

Book Reviews

***Sports Management: A Guide to Professional Practice* by Aaron Smith & Bob Steward, Published by Allen and Unwin Pvt. Ltd., NSW, Australia, 2008, ISBN- 10- 1 86448 751 8/ ISBN-13 978 1 864487510, Pages 296, Price: \$ (AUD) 48.**

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Professionalism is becoming the heart of the modern world, where everything is measured in terms of professional ethics. Traditionally professionalism has referred to the behavior suited to a profession. Professionalism not only refers to occupations that emphasize training, services and ethical standards but also to the best smartest and most efficient and effective management practice that can be employed in any given situation.

The modern computer revolution has completely changed the way people run their lives and do their work. Massive increase in manufacturing productivity have created a broad based leisure industry in which customer service and product innovation are used to gain a competitive advantage over rival suppliers.

The book presupposes that sport is a part of much larger competitive leisure industry wherein participants pay for the experiences, players are paid for performing well and the suppliers who supply the sport wear and the sport materials are part of business with high margin profits.

The book further discusses the concept of management, which is gaining priority position in almost every activity in the business world. The planning, organizing, leading and controlling part have been discussed in detail which have direct relation with the sport management. The principles underlying the sport management are no different and provide the meaning of the sport management as "[t]he system of planning, organizing, actuating and controlling the co-ordination of the resource for the efficient and effective delivery and exchange of sporting products and services."

The first chapter of the book deals with 'Professionalism and the management of Sport', which explains that professionalism has not left sports industry outside its purview but rather, as sports are becoming commercialized, professionalism in sports is also becoming inevitable. Sports and Leisure practices around the world are increasingly constrained by the same commercial pressure and legal framework that governs the private sector in this field, therefore, it has become important to have systematic and serious approach to the management of sports.

The discussion about the various approaches to the issue of professionalism includes the conduct approach and competency approach. The conduct approach deals with

the ethical behavior, image, service and effort, which ultimately makes a person a true professional. The competency approach includes the abilities, insight and vision, qualification and experience and excellence; these are four interrelated dimensions which help a person to learn how to be professional and help him or her to learn the skills. It can be defined as "a commitment to appropriate conduct and competence, where ethics, image, service and effort are paramount and where the combination of ability, insight, vision, qualification, experience culminate in excellence."

The emergence of professionalism in sports administration is discussing the authors have realied upon the works of Murray Massey, who studied extensively Australian business and sport. Massey figured out that as professionalism engulfs sports in Australia, sport managers increasingly face the same commercial pressure and benchmarks as their counterparts in mainstream business.

The Second chapter provides the special features of sport, where they discuss the competing perspectives on sports, whether sport is unique or just another business basing on special features, profits or premiership, designing levels of playing fields etc.

Sport has different meaning for different people: some consider it as healthy competition and character building, whereas others consider it as mere fun and many consider it as industry where a good business can be done. Based on these considerations different clubs are there for sporting, like professional sports clubs, volunteer based sporting agency etc.

Those who regards sport as a unique enterprise tend to believe that sports association with leisure and recreation and its separation from commerce make the management of sports both special and difficult. Sports as a generic business orientation, the emotion, the ambiguous objectives and limited resources as relevant to the best management practices used in operating a sporting organization.

The sport even at the local or community level can no longer operate effectively in a cultural frame apart from work and commerce. The business like approach to the management of sporting organizations and clubs has escalated over the last few years. Sporting organizations can no longer be managed as fun and games or be divorced from the wider commercial world.

In the past, sporting club goals were bound with winning but now the concepts of profit have taken that place. Sport is not so unique that it cannot be put in a commercial framework. But neither is it just another form of private enterprise. Sport is Special form of business and four reasons can be identified: as first, there is a passionate/emotional connection with its members, players and fan; second, the quality of the sporting event or experience can vary from one situation to another; third, the provision of quality sports product is dependent upon the relationship between competing clubs and

teams which mean that sport league must ensure close competitions or competitive balances in order to retain their loyalty; finally, the conservative ethos of many sporting organizations can lead to the slow adoption of new developments in the information technology and exercise sciences.

The third chapter of the book engages the issue of Strategic planning which explains its impact in the commercialization of the sport and its management. The strategic planning of different sports by following a strategic and visionary thinking is shown as having achieved success in the field.

The book has a detailed explanation on Total Quality Management in relation to the professionalism in Sport management. What quality is, how the better and higher quality can be achieved in the sport industry and different tools of TQM used for better understanding of quality management has been discussed. The TQM is the fourth chapter in the book, which explains the strategies for quality services and business processes in Sport.

Management is an important part of any subject, which directly affects the organizational culture. The fifth chapter in the book deals with the organizational culture and change management. The Chapter explains how the organizational culture is directly responsible for the changes in the organization and management and how to manage those changes by following the good management practices.

The sixth chapter deals with the player management in sport. It explains about how a player can be successful in the industry. The question of ethics a player need to have, which will help him or her not only to be successful but be a person providing value addition to society is also addressed.

The seventh chapter explains how to manage the financial aspects in the sport industry. The chapter begins with the basic concept of finance and its management so that an ordinary person can also manage the sport by following the manual. Further it provides different methods of recording the accounts and preparing the financial statements and analyzing the financial ratio. It suggests how to budget for the sport industry and how to execute the budgeted expenditure within the budget line.

As commercialization means marketing, the book also covers marketing management in sport management in chapter eight. It explains about how to market the sport, how to get the sponsorship. It explains demand of market and the customers need to be fulfilled by the suppliers and the industry.

Facility management, the ninth chapter, explains the importance of proper facilities to be provided for better performance. The facilities, here, refers to what needs to be provided to the players and the staff working for the management of the entire operation. Higher the facilities provided lesser will be the burden on the sport persons and sponsoring agencies ensuring both to perform well.

The tenth chapter specifies the management of Human Resources in the sport area. It explains how the staffing is to be done in the industry following the job analysis and how proper management can be implemented in better management of the human resources in the field. It gives the specific example of changing human resource scene in the Australian Sport.

Being in the Sport field it is required to abide by the laws relating to sport, as chapter eleven explains the legal management in sport. It explains the various issues which arise from the commercialization of sport. The legal requirements and responsibilities of the sport industry is not different from the general legal requirements, in fact, laws are very strict in sport industry as many illegal activities are carried out in this industry to make black money as the recent Asian Games in India have shown. Thus its important to understand the legal consequences one may have to face on not abiding the laws of the industry and it is mandatory for the sporting organizations to check that their organization is abiding by the required laws.

The last two chapters, twelfth and thirteenth, deal with the structure and event management respectively. The Structure management explains the organization structures required in the sport industry, the elements which are required to have a flexible structure as per the requirement, where the work and power can be delegated as per the need of the industry. The different alternative ways for structuring an organization are also dealt with.

The event management part explains the various levels of planning required for any event. The process of proper event scheduling for different types of event is also provided in the chapter. The total quality management principles applicable in event management are discussed with examples. The evaluation of an event is discussed as the route for better future output.

This book offers a complete package for the professional management of sports, covering every aspect of the sporting process. It contributes a better understanding of the sporting culture as it influences the behavior and work efficiency of the staff members and players. The culture of management should filter through every activity from paramedical support to membership. The Eight important functions of sports management are presented in a systematic and as complete guide to help achieve professionalism in Sport.