



CHAPTER 2

Management Principles Applied to Sport Management

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LEARNING OBJECTIVES

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, including 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 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. *Forbes* magazine estimates the current average team value in the National Football League (NFL) at \$3.48 billion (Ozanian & Settimi, 2021), in the National Basketball Association (NBA) at \$2.48 billion (Ozanian, 2021a), in Major League Baseball (MLB) at \$2.07 billion

(Ozanian & Teitelbaum, 2022), and in the National Hockey League (NHL) at \$653 million (Ozanian, 2021b). 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 signed a blockbuster \$111.8 billion in media rights deals in 2021, representing a more than 82% increase

over past contracts. The health and fitness industry is expanding into digital and virtual fitness, with the global sales of home fitness equipment hitting \$9.5 billion in 2020 (Market Prospects, 2021). As more states continue to legalize sports gambling, the amount of money wagered will continue to increase from the \$53 billion recorded in 2021 (Yakowicz, 2022). Clearly, the sport industry has shifted toward a more business-oriented focus.

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 effective utilization of this most important asset is 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, race director, 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 functions applied to the manager's role. For example, managing a local health club may involve complexities and approaches that are quite different from those required to manage an NBA 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 and objectives to be achieved (2) with limited resources and (3) with and through people (Chelladurai, 2017). 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 the organizational goals and achieving 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 (Shafritz et al., 2015). 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 any organizational task, any organization could discover the best or most efficient way to achieve the desired results.

Instead of simply soldiering ahead doing what has always been done, scientific management requires four steps geared toward achieving greater organizational efficiency. First, the manager must gather knowledge of the process—the ins and outs of how the company operates. Second, management has to select and continuously develop the employees to perform efficiently. In Taylor's view, a manager could get workers to perform the job this “best way” by offering them economic rewards. Third, management must bring together the knowledge collected in step 1 and the employees selected in step 2. Lastly, management needs to divide the labor so that the employees are not the only ones doing all the work. That is, managers must assume more responsibility and must work hand-in-hand with their employees (Taylor, 1916).

The second major phase in management theory is known as the **human relations movement**. From 1927 to 1932, Elton Mayo was part of a team that conducted a series of studies at Western Electric's Hawthorne plant (located near Chicago). 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 (Shafritz et al., 2015).

The human relations movement was also popularized through the work and writings of Mary Parker Follett. Follett was a pioneer—a female management consultant in the male-dominated industrial world of the 1920s. Follett introduced the concept of participatory leadership in which both employees and employers work together to decide the best course of action (Shafritz et al., 2015).

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. The modern approach to management is exemplified by the field of **organizational behavior**, which is concerned with the study and application of the human side of management and organizations (Luthans et al., 2021). Changes due to economic recessions, the COVID-19 pandemic, globalization, and the evolution of an increasingly diverse workforce have led organizations to adapt and evolve their behavior. If they do not adapt to such changes, managers will not be able to improve productivity and meet today's competitive challenges.

Throughout all of the organizational changes and the evolution of management thought and practices, one thing remains clear: Organizations can realize a lasting competitive advantage through careful selection and management of human resources (Luthans et al., 2021). Current management theory stresses the concepts of organizational culture, 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, organizations exist to be productive and successful, so managers also need to be concerned with how the job can best be done.

In looking at the history of management theory, it is evident that approaches to management have generally 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 Sean McVay. Both have amassed wins and championships, yet they use dramatically different management styles. To be a successful manager, it is important not to focus solely on management style, but also on employees' needs. By combining their own unique management style with leadership skills developed over time, managers can successfully support their employees while also getting the job done.



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Functional Areas

Sport managers must tend to several 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, 2017). Although summarizing such 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 present an overall picture of what a manager does, but keep in mind that it is impossible to reduce a manager's activities to a checklist where acquiring a few skills or completing a few tasks is all it takes for success.

