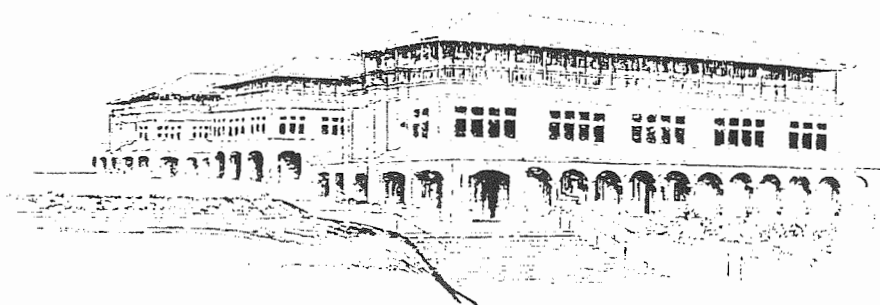


Sport Management Association
of Australia and New Zealand
Conference

"MOVING ON WITH SPORT MANAGEMENT"



28-29 November 1997
(27 November - Student Forum)



MASSEY
UNIVERSITY

Massey University at Albany
North Shore City
New Zealand

BOOK OF ABSTRACTS

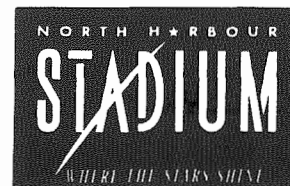
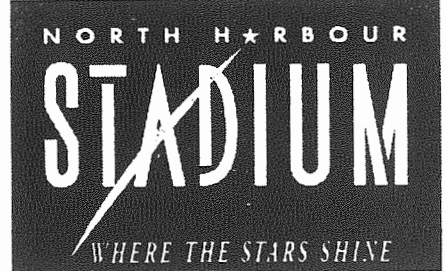
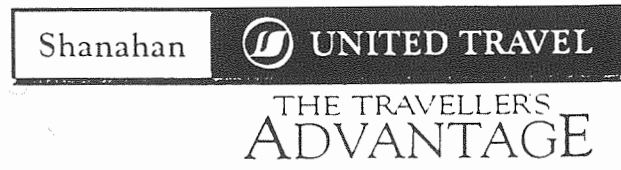


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Bennetts Book Shop



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MASSEY
UNIVERSITY

A L B A N Y

May I extend to all delegates a very warm welcome to the Albany Campus of Massey University. We are very pleased that you are with us and hope that you will find time to look around our beautiful surroundings. A special welcome to those coming from outside of New Zealand. We trust that you will have made many New Zealand friends before you leave to return home.

Massey University has now been offering courses at Albany for five years. In 1992 we began with just under 700 students. Today we have nearly 3000 students, nearly 600 of whom are postgraduates. Over a third of our students are in the College of Business where the sports programme is housed. That programme is also supported by the College of Sciences and one of its staff members is enrolled in a doctoral programme from the College of Humanities and Social Sciences. These interdisciplinary interactions are a feature of academic life at Albany. This tends to reflect the broad interests in this conference's programme which I am sure will bestow on you all a rewarding, if arduous, time.

I.D. Watson
Principal

SMAANZ CONFERENCE POWHIRI 8.45am FRIDAY 28TH NOVEMBER

We invite you to take part in a welcoming ceremony to the SMAANZ conference. Traditionally, Maori welcome other tribes and visitors on to their Marae, but in this instance, the SMAANZ organising committee are welcoming SMAANZ members and guests from other parts of New Zealand and overseas to the 1997 conference.

Who

Tangata whenua (hosts)
SMAANZ Organising committee
Paul Spoonley, Massey University

Manuhuri (visitors)
All guests and members of SMAANZ from overseas or other areas of NZ
Tau Henare, Associate Minister of Sport
David Shilbury, President of SMAANZ

When Where and How

Tangata whenua assembly area: In the Quad Block building in room QB2.

