

# Chapter 2

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## Management Principles Applied to Sport Management

### Learning Objectives

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Upon completion of this chapter, students should be able to:

1. Demonstrate how knowledge of basic management skills is critical to the success of a sport organization.
2. Assess the role that people play in the success of a sport organization.
3. Compare and contrast the historical phases of management theory from scientific management to the human relations movement through organizational behavior.
4. Differentiate between the four functional areas of management: planning, organizing, leading, and evaluating.
5. Demonstrate understanding of the basic management skills needed to be a successful sport manager, include communicating verbally and in writing, managing diversity, managing technology, making decisions, understanding organizational politics, managing change, motivating employees, and taking initiative.
6. Develop a plan to stay abreast of trends occurring in the sport industry that are of concern to managers, such as workplace diversity, emerging technologies, and issues unique to international sport management.
7. Assess new and emerging theories of management such as empowerment and emotional intelligence.
8. Analyze the role that social responsibility plays in the management of sport organizations.

## Introduction

It has been said that sport today is too much of a game to be a business and too much of a business to be a game. The sport industry in the United States is growing at an incredible rate. Current estimates by *Forbes* magazine of the value of individual professional team sport franchises list the average National Football League (NFL) team's value at \$2.38 billion, the average Major League Baseball (MLB) franchise's value at \$1.53 billion, the average value of the top 20 professional soccer teams at \$1.46 billion, the average National Basketball Association (NBA) franchise's value at \$1.35 billion, and the average National Hockey League (NHL) franchise's value at \$517 million (Ozanian, 2017). In 2010, the National Collegiate Athletic Association (NCAA) reached a 14-year, nearly \$11 billion agreement with CBS and Turner Sports for television rights to the 68-team NCAA men's basketball tournament. In 2016, that deal was extended for eight more years, through 2032, for an additional \$8.8 billion (Sherman, 2016). The NFL makes more than \$7 billion per year from the NFL Sunday Ticket and the NFC, AFC, Monday Night Football, and Thursday Night Football television packages with CBS, NBC, Fox, DirecTV, and ESPN/ABC (Travis, 2017). The health and sports club industry reported industry revenues worldwide in 2015 totaling \$81 billion, as more than 187,000 clubs served some 151 million members (International Health, Racquet, and Sportsclub Association, 2017). Clearly, the sport industry has shifted toward a more business-focused orientation.

While keeping the financial scope of the sport industry in mind, it is important to note that in whatever segment of the sport industry they work, sport managers need to be able to organize and work with the most important asset in their organization—people. This chapter on management will help the future sport manager recognize how essential utilization

of this most important asset is critical to the success of a sport organization. A manager in a sport organization can go by many different titles: athletic director, general manager, director of marketing, coach, health club manager, ski resort operator, social media manager, and so on. No matter the title, every sport manager needs to understand the basics of being a manager in the twenty-first century, while also learning about the complexities of the management function applied to the role that the manager is in. For example, managing an arena may involve complexities and approaches that are quite different from those required to manage a marketing department, although the overarching principles of management can still be applied. The purpose of this chapter is to introduce the reader to basic management knowledge areas and skills that sport managers can apply in any segment of the industry.

## Definition and History of Management Principles

Management has been defined in a number of different ways, but common elements of these various definitions include (1) goals/objectives to be achieved (2) with limited resources and (3) with and through people (Chelladurai, 2009). The goal of managerial work and the role the manager plays within an organization is to get workers to perform in a way that will lead to meeting organizational goals and success in an efficient and cost-effective manner. The management process includes knowledge areas such as planning, organizing, leading, and evaluating. These knowledge areas are discussed in the next section of this chapter.

The development of management theory has gone through a number of distinct phases. Two of the earlier phases were scientific management and the human relations movement. Frederick Taylor was one of the first true pioneers of management theory. The publication of Taylor's 1911 book, *The Principles of*

*Scientific Management*, laid the foundation for the **scientific management** movement (sometimes referred to as “Taylorism”) in the early 1900s (Taylor, 2002). Taylor worked as an industrial engineer at a steel company and was concerned with the way workers performed their jobs. He believed that through scientific study of the specific motions that make up a total job, a more rational and efficient method of performing that job could be developed. In other words, workers should not be doing the same job in different ways because there exists one “best way” to perform a job efficiently. In Taylor’s view, the manager could get workers to perform the job this “best way” by offering them economic rewards.

The second major phase in management theory is known as the **human relations movement**. From 1927 to 1932, Elton Mayo was part of the team that conducted the Hawthorne studies at Western Electric’s Chicago plant. In the Hawthorne studies, the workers’ motivations were studied by examining how changes in working conditions affected output. Mayo found that social factors in the workplace were important, and job satisfaction and output depended more on cooperation and a feeling of worth than on physical working conditions (Mayo, 2002). The human relations movement was also popularized by the work and writings of Mary Parker Follett. Follett was a pioneer as a female management consultant in the male-dominated industrial world of the 1920s. Follett saw workers as complex combinations of attitudes, beliefs, and needs. She believed effective motivational management existed in partnership and cooperation and that the ability to persuade people was far more beneficial to everyone than hierarchical control and competition (Follett, 2002). The human relations movement was significant in that it transformed the focus of management thinking to the behavior of people and the human components in the

workplace, rather than the scientific approach to performing a task.

Today, it is common to view the study of human behavior within organizations as a combination of the scientific management and human relations approaches. **Organizational behavior** is characteristic of the modern approach to management. The field of organizational behavior is involved with the study and application of the human side of management and organizations (Luthans, 2005). Organizations have undergone numerous changes over the past decades, including downsizing to address economic recessions, globalization, installation and use of information technology, and embracing of an increasingly diverse workforce. Managers have been preoccupied with restructuring their organizations to improve productivity and meet the competitive challenges created by organizational changes. Through all the organizational changes and evolution of management thought and practices, one thing remains clear: A lasting competitive advantage for organizations comes through human resources and how they are managed (Luthans, 2005). Current management theory stresses the concepts of employee involvement, employee empowerment, and managers’ concern with the human component of employees. Topics explored within organizational behavior research include communication, decision making, leadership, and motivation, among others. However, the essence of organizations is productivity, and thus managers need to be concerned with getting the job done.

