

## SMART BOOK REVIEW

### CONTEMPORARY SPORT MANAGEMENT (3<sup>RD</sup> ED.).

**By Parks, J.B., Quarterman, J., & Thibault, L. (2007).**

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#### **Review By Erin McNary, Indiana University**

As the field of sport management continues to evolve and change both as an academic discipline and a professional occupation so do the textbooks and materials used by educators and managers. A few of the more recent and well-received texts that introduce students to this growing field of study include publications such as *The Management of Sport: Its Foundation and Application* (Parkhouse, 2005), *Foundations of Sport Management* (Gillentine & Crow, 2005), and *Principles and Practice of Sport Management* (Masteralexis, Barr & Hums, 2004). While these books all cover important sport management segments, topics, and events, the third edition of *Contemporary Sport Management* serves as the most updated source of information in the field. Janet B. Parks (Bowling Green State University) and Jerome Quarterman (Florida State University) were involved in the first two editions of this textbook. With the 2007 publication, Lucie Thibault (Brock University) joins Parks and Quarterman as editors of this new edition. Some of the leading sport management scholars contribute to the collection of chapters in the book.

The textbook is divided into six major parts which include an Introduction to Sport Management, Selected Sport Management Sites, Selected Sport Management Functions, Organizational and Managerial Foundations of Sport Management, Current Challenges in Sport Management, and The Future of Sport Management. Chapter 1, written by Parks, Quarterman, & Thibault, introduces and defines the term “sport”. The authors focus on three models (e.g., the product type model, the economic impact model, and the sport activity model) that are used to define, “the nature and scope of the sport industry” (p. 10). Highlighted are three unique aspects of sport management: sport marketing, sport enterprise financial structures, and sport industry career paths. In addition to these three unique aspects, the authors of this first chapter propose a fourth aspect of sport - sport as a social institution. In chapter 2, Kathryn S. Hoff (Bowling Green State University), JoAnn Kroll (Bowling Green State University), and Carol Fletcher (St. John’s University) discuss the need for professionalism and the tactics necessary to achieve a well-rounded sport management background; explaining the importance of education, internships, field experiences, values, interests, and skills. The final chapter of this section is written by Stuart M. Keeley (Bowling Green State University), Parks, and Thibault. This chapter, which focuses on critical thinking, informs students that, “Sport managers of the 21<sup>st</sup> century will have to solve problems that we cannot even conceptualize today” (p. 48). Through the use of critical thinking questions and case studies, the authors challenge the readers to question others’ decision making processes.

The second section of the text aims to inform potential sport managers of career fields they may choose in various sectors of the sport industry. Chapter 4, authored by Ellen J. Staurowsky (Ithaca College) and Robertha Abney (Slippery Rock University), describes governance in intercollegiate athletics. The chapter specifically describes the hierarchy within a college athletics department. Professional sport is the focus of chapter 5, which is written by James M.

Gladden (University of Massachusetts at Amherst) and William A. Sutton (University of Central Florida). This comprehensive chapter discusses topics ranging from the history of sport and media outlets to the five unique circumstances related to the labor-management relationship: baseball's antitrust exemption, collective bargaining, free agency, salary caps, and the player draft. Mark A. McDonald (University of Massachusetts at Amherst) and Sutton cover types and functions of sport marketing and marketing agencies in chapter 6. In chapter 7, Heather Gibson (University of Florida) discusses the growing nature of the sport tourism industry by categorizing three types of sport tourism: active sport tourism, event sport tourism, and nostalgia sport tourism. Gibson concludes the chapter by stressing the socio-cultural, economic, and environmental impacts of sport tourism, which are important to cities, countries, and regions that are becoming more reliant on this industry to boost economic growth. The final chapter of this section, written by SUNY-Cortland's Ted G. Fay and David Snyder, examines international sport from a North American viewpoint. There have been critical changes in international sport especially during the late 20<sup>th</sup> and early 21<sup>st</sup> centuries. With these changes has come an increased emphasis on the development of skills and competencies related to international sport and the manager.

Part 3 introduces sport marketing and promotions, consumer behavior, communication and public relations, finance and budgeting, and facility and event management. In chapter 9, F. Wayne Blann (Ithaca College) and Ketra L. Armstrong (California State University at Long Beach) use the definition provided by Pitts and Stotlar (2002) to define sport marketing. The authors also present a ten-step process centered on the four primary elements - the four P's - of a marketing plan. Another often-used important management technique expounded on in this chapter is the SWOT analysis where students can learn about the importance of maximizing the strengths and opportunities while minimizing the sport organization's weaknesses and threats. In chapter 10, co-authored by University of Texas-Austin's B. Christine Green and Carla A. Costa provide an overview on consumer behavior in sport and provide insights into the world of the sport consumer. The authors also identify several group influences on the sport consumer. These influences include direct reference groups, indirect reference groups, and consumer socialization. Chapter 11, written by G. Clayton Stoldt (Wichita State University), Catherine Pratt (Bowling Green State University), and Stephen W. Dittmore (East Stroudsburg University), emphasizes communication processes and models of public relations practice. Because of the symbiotic nature of sport and the mass media, sport managers frequently encounter and interact with members of the mass media. Therefore, much of the chapter is devoted to effectively dealing with these mass media professionals and outlets while the remainder of the chapter provides an overview of community relations. The following chapter covers finance, economics, and budgeting related to the sport industry (Timothy D. DeSchriver, University of Delaware and Daniel F. Mahoney, University of Louisville). This chapter takes a look at the current financial state of professional sport and intercollegiate sport and introduces some basic economic principles. Sport business structures are examined and the reader is made aware of the importance of financial statements in order to manage a successful sport operation. With the increase in the construction of new sport facilities, managers must know the key aspects to setting up and managing a sporting event. In chapter 13, Robin Ammon, Jr. (Slippery Rock University) and David K. Stotlar (University of Northern Colorado) use their expertise in identifying the intricacies of managing an event in relation to such issues as parking protocol, alcohol policies, and customer service.

