

## **SPORT MANAGEMENT**

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**Keywords:** sport management, sport, sport business management, sport industry, globalization and sport, ancient sport, modern sport, administration, corporate social responsibility, sport development

### **Contents**

1. Introduction
  2. Strategic Management
  3. Diversity Management
  4. Ethical Decision Making
  5. Sport Economics
  6. Sport Business and Finance
  7. Facilities and Event Management
  8. Human Resource Management
  9. Corporate Social Responsibility and Sport
  10. Sport and Development
  11. Sport Law
  12. Sport Governance
  13. Management of Sport in a Global Society
- Glossary  
Bibliography  
Biographical Sketches

### **Summary**

Until almost the 1960s, sport management as an emerging academic discipline with professional orientation began to be realized when universities in the United States of America created curricula and degree programs to fill an increasing need for professional management of sport. As with any emerging professional discipline, sport management underwent several stages of evolution and growth to blossom into its current professionalized state. Generally, stages can be categorized from 1957 to 1966 (initial development), 1967 to 1987 (initial growth), 1988 to 2000 (unmonitored development), 2001 to 2007 (nurtured expansion), and 2008 to present (program assessment and professionalization) (Gillentine, 2012). The first stage is one that began with a letter written in 1957 from Walter O'Malley (Brooklyn Dodgers professional baseball team in the United States) to an aspiring educator, James Mason, about the need for a graduate program in sport management. Within that period, initial development of curricula and new programs were forged.

In the second stage, initial growth, institutions of higher education and sporting organizations began to recognize the importance academic degree programs in sport management. From 1988 – 2000, sport management programs began to flourish, not only in the United States of America, but also in Canada, Europe, Australia and New Zealand. Because of this rapid growth, professionalization of the field was affected by lack of qualified faculty, insufficient texts, and little standardization of curricula. As a result, the period of 2001 – 2007 brought indecision by many institutions about the directionality and quality of programs. Instructional learning environment quality and the need for benchmarks and content standards were intertwined with higher education faculty abilities to manage student and discipline demands. The most recent period (2008 – present) involves the collaboration with higher education and the industry in order to more appropriately determine industry needs and skill sets for continued professionalization of sport management.

## 1. Introduction

**Sport management**, as an emerging academic discipline with professional orientation, began to be realized when universities in the United States of America (USA) created curricula and degree programs to fill an increasing need for professional management of sport at many levels. The organization of sport itself has developed substantively over the past 160 years or so, with structures and functions that continue to evolve. These developments generally have been and continue to be necessary either in answer to broad social, political, and/or economic change or to discuss specific issues within a sector (i.e., sport marketing, communication, finance, economics, history, development, or law), theme (i.e., sport and women, ability, ethnicity, international comparison, or religion) or level (i.e., professional, club, intercollegiate, high school, or youth) of sport (Haag, Keskinen, and Talbot, 2013).

**Sport**, an all-encompassing term that includes all human-centered, objective, competitive and structured physical activities, has manifested itself into an entity that continues to increase in complexity. Several scholars have suggested that modern sport concepts originated from the English (Mandell, 1984; Parkhouse and Pitts, 2001), but sport has been recorded as early as ancient Greek times, highlighted by the ancient Olympic Games and ancient Games of Heraea (Gems, Borish, & Pfister, (2008). Both of these games were only parts of larger religious festivals held for over a thousand years. There have been, however, sport historian discussions about the initiation of sport in China prior to the 15<sup>th</sup> century (Amara, Henry, Liang, & Uchiumi, 2005) have been relatively recently rediscovered to add to the historical mix.

The history of most western-based sport can be traced back to England (i.e., athletics, baseball, field hockey, cricket, and rugby) (Crosset & Hums, 2012). This was a result of the massive impact of the British Empire and its colonization in the 18<sup>th</sup> and 19<sup>th</sup> centuries. The enormous reach of the British Empire has been felt for succeeding generations in the global sporting community.

*Politically and economically* in the 18<sup>th</sup> century, the English upper class developed the concept of sporting clubs. Membership was exclusive to those with males who had financial wealth and power. Initially single events were held annually and appeared as

all-day festivals rather than single sporting events. Eventually, by the 19<sup>th</sup> century, leaders formulated rules adhered to by all clubs, settled disagreements between clubs, determined management structures for clubs, and created seasonal competitions for club participation.