In looking at the study of management theory, it is evident that the approaches to management have moved from the simple to the complex, from a job orientation to a people (worker) orientation, from the manager as a dictator and giver of orders to the manager as a facilitator and team member. Human beings, though, are complex and sometimes illogical, so no single method of management can guarantee

success. Take, for example, successful football coaches Bill Belichick and Pete Carroll. Both amass wins and championships, yet each uses a dramatically different management style. The role of managers can be challenging as they try to assess the needs of their employees and utilize appropriate skills to meet these needs while also getting the job done.



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## Functional Areas

Sport managers must perform in a number of functional areas and execute various activities to fulfill the demands of their jobs. Some of the functional areas used to describe what managers do include planning, organizing, leading, and evaluating (Chelladurai, 2009). Although these functional areas may be helpful in providing a general idea about what a manager does, these terms and their descriptions do not provide a comprehensive list of the manager's tasks and roles. Organizations are constantly evolving, as are managers and the activities they perform. The functional areas emphasized here describe an overall picture of what a manager does, but keep in mind it is impossible to reduce a manager's activities to the level of a robot following a set pattern of activities.

### Planning

The **planning** function includes defining organizational goals and determining the appropriate means by which to achieve these

desired goals (Gibson, 2006). Planning should always be the first step in carrying out managerial functions. The planning function is often referred to as strategic planning—a term used by many organizations to describe the drafting and execution of their planning process. Planning involves setting a course of action for the sport organization (VanderZwaag, 1998). Based on VanderZwaag's (1984) model, Hums and MacLean (in press) define the planning process as establishing organizational vision statements, mission statements, goals, objectives, tactics, roles, and evaluation. It is important to keep in mind that the planning process is continuous. Organizational plans should change and evolve—they should not be viewed as set in stone. In case of problems or if situations arise that cause organizational goals to change, the sport manager must be ready to adjust or change the organization's plans to make them more appropriate for what the organization is trying to accomplish.

The planning process consists of both short- and long-term planning. Short-term planning involves goals the organization wants to accomplish soon—say, within the next couple of months to a year. For example, an athletic shoe company may want to order enough inventory of a particular type of shoe so that its sales representatives can stock the vendors with enough shoes to meet consumer demands for the upcoming year. Long-term planning involves goals the organization may want to try to reach over a longer period of time, perhaps five to ten years into the future. That same shoe company may have long-term goals of becoming the number one athletic shoe company in the nation within five years, so the company's long-term planning will include activities the company will participate in to try to reach that goal. Managers must participate in both short- and long-term planning.

The planning process also includes ongoing and unique plans. An example of an ongoing

plan would be a parking lot plan for parking at every university home football game. A unique plan might involve use of that same parking lot as a staging area for emergency vehicles if the city were hit by an unexpected natural disaster such as a flood or tornado.

## Organizing

After planning, the sport manager next undertakes the **organizing** function. The organizing function begins the process of putting plans into action. As part of the organizing function, the manager determines which types of jobs need to be performed and who will be responsible for doing these jobs.

An organizational chart is developed to graphically illustrate which jobs must be performed (Figure 2-1). It shows the various positions within an organization as well as the reporting schemes for these positions.

In addition, an organizational chart may contain information about the people filling the various positions. This chart visually shows the various roles and reporting lines within the organization, with position descriptions providing information about the activities and responsibilities of these various positions. For example, the position description for the Assistant Athletic Director for Marketing may include soliciting corporate sponsors, promoting teams or special events, overseeing the department's social media program, and selling stadium signage. Position qualifications must also be developed. They define what type of experience and skill set the person filling a particular position needs. These qualifications will depend on the organizational chart, the responsibilities of a particular position, and the authority given to a particular position. Thus, the position qualifications for the

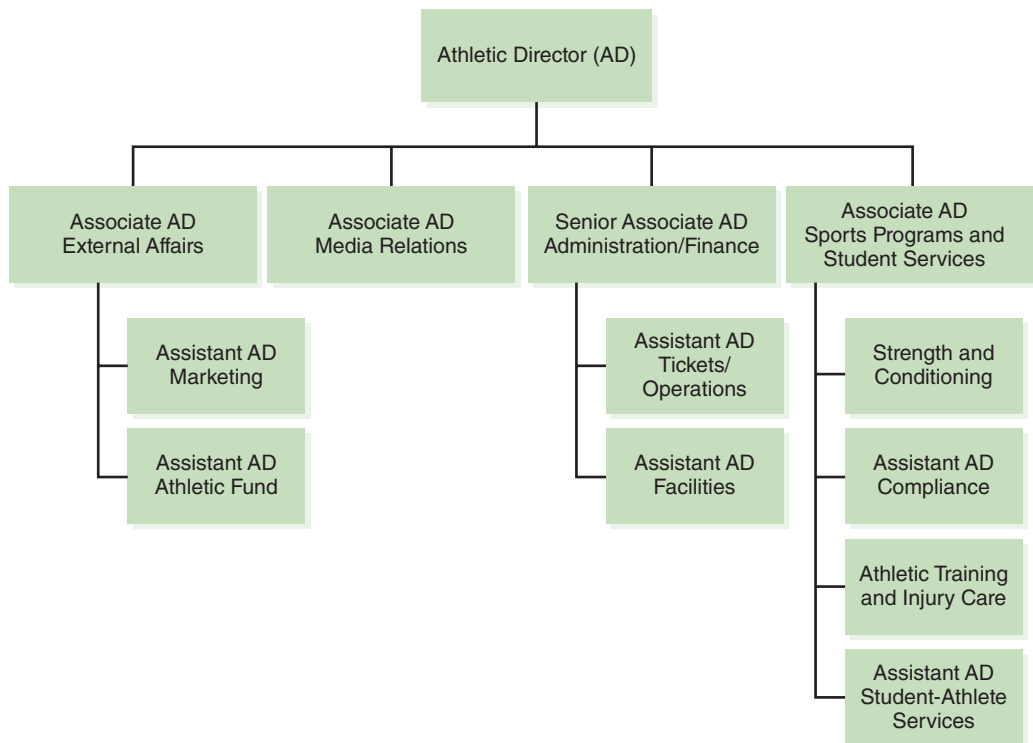


Figure 2-1 Athletic Department Organizational Chart

Assistant Athletic Director for Marketing may include a master's degree, three to five years of athletic department experience, and good written and oral communication skills.

The need for a well-developed and well-communicated organizational chart cannot be overemphasized. On numerous occasions, organizations may find that problems occur because one person does not know what another person in the organization is doing. The organizational chart can be extremely beneficial in showing employees the various positions within the organization, who fills those positions, the responsibilities of each position, and who reports to whom.

