

Differentiation and integration in national sport organisations

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Abstract

This research utilises a configurational approach (Snow, Miles & Miles, 2005), incorporating concepts of differentiation and integration (Lawrence & Lorsch, 1967), to investigate the structure and functioning of National Sport Organisations (NSOs). Case studies of Australian corporate NSOs are developed (Eisenhardt, 1989; Yin, 1994), with data collection enabled through interviews, documentation and the use of quantitative ranking tools. Findings address the forms and levels of differentiation and the requisite and actual integration which exists between NSO functions to assess how functions act and interact to produce performance. Additionally, the research outlines an agenda of strategic issues (Nutt & Backoff, 1993) which impact NSO functioning based on the interplay of differentiation and integration.

References

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