The next section reviews management theory and illustrates how managers can best evaluate organizational effectiveness. Chapter 14 (Thibault & Quarterman) provides examples of organizational structure and the hierarchy of informal and formal groups that comprise a sport organization. Dimension structures of specialization, formalization, and standardization along with various practical examples are included in this section. Strategy, change, and

organizational culture are also addressed, followed by information pertaining to managerial leadership in sport organizations (Quarterman, Ming Li [Ohio University], & Parks) in chapter 15.

Part 5 of the text expounds on current challenges facing sport managers. Chapter 16 identifies one of these challenges: legal issues in sport (Lori K. Miller, Wichita State University and Anita M. Moorman, University of Louisville). In this chapter, Miller and Moorman provide a brief overview of basic law principles and then discuss laws such as the American with Disabilities Act and Title IX. Another topic relating to sport law is that of ethical challenges in sport management. This aspect of sport management is discussed by Joy T. DeSensi (University of Tennessee at Knoxville) and David Cruise Malloy (University of Regina) in chapter 17. Moral, social, non-moral, and core values are categorized and placed into a hierarchical system based on level of importance. In chapter 18, Mary Jo Kane (University of Minnesota) discusses sociological aspects of sport and concludes this section of the book. Kane's knowledge and research of this area - particularly her examination of women's sport - gives the reader insight into this key aspect of the sport industry.

The final two chapters - chapter 19 written by University of Windsor's Robert Boucher and Jess C. Dixon and chapter 20 written by Wendy Frisby of the University of British Columbia - illustrate field and academic research methodologies and processes as well as research positions in the sport industry. Various academic journals such as the *International Journal of Sport Management*, *Journal of Sport Management*, *European Sport Management Quarterly*, *Sport Marketing Quarterly*, *Sport Management Review*, *Journal of Sports Economics*, and *International Journal of Sports Marketing and Sponsorship* are highlighted posing research questions that might appear in the journals if a student or academician were to submit a journal article.

This book is ideal for students in an introductory course because it exposes them to myriad topics related to the sport management field. The textbook provides an excellent foundation for students upon which they can build their sport management program of study and careers in the sport industry. While this new edition is an obvious important contribution to the body of knowledge in this field, there are a couple areas that could be explained in more detail. For example, when the authors define sport in the textbook, they use the Council of Europe (2001) and research by Pitts, Fielding, and Miller (1994). The former definition states that competition at all levels must exist. The latter research was not trying to define sport but rather attempted to analyze segments of the sport industry. While the text states that sport does not have to be competitive, it should be pointed out that there are varying opinions related to the definition of sport. Another area of concern is the focus on specific models such as the product type model, economic impact model, and the sport activity model. Models may be beneficial in defining the nature of sport but to thoroughly grasp and explain these models to students may take several class periods. Furthermore, it should be pointed out that there is not a consensus regarding models as there are numerous scholarly conceptual frameworks related to sport and the sport industry.

Because the sport industry is so massive and diverse, it is difficult for an introductory textbook to provide an in-depth analysis of any segment or topic in the field. Because the textbook is a compilation of chapters by various authors, some of the chapters offer more of an introductory view while other chapters delve into their subjects in greater detail. Although chapters and topics are covered in varying degrees, all of the chapters are important for a full understanding of the field. However, covering the book's 20 chapters in one semester might not be feasible for most sport management professors. Therefore, academicians might need to pick and choose selected chapters.

Sport, the sport industry, and sport management hold a unique place in our culture because of their rich history and evolution as an academic discipline and a professional occupation. If students are familiar with the history of sport, they will be able to contextualize current events and have a better understanding of how to apply theory and have an overall understanding of how sport fits into our culture. It would be of benefit to the students in the field to have a chapter devoted to this history of sport. A timeline is present throughout many of the chapters but the amount of coverage of history varies. Many curricula offer sport history classes and majors, so adding a chapter on history would be beneficial to students and the field.

The insertion of profiles of individuals working in the field throughout the chapters personalizes the text and provides the reader with job ideas. Also, the job opportunities sections particularly in Part 2 of the text (although chapter 8 lacks a job opportunities section) are useful to students as they explore career options. The learning activity sections for students encourage creative problem solving and may foster group work and class interaction. International examples used throughout the chapters bring attention to various sport settings throughout the world and open students' minds to a wider range of possibilities and contexts of sport. Overall, this text is ideal for students in sport management who have never been exposed to concepts in the field and wish to learn about the umbrella of activities and subjects that fall under the field of sport management. This textbook is ideal - and highly recommended - for use in any introductory sport management or sport administration course.