Once the organizational chart has been developed and the position qualifications established, staffing can take place. Staffing determines who will be responsible for the jobs in the organizational chart. Staffing involves the effective recruitment and selection of people to fill the positions within an organization. The position qualifications developed during the organizing function come into play here. Recruiting and selecting an employee means finding the right person, with the appropriate qualifications, to get the job done. To find that person, managers must do their homework and go through the proper steps to really get to know and understand the people they interview. These steps include appropriate advertising of the position, reviewing completed applications, choosing qualified people for the interview process, checking references, and selecting the "best fit" person for the job.

In addition to the selection process, staffing includes the orientation, training, and professional development of staff members (Quarterman & Li, 1998; VanderZwaag, 1984). Orientation introduces a new person to the nature of the organization, to organizational goals and policies, and to his or her fellow employees. Training focuses on the actual job and teaching an employee how to do it.

For example, new ushers at a sport venue may be involved in a half-day training seminar to learn about seating arrangements, locations of first aid stations and uniformed security, and procedures for checking in and out of work. Professional development involves a commitment to improving employees' knowledge, skills, and attitudes, allowing them the opportunity to grow and become better employees. Sending athletic department employees to a week-long seminar on using social media is one example of how professional development can occur. Unfortunately, many sport managers are so busy trying to accomplish their day-to-day work that they ignore the development of their employees. Neglecting professional development is unwise, however, as professional development can help lead to more efficient and productive workers.

## Leading

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The **leading** or leadership function has often been referred to as the "action" part of the management process. This is where it all happens. The sport manager is involved in directing the activities of employees as he or she attempts to accomplish organizational goals. In carrying out the leading function, the manager participates in a variety of activities, including delegating, communicating, managing conflict, managing change, and motivating employees. In carrying out these activities, the manager utilizes numerous skills, which are discussed in the next section of this chapter.

The leading function begins with the process of **delegation**, which involves assigning responsibility and accountability for results to employees. Effective communication is critical to the delegation process. Employees need to know what they are being asked to do, need to be assigned the appropriate authority to get the job done, and need to know how they will be evaluated for carrying out the assigned tasks.

The importance of delegation cannot be overstated, yet it is one of the most difficult skills for new managers to acquire. A person's first inclination is usually to "do it myself" so that a task will get accomplished the way the individual manager wants. Realistically, though, it is impossible for one person to do everything. Could you imagine if the general manager of an MLB team tried to do everything? In addition to making personnel decisions and negotiating contracts, that person would be broadcasting the game, pulling the tarp, and selling beer! Also, delegation plays an important part in how new employees learn to be sport managers. Just as a coach allows substitutes to slowly learn the game plan until they are ready to be starters, so, too, do sport managers allow their subordinates to hone their managerial skills via delegation. Delegation is also how you will learn about working in the sport industry through an internship; that is, a supervisor will assign you certain tasks and then provide you with feedback along the way. Such learning is possible only because someone delegates a task to you!

The leading function also requires the manager to take an active role and manage any differences or changes that may take place within the organization. Ultimately, the manager is responsible for the employees and how they perform their duties. The manager must handle any conflicts, work problems, or communication difficulties so that the employees can achieve their goals. The manager also must be ready to stimulate creativity and motivate the employees if needed. Thus, the manager takes on a very dynamic role in the operations of the organization when performing the leading function.

## Evaluating

The manager performs the **evaluating** function by measuring and ensuring progress toward organizational objectives. This progress is

accomplished by the employees effectively carrying out their duties. The manager evaluates the workers by establishing reporting systems, developing performance standards, comparing employee performance to set standards, and designing reward systems to acknowledge successful work on the part of the employees. Position descriptions, discussed earlier in this chapter, are important in the evaluating function as well, because they establish the criteria by which employee performance is measured.

The reporting system involves collecting data and information regarding how an employee is performing his or her job. For example, the director of corporate sponsorship for an event would collect information on how many sponsorship packages the local corporate sponsorship representative has sold. This information would then be reported to the event director. Developing performance standards sets the conditions or expectations for the employee. In the previous example, the local corporate sponsorship representative, in conjunction with the director, would determine how many local sponsorship packages should be sold and what their value should be. Employee performance can then be evaluated based on how well (or poorly) each employee did in meeting these performance standards.

Finally, a reward system should be put in place so employees believe their work is noticed and appreciated. Receiving recognition for good performance and accomplishments helps motivate employees to reach their job expectations. Employees will not be motivated to reach the performance standards placed before them if they believe they will not be rewarded or recognized in some way or if the standards are unattainable.

Sometimes employees may fail to meet the levels of performance expected of them. Managers must deal with these situations, which may be quite unpleasant. It is necessary to have a

plan in place to help employees adjust their work efforts to become successful, as well as one to deal with employees who may need to be asked to leave the organization. The chaotic hiring and firing of individuals is disruptive to the organization, however, and a clear indicator of an ineffective management style. Instead, managers need to project consistency and thoughtfulness to instill any sort of confidence in their employees. The chaotic manager is clearly not a leader, but merely a stumbling block to employees attempting to accomplish organizational goals and objectives.

One form of evaluation used for mid-level managers is the 360-degree review. This involves the manager performing a self-evaluation on how he or she feels about his or her performance relative to certain standards, metrics, job responsibilities, and skills needed in the job. The direct reports or employees of this manager would also perform a review answering the same questions. The 360-degree review provides useful information by comparing the manager's perceptions of how he or she is doing in the leadership role (self-report results) with the direct reports' or employees' perceptions of their leader's performance.

Managerial functions involve a manager performing a number of activities requiring various skills. The next section discusses the skills managers use when fulfilling their job responsibilities.

## Key Skills

### People Skills

As mentioned earlier, the most important resources in any sport organization are the human resources—the people. The sport management industry is a “people-intensive” service industry. Sport managers deal with all kinds of people every day. For example, on a given morning a ticket manager for a minor league baseball team may have the task of meeting with chief

executive officers or chief financial officers of local businesses to arrange the sale of stadium luxury boxes. That afternoon, he or she may be talking with the local Girl Scouts, arranging a special promotion night. The next morning may bring a meeting with the general manager of the team's MLB affiliate to discuss ticket sales. Before a game, a season ticket holder may call to complain about his or her seats. Managing people, both internal and external to the sport organization, is key.

