

CW1: Sports related management principles



Student Number: 100541892

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Part A: What makes a successful leader and/or manager?

Great leadership cannot be adequately explored without mentioning some of the greats of sporting success – Sir Alex Ferguson in English football, Pete Carroll in American football, and Paul McGinley in Golf.

BBC (2015) looked at Alex Ferguson's success with Manchester United, where he won 13 Premier League Titles. Perhaps the most outstanding quality that he possessed was people management. Numerous ex-players recalled his ability to identify personal differences in temperament to get the best out of every player. Eric Cantona was rarely disciplined, but harsh treatment would fire up others to succeed (BBC, 2015).

Jenkins (2015) analysed Pete Carroll as a leader – he was sacked in 1999 by The New England Patriots, but his 'competitive' philosophy (p.173) allowed him to win the Superbowl (2013) with the Seattle Seahawks. Carroll imposed this philosophy on his team – competing until the very end, taking inspiration from his idols.

Paul McGinley, who captained Europe to a Ryder Cup win (2014), emphasised the importance of building relationships with his players. He made them feel crucial to the success of the team by calling them frequently and listening to their ideas, to establish a mutual respect (Jenkins, 2015).

The qualities shown above are all different, but are effective in their approach, showing that respect, people management and philosophy drive people towards their common goal of success.

Part B: SMART Objectives

Goal setting methods within business involves being S.M.A.R.T, an acronym for specific, measurable, achievable, relevant and timebound. This makes objectives more significant, increasing motivation to achieve them. (Olt, 2019).

Specific objectives include clearly identifying what you want to achieve, using succinct language (Olt, 2019). For example, when increasing participation within

underrepresented groups, **16-year-old, Asian females in athletics** could be targeted. Vaguer objectives tend to decrease an organisation's performance, and prevent total quality management (Robinson, 1997).

A measured objective includes looking at the frequency and quantity of it – tracking development maintains focus (Olt, 2019). For example, increasing female's participation in athletics by **10%** over the next **year**.

Achievable objectives include assessing available resources, to create goals within reach (Olt, 2019), whilst pushing the limits and planning how it will be accomplished (Mind Tools, no date).

Relevant objectives are concerned with the value of the objective to the overall plan (Olt, 2019). These questions can be analysed to test relevancy: is the goal worthwhile? Does it contribute to the overall success of the business? Do the ends justify the means? (Mind Tools, no date).

Finally, objectives must be timebound. Putting a time restriction (e.g., a 3-month period) in place can prevent procrastination (Mind Tools, no date), and improve time management by devising action plans, contributing to more efficient work (Olt, 2019).

Part C: Recruitment Procedures; Person Specifications

The recruitment process and policies of an organisation include generating a pool of capable people for employment (Bratton & Gold, 2012). Within this process are two main procedures: Job Descriptions and Personnel Specifications, the latter of which, will be explored in more detail.

Personnel specifications identify model candidates to apply for a specific role (van Zwanenberg & Wilkinson, 1993), this tends to match the job description, and is only a framework, as the perfect person may not actually exist (Bratton & Gold, 2017).

Rodger's 7-point plan (1970) is the most widely applied system used to find the perfect candidate, in person specifications (Bratton & Gold 2017). The 7-point plan includes desirable attributes in the following categories: physical characteristics (e.g., health and physique), attainments (e.g., qualifications), general intelligence (e.g., fundamental intellectual capacity), specific aptitudes (e.g., IT skills), interests (e.g.,

social activities), dispositions (e.g., leadership) and circumstances (e.g., domestic situation).

The criteria are determined by a job analyst, which is heavily subjective when identifying the 'key' aspects of a role. These are expressed with essential or desirable requirements – this is a limitation of person specifications as this may cause discrimination against certain groups in society, depending on the job analyst's interpretation (Bratton & Gold, 2017). If a diverse pool of candidates is not created, there may be indirect discrimination involved within the process.

Part D: Sports Marketing; Market Segmentation

Marketing is the process of distinguishing customer needs and fulfilling them with a desired product, if this not achieved, organisations could go out of business (Taylor, 2011). Not all customers are the same however, meaning businesses must subdivide the market into groups that are likely to be enticed by unique products or services – this is the process of market segmentation (Constantinescu, 2013).

Customers are composed of a variety of different groups of individuals – customer demands vary from group to group, but within the groups, individuals share similar interests and demands (Taylor, 2011). This subdivision occurs as organisations cannot provide a service for the general population, as an overrepresentation of particular groups will occur, causing an underrepresentation in other niche groups (Taylor, 2011).