Planning

The **planning** function includes defining organizational goals and determining the appropriate means by which to achieve these desired goals (Gibson et al., 2011). 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 (Hums & MacLean, 2018). Based on VanderZwaag's (1984) model, Hums and MacLean (2018) 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. However, mission and vision statements and goals should always be at the forefront as a sport manager adjusts or changes their organization's plan. By planning early and planning often, an organization can stay true to its purpose and focus on what it 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, a minor league baseball team will want to plan out its promotional nights for its upcoming season. Long-term planning involves goals the organization wants to reach over a longer period of time, perhaps 5 to 10 years into the future. That same baseball team may have long-term goals of updating its video boards and corporate suites, so its long-term planning will include activities to generate funding and acquire vendors for the long-term updates. 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 an arena manager creating a game day plan for every home NBA basketball game. A unique plan might involve utilizing the basketball arena for residents who are displaced because of a natural disaster in the community, such as when the

Houston Rockets utilized the Toyota Center as a flood shelter in 2017 (Yuvan, 2017). Bottom line with planning: If you fail to plan, you plan to fail!

Organizing

After planning, the sport manager next undertakes the **organizing** function. The organizing function begins the process of putting the organization's 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 those 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 structure for each role. In addition, an organizational chart may contain information about the people filling the various positions. This chart visually depicts 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 might include soliciting corporate sponsors, promoting teams or special events, overseeing the department's social media program, and selling stadium signage. As an organization grows and

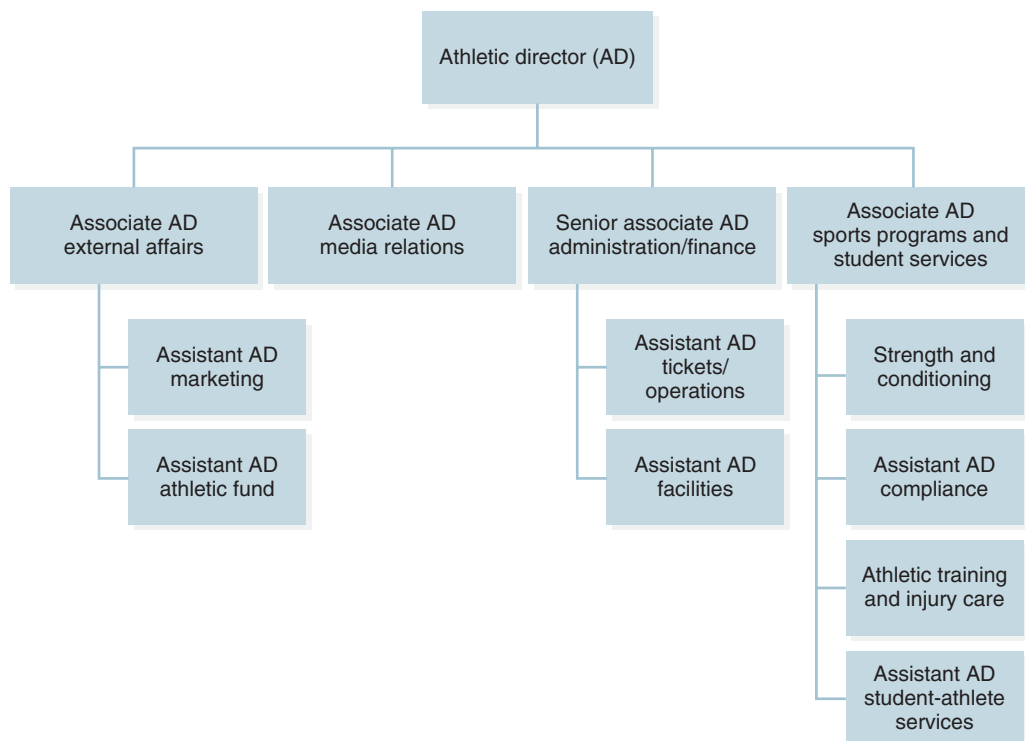


Figure 2-1 Athletic Department Organizational Chart

evolves, responsibilities may be transferred elsewhere within the organizational chart, or a new employee may be added and could be tapped to fulfill some of the Assistant Athletic Director for Marketing's duties.