Managers in professional sport interact with unique clientele. On the one hand, they deal with athletes making millions of dollars; indeed, depending on their role with the organization, managers may have contact with these athletes on a regular basis. On the other hand, they deal with the maintenance crew, who may be paid just the minimum wage. The sport manager must be able to respond appropriately to these different constituencies and keep everyone in the organization working as a team. Using interpersonal skills and promoting teamwork are two valuable ways sport managers utilize their **people skills** (Bower, 2014). Without proper people skills, the sport manager is destined to fail. Learning to treat all people fairly, ethically, and with respect is essential for the sport manager's success.





## Communication Skills: Oral and Written

The importance of mastering both oral and written **communication skills** cannot be overstated (Bower, 2014). Sport managers deal with all kinds of people on a daily basis, and knowing *how* to say something to a person is equally as important as knowing *what* to say. Communication may take place in a one-on-one encounter with employees or customers, or in a large group setting such as a team meeting to discuss that week's goals. Communication can also take place with external constituencies such as a person with a disability who calls the ticket office with questions about parking and stadium access. Sometimes people just need general information, such as when the next home event takes place. To sport managers, these types of questions can begin to seem mundane and repetitive. For the person asking the question, however, this may be the first time he or she asked it, and this instance also may be his or her first personal contact with anyone in the organization. Answering each question professionally and courteously wins a lifelong fan; being rude or uncooperative ensures an empty seat in your arena or stadium. Remember this point as well: People who have had bad experiences talk to others, which may result in the loss of other existing or potential fans.

As representatives of their sport organizations, sport managers are often asked to give speeches to community groups, schools, and business leaders. Thus, sport managers need to learn how to give a proper oral presentation to a group. To assess your readiness to give a presentation, consider the following points (Hartley & Bruckman, 2002, p. 304):

1. Do you have clear objectives?
2. Do you know your audience?
3. Do you have a clear structure?

4. Is your style of expression right?
5. Can you operate effectively in the setting?

Jacobs and Hyman (2010) offer college students 15 strategies for giving oral presentations:

1. Do your homework.
2. Play the parts (organizing your presentation into a few main parts and telling the audience what these parts are).
3. Do a dry run.
4. Look presentable.
5. Talk, do not read.
6. Take it slow.
7. Use aids (e.g., PowerPoint slides, handouts).
8. Do not bury the crowd (with massive amounts of information that overwhelms them).
9. Be yourself.
10. Play it straight (a little humor may be acceptable, but not too much).
11. Circle the crowd (make eye contact with people seated in different parts of the room).
12. Appear relaxed.
13. Finish strong.
14. Welcome interruptions (questions are not necessarily a bad thing).
15. Know when to stop lecturing (discussions are great).

No doubt in your sport management classes you will have numerous opportunities to practice and perfect your oral presentation skills! These strategies can be applied later on in your professional career as well.

In addition to oral communication skills, successful sport managers need excellent

written communication skills. Sport managers must be able to write in many different styles. For example, a sports information director needs to know how to write press releases, media guides, season ticket information brochures, interoffice memos, proper tweets, business letters to other professionals, and lengthy reports that may be requested by the athletic director or university faculty. Communications via social media platforms present their own unique challenges, especially when considering the use of Twitter. Although the 140-character limitation on Twitter has been relaxed, communications via this platform should still be short and to the point. Coaches need to be able to write solid practice plans, letters to parents or athletes, and year-end reports on a team's status. A marketing researcher for a footwear company has to write extensive reports on sales, consumer preferences, and product awareness.

Remember that professional writing is *not* the same as texting or posting to Facebook or Twitter. During such communication, you should always write using complete sentences and never include texting abbreviations. Similarly, email for business communication purposes needs to follow a succinct, professional approach.

According to Stoldt, Dittmore, and Branvold (2012, p. 8), "Although the channels through which the information is carried vary from news releases to publications to blogs, the core competency remains constant—being able to write effectively." Knowing how to communicate facts and information in an organized, readable fashion is truly an art, one a sport manager must master to be successful.

## Managing Diversity

Diversity is a fact of life in today's sport workplace, and there is an ongoing need to include more women, people of color, and people with disabilities at the managerial level in the sport industry. Sport managers who do so are paving

their way to success in the industry. Choosing to ignore or disregard the diversity of the sport industry is at least bad business and at worst completely disrespectful of the current state of the forward-moving diverse world around us. Cunningham (2015, p. 6) defined **diversity** as "the presence of differences among members of a social unit that lead to perceptions of such differences and that impact work outcomes. This definition highlights (a) the presence of differences, (b) the dyadic or group nature of diversity, (c) the manner in which actual differences can influence perceptions of such heterogeneity, and (d) the impact diversity has on subsequent outcomes." The primary areas identified when talking about diversity include race, gender, ethnicity, disabilities, and sexual orientation, but diversity can also refer to any difference among people—including political affiliation, religion, socioeconomic status, age, language, and cultural differences, to name a few.

The organizational benefits of diversity are numerous. According to the International Labour Organization (2014, p. 10), some of these advantages include the following:

- Gains in worker welfare and efficiency.
- Reduced turnover costs.
- Improved accessibility to new and diverse customer markets.
- Higher productivity and increased revenue.
- Increased innovation.
- Development of new products and services.
- Improved enterprise reputation management.
- Greater flexibility and adaptability in a globalized world.
- Prevention of marginalization and exclusion of categories of workers.
- Improved social cohesion.
- A more positive public image.

The face of the U.S. workforce is changing rapidly. In 2015, minorities accounted for approximately 37.72% of the workforce.

Women represented approximately 29.73% of executive/senior-level officials and managers, and 39.24% of first/mid-level officials and managerial positions in the workforce (U.S. Equal Employment Opportunity Commission, 2015). Information from the National Organization on Disability (2017) indicates that approximately 80% of working-age Americans with disabilities are not employed.