The following categories identified by Constantinescu (2013) are used to segment the market: Demographic (e.g., age and gender), socio-economic (e.g., income), geographic (e.g., postcode), benefits sought (e.g., off-peak consumers) and psychographics (e.g., values and morals).

Taylor (2011) stated that the subdivisions of the market should be: measurable, to track progress (number of individuals and trends); significant in size, to ensure organisations can profit from the resources needed to research and create a product; and finally, they must be easily distinguishable, which allows marketing communication to consumers to be as efficient as possible.

Part E: Risk Management: Leopkey and Parent (2009)

Leopkey & Parent (2009) studied risk management from the viewpoint of the stakeholders in Canada. Risk management is defined as a proactive process, involving evaluating all potential risks to an event and its stakeholders, by prematurely identifying, inhibiting, minimizing, and developing responses to diminish the risks (p.19).

There are four processes to risk management: identification, assessment of whom it affects, response needed to combat it and the documentation of it (p.4).

15 categorisations of the risks ([see figure 1](#)) were identified: environmental, legacy, political, financial, media, relationships, Human Resource, operations, sport, infrastructure, organising, threats, interdependence, participation, and visibility (p.13). Many risks were often interlinked with multiple aspects of an event (p.6). The level of risk of an event (low, medium or high) is determined by assessing the quantity and experience of the workforce, facilities, scheduling, magnitude of the event, politics, culture and complexity (p.13).

Two events were studied – the 2006 World figure skating championships (medium risk), and the 2007 under-20 football world cup (high risk) (p.7). The top 5 categories mentioned by stakeholders were: Operational, financial, organising, visibility, and HR, respectively (p.19) (shown in [figure 2](#)). Risks directly affecting stakeholders included ROI and economic impacts; but distinct stakeholder groups emphasised different types of risks, for example, directly involved stakeholders valued legacy more than those indirectly involved (p.13) (see [figure 3](#)).

Appendices

Figure 1: Description of risk categories faced by stakeholders (Leopkey & Parent 2009)

Risk issue category	Specific issues
Environment	Environmental impacts (pollution, destruction of the environment)
Financial	Sponsorship, ticketing and attendance, economic impacts/tourism, government support, ROI
Human resources	Paid staff, volunteers, training
Infrastructure	Existing infrastructure, new infrastructure, community resources
Interdependence	Hierarchy of power, partnerships
Legacy	New facilities, public availability
Media	Positive vs. negative coverage
Operations	Logistics (travel, transportation, food, accommodations), venue/facility management, safety, health and well-being, crowd control, security, administrative tasks (accreditation, communications)
Organizing	Bureaucracy, legal, organizational change, leadership
Participation	Public access, ticket availability
Political	Government changes, countries involved in tournament
Relationships	Meeting and balancing stakeholder needs and requirements
Sport	Delegation members, duration of the event, officiating
Threats	Epidemics, personal, terrorism, weather
Visibility	Ambush marketing, brand, image, reputation, support for the event

Figure 2: Number of mentions of different risk categories (Leopkey & Parent, 2009)

Risk issues	Setting 1 2006 World Figure Skating Championships	Setting 2 U-20 FIFA World Cup Canada 2007
Operations	65	91
Organizing	32	41
Financial	31	47
Human resources	26	15
Threats	14	12
Visibility	14	25
Interdependence	14	13
Sport	12	18
Media	12	20
Political	8	9
Relationships	6	19
Infrastructure	2	10
Legacy	2	9
Participation	1	3
Environment	0	3

Figure 3: Risk issue categories mentioned by stakeholder group (Leopkey & Parent, 2009)

Stakeholder group	Stakeholder	Risk issue category														
		Operations	Media	Sport	Interdependence	Organizing	Visibility	Financial	Relationships	Politics	Infrastructure	Threats	Human resources	Legacy	Environment	Participation
Organizing committee	National-organizing committee member	X	X	X	X	X	X	X	X	X	X	X	X	X		X
	Site organizing committee member	X	X	X	X	X	X	X	X		X	X	X		X	
	Security representative—organizing committee	X	X	X	X					X		X	X			
Canadian governments	Federal government	X	X	X	X	X	X	X	X	X	X			X		
	Federal government—security representative	X	X	X						X						
	Provincial government				X	X	X	X	X		X			X	X	
Media	Municipal government	X	X	X	X	X	X	X	X		X					
	Broadcast media	X	X	X	X	X	X	X	X		X					
Community	Print media	X	X						X							
	Event sponsor	X	X		X	X	X	X	X							
	Local community member	X		X	X	X	X	X	X	X		X	X			
Delegation	Delegation member	X		X	X											
Sporting bodies	National sport organization	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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