Manuhuri assembly area: All visitors should assemble on the paved area between the Quad block and the Study Centre Bldg before 8.45 am on Friday 28 November. As a signal that the Manuhuri are organised, walk as a group to the edge of the steps leading towards the Quad block. As you do this the speakers in your group should be flanked with all women to the fore and all men to the rear and sides.

The Whakaeke: The welcoming call from the tangata whenua kaikaranga will be the signal for manuhuri to respond to the calls as the leading party move forward slowly into QB2 where the speaker will take up his place at the front of the lecture theatre.

Kawa: The function to be performed at this ceremony is: the welcome of visitors through speech making, song and hariru. After the speeches and their accompanying waiata (song) have been concluded the manuhuri will be invited to come forward and meet the tangata whenua (hariru).

Speakers for the Tangata whenua

Robin McConnell

Robin will greet the SMAANZ delegates, the people from the past, and visitors / friends. He will acknowledge the place we have gathered. Finally he will note the purpose of the gathering which are to share wisdom and will encourage the delegates to draw upon both the heart and the head in our learning.

Waiata (song)

Paul Spoonley

Waiata (song)

Speaker for the Manuhuri

David Shilbury

Waiata (song)

After all the speeches and their accompanying waiata have been concluded the manuhuri will be invited to come forward and meet the tangata whenua (hariru). This is the conclusion of the Powhiri.

The gathering will then be addressed by Tau Henare the Associate minister for Sport.

SMAANZ CONFERENCE 1997 PROGRAMME

KEY TO THEMES

THEME A = Sport Systems
 THEME B = Sport Marketing and Events
 THEME C = Sport Research and Open Papers
 (Themes run concurrently)

FRIDAY 28 NOVEMBER

8:45AM - 9:30AM
 OPENING ADDRESS

9:30AM - 10:10AM
 IMG KEYNOTE SPEAKER
The Intense Edge: New Zealand-Australia Sporting Interaction

Robin McConnell

10:15AM - 10:40AM **SESSION ONE**
Theme 'A' The Path to Professionalism - Professional Management Practices and the Sports Administrator: A Critical Examination
 Aaron Smith - Victoria University of Technology QB2
Theme 'B' Evolutionary Change in Australian Olympic Winter Team Management
 John Deane - Deakin University QB3
Theme 'C' Superleague: A Manifestation of Conflict within Australian Rugby League *
 Shayne Quick - University of Technology, Sydney QB5

10:40AM - 11:00AM **MORNING TEA**

11:00AM - 11:25AM **SESSION TWO**
Theme 'A' Victorian Women's Hockey: A Bloodless Coup
 Russell Hoye - Victoria University of Technology QB2
Theme 'B' Managing the Pulsating Effect of a Major Sport Event
 Clare Hanlon - Victoria University of Technology QB5
Theme 'C' The Inclusion of Critical Thinking Content and Pedagogy in Sport Management Curriculum
 Dwight Zakus - Griffith University QB3

11:30AM - 11:55AM **SESSION THREE**
Theme 'A' Open *
Theme 'B' Sources of Interest in the Olympic Games: A Test of the Polysemic Model
 Laurence Chalip - Griffith University QB3
Theme 'C' Racial Vilification and the Australian Football League
 Emma Sherry - Deakin University QB5

12:00NOON - 12:25PM **SESSION FOUR**
Theme 'A' Using a Work-leisure Continuum to Examine Volunteering in Sport
 Graham Cuskelly - Griffith University QB2
Theme 'B' Selection of Athletes for the Olympic Games, Australia in Crisis
 Jeanni Rowan - Deakin University QB3
Theme 'C' Job Satisfaction - A Study of Sport Management Alumni
 David Shiibury - Deakin University QB5