As a part of the greater business community, the sport industry must keep pace with the trend toward greater diversification in the workplace and encourage the inclusion of people with diverse qualities into the management of sport. The latest data in the 2016 Racial and Gender Report Card for college sports revealed that 86.1% of Division I, 88.1% of Division II, and 91.7% of Division III head coaches of men's sports were white. On the women's side, 84.5% of Division I, 87.5% of Division II, and 91.6% of Division III coaches of women's teams were white. More than 60% of all women's teams are coached by men. In 2016, white athletic directors held 87.6% of the NCAA Division I positions, with women accounting for only 9.8% of these positions. All of the conference commissioners at Football Bowl Subdivision (FBS) conferences are white, with one female joining the group of nine men. Ten women and two persons of color are conference commissioners in all of Division I, out of a total of 30 commissioners (excluding historically black conferences) (Lapchick, 2017a). Clearly, there is still work to do in diversifying the gender make-up in intercollegiate athletics (Hums, Bower, & Williams, 2017).

At the senior executive level at the MLB central office, 15.9% of employees are people of color, while women occupy 20.6% of these positions. At the director and managerial level, 35.1% of employees are people of color, while women fill 26.3% of these positions (Lapchick, 2017b). Results for MLB professional franchises show that 19.6% of senior team administrators are people of color, while 27% are women

(Lapchick, 2017b). To address these issues, MLB Commissioner Rob Manfred has established important diversity initiatives, including (1) the Diversity Pipeline Program to identify, develop, and grow the pool of qualified minority and female candidates for on-field and baseball operations positions; (2) a major program on inclusion, particularly with respect to an individual's sexual orientation; (3) a program for inclusion for persons with disabilities; and (4) initiatives to engage more women in baseball on and off the field (Lapchick, 2017b).

The NBA has the most diverse league office in men's professional sport, with 35.1% of the professional positions held by people of color and 38.8% held by women (Lapchick, 2017c). At the team level, people of color fill 19.5% of the team vice-president positions and 32.6% of the team professional administration positions. Women account for 24.2% of the team vice-president positions and 29.3% of the team senior administration positions (Lapchick, 2017c).

The NFL League Office has made continuous improvements over the years in the hiring of women and people of color. In 2014, 14 people of color were employed at or above the vice-president level. This improved to 21 people in 2015 and 24 people in 2016. A similar trend of improvement in the League Office can be seen for women as well, with the number of women at or above the vice president level increasing from 21 in 2015 to 35 in 2016 (Lapchick, 2016). The percentages of women and people of color in vice-president or senior administrator positions on NFL teams, though, decreased in 2016 to 10.8% people of color and 21.1% women serving as NFL team vice presidents, and 18.7% people of color and 21% women holding senior administrator positions (Lapchick, 2016). The Rooney Rule, which requires that people of color be interviewed as part of the search process for head coaches, has helped the NFL to increase the number of African American head coaches in recent years, from 3 in 2003 to 6 in 2016.

The employment process—spanning from hiring through retention through employee exit—is now a much more complex process than it was in the past. Given the small numbers of women, minorities, and people with disabilities in leadership positions in the sport industry, steps must be taken to increase opportunities for access to the industry. When undertaking to follow ethical considerations for including all qualified individuals in the employment process, each phase of the process should be examined. These stages include recruitment, screening, selection, retention, promotion, and ending employment. The following suggestions offer concrete steps that sport managers can take to successfully manage diversity in the sport industry (Ilgaz, 2015):

- Understand the true perks of diversity (see the benefits listed at the beginning of this section).
- Identify new talent pools: Be creative in the recruitment and hiring process.
- Incorporate diversity beyond human resources: Make it an organization-wide commitment.
- Make diversity part of your brand’s identity: Actions speak louder than words.

The North American workforce is rapidly changing and diversifying, and sport leaders must be keenly aware of how this trend will enhance their sport organizations. By being proactive and inclusive, sport leaders can ensure that all qualified individuals have an opportunity to work in the sport industry, allowing for the free exchange of new and diverse ideas and viewpoints, resulting in organizational growth and success. Sport leaders advocating this proactive approach will have organizations that are responsive to modern North American society and will be the leaders of the sport industry.

## Managing Technology

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Technology is evolving more and more rapidly every day, and **managing technology**—that is, being familiar with technology and using it to one’s advantage—is something every manager should strive for. Managers need to be aware of technological advances and the way technology is used in the sport industry. This includes social media; customer data collection and advanced ticketing systems; sabermetrics and data analytics; and video conferencing and multimedia presentations, to name a few. Managers must stay current and be proficient with technology as it is used in the workplace.

The recent explosion in the use of social media has had a major impact on sport managers. Every team in the Big Four (NFL, MLB, NBA, and NHL) uses social media. The National Association for Stock Car Auto Racing (NASCAR), NCAA schools, and even high school sport teams, in addition to major international events such as the World Cup and Olympic and Paralympic Games, use social media. Individual athletes are active on social media as well. Sport management students should be aware of how sport organizations are using social networking sites such as Facebook, Twitter, Instagram, and Pinterest to promote their athletes, teams, and products.

The Internet has become a pivotal source of information on a variety of subjects. Computerized ticketing systems such as Spectra (formerly Paciolan) are used on a daily basis by professional sport teams, major college athletic departments, theme parks, and museums. Spectra (2017) describes itself as “a leader in ticketing, fundraising, marketing, analytics, and technology solutions . . . powering more than 500 live entertainment organizations that sell over 120 million tickets per year” (para. 1).

Most sport organizations use a customer relationship management (CRM) system such as Microsoft Dynamics or Salesforce to manage

their databases. Information on potential and current customers is logged and tracked, and the data analysis used to help identify (un)successful ticketing and sponsorship campaigns. Data analytics is also used in the player personnel area, including applications to player performance and contract negotiations.

In addition, sport managers use technology to access these data virtually anywhere and can transform the data into analyzed information for presentation to sponsors. With the ongoing integration of the Internet and other multimedia interactive technologies into everyday business practices, sport managers and sport management educators now face new challenges: how to analyze and benefit from the effects of expanding technologies on the sport industry and how to educate future sport managers who are entering into this rapidly evolving high-tech world.

## Decision Making

People make many decisions every day, ranging from simple to complex. All decisions consist of two basic steps: (1) gathering information and then (2) analyzing that information. For example, when you got up this morning, why did you choose the clothes you have on? Because they matched? Because they were clean? Because they were on the top of the clothes pile? Because of the weather? Because you had a presentation to give in class? Although this is a relatively simple decision (for most people), other decisions are more complex. Think about choosing a college major: What made you decide to major in sport management as opposed to management or accounting or theater management? This choice involves decision making on a much deeper level.