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. For example, the position qualifications for the Assistant Athletic Director for Marketing might 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, well-communicated, and up-to-date organizational chart cannot be over-emphasized. On numerous occasions, organizations may find that problems occur because one person does not know what another person in the organization is doing. Tasks may fall through the cracks or be forgotten about until it's too late. 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. This activity involves the effective recruitment and selection of people to fill the positions within an organization. The position responsibilities and qualifications developed through 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 not rush through the hiring process. It takes time and effort to find the right candidate, rather than just hastily settling for the "right now" candidate. To find the top candidates, an organization must appropriately advertise the position (you wouldn't advertise a professional sports position on the NCAA jobs portal), review applications to narrow down the top candidates, bring those top candidates in for in-person or virtual interviews, and check the job applicant's references. It's important to be diligent to select the "best fit" person for the job.

In addition to the selection process, staffing includes the orientation and onboarding of staff members (Taylor et al., 2015). Orientation introduces a new person to the nature of the organization,

the organization's goals and policies, and their 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. For sport organizations with limited resources, it may feel easier for a manager to skimp on a new employee's orientation and training. However, it is important to provide thorough onboarding so that the employee is set up for success.

Training does not conclude once a participant finishes orientation. It is important for managers to provide ongoing professional development opportunities for their employees (Ross et al., 2019). 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 full-day seminar on how sports betting affects college athletics 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, because professional development can help lead to more efficient and productive workers, and ultimately, a better fan or participant experience.

Leading

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 they attempt to accomplish organizational goals. In carrying out the leading function, the manager participates in a variety of activities, including delegating, decision making, communicating, managing conflict, managing change, and motivating employees. While performing 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, to be assigned the appropriate authority to get the job done, and to understand 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, in the desired time frame. Realistically, though, it is impossible for one person to handle every task. Could you imagine if the general manager of an NHL team tried to do everything? In addition to making personnel decisions and negotiating contracts, that person would be broadcasting the game, driving the Zamboni, and selling beer!

Delegation plays an important part in how new employees learn to be sport managers. Just as a coach allows rookies to slowly learn the playbook 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 lead through any changes or adversity that might befall the organization. Ultimately, the manager is responsible for the employees and how they perform their duties. The manager must handle conflicts, work problems, or communication difficulties so that the employees can achieve their goals. The manager also must be ready to stimulate creativity and support employees who have different work and learning styles. 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 completing tasks or fulfilling responsibilities. The manager evaluates workers by establishing reporting systems, developing performance standards, comparing employee performance to those 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 their job. For example, a running shoe brand regional sales manager would look at a sales representative's sales numbers for their market and speak with running store owners to evaluate the representative's level of customer service. This information would then be reported to the sales director. Developing performance standards sets the conditions or expectations for the employee. In the previous example, the regional sales manager, in conjunction with the sales director, would determine the market sales goals based on past data. Employee performance can then be evaluated in terms of 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. Reward systems can be either financial or nonfinancial; both have their own benefits and drawbacks. Financial rewards include bonuses, pay increases, and paid vacation days. Non-financial rewards include work-from-home options, additional training or professional development, staff outings to a sports event, and Employee of the Week/Month recognition programs (Yousaf et al., 2014). Sport organizations have the added bonus of being able to offer items like game tickets or team merchandise to reward workers. 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 is a clear indicator of an ineffective management style. Instead, managers need to project consistency and thoughtfulness to instill confidence in their employees. The chaotic manager is clearly not a leader, but merely a stumbling block to employees attempting to accomplish the 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 of how they feel about the employee's 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 they are doing in the leadership role (self-report results) with the direct reports' or employees' perceptions of the leader's performance. Just like their employees, managers must be evaluated to facilitate growth.

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 a variety of people every day. For example, on a given morning, a race director for a local marathon may have the task of meeting with city government officials to acquire race permits. On their way to that meeting, they may have a call with their port-a-potty vendor to get an estimate of how many portable toilets will be needed for the event. That afternoon, they may have a staff meeting to brainstorm ideas for new sponsors. Later that night, they may visit a local training group to recruit participants. Managing people, both internal and external to the sport organization, is key.

Managers in professional sports 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 work part-time and may be paid just 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



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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

For sport managers, 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 one-on-one encounters with employees or customers, or via email to the entire staff to discuss that week's new initiatives. Communication can also take place with external stakeholders, 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 what time the next match starts. 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 they asked it, and this instance also may be their 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 or clients.