12:25PM - 1:45PM

LUNCH

1:45PM - 2:25PM
 QB2 **IMG KEYNOTE SPEAKER**

Sport Law Trends in New Zealand and Australia
 Maria Shand

2:30PM - 2:55PM **SESSION FIVE**
Theme 'A' Centralisation and Decision-Making: The Influence of Executive Directors, Presidents and Board Members
 Chris Auld - Griffith University QB2
Theme 'B' The Economic Contribution of Major Sporting Events as a Tourism Activity
 Lynley Hamilton - Deakin University QB3
Theme 'C' Technical Developments in Television Broadcasting and its Impact on Sport
 Paul Turner - Deakin University QB5

3:00PM - 3:25PM **AFTERNOON TEA**

3:25PM - 3:50PM **SESSION SIX**
Theme 'A' Organisational Effectiveness of Regional Academies of Sport in NSW: Developing Evaluative Criteria
 Linda Van Leeuwen - Southern Cross University QB2
Theme 'B' Dimensions of Service Quality in the Racquet and Health Club Market
 Jeff Clowes - Coventry Business School QB3
Theme 'C' The Road to Sporting Equality: Regulation or Free Market?
 Bob Stewart - Victoria University of Technology QB5

3:55PM - 4:20PM **SESSION SEVEN**
Theme 'A' Organisational Effectiveness: A Pilot Study of Australian National Sporting Organisations
 David Shiibury - Deakin University QB2
Theme 'B' Fan Satisfaction in the Sport Entertainment Industry
 John Watson - University of Canterbury QB3
Theme 'C' Team Cohesion and Performance
 Michael Chu & David Hadfield - Massey University QB5

4:25PM - 4:50PM **SESSION EIGHT**
Theme 'A' Attitudes of Australian Sports Administrators to Unionism Awards and Enterprise Bargaining
 Jocelyn Palmer - University of Canberra QB2
Theme 'B' Olympic Sponsor Awareness in Rural Australia
 Dave Arthur - Southern Cross University QB5
Theme 'C' Change Theory and its Applicability to Sport Management in the postmodern Era
 Lyn Parker - University of Waikato QB3

5:00PM **KAYAKING TO RANGITOTO**

SATURDAY 29 NOVEMBER

9:30AM - 10:10AM
 IMG KEYNOTE SPEAKER

Moving on from Sport Management

Robyn Cockburn

10:15AM - 10:40AM **SESSION NINE**
Theme 'A' Tackling Rugby Injury: Managing Injury Prevention
 Jean Simpson - University of Otago QB2
Theme 'B' Antecedents and Consequences of Parental Purchase Decision Involvement in Junior Sport
 Christine Green - Griffith University QB3
Theme 'C' New Zealand National Sports Administrators, Coaches and Selector's Perceptions of Success
 Lisa Hayes - University of Waikato QB5

10:40AM - 11:00AM **MORNING TEA**

11:00AM - 11:25AM **SESSION TEN**
Theme 'A' Strategy, Structure and Performance: The Role of Archetype Definition in Strategic Change. A Longitudinal Analysis of the Amateur Swimming Association
 Callum Kidd - Leeds University Business School QB3
Theme 'B' Measuring the Marketing Orientations of South African Sport Bodies and Codes
 Neels Van Heerden - University of Pretoria QB2
Theme 'C' Why Do We Do it to Ourselves? An Exploration of Motivation in Adventure Activities *
 Mark Orams - Massey University QB5

11:30AM - 11:55AM **SESSION ELEVEN**
Theme 'A' Corporatisation of Local Sport - A Growing Reality
 Martin Hole - University of Ballarat QB2
Theme 'B' An Investigation into the Line and Brand Extension Strategies Employed by Clubs in the English Football Association Premier League
 Simon Chadwick - Coventry Business School QB3
Theme 'C' Using the Worldwide Web as a Mechanism for the Flexible Delivery of Subject Content in Sport Management
 Graham Cuskelly - Griffith University QB5

12:00NOON - 12:25PM **SESSION TWELVE**
Theme 'A' Continuous Improvement: Towards Better Sport Management in Queensland
 Paige Ridgwell - Office of Sport and Rec. Queensland QB2
Theme 'B' Problems of Evaluation within the Process of Corporate Marketing Through Televised Sporting Events
 Peter Smolianov - Deakin University QB3
Theme 'C' Setting the Agenda for Management Reform in Australian Sport
 Allan McKinnon - Australian Institute of Sport QB5

