

## **SPORT MANAGEMENT: A PASSION FOR ORDER AND CONTROL OR CHANGE AND RENEWAL?**

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The world of sports is changing. This is evident in a country like Sweden, with its tradition of not-for-profit sport organizations and still in an early phase of professionalization. Here, the need for more (professional) Sport Management is voiced. Sport Management is defined by Chelladurai (1994, p 15) as “a field concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange of sport services”. Chelladurai (2006) then defines management as “...the process of achieving organizational goals with and through other people within the constraints of limited resources. Even if these definitions do not emphasize change, it seems likely to view it as an important aspect of sport management.

But not only change is needed. During the last 15 years, in the world of business concepts like creativity, innovation, intrapreneurship and entrepreneurship have been discussed. One argument that is heard is that organizations cannot rely on conducting major organizational change programs, but need to create organizations that continuously improve, renew, adapt and change. Hence there is a need for creativity and innovation – not just change. Others work with the vocabulary of entrepreneurship and argue that we need more entrepreneurs, i.e., people that take action and passionately introduce new products, services, organizations and companies. Further, we can find those that talk about intrapreneurs, i.e., people that act as entrepreneurs, but within the boundaries of established organizations. On a general level these processes pose important challenges for current and future managers of organizations.

Thus, it does not seem farfetched to argue that both practitioners and students need to learn how to master not only change, but creativity, innovation and intrapreneurship/ entrepreneurship as well. Consequently, one might expect that textbooks more or less extensively deal with these issues and that there a lot of research going on. In this paper the purpose is to perform a introductory review of the field of sport management from the perspective of these expectations. Do they hold?

Expectation 1: Textbooks deals with C (Change), C (Creativity), I (Innovation), E (Entrepreneurship/ intrapreneurship).

Expectation 2: Research deals with C, C, I, E

### **METHODS**

This research is in its early phase so I have limited the empirical material rather much. The review of textbooks has been made by looking through the index in search of change, creativity, innovation, intrapreneurship and/or entrepreneurship. I have also looked at all entries beginning with organisation... as in organizational change or organization theory and change.

I have made a rather random selection of textbooks ranging from 1998 to 2007. Each textbook claim to be more than a marginal text. Currently the list includes Chelladurai, 2006: *Managing Organizations*. Parkhouse (ed), 2001: *The Management of Sports*. Bridges & Roquemore, 2000: *Management for Athletic/Sport Administration*. Chelladurai, 1999: *Human Resource Management in Sports and Recreation*. Masteralexis, Barr & Hums, 1998: *Principles and Practice of Sport Management*.

The review of journals has been made by looking through table of contents and in some cases also the articles. The aim is to complete a review of *European Sport Management Quarterly* 2002-2006 and *Journal of Sport Management* 2002-2006. If there is time I will include other journals, e.g. *Sport Management Review*.

## **RESULTS**

Preliminary findings are that somewhat surprisingly change, creativity, innovation, intrapreneurship/ entrepreneurship are not dealt with more than in passing. The expectations do not hold.

Even if sport management in some texts are said to include creativity and innovation, these texts do not live up to the claim. There are “in practice” other issues that are discussed in textbooks and in research.

## **DISCUSSION**

In the article I discuss how the results could be interpreted and possible consequences for the field of sport management. Sport Management textbooks and research seem not to have a passion for change and renewal. At least this is not shown in text. Instead it seems as if it is order and control that is emphasized. Whether this really is surprising or not could be discussed.

What is problematic is that if students and practitioners can not and perhaps should not learn about how to master these processes (C, C, I, E) in textbooks on or in research about sport management, where and when can and should they?

## **REFERENCES**

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