One of the earliest sports to be impacted by club management was that of thoroughbred horseracing (Crosset & Hums, 2012) in England. The affluent of English society were horse owners who established organized events, including prize money, and provided prestigious opportunities for those with talent (both rider and horse) to participate. Although the owners provided organization at both the volunteer and local levels, events were well attended by a great cross-section of society. In the altruistic British tradition of social responsibility, club management also provided recreation for the masses in the form of entertainment. Unfortunately, as soon as horseracing became nationally competitive, the search for excellence in horse and rider performance and gambling on the outcome of races set the sport up for disaster. As a result of owners searching for the right combination of breeding and training, as well as spectator betting, horseracing needed a more organized management system. In an attempt to further control the sport to prevent illegal race fixing, British horseracing managers implemented a variety of complex betting procedures: handicapping, sweepstakes, horse weighting, and timed races. With untested procedures in place, the opportunity for horseracing to become at risk for corruption left the sport in need of additional governance (Henriches, 1991).

Leaders in cricket, boxing, hockey, rugby, and other English-created sports modeled their organizations based upon Jockey Club governance. The Jockey Club was begun in the mid-1700s to further attempt to organize the sport of horseracing. The Club became the nexus for all that was horseracing in England. As horseracing's national governing body (NGB), the organization conducted the sport including sponsorship, promotion, regulation, settlement of disputes, and other financial matters. Essentially, the Club served as a viable model for sport management in England. As a consequence of the British club model, the emergence of fair play, integrity of leaders, club loyalty, volunteerism, and promotion of the sport created pillars that supported a club approach to sport management.

The club model continued as the basis for the modern Olympic Games. Pierre de Coubertin, a French physical educator, and his colleagues, Dr. William Sloane, a Princeton University (USA) professor, and Charles Herbert, Secretary of the British Amateur Athletics Association, initiated interest in a "resurrection" of the ancient Olympic Games, whereby the modern Games would include fair play, pursuit of excellence, amateurism, and character development through sport. In 1894, an "international athletics congress" was held with more than 70 in attendance, representing 37 amateur athletic clubs and associations from 12 countries. The resulting recommendation was to hold an international event once every four years, with amateur athletes, at different sites throughout the world. The first modern Olympic Games were held in 1896 in Athens, Greece. A nine-day event, participants represented various clubs from 13 countries. Because the notion of national teams and national Olympic committees (NOCs) had not yet evolved, a variety of clubs (i.e., Boston Athletic Association, Amateur Athletic Association, German Gymnastics Society, and British

Amateur Athletics Association) from the USA and Europe participated. These first modern games included 9 sports: wrestling, weight lifting, track and field, swimming, shooting, lawn tennis, gymnastics, fencing, and cycling. These events were offered only to men. The 1900 Olympic Games, in Paris, presented the first opportunity for women to participate in the Games.

Today, although the club system in contemporary elite sport has begun to disappear in many areas of the world, it is still a quite viable option to manage sport and recreation at lower levels. Some European football clubs and the Augusta National Golf Club, for example, continue to manage well. Large clubs, like Marin County Swim Club (USA) and Panathinaikos (Greece) offer recreational participation as well as elite level competition for members (King, 1997). Other clubs, like TUKS Sport Club (South Africa) and Hong Kong Sport Academy clubs, offer youth teams and academies, recreational leagues for adults, and social events for members. Still other clubs, like Real Madrid, Manchester United, Kaiser Chiefs, and Blue Bulls are increasingly commanded by wealthy owners and resemble sport-for-entertainment businesses.

The logical progression from the club model was the formulation of leagues. Across the world, leagues or conferences were developed to better organize a hierarchical approach to the pursuit of excellence in sport. American baseball was the first sport to successfully utilize the league structure. Presently, the champion of the American League plays against the champion of the National League to determine the champion of the World Series. In 1876, however, the league was named the National League of Professional Baseball Players. This was the beginning of the development of sport management as part of the business environment. William Hulbert, the manager of the league, believed that teams were businesses that competed in healthy competition with one another. He also believed that ethical decision making in the form of equitable policies, rules, and procedures to ensure honest competition needed to be at the level of the league, not at club level. He also believed that marketing of the game was of paramount importance to sustainability and continued growth. A pennant race in which competition was fairly even was established in 1876 whereby those interested in the game began to view it as a series rather than single contests. So began the initiation of several notions that continue to be the basis for many professional teams across the world today: fairly evenly spread talent between teams in the league; relatively small leagues (i.e., 8 teams); respect for length of players' contracts and limitation of player movement from one team to another; and importance of attendance at regular-season games (White, 1996).