12:25PM - 1:45PM

LUNCH

QB2

1:45PM - 2:10PM **SESSION THIRTEEN**
Theme 'A' Changes to the Evenness of Competition: The Impact of the Bears, Eagles, Crows, Swans and Broncos
 Geoff Dickson - Central Queensland University QB2
Theme 'B' Understanding Rates of Change in Sport Sponsorship Activity through Mimetic Isomorphism and Density Dependence
 Des Thwaites - Leeds University Business School QB3
Theme 'C' Green Prescriptions: Effective Activity Promotion or a Reaffirmation of Healthism and Biomedicine?
 Richard Pringle - University of Waikato QB5

2:15PM - 2:40PM **SESSION FOURTEEN**
Theme 'A' Studying the Culture of Sport Organisations, Where Are We?
 Hans Westerbeek - Deakin University QB2
Theme 'B' An Examination of Gender Differences in Awareness and Accuracy of Awareness of Corporate Sponsorship of Sport
 Nigel Pope - Griffith University QB3
Theme 'C' The Training of Professional Sport Managers: The Distance Learning Experience
 Terry Woods - Southern Cross University QB5

2:45PM - 3:10PM **AFTERNOON TEA**

3:10PM - 3:35PM **SESSION FIFTEEN**
Theme 'A' From Warrior Management to Management Worriers: A Case Study in Sport Professionalisation and Leadership
 Kerr Inkson - University of Auckland QB2
Theme 'B' The Use of Promotional Tie-ins in Conjunction with Sport Sponsorship: An Australian Case Study
 Anna Creagh & David Shilbury - Deakin University QB3
Theme 'C' Statistical Underpinnings of the CERM Customer Service Quality Research
 Gary Howat - University of South Australia QB5

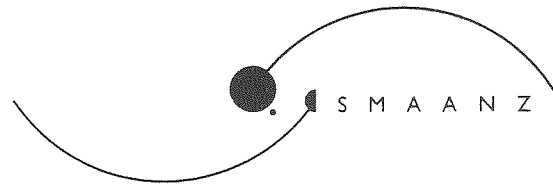
3:40PM - 4:20PM
 IMG KEYNOTE SPEAKER
What About the Athletes?
 Glenda Hughes

4:30PM **SMAANZ AGM**

7:00PM **FORMAL CONFERENCE DINNER**

SUNDAY 30 NOVEMBER 1997
 MIDDAY **VINEYARD TOUR**

* denotes a change from the original programme



1997 SMAANZ EXECUTIVE BOARD

A/Prof David Shilbury	(President)	Deakin University
Dr Shayne Quick	(Vice President)	University of Technology, Sydney
Mr Terry Woods	(Treasurer)	Southern Cross University
Mr Hans Westerbeek	(Secretary)	Deakin University
Dr Laurence Chalip	(Member)	Griffith University
Dr Robin McConnell	(Member)	Massey University
Ms Trish Bradbury	(Member)	Massey University
Ms Jenni Rowan	(Student Member)	Deakin University

CONFERENCE ORGANISING COMMITTEE

Lesley Ferkins
Trish Bradbury
Robin McConnell
Debbie Lang
Mathew Shoolbread
Scott Rice
Ardene Spittle

GENERAL INFORMATION

Lunches, Morning and Afternoon Teas

These will be served in the staff lounge, on the second floor of the study centre. This room will be open throughout the conference for use by delegates.

Name Badges

Please wear your name badge at all times. Speakers at the conference can be identified by a red sticker on their name badge.

Messages and Conference Information

Messages for delegates will be placed on the notice board in the foyer of the quad block. Any additional information regarding the conference will also be posted on this notice board.