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 & Chatterton, 2015, p. 257):

1. Do you have clear objectives?
2. Do you know your audience? (What are they expecting? What views do they already have on the topic?)
3. Do you have a clear structure?
4. Is your style of expression right?
5. Can you operate effectively in the setting? (What technology are you using? How confident are you with it?)

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 present their own unique challenges, and all

social media platforms provide unique opportunities for an organization to interact with their fans or consumers (Scott et al., 2015). Context or nuance is not always present in a 280-character tweet, however, making it even more important to be precise and deliberate when using this communication channel. 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 Instagram or Twitter. During professional communication, you should always write using complete sentences and never include texting abbreviations or emojis. Similarly, email for business communication purposes needs to follow a succinct, professional approach. Hone this skill as you progress through your collegiate career by being professional and appropriate with your emails to your professors.

According to Stoldt et al. (2012), "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" (p. 8). 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 the way to success in their industry. Choosing to ignore or disregard the diversity of the sport industry is at the least bad business and at the worst completely disrespectful of the current state of the forward-moving diverse world around us. Cunningham (2019) defined **diversity** as "the presence of socially meaningful differences among members of a dyad or group. This definition highlights several important elements: (a) the presence of objective and subjective differences, (b) that are socially relevant, and (c) for members of a particular social unit" (p. 6). 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 Mor Barak (2017), some of these advantages include the following:

- Cost savings due to lower turnover of employees, less absenteeism, and improved productivity
- Winning the competition for talent by being more attractive to women, underrepresented groups, and diverse workforce members
- Driving business growth by leveraging the many facets of diversity, such as marketing more effectively to minority communities or to senior citizens
- Improved corporate image, with a positive impact on the company's stock valuation
- Reaping the benefits of an increasingly global marketplace by employing workers from different nationalities in or outside their native countries (p. 37)

The face of the U.S. workforce is changing rapidly. In 2020, minorities accounted for approximately 23% of the workforce (U.S. Bureau of Labor Statistics, 2021). This diversity is especially common among younger employees, as 48% of Generation Z are racial or ethnic minorities. In turn, groups formerly seen as minorities are projected to reach majority status by 2044 (Reiners, 2022). Despite a slight downturn in their numbers due to the COVID-19 pandemic, women made up 46.8% of the total labor market in 2020, with more women than men in management and professional sectors (U.S. Bureau of Labor Statistics, 2022). Information from the National Organization on Disability (2020) indicates that 4.09% of the workforce identifies as having a disability.

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 2021 Racial and Gender Report Card for college sports revealed that 85.3% of Division I, 86% of Division II, and 89.6% of Division III head coaches of men's sports were White. By comparison, 82.1% of Division I, 84.9% of Division II, and 88.7% of Division III coaches of women's teams were White. A little less than 60% of all women's teams are coached by men. In 2016, White athletic directors held 82.3% of the NCAA Division I positions, with women accounting for only 14% of these positions. All but two of the conference commissioners for Football Bowl Subdivision (FBS) conferences are White, and all but one are male. Ten women and four persons of color are conference commissioners in all of Division I, out of a total of 30 commissioners

(excluding historically Black conferences) (Lapchick, 2021a). Clearly, there is still work to do in diversifying the gender makeup in intercollegiate athletics, especially at the highest levels (Hums et al., 2017).

At the senior executive levels at the MLB central office, 17.6% of these managers are people of color, while women occupy 29.1% of those positions (Lapchick, 2021b). In 2020, MLB hired a new Vice President of Diversity, Equity, and Inclusion, as well as multiple other executives of color, in an effort to diversify the central office senior leadership. On the franchise level, a big stride forward for gender diversity was the hiring of Kim Ng as the first female MLB general manager in 2020, followed by the hiring of a female MLB team president, Caroline O'Connor, in 2022, both with the Miami Marlins. Additionally, 22 women hold on-field coaching or development roles, including the first Black female coach in MLB history, Bianca Smith (Lapchick, 2021b). To continue advancing diversity, 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 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, 2021b).