Soon after leagues had been established in baseball, other professional men's team sports began to find the value in this endeavor. Basketball, American Football, and Ice Hockey progressed in professionalization of sport and its management by facilitating newspaper circulation, revenue sharing, gate revenue sharing, and redistribution of wealth within the leagues.

As professional team sports continued to grow and mature in the USA, professional men's individual sports (i.e., golf and tennis), with their beginnings embedded in club structures, began to prosper in England and Western Europe. Tournaments, at their onset, were sponsored by local clubs, with profits benefiting the membership. By the

early 1900s, British golfers who were more experienced than their male USA counterparts, were recruited to facilitate the design, construction and maintenance of golf courses that were needed to service the increasing demand of affluent white men in cities. As the desire to professionalize golf tournaments with prize money, golf clubs and organizations found that the solution was community and corporate sponsorships in the first half of the 20<sup>th</sup> century. Tickets and concessions were also sold to make country clubs and community/corporate sponsorships viable for the sport of golf.

The concept of tournament-type events was a clear answer to the question of viability and financial sustainability for many individual sports (i.e., boxing, tennis, golf, fencing, track and field, gymnastics, and swimming) as well as team sports (i.e., football, volleyball, basketball, hockey, baseball, softball, and cricket). In contemporary sport, tournaments have begun to be created by marketing groups or broadcast networks as well as by players associations. For example, the X-Games are owned by the media group, ESPN/Disney. IMG (International Marketing Group) presents numerous international tournaments in golf, beach volleyball, and polo. The Indian Premier League (IPL) is a league for Twenty 20 cricket championship in India contested by 9 teams consisting of players from around the cricketing world. IPL matches are broadcast live on YouTube.

A brief discussion of sport would not be complete without the mention of women and people with disabilities in sport. In general, women have been relative late-comers to sport and the sport industry. Despite the fact that women were excluded from the ancient Olympic Games, the Heraea Games were held for their participation. These games occurred on the same grounds as those of the ancient games for men (Olympia, Greece), but not simultaneously. Despite the fact that women participated officially in the 1900 modern Olympic Games, their true presence and dominance as athletes were not globally appreciated until the 1996 Olympic Games in Athens. For the first time in modern Olympic history, several countries experienced better representation by women than men on Olympic podiums (Henry, 2007), and women comprised their largest cohort in modern Olympic history. Only in the early 1990s did the IOC provide women in sport with special focus and, in 1996, the International Olympic Committee (IOC) provided benchmarks of percentages for women in Olympic sport leadership positions (Kluka, 1996).

On the professional side of sport, substantive contributions were made by women as sport participants as well as sport managers. For example, one of the best-remembered woman in sport worldwide is Billie Jean King. A tennis pioneer and legend, she also has made numerous substantive contributions to sport and society. Not only did she beat Bobby Riggs in the 1973 *Battle of the Sexes*, but she also founded the Women's Tennis Association, *WomenSports* magazine, World Team Tennis, and the Women's Sports Foundation (USA). Several nations, including Philippines, United Kingdom, Malaysia, and Nigeria have based their women in sport organizations upon principles of the Women's Sports Foundation. Many other women have provided seminal leadership and advocacy to push the women and sport agenda forward globally. The first woman sport manager (Effa Manley, USA) appeared as a co-owner of the Newark Eagles in the Negro Baseball League in the mid-1900s (O'Connor-McDonough, 2007) and was

elected to the Baseball Hall of Fame decades later. To date, many others have impacted the sport industry throughout the world.

The addition of sporting access and opportunities for those with physical disabilities began in 1960 when the Paralympic Games were introduced in Rome, Italy. A substantial breakthrough for Paralympic Games occurred in 1988 when the games immediately followed the Seoul Olympic Games, using the same facilities. This increased dramatically the spectatorship, facilities quality, visibility by television globally, and sponsorship opportunities. Several NGBs have taken their respective Paralympic Games sport into their official governance structures (i.e., USA Volleyball, USA Track and Field, USA Basketball). This positioned the games to become recognized by the IOC as part of the overall Olympic Movement which includes the Olympic Games. The Special Olympic Games began international competition for those with mental disabilities in Chicago, USA in the 1960s. Those providing the leadership and management of Special Olympics continue to advocate for separate games held quadrennially, but are granted use of the *Olympic* word by the IOC. The games have included over 10,000 Special Olympic athletes, officials, and administrators over the years. For additional sport management highlights, see Appendix A.