Conference Support

Conference support staff will be wearing conference t-shirts and blue name badges. If you need assistance with anything, please ask as they are there to help you.

Shopping and Entertainment

Takapuna, which has a large shopping mall and beautiful beaches is just a 15 minute taxi ride from Massey University (refer to information from North Shore City Council).

Taxi Services: North Harbour Taxis ph. 443 1777. North Shore Taxis ph. 486 1799.

SOCIAL FUNCTIONS

Golf

Thursday 27 November 9:00am to 1:00pm
Takapuna Golf Course

Wine and Cheese Function

Thursday 27 November 5:00pm to 7:00pm
Staff Lounge, second floor of the study centre

Kayaking to Rangitoto

Friday 28 November 5:00pm
Assemble in foyer of quad block immediately after final session.

Conference Dinner

Saturday 29 November 7:00pm
North Harbour Stadium, opposite Massey University, State Highway 1.

Vineyard Tour

Sunday 30 November Midday
Assembly Point to be advised - please refer to notice board

IMG KEYNOTE SPEAKERS

Robin McConnell

Friday 28 November 9:30am

The Intense Edge: New Zealand - Australia Sporting Interaction

Maria Shand

Friday 28 November 1:45pm

Sport Law Trends in New Zealand and Australia

Robyn Cockburn

Saturday 29 November 9:30am

Moving on from Sport Management

Glenda Hughes

Saturday 29 November 3:40pm

What about the Athletes?

STUDENT FORUM

On Thursday 27 November at 1:00pm a student forum will be held. This will give top students the opportunity to present topics on sport management research. The student forum is open to any interested person.

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OLYMPIC SPONSOR AWARENESS IN RURAL AUSTRALIA

David ARTHUR, Ray BOOKER, Rudi MEIR, Ian THATCHER
Southern Cross University, Australia

The demonstrated high cost to taxpayers (AUD1.5 billion) of staging Sydney's Olympic Games impacts greatly not only on the urban areas of New South Wales but also to a large extent on rural communities. Many people are now questioning the relevance of such a Games to rural New South Wales, especially as country areas may be foregoing crucial funding to pay for the staging of the Games. A large proportion of the cost of staging the Games is borne by corporate sponsorship with each contributor expected to exchange AUD30-40 million of cash and/or goods and services for Team Millenium (major sponsor) status. The commercial orientation of sponsorship is now seen as an essential element of its use as a communications medium and as such each sponsor will be seeking demonstrable benefits for its programme. One such method of evaluation is the tracking of awareness and attitude of sponsors through intermediate measures of recall and recognition. This study benchmarks the awareness and especially the attitudes towards Team Millenium partners in rural New South Wales. A random sample of six hundred and seventy five respondents in two rural communities of New South Wales were administered a ten point questionnaire which examined recall, recognition and favourability towards Team Millenium partners. Results indicated a level of awareness commensurate with previous studies as well as a marked favourability towards those organisations sponsoring the Games. It is envisaged that this study will form the basis for further scholarly research designed to track these measures in the lead up to, and post, Sydney 2000.

CENTRALISATION AND DECISION MAKING: THE INFLUENCE OF EXECUTIVE DIRECTORS, PRESIDENTS AND BOARD MEMBERS

Christopher AULD
Griffith University, Australia

Most research which has examined board and staff relations in third sector organisations, has tended to focus on the nature of the relationship between the Board as a single entity and the CEO. This approach has ignored the role played by the elected President and the potentially crucial relationship between the President and the CEO. No research has examined the nature of the relationship between CEO (Executive Directors), President and the Board in the context of their perceptions of the decision making process in Australian sporting organisations.

This paper presents the results of a study of paid and volunteer sport administrators in State and National Sporting Organisations in Australia. Utilising a mail survey, data was collected by means of a self-administered questionnaire from a total sample of 567 sport administrators. An overall return rate of 68.8% (390/567) was achieved. The research instrument elicited information on a number of variables including perceptions of influence on 11 organisational decision areas; perceptions of overall effectiveness of the organisation; perception of the overall effectiveness of the working relationship between volunteers and professionals; and, demographic and organisational parameters. Data was analysed using ANOVA.