Sport managers have to make decisions about how to pursue opportunities or solve problems every day. To do so, they need to have a comprehensive understanding of the

opportunity or problem and engage in a decision-making process that will lead to an effective decision. The classic model of **decision making** has four steps (Chelladurai, 2009):

1. *Problem statement/framing the problem.* This first step involves defining the goal to be achieved or the problem that needs to be solved.
2. *Generating alternatives.* The next step involves determining as many courses of action or solutions as possible. This is also known as brainstorming, where all ideas are welcome and creativity is encouraged.
3. *Evaluate alternatives.* Each alternative identified in step 2 is analyzed in this step. The evaluation may include cost determination, risk identification, and identification of the effects the alternative will have on employees.
4. *Select the best alternative.* The manager makes and implements the final decision here.

Following an organized decision-making process helps ensure consistent decision making throughout the sport organization and ensures that no piece of important information is overlooked.

There is one other consideration for sport managers when making decisions: When is it necessary to include group input and feedback in the decision-making process? **Participative decision making** involves employees or members of the organization in the actual decision-making process. There are benefits as well as drawbacks to using a participative decision-making process within an organization. According to the Holden Center for Leadership and Community Engagement (2013) at the University of Oregon, the benefits of group decision making include a greater sum total of knowledge and information, a greater

number of approaches to a problem, increased acceptance due to participation, better comprehension of decisions, and greater commitment of group members to decisions. Conversely, the potential downfalls of group decision making include social pressure, individual domination, conflicting secondary goals, risk taking, and the time needed when a group is used in the decision-making process (Holden Center, 2013). No doubt you have experienced many of these benefits and downfalls when working on group projects for class assignments.

### Organizational Politics

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What is meant by the term **organizational politics**? Organizational politics can be difficult to identify and pinpoint, but generally refers to individuals or groups within the organization pursuing their own self-interests and personal agendas instead of the organization's mission and goals. Organizational politics is a way of life. The degree of organizational politics varies from one organization to another, but the reality is that all organizations experience some degree of internal political struggle that, if not managed appropriately, can be detrimental to employee behavior and productivity. Dealing with this struggle takes a keen awareness of the landscape, players, and rules of the political game (Bolander, 2011). Although somewhat intangible and difficult to measure, politics pervades all sport organizations (Slack & Parent, 2006).

What is most important for sport managers is that they learn to be aware of the political environment around them. What are the personalities and potential personal agendas among their employees? Who is truly the most "powerful" person in a sport organization, and what type of influence does he or she have over the other employees? Sport organizations, like all organizations, have two different types of leaders: formal and informal.

The formal leader is a leader because of his or her title, such as athletic director, director of community relations, or general manager. The formal leader may indeed be the person who holds the most power in an organization and is able to influence employees in achieving organizational goals.

Informal leaders, by contrast, are leaders because of the power they possess from knowledge, association, or length of time with an organization. Informal leaders can be very influential in terms of what takes place within an organization. For example, if the coaches in an athletic department are trying to convince the athletic director to make some sort of change, they may ask the coach who has been there for many years, knows the ins and outs of the organization, and knows how to persuade the athletic director to speak on their collective behalf. Alternatively, the coaches may ask the coach of the team with the largest budget or one of the higher-profile coaches to talk to the athletic director about making this change. Identifying informal leaders can help new sport managers understand the politics of a sport organization. By understanding personalities and personal agendas, and exhibiting transparent, honest, and mission-driven leadership and decision making, sport managers can help to minimize the impact of organizational politics.

### Managing Change

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Sport organizations change on a daily basis. New general managers are hired, teams move into new facilities, league policies and rules change, health clubs purchase new fitness equipment, and environmental use laws affect state or national park recreation areas. Change can be internally driven, such as when a professional sport team implements a new ticket distribution system, or externally driven, such as when changes are dictated by new government regulations or consumer demand changes.

Life is all about adapting to change—and that applies to the sport industry as well.

Although most change happens without major resistance, sport managers have to be aware that people tend to resist change for a number of reasons. Employees may fear failure, be creatures of habit, perceive no obvious need for change, feel loss of control, feel concern about support systems, be closed-minded, be unwilling to learn, fear that the new way may not be better, fear the unknown, and fear personal impact (Peter Barron Stark Companies, 2010). For example, a sales representative for a sporting goods company who is assigned to a new geographic area may resist this move because he or she is scared about getting a new territory (fear of the unknown), may be concerned that the potential for sales and commissions is lower in the new territory (the new way may not be better), may have had friends in the old territory (concern about support system), may now have a territory not as highly regarded in the company (fear of personal impact), may wonder if he or she will be able to establish new contacts (unwillingness to learn), or may just see the change as another hassle (no obvious need for change). Although not all of these reasons may be present, sport managers need to be aware of what employees may be thinking. Buckley (2013, para. 3) suggests examining five questions to determine if a change can succeed:

1. How is the vision different, better, and more compelling?
2. Are the leaders personally committed to the change?
3. Does the organization have the capacity to make the change?
4. How ingrained is the current culture?
5. Will the change actually deliver the identified outcomes?

How, then, can sport managers effectively implement change in the workplace? When **managing change**, managers should do the following (Douglas, 2017):

1. Review the process you want to change and determine exactly what you want to do and why.
2. Carefully consider the risks associated with the change and how these risks may affect your employees.
3. If the change appears feasible, consult carefully with your employees and, if relevant, their union.
4. Undertake a careful assessment, based on data and acceptable workloads (through internal and external research), in consultation with your employees.
5. Provide an opportunity for the employees and the union to read the report and comment. If there are criticisms, determine what the particular issues are and consider them carefully.
6. Amend the report, utilizing best knowledge; then, prior to implementation, walk everyone through the proposed changes, why they are being implemented, and why they are safe.
7. Implement the changes; have legal directions and a set of frequently asked questions and answers available in the event of a dispute.
8. Stay keenly attuned to how employees are responding to the change so that any resistance can be dealt with fairly and honestly.

## Motivation

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The ability to motivate employees to strive to simultaneously achieve organizational goals and objectives as well as their personal goals

and objectives is an art form. For example, both a head coach and a player for an NBA team want their team to win. The player also knows, however, that his personal game statistics will determine his salary. As a head coach, how do you motivate a player to be a “team player” (organizational goal) while still allowing him to maximize his personal statistics (personal goal)?