Sport has evolved not only in terms human participation, but also into a *global industry*, whereby markets have been established in which products offered to buyers are sport, recreation, and fitness-related, and these products may be in the form of activities, goods, services, people, places and ideas (Goslin & Kluka, 2010). Products can be categorized into three areas: performance-based, production-based, and promotion-based. The following chart provides additional detail within each category.

Sport has become a huge business where professional athletes are paid huge sums of money, spectators pay to watch sporting competitions, and participants as well as spectators purchase a variety of sporting clothing, equipment and services. Economic activities can be generated through the sale of equipment, participants (i.e., membership fees, medical expenses, sport facility fees, food supplements, travel and accommodation fees), sponsorships, spectators (i.e., purchasing food at sporting events, travel, accommodation, souvenirs, entrance fees), infrastructure of sport governing bodies, infrastructure of sport clubs or school-based sport, and local authorities (employment to maintain and deliver sport activities).

The sport industry, with its different dimensions (economic, policy and legal, participation, management and infrastructure, and scientific) will continue to morph into quite a sophisticated industry that will increasingly require competent sport management and managers (Goslin & Kluka, 2010). Three dimensions will be discussed briefly.

*Policy and legal* dimensions generally refer to sport in countries where national, regional and local policies as well as national legislation provide legislative framework for directionality, process and statutory control of sport. Most countries have some type of national, regional, and/or local policies and laws that provide dimensions.

Role players at national, regional and local levels are responsible for sport delivery. These players create an *infrastructure* for the industry. The industry must also be managed effectively and efficiently to survive and contribute to the development of sport at a variety of levels.

<b>Performance</b>	<b>Production</b>	<b>Promotion</b>
Matches, competitions, teams	Facilities	Sport and recreation events
Leagues, series, championships, programs	Equipment	Country clubs
Sport development	Training programs (management, coaches, referees, officials)	Holiday resorts
Sport clubs	Sport academies	Tourism and sport tourism packages
Spectator programs and activities	Seminars, course, conferences	Sponsorships
Coaching and training sessions	Training institutions (universities, colleges, private service providers)	Consultation
Leisure/sport education programs	Infrastructure (role players)	Advertising and marketing
Games and activity programs	Clubs	Sport agents
	Scientific support services	Books, journals, and magazines
	Consultation and counseling	Equipment
	Centers of excellence, training camps, high performance centers	Promotional items for support groups
	Recreation and community centers	Facilities
	Policy documents	Internet technology
	Sport retail shops	
	Books, journals, reports and magazine	
	Electronic and social media	
	Research programs	
	Development programs	

Table 1. Sport-related products categories

The delivery of sport products and services depends upon the input from an assortment of scientific disciplines. They can comprise the areas of economic and management sciences, natural sciences, human and social sciences, and health sciences. Figure 1 forms a pictorial of various scientific disciplines that contribute to the industry.

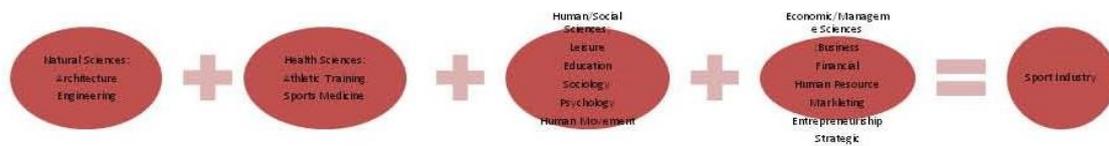


Figure 1. Scientific disciplines that contribute to the sport industry

Sport management, as an academic discipline, continues to be a vital part of sport and the sport industry as its visibility and complexity increase. Pioneering sport managers seemingly had little background in sport and management. Some had careers as sport participants, but lacked business skills and/or experience. Others had business skills, but lacked sport participation. It has become increasingly important for a successful sport manager to have both. Contemporary sport managers are increasingly gaining academic degrees in sport (business) management. As the sport industry continues to become more complex, sport management higher education professors began to critically analyze market needs and formed an organization called the Sport Management Arts and Science Society (SMARTS), which was begun by faculty at the University of Massachusetts at Amherst. The present scholarly organization that evolved from SMARTS is the North American Society for Sport Management (NASSM), headquartered in the USA (Parkhouse & Pitts, 2001).