Results indicated that rather than the President having similar perceptions to the other volunteer board members, they are more likely to perceive the level of influence in decision making in a similar fashion to the Executive Directors. The results reveal that the board members perceive the level of influence to more unequal than do the Presidents and the Executive Directors. Furthermore, the data suggests that decision making influence is currently highly centralised at the President/Executive Director level and is not decentralised, even to the board member level. Presidents and Executive Directors appear to dominate the decision making process.

Implications include effects on board and organisational functioning, the motivation and commitment of board members and legal responsibilities of director. It seems that some "modern" management principles (e.g., participative decision making, delegated authority) have not yet permeated the boardrooms of Australian sporting organisations.

AN INVESTIGATION INTO THE LINE AND BRAND EXTENSION STRATEGIES EMPLOYED BY CLUBS IN THE ENGLISH FOOTBALL ASSOCIATION PREMIER LEAGUE

Simon CHADWICK, Jeff CLOWES
Coventry University, England

This paper is intended as a preliminary study of the application of line and brand extension strategies by Football Association Premier League football clubs. It initially looks at the factors which have increasingly lead clubs to consider extending their lines and their brands. In this context, a range of issues that should be considered, for successful line and brand extension in football, will be established. Utilising primary research, this will be supported by an exploratory investigation into the nature, scope and success of the line and brand extension strategies employed by Premier League football clubs. The paper will then conclude by detailing recommendations for clubs and for other academics interested in seeking to explore this rapidly changing area.

The paper takes those football clubs that were members of the Premier League in both the 1996/97 and 1997/98 seasons as the research sample (seventeen clubs in total). Each club has been contacted on at least two occasions and senior members of the marketing team interviewed by telephone using a standardised questionnaire. The results show that all clubs are actively involved in pursuing line extension activities in a number of areas including sales of replica football strips. However it appears that there are widely differing views about, and approaches to, brand extension. A small number of clubs have adopted a policy of not extending beyond the core brand. Yet other clubs are not only significantly extending from the core football brand, but are also becoming more elaborate in their brand extension activities. Between these two extremes, the research sample demonstrates that the majority of football clubs in the Premier League have adopted a policy on brand extension and are seeking to further develop and enhance strategy in this area.

In summary, the main objectives of the paper are therefore:

- To identify the differences between line and brand extension strategies
- To establish the motives of Premier League football clubs pursuing line and brand extension strategies
- To establish the key considerations for football clubs seeking to extend their brands
- To conduct an exploratory investigation into the nature and scope of line and brand extension activities currently being undertaken by Football Association Premier League clubs and to report the initial findings of this investigation
- To detail recommendations for both clubs seeking to pursue line and brand extension strategies, and for academics actively researching in the area.

SOURCES OF INTEREST IN THE OLYMPIC GAMES: A TEST OF THE POLYSEMIC MODEL

Laurence CHALIP Griffith University, Australia
Lee VANDER VELDEN University of Maryland, USA

Chalip's (1992) model of audience interest in sport events holds that audience interest derives from three sources; multiple narratives, embedded genres, and layered symbols. That model was tested on a sample of 378 adult Americans immediately following the 1996 Olympic Games who were asked to complete ratings of their use of media during the Olympic Games, and who also completed a checklist describing their interests in key elements of the Games. Measures of media use were: an estimate of the number of hours of Olympic telecast viewed, a rating of the degree to which the respondent organised his or her free time to watch the Olympic Games, a rating of whether the respondent felt he or she watched more or less than in 1992, and a rating of the respondents' use of multiple media sources (e.g., radio, magazines, newspapers) to follow the Games. As a test of the value of elements that are described as focal to the polysemic model, respondents were asked to tick any of six elements that were important to their following of the Olympic Games. As measures of narrative, respondents were asked the effect of "events in which someone from my country had a good chance at a medal" and "learning about the personal lives of athletes." As measure of genres, respondents were asked