The NBA has the most diverse league office in men's professional sports, with 41.6% of the professional positions held by people of color and 42% held by women. At the team level, people of color fill 31.3% of team senior management positions and 24% of team C-suite (executive-level management) positions. Women account for 37.9% of team senior management positions and 26.4% of team C-suite positions. With four women in the CEO/president positions of teams, the NBA has more females in that role than all the other professional leagues combined (Lapchick, 2021c).

The NFL League Office has made continuous improvements over the years in the hiring of women and people of color. While the percentage of women employed in the League Office was just 29.6% in 2014, it jumped to 38.8% in 2021. The number of people of color in vice president roles or higher in the League Office has also increased, to 26.5% of these roles in 2021. Other notable diversity milestones for the NFL in recent years include its first woman of color official (Maia Chaka), its first Muslim female pro scout (Ameena Soliman), and its first team with people of color as coach, general

manager, and president (the Washington Commanders; Lapchick, 2021d). 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. However, its effectiveness has been questioned, and it came under fire in early 2022 when former Miami Dolphins head coach Brian Flores sued the NFL and three teams for discriminatory firing and hiring practices (Pruitt-Young & Franklin, 2022).

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 efforts 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 advantages brought by 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, and resulting in organizational growth and success. Sport leaders advocating this proactive approach will have organizations that are responsive to modern society and will be the leaders of the sport industry.

Managing Technology

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 a skill that can make a manager stand out from the herd. 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. Each platform provides its own unique opportunities for interacting with an organization's audience, both positively and negatively. It is one thing to use social media in a personal capacity, but a completely different skill set is required for professional use. Sport management students should be aware of how sport organizations and athletes are using social networking sites such as Facebook, Twitter, Instagram, and TikTok to promote their athletes, teams, and products.

The Internet has become a critical source of information on a variety of subjects. Computerized ticketing systems such as Paciolan and Ticketmaster Presence are used on a daily basis by professional sport teams, major college athletic departments, theme parks, and museums. Ticketmaster Presence is described as “the next generation venue access control and fan engagement platform that replaces paper tickets with digital passes. Presence streamlines live event venue operations, provides real-time insights and analytics to venues and teams, enhances security, protects against fraud, and allows for a personalized fan experience” (Burleigh, 2018, para. 2). Additionally, third-party ticketing sites such as StubHub and SeatGeek are changing the overall makeup of the ticketing market.

Most sport organizations use a customer relationship management (CRM) system such as Salesforce or HubSpot to manage their databases. Information on potential and current customers is logged and tracked, and data analysis is undertaken to help identify (un)successful ticketing and sponsorship campaigns. Data analytics is also used in the player personnel area, including being applied to player performance and contract negotiations.

In addition, sport managers can use technology to access these data virtually anywhere and can transform the data into analyzed information for presentations to sponsors. With the ongoing integration of technology into their everyday business practices, sport managers and sport management educators now face new challenges: how to utilize and benefit from new, expanding technologies 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 eat what you ate for breakfast? Because it was the food you had available? Because you wanted something that tasted good? Because it was healthy and fulfilling? 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 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** includes four steps (Chelladurai, 2017):

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 possible courses of action or solutions as possible. This process is also known as brainstorming, where all ideas are welcome and creativity is encouraged.
3. *Evaluating alternatives.* Each course of action or solution identified in step 2 is analyzed in this step. The evaluation may include determining costs, identifying risks, and predicting the effects the alternative will have on employees.
4. *Selecting the best alternative.* The manager makes and implements the final decision in the final step.

Following an organized decision-making process and then evaluating the effectiveness of that decision

helps ensure consistent decision making throughout the sport organization. It also ensures that no piece of important information is overlooked.

Sport managers also need to consider another point when making decisions: When is it necessary to include group input and feedback in the decision-making process? **Participative decision making** involves employees or other members of the organization in the actual decision-making process. This process has benefits as well as drawbacks. According to Harbor (2021), the benefits of group decision making include a greater diversity of opinions, an increase in fresh and alternative perspectives, a greater sense of team and cooperation, and a greater amount of information and ideas. Conversely, the potential downfalls of group decision making include individual domination of the discussion, irrelevant ideas or opinions derailing the process, social pressure, and the larger amount of time needed to make a decision when a group is involved (Harbor, 2021). No doubt you have experienced many of these benefits and downfalls when working on group projects for class assignments.