**Sport management**, then, is the study and practice involved in relation to all people, activities, organizations, and businesses engaged in producing, facilitating, promoting, or organizing any product that is sport, fitness, and recreation related; and, sport products that can be goods, services, people, places, or ideas (Parks, Zanger, & Quarterman, 1998; Pitts & Stotlar, 2002).

Professional and amateur sport teams, sporting goods manufacturers, sport tourism businesses, sport services organizations, and sport science corporations continue to evolve into more sophisticated professionally run businesses that seek increased exposure. Competition within and between each of these groups has become part of the nomenclature for the future. This also includes a more international and global look. As this more sophisticated development occurs, sport management becomes increasingly complex.

There are three primary sub-processes of the sport management process: strategic management, resource management, and performance management. Strategic management encompasses the determination of basic long-term goals and objectives of an organization and the adoption of actions and allocation of resources necessary to achieve the goals (Goslin & Kluka, 2011). Vision and mission statements, goals, objectives and action plans are needed to distinguish the directionality and accompanying details for future success. Resource management embraces human resources, finances, and marketing. This sub-process is vital to the actual implementation of plans. The third sub-process, performance management, is also essential to verify the extent to which the above two sub-processes has been integrated and success is determined. In short, the three sub-processes work in tandem and become cyclical to achieve the benchmarks set forth for the management of specific sport entities. Figure 2 displays the concept graphically.



Figure 2. Sub-processes of the sport management process

Additionally, professional and ethical management skills are required to be successful in the management of sport. They can be categorized into skill sets: conceptually-related; technically-related; and human-related. Table 2 represents each category.

They include: strategic and diversity management, ethical decision making, marketing, economics, business and finance, facilities and event management, corporate social responsibility and sport development, sport law and sport governance.

<b>Conceptually-related</b>	<b>Technically-related</b>	<b>Human-related</b>
Understanding <i>glocal</i> sport structures	Coaching	Motivation of players, members, and employees
Knowledge of policies and role players	Officiating	Resolution of conflicts
Recognition of opportunities and threats	Computer	Leadership and club members, employees and players
Creation of long-term plans	Presentation	Group dynamics
Manage change	Organization	

Table 2. Sport management-related skill set categories

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*Sports Marketing and Sponsorship* – This peer-reviewed journal contains scientifically-based articles on topics related to marketing and sport as well as sponsorship and sport. It is published by Winthrop Publications Limited.

*Street and Smith's Sports Business Journal* – This is a newspaper-style journal that is published weekly and available also online. Although it is not a peer-reviewed journal, it is the most up-to-date publication that focuses specifically on sports business.

### **Books and Articles**

Amusa, L. O., & Toriola, A. L. (Eds.). (2003). *Sport in contemporary African society: An anthology*. Mokopane, South Africa: Africa Association for Health, Physical Education, Recreation, Sport and Dance. [This journal issue can assist in the historical development of sport in the continent of Africa.]

Antunez, M. (2008). Mary Teran: Cautiva del deporte o mujer politica? *Fazendo Genero 8-Corpo, Violencia e Poder*. Retrieved from [www.fazendogenero8.ufsc.br/sts/ST54/Marta\\_%20Antunez\\_54.pdf](http://www.fazendogenero8.ufsc.br/sts/ST54/Marta_%20Antunez_54.pdf). [This article provides a perspective of sport from a Latin American political angle.]

Arbena, J. (1999). Significado y alegria en el deporte en America Latina. *Efdeportes*, 4(17). Retrieved from [www.efdeportes.com](http://www.efdeportes.com). [This article supports the significance of sport in Latin American society.]

Archetti, E. P. (2005). El deporte en Argentina (1914-1983). *Trabajo y Sociedad: Indagaciones sobre el empleo, la cultura y las practicas politicas en sociedades segmentadas*. 7 (VI). Retrieved from [www.unse.edu.ar/trabajosociedad/Archetti.pdf](http://www.unse.edu.ar/trabajosociedad/Archetti.pdf). [The historical derivation of culture and its effects on practice, policies, and society of Argentina are featured.]

Bloom, M., Grant, M., & Watt, D. (2005). *Strengthening Canada: The socio-economic benefits of sport participation in Canada*. Ottawa, ON: Conference Board of Canada. [Using the Canadian sport participation model, this is one of the first to reflect socio-economic benefits to the Canadian government.]

Bravo, G. (2011). In J. Nauright & C. Parrish (Eds.), *Sports around the world: History, culture, and practice*. Santa Barbara, CA: ABC-Clío. [The editors have collected case studies of various sports around the globe by providing history, culture and practice of sport in specific societies.]