Theories of **motivation** abound, with works including Maslow’s hierarchy of needs, Herzberg’s two-factor ideas, Vroom’s expectancy theory, and Adam’s equity theory (Luthans, 2005). After reviewing these and other theories, Lipman (2013) points out five practices that can raise the level of employee motivation:

1. Align individual economic interests with company performance.
2. Take a genuine interest in the future path of an employee’s career.
3. Take a genuine interest in an employee’s work–life balance.
4. Listen.
5. Do unto others as you would have done unto you.

Talented sport managers also recognize that not all workers respond to the same motivational strategies. For example, as more millennials enter the sport industry workplace, it is important to engage in appropriate motivational methods with them. According to Gordeau (2013, p. 1), taking these steps in the workplace can help to motivate millennial employees:

1. Explain the company vision.
2. Prioritize community service.
3. Develop in-between steps and titles.
4. Give encouragement and regular feedback.

5. Offer more flexibility.
6. Provide education and professional development.
7. Give employees time for personal projects.

Motivating employees on a daily basis is a constant challenge for any sport manager. Nevertheless, for a sport organization to be successful, it is critical for everyone to be on the same page when it comes to working to accomplish organizational goals and objectives.

### Taking the Initiative

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“What else needs to be done?” Sport managers should be ready to ask this important question at any time. No doubt, speaker after speaker from the sport industry has visited or will visit your classroom and talk about the importance of taking the **initiative** in his or her sport organization. This will be especially true when you do your internship. When you have the opportunity to help out with an additional task, take advantage of that opportunity. First, doing so may enable you to learn about a different aspect of the sport organization with which you are working, and learning is a valuable skill in and of itself (Bower, 2014). Second, it may allow you to meet and interact with people outside of the office where you work, thereby growing your personal network. Finally, taking the initiative shows your employer your commitment to working in the industry. Working in the sport industry is not always easy. The hours are long, the pay is low, and the work is often tedious and seemingly endless. People in the organization recognize when someone is willing to do what is necessary to make sure an event happens as it should. Remember, “first impressions last”—so leave the impression at your workplace that you are willing to work hard and take the initiative.



## Current Issues

### Diversity in the Workforce

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As mentioned earlier in this chapter, the demographics of the North American workforce are ever changing, and sport management professionals need to stay abreast of these changes. Women, racial/ethnic minorities, people with disabilities, people from different nations, people with different sexual orientations, and people with various religious backgrounds all contribute value to the sport industry. Sport organizations that embrace diversity will be seen as leaders in the twenty-first century; those that do not will be left behind. “A commitment to inclusion is a sign and reflection of leadership. . . . We need inclusion leaders—role models and champions who promote and implement inclusion not merely as lip service or tokenism, but as a legitimate core value” (Wolff & Hums, 2015, para. 1–2). Of the major North American leagues, the NBA currently leads the way on ensuring the diversity in the front office, and the league has parlayed this position into success. According to Groves (2016, paras. 3 and 5):

Not surprisingly, when the brain trust of decision makers is diverse, so is the product. . . . If the NFL, MLB, and NHL are as serious about economic growth as they are about maintaining ownership norms, they too will eventually diversify decision-making board members beyond the select few who view the world from the 20th century lens.

Sport managers from all industry segments can learn important lessons from how the NBA does business on the diversity front: No one can argue with the NBA’s success.

Sport managers need to stay on top of the latest legislation and managerial theories in their efforts to help their organizations become truly inclusive. In addition to staying knowledgeable

about the current status of diversity in the sport management workforce, it is important for sport managers to be proactive. One suggestion is for sport managers to perform a self-study of their organization to evaluate their effectiveness in terms of recruiting and employing women, racial/ethnic minorities, people with disabilities, people with different sexual orientations, and people from different nations and religious backgrounds. The development and implementation of strategies involving recruitment and employment methods can then take place to encourage diversity in the workplace.

### Managing Technology

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As mentioned earlier, the technology that sport managers work with changes daily. Sport managers need to be aware of how these changes affect the segment of the sport industry in which they work and how new technologies can be incorporated into the workplace. It is imperative that sport managers understand how expanding technology will improve customer relations and service. Internet sites such as Universal Sports, ParalympicSport.TV, and the Olympic Channel are changing how fans consume sport media. Social networks now heavily influence sport organizations, and many sport consumers are Facebook, Twitter, Instagram, and Pinterest users. For example, in 2016, the NFL livestreamed ten Thursday Night Football games on Twitter; in 2017, MLB featured Friday games live on Facebook. Just as the computer replaced the typewriter, and email and text messaging are replacing phone calls, so the next wave of technology will affect how sport managers run their daily business operations.

### International Sport Management

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Sport management is not unique to North America. Sport—and with it, the field of sport management—continues to grow in popularity throughout the world. For example, Europe

has a number of successful major professional soccer and basketball leagues as well as motor sports events. The Olympic Games, the Paralympic Games, the World Cup, and other multinational events are important elements of the sport industry.

In addition, U.S. professional sport leagues are increasingly exporting their products around the world, through games being played in different countries or televised games in the United States being shown in countries around the world. The NBA has 12 international regional offices in Asia, Canada, China, Europe, India, Latin America, and South Africa (NBA, 2017). In the 2017 NFL season, four games were played in London and one game between the New England Patriots and Oakland Raiders was played in Mexico City (Seifert, 2017). MLB focuses on worldwide growth and international activities through Major League Baseball International. This international division of MLB broadcasts games in 189 countries and territories, with the telecasts being transmitted in 14 different languages (MLB, 2017). In addition, the World Baseball Classic continues to create excitement and enthusiasm for baseball among fans from many nations. The PGA Tour recently established the PGA Tour Latinoamérica.

Sport managers from North America working abroad must be aware that they cannot unilaterally impose domestic models of sport governance on other cultures. Differences exist in terms of language, culture, etiquette, management, and communication styles. Sport managers need to learn, understand, and respect these differences when working in the international sport marketplace.

### **Additional Management Theories**

Management theories and approaches to management are constantly changing, with new thoughts and ideas taking hold on a regular basis. Two of the more recent approaches to management are empowerment and emotional intelligence.

**Empowerment** refers to encouraging employees to take the initiative and make decisions within their area of operations (Luthans, 2005). Workers within the organization are provided with appropriate information and resources when making these decisions. As such, empowerment encourages innovation and accountability on the part of the employee (Luthans, 2005). The idea behind empowerment is that the employee will feel more a part of the organization, be more motivated, and, in turn, perform more effectively.