Group decision making is common in the sport industry. One person alone does not decide which 68 schools will compete in March Madness. The general manager of, say, the Golden State Warriors does not set the team's schedule for the season; that is a league-wide decision. Even deciding whether a local recreational league softball game will be postponed due to inclement weather is likely to be a group decision.

Organizational Politics

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 exists in all organizations, whether it be a company or a friend group. The degree of organizational politics varies from one organization to another, but the reality is that all organizations experience internal political struggles to some extent that, if not managed appropriately, can be detrimental to employees' behavior and productivity. Dealing with these struggles 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 (Skinner & Stewart, 2017).

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 do they have over the other employees? Sport organizations, like all other organizations, have two different types of leaders: formal and informal.

The formal leader is a leader because of their title, such as athletic director, director of marketing, or general manager. The formal leader may truly be the person who holds the most power in an organization and is able to influence employees in achieving organizational goals. The further up the organizational chart the leader is, the more likely that person is to hold formal power.

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 actually 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

Sport organizations change on a daily basis. New coaching staffs are hired, teams move into new facilities, league policies and rules change, health clubs purchase new fitness equipment, and environmental use laws affect community public and private recreation areas. Change can be internally driven, such as when a professional sport team decides to accept only credit and debit cards at its venue, 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, worry about a 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 scout for a professional baseball team who is assigned to a new geographic area may resist this move because they are scared about getting a new territory (fear of the unknown), may be concerned that the potential for finding new talent is lower in the new territory (the new way may not be better), may have had stronger connections in the old territory (concern about the support system), may now have a territory where they will find fewer prospects to bring their bosses (fear of personal impact), may wonder if they 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.

How, then, can sport managers effectively implement change in the workplace? When **managing change**, managers should ask themselves the following questions:

1. What will the resistance be?
2. Who will act as change champion, the person(s) who will be most inclined to support and promote the change?
3. Who will resist the change the most?
4. What is the best way to communicate the change?
5. Who should announce it?
6. When should the news be released?
7. Is there a process in place to implement the change smoothly and effectively?
8. Which obstacles will be encountered along the way?
9. How can employees support each other through the change?
10. Will we need training? And if so, how and when will the training be conducted? (Hall, 2017)

Motivation

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

Theories of **motivation** abound, with proposed models including Maslow’s hierarchy of needs, Herzberg’s two-factor ideas, the Porter-Lawler expectancy theory, and Adam’s equity theory (Luthans et al., 2021). After reviewing these and other theories, Stobierski (2019) points out five practices that can raise the level of employee motivation:

1. Recognize a job well done.
2. Allow your employees to demonstrate a healthy level of autonomy.
3. Include your employees in goal setting.
4. Facilitate respectful relationships.
5. Rethink your performance review process.

Talented sport managers also recognize that not all workers will respond to the same motivational strategies. For example, as more Gen Z employees enter the sport industry workplace, it is important to engage in appropriate motivational methods with them. According to Nguyen Le (2021), taking these steps in the workplace can help to motivate Gen Z employees:

1. Provide regular feedback, beyond an annual performance review. Gen Z-ers prefer to know how they’re doing in real time.
2. Promote interpersonal relationships. This could include staff outings or employee resource groups.
3. Implement a flexible work setting and schedule to avoid burnout. The traditional office space and 9-to-5 schedule can stifle their creativity and inhibit their productivity.
4. Provide career growth opportunities.
5. Embrace social media and technology at the office.

You will notice that some of the ways to motivate Gen Z are quite different from the classic motivational techniques presented in business classes or textbooks. If you are a member of Gen Z, you may relate more to these motivational techniques and struggle with motivating your older employees. Motivating employees of all backgrounds 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 accomplishing organizational goals and objectives.