Brazil's decade of sport. (August, 2010). *SportsPro*, 24, 54-57. [This article features an easy-to-understand discussion of the value of Brazil's participation in global sport over the past decade. A futuristic look is also included.]

Brown, M. T., Rascher, D. A., Nagel, M. S., & McEvoy, C. D. (2010). *Financial management in the sport industry*. Scottsdale, AZ: Holcomb Hathaway. [The area of finance in sport and its management is offered in this text.]

Chappell, R. (2002). Sport in Latin America from past to present: A European perspective. In J. A. Mangan & L. P. DaCosta (Eds.), *Sport in Latin American society* (159-180). London: Frank Cass. [One of the early books that look at sport in Latin American society, this document delivers a basis from which to build on the Latin American contributions to sport using a European perspective to frame the discussion.]

Coakley, J. (2010). 9<sup>th</sup> ed. *Sport in society*. New York: McGraw-Hill. [A sport sociology text, discussion of societal factors and decision making strategies are afforded in depth to assist the sport manager.]

Cunningham, G. B. (2007). *Diversity in sport organizations*. Scottsdale, AZ: Holcomb Hathaway Publishers. [The first text published on the topic, it is presented from a Western viewpoint and, specifically, North American perspective.]

Egan, A. (2008, August 7). The world's most expensive stadiums. Retrieved from <http://sports.yahoo.com>. [The article discusses reasons why the stadium is the world's most expensive and how that was determined.]

Eschenfelder, M. J., & Li, M. (2007). *Economics of Sport* (2<sup>nd</sup> ed.). Morgantown, WV: Fitness Information Technology. [Sport economics is one of the fastest growing areas in sport management. Macroeconomics principles are applied to a sport context.]

Fort, R. (2000). European and North American sports differences. *Scottish Journal of Political Economy*, 47(4), 431-455. [This is a good example of comparative concepts used to associate the continents.]

Foster, G., Greyser, S. A., & Walsh, B. (2006). *The business of sports: Text and cases on strategy and management*. Champaign, IL: Human Kinetics. [This is the first text that provides case studies of strategic sport management in the 21<sup>st</sup> century.]

Gillentine, A., Baker, R. E., & Cuneen, J. (Eds.). (2012). *Critical essays in sport management: Exploring and achieving a paradigm shift*. Scottsdale, AZ: Holcomb Hathaway Publishers. [This is the first text that has been published in its entirety of altering the directionality of sport management as a profession.]

Goslin, A. E., Kluka, D. A., van Wyk, J. G. U., & Burger, S. (2008). Print media coverage of female sport in South Africa. *African Journal for Health, Physical Education, Recreation and Dance*, 14(3), 434-442. [The article details the status of print media coverage in the country of South Africa relative to female sport participation. It is the first published for the country.]

Goslin, A. E., van Wyk, J. G. U., & Welman, N. (2007). Diversity management in South African Sport Federations. *African Journal for Health, Physical Education, Recreation and Dance*, 13(3), 330-340. [This article is the first that looks at diversity management in South African national sport governing bodies.]

Goslin, A. E., & Kluka, D. A. (2007). Affirmative action as a dimension of diversity management: Perceptions of South African sport federations. *Journal of Global Initiatives, Policy, Pedagogy, and Perspectives*, 1(2), 140-149. [The article details the notion of affirmative action in South African sport federations. It is the first to assess this dimension in the country.]

Hoy, M. (2009). Oscar Pistorius – changing our perception of disabled sport. Play the Game. Retrieved from [www.playthegame.org/news/detailed/oscar-pistorius-changing-our-perception-of-disabled-sport-4444.html](http://www.playthegame.org/news/detailed/oscar-pistorius-changing-our-perception-of-disabled-sport-4444.html). [This article was published prior to the shooting of Pistorius' fiancé. The perceptions of what constitute an elite athlete and a level playing field in sport is discussed.]

Kaburakis, A. (2008). International comparative sport law – the US and EU systems of sport governance: Commercialized v. socio-cultural model competition and labor law. *International Sport Law Journal*, 3(4), 108-127. [A solid comparison of the US and EU systems of sport governance, the article can provide insight into further comparisons across the globe.]

Kimura, K. (2007). *The sport industry in Japan*. Paper presented at the 2006 Annual Conference of the North American Society for Sport Management, Toronto, Canada. [This is a detailed examination of the professional sport industry in Japan. It can make an interesting Segway into articles that will be prepared for Tokyo and its hosting of the 2020 Olympic Games.]