In his book *Good to Great* (2001), Jim Collins conducted research on those companies that achieved long-term success and superiority. His findings support the empowerment approach to management and identify a culture of discipline common among “great” companies. Collins found that good-to-great companies build a consistent system with clear constraints, but also give people freedom and responsibility within the framework of that system. They hire self-disciplined people who do not need to be managed and then manage the system, not the people (Collins, 2001).

**Emotional intelligence** was first defined in the 1980s by John D. Mayer and Peter Salovey, but later received more attention with the studies of Daniel Goleman (1997). People at work may experience a variety of different emotions, both positive and negative. These emotions can be detrimental to the work process and organizational work environment. Emotional intelligence refers to the ability of workers to identify and acknowledge these emotions when they occur, and instead of having an immediate emotional response, to take a step back, allowing rational thought to influence their actions (Goleman, 1997).

## **Beyond the Bottom Line**

In the twenty-first century, sport managers are more accountable than ever for looking at how their organizations can act in a socially

responsible manner (Babiak & Wolfe, 2009; Bradish & Cronin, 2009; Cortsen, 2013). Sport managers now need to think about how their organizations will contribute to society in relation to issues such as sport and the environment, sport and human rights, and sport for development and peace (Hums, 2010; Hums & Hancock, 2011). This is especially true as an increasing number of athletes are using their public platform to advocate for improving social conditions (Schimdt, 2016; Wolff & Hums, 2017). These are new skill sets and knowledge areas for managers in the sport industry, but they are becoming ever more essential in the international sport marketplace.

## Summary

Sport managers today face rapidly changing environments. One constant, however, is the necessity to successfully manage the sport organization's most valuable resource: its people. As we move closer to the middle of the twenty-first century, the workforce will be vastly different from the workforce of even the recent past. The influence of people of different cultures, rapidly changing technologies, and the globalization of the marketplace all make it necessary for tomorrow's sport managers to adapt to this evolving environment. The measures of a good sport manager are flexibility

and the ability to move with changes so that the sport organization and, more importantly, the people within that sport organization, continue to grow and move forward successfully into the future.

Functional areas of management have been used to explain and prepare managers for the various activities in which they become involved in as a result of their management role. These functional areas include planning, organizing, leading, and evaluating. In fulfilling these functional activities of management, managers employ a variety of skills essential to their success. The skills discussed within this chapter include people skills, communication skills (oral and written), diversity management skills, technology management, decision-making skills, organizational politics awareness, managing change, motivating employees, and taking the initiative.

Managers in today's sport organizations need to be aware of constantly evolving management schools of thought and ideas, learn from these theories, and incorporate what works best within their organizations. Sport managers also need to think of their organizations in terms of being good corporate citizens. Management is all about finding the best way to work with employees to get the job done. The fact that there is no one best way to manage underscores the excitement and challenge facing managers today.

### Case Study 2-1

#### Using Management's Four Functions in Daily Athletic Department Operations

College athletic departments are complex organizations, no matter whether they are at the Division I, II, or III level. College athletic administrators face a variety of challenging situations

on a daily basis. In carrying out their jobs, they must be able to successfully use the managerial skills covered in this chapter, particularly the four functions of management—planning, organizing,

*(continues)*

## Using Management's Four Functions in Daily Athletic Department Operations (*Continued*)

leading, and evaluating. In this case study, you are asked to apply each of these functions in a different setting within a college athletic department.

Big State University (BSU) is an NCAA Division I institution in a Power Five conference. Located in a major metropolitan area, its teams consistently bring home conference titles in many of its 21 sports. Success on and off the field is important, and the university highly prizes both athletic and academic success.

Using this scenario, focus on how athletic administrators in selected departments rely on the four functions of management in day-to-day situations.

### Planning

Blake Austin is the Associate Athletic Director for Student Athlete Academic Services. Thanks in part to a gift from a major corporate donor, the Academic Services department will be moving into a new academic center in two years. Blake now needs to draw up the plan for the move from the old academic center to the new one. This is a very exciting time for the department, especially for the student-athletes.

### Questions for Discussion

1. In drawing up the plans for the new center, who does Blake need to include in the planning meetings? Why?
2. Which specific input would each of these people or groups provide?
3. What might be some key elements or strategies Blake will need to consider?

### Organizing

Gail Williams is the Assistant Athletic Director for Sports Information. The athletic department has just been given permission to add three new positions to work with social media. The new positions will be added to Gail's staff, which currently includes five

staff members with specific sport responsibilities (e.g., one person is responsible for softball, field hockey, and men's tennis, while another works with women's soccer, baseball, and men's golf) as well as two television production workers.

### Questions for Discussion

1. How should Gail organize the Sports Information department to best utilize these three new employees?
2. How might current job responsibilities be altered?
3. Which duties might the new members take over?
4. What might be some additional duties?
5. How will Gail prioritize these roles and positions?

### Leading

Becky Slater is the Associate Athletic Director for Business Operations. As such, she oversees all the personnel decisions when it comes to hiring new staff. While BSU is located in a diverse metropolitan area, its athletic department is lagging behind the other conference members in hiring a diverse staff. Becky has been instructed by her supervisor to add more diverse staff members in the department. Using the decision-making model from this chapter, discuss how Becky will be an effective leader in this situation.

### Questions for Discussion

1. How will Becky ensure the athletic department reflects the truly diverse nature of college athletics? How will this help to build success into the future?
2. Which elements from the decision-making model will Becky need to concentrate on?
3. Which type of leadership do you think will be most effective to create inclusion?

## Evaluating

Taylor Stephens is the Assistant Athletic Director for Ticket Operations. The athletic department is just now completing a football stadium expansion project that will add 8,000 seats to BSU's current 50,000-seat stadium. The staff must make sure these new seats are sold via three ticket package options—season, three-game choice, or single game. The Ticket Office sales staff includes three account executives. This year's football season just

concluded with the team having a 7–5 record and a win in the newly established Airbnb Bowl.

## Questions for Discussion

1. Which types of expectations would be reasonable for the upcoming season?
2. How could Taylor establish an evaluation system to assess how the account executives are doing?
3. How can he determine whether the staff is reaching their sales goals for the upcoming season?

## Key Terms

communication skills, decision making, delegation, diversity, emotional intelligence, empowerment, evaluating, human relations movement, initiative, leading, managing change, managing technology, motivation, organizational behavior, organizational politics, organizing, participative decision making, people skills, planning, scientific management

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