Taking the Initiative

“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 in person or virtually and talk about the importance of taking the **initiative** in their 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

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 various 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 WNBA

currently leads the way in promoting diversity in its front office and among its teams and players. According to Rueda (2022):

WNBA players have used their voices and platform to lead movements focused on social justice, mental health, and LGBTQ+ advocacy and rights. The WNBA has supported player efforts by introducing league-wide initiatives addressing many of the same issues. It has a social justice council focused on social justice programming and initiatives that include anti-racism training and voter registration. (para. 3)

Sport managers from all industry segments can learn important lessons from how the WNBA does business on the diversity and inclusion front.

Sport managers need to stay on top of the latest legislation and managerial theories as part of 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. Recruitment and employment strategies can then be developed and implemented to encourage diversity in the workplace.

Managing Technology

As mentioned earlier, the technology with which sport managers work changes daily. Sport managers need to be aware of how these changes are affecting the segment of the sport industry in which they work and how new technologies can be productively incorporated into the workplace. It is imperative that sport managers understand how expanding technology will improve customer relations and service. Streaming services such as Disney+, Hulu, and Twitch are changing how fans consume sports. Social networks now heavily influence sport organizations, and many sport consumers are Facebook, Twitter, Instagram, and TikTok users. Nearly every professional sports league now has live streaming options available via its websites and phone apps. Additionally, many organizations are creating online-only

content in their quest to reach a younger generation of fans (Zilles, 2022).

International Sport Management

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 15 international regional offices in Asia, Canada, China, Europe, India, Latin America, and South Africa (NBA, n.d.). The NFL has played games in London and Mexico City since 2007, added Germany in 2022, and is looking to other markets for future international expansion (Young, 2022). MLB focuses on worldwide growth and international activities through Major League Baseball International. This international division of MLB has played 208 international games in 11 countries and territories (MLB, 2022). In addition, the World Baseball Classic continues to create excitement and enthusiasm for baseball among fans from many nations.

Sport managers from North America working abroad must be aware that they cannot unilaterally impose their own familiar 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 models 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 et al., 2021). 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 et al., 2021). 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 companies that had 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 thinking 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 given that an increasing number of athletes are using their public platform to advocate for improving social conditions

(Hums et al., 2020; Schmidt, 2016; Wolff & Hums, 2017). These skill sets and knowledge areas may be new to 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 transition out of a global pandemic and technology continues to advance, the workforce will be vastly different from the workforce of the past—even from the workforce described in the previous edition of this text. The influence of people of different cultures, rapidly changing work environments, 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 adapt to 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 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 each and every employee 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, 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 22 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

Javon Hendricks is the Associate Athletic Director for Facilities. Thanks in part to a gift from a major corporate donor, BSU is going to be able to completely renovate its aging basketball arena. The arena is an on-campus facility that houses coaches' offices and training rooms for both men's and women's basketball. Built in the late 1970s, the arena is in need of a major refresh and this corporate gift will make a complete overhaul possible. Javon now needs to draw up the plan for the renovations, including what is going to take place when.

Questions for Discussion

1. In drawing up the plans for the arena renovations, who does Javon 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 Javon will need to consider?

Organizing

Sue Banker is the Senior Associate Director for Compliance. The athletic department has just been given permission to add two new positions, both to focus on name, image, and likeness considerations involving their student-athletes. The new positions will be added to Sue'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).

Questions for Discussion

1. How should Sue organize the Compliance department to best utilize these two 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 Sue prioritize these roles and positions?

Leading

Payton Tucker 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. Payton 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 Payton will be an effective leader in this situation.

Questions for Discussion

1. How will Payton 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 Payton need to concentrate on?
3. Which type of leadership do you think will be most effective to create inclusion?

Evaluating

Nathan Williams is the Assistant Athletic Director for Championships. BSU was awarded both the Division I Cross-Country National Championships and the Division I Track and Field National Championships this year, and Nathan has been put in charge of both events. This will be the first time that BSU has hosted either championship, but it has hosted smaller cross-country and track meets at its facilities.

Questions for Discussion

1. Which types of expectations would be reasonable for evaluating Nathan's performance after each championship?
2. What metrics should Nathan's boss use in the evaluation process?
3. How can the department determine whether the two championship events were a success?

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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