Kluka, D. A., Goslin, A. E., & Steyn, B. J. M. (2012). Brighton Declaration: A management audit. *International Journal of Sport Management*, 23-28. [This is the first published article on the Brighton Declaration on Women and Sport (1994) that involves a look at the status of the seminal document after nearly twenty years.]

Krotee, M. L. (2003). Global intersections – an outsider's view of sport in South Africa. In L. O. Amusa & A. L. Toriola (Eds.), *Sport in contemporary African society: An anthology* (363-375). Mokopane, South Africa: Africa Association for Health, Physical Education, Recreation, Sport and Dance. [This anthology is a good one for use in historical derivation of sport in African society.]

Legg, D., & Steadward, R. (2011). The Paralympic Games and 60 years of change (1948-2008): Unification and restructuring from a disability and medical model to sport-based competition. In *Sport in Society*. London: Taylor and Francis. [This chapter provides an historical view of the Paralympic Games as part of mainstream elite sport.]

Li, M., MacIntosh, E. W., & Bravo, G. A. (Eds.). (2012). *International sport management*. Champaign, IL: Human Kinetics. [This text is the most recent published offering on sport by country, with representation of the regions of the world. It also stipulates overarching concepts that might be used in global ventures.]

López de D'Amico, R. (2012). Sport policy in Venezuela. *International Journal of Sport Policy and Politics* 4(1), 139-151. [The most recent expose of sport policy in Venezuela, this document can be used easily to reference sport and policy in this country.]

López de D'Amico, R. (2011). Programa de voluntariado deportivo y su impacto social. *Revista Legado: Esporte, educação, marketing & Historia* 1(1), 11-22 (revista en línea). [This article refers to volunteerism in sport and its social impact and marketing efforts.]

López de D'Amico, R. (2009). Una visión global de las reglamentaciones y su influencia en el rendimiento deportivo. *Investigación y Postgrado* 24(2), 202-240. [This article looks at a global visión of the world and the role that sport can play to enhance the look.]

López de D'Amico, R. (2008). Participación de la mujer en la gerencia deportiva venezolana. *Lecturas: Educación Física y Deportes* 13(127) [Revista en línea], Disponible: <http://www.efdeportes.com/efd127/participacion-de-la-mujer-en-la-gerencia-deportiva-venezolana.htm>. [Participation of women in sport and sport development is featured in this article.]

Lopez, de D'Amico, R. (2006). Organization of sport in Venezuela. In J. Parks, J. Quarterman, & L. Thibault (Eds.), *Contemporary sport management* (pp. 330-331). Champaign, IL: Human Kinetics. [The text offers this chapter in order to capture a more global and contemporary view of sport management for undergraduate students majoring in sport management.]

López de D'Amico, R., Ramírez, J. & Oropeza, R. (2010). Experience from the field: A case study of a volunteer Project. In W. Ho, & H. Ren (Eds.). *Global perception: Globalization, sport management and traditions* (92 – 98). Macau: Meyer & Meyer Sport. [Volunteers are vital to the success of sport at all levels. This chapter affords a look into volunteers in South American sport projects.]

Maguire, J. (1999). *Global sport: Identities, societies, civilizations*. Oxford, UK: Polity Press. [A text focusing on the sociological issues of identity, society, and civilization, the author makes the case for overarching global themes that permeate throughout.]

Masteralexis, L. P., Barr, C. A., & Hums, M. A. (2012). *Principles and practice of sport management*. (4<sup>th</sup> ed.). Sudbury, MA: Jones and Bartlett. [A basic introduction to sport management text, several concepts and constructs are featured.]

Pfahl, M., & Bates, B. (2008). This is not a race, this is a farce: Formula One and the Indianapolis Motor Speedway tire crisis. *Public Relations Review*, 34(2), 135-144. [This is an example of an issue that surfaces in sport and must be attended to by sport managers.]

PGA.com. (2008). *The PGA of America*. Retrieved from [www.pga.com/pgaofamerica/history](http://www.pga.com/pgaofamerica/history). [This is an historical example of the Professional Golf Association.]

Pitts, B. G., & Stotlar, D. K. (2007). *Fundamentals of sport marketing* (3<sup>rd</sup> ed.). Morgantown, WV: Fitness Information Technology. [Written by two of the most well-known sport marketing educationists, the authors provide a basic look at sport marketing.]

