programs, where her focus is marketing strategy, she takes more of a "learning consultant" approach to facilitate real-life projects with students and local businesses. Must is an active member of the student campus community, advising the McCormack Student Leaders and Women in Sport Management clubs, co-directing the McCormack Sport Leaders Forum, sitting on the faculty board for Delta Sigma

Pi and the Isenberg Suit Shop, and participating as a member of the Newman Center Finance Committee. Must received the Teaching Excellence Award in 2020 and the College Outstanding Teaching Award in 2021. She is currently an Isenberg Teaching Fellow.

William Norton, MBA, MS

Will Norton is a Senior 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 Amherst. He has 10 years of sport industry experience across a variety of sectors. Norton 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 partnership 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 professional sports, digital media in sports, and sport finance. Norton holds an MBA and an MS in Sport Management from the Isenberg School of Management and Mark H. McCormack Department of Sport Management. He also holds a BA in Political Science and International Relations from The College of Wooster.

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Adam Pfleeger is an Associate Professor of Management and the Sport Management Director at Siena College in Loudonville, New York. His research and expertise focus on sport ethics, sport philosophy, ethical decision making in sport, and sociohistorical contexts of sport. Dr. Pfleeger earned his PhD in Kinesiology with a specialization in Sport Management at Louisiana State University.

Regina G. Presley, MS

Regina Presley is an Instructor and the Director of the Undergraduate Sport Administration Program at the University of Louisville. She 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 in the College of Business at Metropolitan State University of Denver. 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 University of Louisville Faculty Favorite and a Red & Black Scholar Athlete Mentor, Presley co-authored the 2016 textbook titled *Issues and 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 primarily focuses 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 *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 *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.

Dan Touhey, MBA

Dan Touhey has spent his career in the sporting world. With Spalding Sports, he spent 12 years as a marketing executive managing the NBA game ball relationship. Later, as an entrepreneur, he negotiated an exclusive license with the Under Armour brand to provide basketballs, footballs, and soccer balls to the market. Touhey is a frequent guest lecturer on a variety of sport business topics at the Mark H. McCormack Department of Sport Management at the Isenberg School of Management at the University of Massachusetts Amherst. He holds an MBA from New York University and a BA from Boston College.

Stephanie A. Tryce, JD, MS

Stephanie A. Tryce is an Assistant Professor of Sports Marketing at St. Joseph's University, where she teaches Business of Sports, Sports Law, and Sports Marketing courses. She earned a JD from Temple University School of Law, and an MS in Sport Management from the Isenberg School of Management at the University of Massachusetts Amherst.

Professor Tryce began her teaching career as a full-time lecturer in the Mark H. McCormack Sport

Management Department of the Isenberg School. Upon returning to her native Pennsylvania, she practiced law in the areas of civil rights and local business tax, while teaching as an affiliated faculty member in the Legal Studies and Business Ethics Department of the Wharton School of the University of Pennsylvania and adjunct faculty in the Sport Management Department at the University of Delaware.

Professor Tryce's research interests are at the intersection of law, sports, and marketing, with a focus on social justice. She is a licensed attorney in the Commonwealth of Pennsylvania and has consulted for professional basketball players and their agents regarding the legal responsibilities of endorsers under the Federal Trade Commission.

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Daniel J. Larson, PhD

Daniel J. Larson currently serves as an Associate Professor in the Department of Health and Exercise Science at the University of Oklahoma, teaching courses in research methods, sports management, economics, and data analytics. He directs the Sport,

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In addition to his academic work for the University of Oklahoma, Dr. Larson has a wealth of experience as an elite cyclist both on the track and on the road, sports director for the Jittery Joe's U23 team, director of athletics for VMG Racing, head cycling coach at the University of Florida, and an event organizer/promoter.