Rosner, S. R., & Shropshire, K. L. (2004). *The business of sports*. Sudbury, MA: Jones and Bartlett. [The authors deliver a business perspective to the sports industry.]

Santo, C. A., & Mildner, G. C. S. (2010). *Sport and public policy: Social, political, and economic perspectives*. Champaign, IL: Human Kinetics. [This is one of the few texts focusing on the social, political, and economics viewpoint and links them with public policy and sport.]

*The Women and Sport Commission*. (2009). Retrieved from [www.olympic.org/content/The-IOC/Commissions/Women-in-Sport](http://www.olympic.org/content/The-IOC/Commissions/Women-in-Sport). [An historical development of a fairly new commission for the IOC.]

Tribunal Arbitral du Sport. (2009). *20 questions about the CAS*. Retrieved from [www.tas-cas.org/20question](http://www.tas-cas.org/20question). [A fairly recent tribunal that was developed by IOC leadership, this provides the reader with information about the international court for sport arbitration.]

Wirada, H. J., & Kline, H. F. (2007). *Latin American politics and development*. (6<sup>th</sup> ed.). Cambridge, MA: Westview Press. [This text distributes information about a rapidly developing area of the world and its political realities and its development possibilities.]

## **Biographical Sketches**

**Darlene A. Kluka**, D Phil, Ph D, is full professor and has been Coordinator of Sport Management Programs at Barry University, Miami Shores, Florida, USA. She now serves as Dean of the School of Human Performance and Leisure Sciences at Barry. She was President of IAPESGW, President of the National Association for Girls and Women in Sport (NAGWS), the first Director of the ICHPERSD Girls and Women in Sport Commission, Deputy Delegate for American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD) to the United States Olympic Committee, Vice President of Member Relations and Human Resources in USA Volleyball, USA Volleyball Board member representing Special Olympics, and a member of Women's Sports Foundation International Committee.

Some of her many roles have included Editor, *Women in Sport and Physical Activity Journal*; Editorial Board Chair and President's Committee of the International Council of Sport Science and Physical Education (ICSSPE), Editor for *Women, Sport, and Physical Activity: Sharing Good Practice, Perspectives: The Business of Sport*, and *Perspectives: Aspects of Sport Governance*, all ICSSPE publications.

Kluka has completed two Doctoral degrees, one in the field of motor learning, the other in sport management. She has invested much time in South Africa where she has been an Extraordinary Professor, University of Pretoria, in the Department of Biokinetics, Sport and Leisure Sciences. She has published over 100 articles and 3 books in the areas of sports vision and sport management.

**Rosa Lopez de D'Amico, Ph D**, is full professor at Universidad Pedagógica Experimental Libertador (UPEL) Pedagógico de Maracay, Venezuela. Founder and Coordinator of the Research Center “Estudios en Educación Física, Salud, Deporte, Recreación y Danza” (EDUFISADRED). Coordinated the creation of the first doctoral program in the area of sport sciences and physical activity in Venezuela

Her academic and research scope have been distinguished three times in the last two years in her country. In 2008, she received the CDCHT Award (National University Council for Scientific Development in Humanities, Technology and Science Award), the most distinguished Venezuelan honour that recognizes the last five years of research production in the area of humanities in the country. It is important to mention that for the first time this recognition has been given to a woman and to a Professor from the Pedagogical University, UPEL.

Professor, PhD, Dr. Rosa Lopez de D'Amico is also the first woman in the area of Physical Education and Sport to receive “UPEL National Award for Research Path”. This distinction was awarded for her contribution to sports, languages, literature, physical education, sport management, academic and university life in this Latin country. In 2009, she received the “Honour to Scientific Merit in Education” Award granted by the Foundation for the Development of Science and Technology FUNDACITE Aragua, Venezuela.

Lopez de D'Amico is President of the Latin American Association for Sport Management (ALGEDE); President of the International Association of Physical Education and Sport for Girls and Women (IAPESGW) Vice President of the International Society for Comparative Physical Education and Sport (ISCPES); Secretary of the Latin American Association of Sociocultural Studies in Sport (ALESDE); Former Chair of the International Committee for Sport Pedagogy (ICSP - ICSSPE); Editorial Board Member of the International Council for Sport Science and Physical Education (ICSSPE). She is also the Editor of the journal, *Actividad Física y Ciencias*. [www.actividadfisicayciencias.com](http://www.actividadfisicayciencias.com).