the effect of "the entertaining spectacle of the opening and/or closing ceremonies" and "interest in watching sports that are not often shown on television". As measures of symbols, respondents were asked the effect of "watching the victory ceremonies" and "following the medal count". MANOVA found all six elements to have a significant impact. Subsequent analyses of variance showed that: the volume of watching was associated with higher interest in the spectacle of ceremonies and sports not typically shown on television; organisation of free time to watch was also associated with higher interest in spectacle and sports not often shown on television, as well as higher levels of interest in athletes with a chance at a medal and the personal lives of the athletes; respondents' sense that they had watched more than before was related to one narrative variable (athletes from the respondent's country who had a medal chance), one genre variable (sports not typically shown on television), and one symbol variable (the victory ceremonies); victory ceremonies, the medal count, and sports not typically shown on television. These results lend strong support to the polysemic model of spectator interest. Implications for sport marketing and for future research are discussed.

TEAM COHESION AND PERFORMANCE

Michael CHU, David HADFIELD
Massey University, New Zealand

Coaches of team sports are keenly aware that the whole does not necessarily equal the sum of its parts. More specifically, the team with the most talented individuals does not always win championships. What is the rationale behind this phenomenon? Team unity or "cohesion" is intuitively seen as one of the major determinants of successful performance. The traditional assumption is that cohesion is needed to help performance, and team cohesion is therefore seen as something to be encouraged and fostered.

The present study examined the relationship between cohesion, as measured by the Group Environment Questionnaire (Widmeyer, Brawley and Carron, 1985), and performance in a convenience sample of six premier grade men's field hockey teams. A longitudinal design was used with measures of cohesion and performance taken at pre-, mid- and late-season time points. The results of synchronous correlations showed a positive relationship between cohesion and performance, but cross-lagged correlational analysis indicated no predominant direction in this relationship. These results indicate that although there may be a positive relationship between cohesion and performance, greater cohesion does not necessarily predicate better performance.

The presentation will examine the results of this study and its implication for coaches and managers. With many sport teams and corporates now employing 'team-building' consultants, it is important for coaches and sport managers to understand the dynamics of teams, and the relationship between cohesion and performance. Practical examples will also be given from the author's work with sport teams.

AN INVESTIGATION INTO THE DIMENSIONS OF SERVICE QUALITY TO ASCERTAIN THE RELATIVE IMPORTANCE OF INDIVIDUAL DIMENSIONS IN THE RACQUET AND HEALTH CLUB MARKET

Jeff CLOWES
Coventry University, England

This study is based on private members Racquet and Health Clubs in the United Kingdom and attempts to evaluate the importance members place on the service quality dimensions identified in earlier studies in other service industries. The study will use a customised version of the service quality instrument developed by Parasuraman Zeithaml & Berry (Servqual) to investigate the members perception of relative importance of the five dimensions identified.

It is the author's contention that other studies have previously identified "reliability" as the most important dimension in other industries but, due to the unique nature of the product on offer in the Racquet and Health Club market, other dimensions will be equal to or surpass "reliability" in terms of relative importance.

The investigation will attempt to establish which dimension (reliability, responsiveness, assurance, empathy, tangibles) is perceived as most important by private Racquet and Health Club members and will endeavour to explain the findings which will be disaggregated by 'reason for club usage' (social, racquet sport, pool, gym etc).

It is intended to sample at least one hundred members from several clubs across the United Kingdom starting with a pilot study of one hundred members at the Warwickshire Racquet and Health Club which is based to the South of Coventry and is owned by the large leisure group, First Leisure plc.

THE USE OF PROMOTIONAL TIE-INS IN CONJUNCTION WITH SPORT SPONSORSHIP: AN AUSTRALIAN CASE STUDY

Anna CREAGH, David SHILBURY
Deakin University, Australia

Although sport sponsorship research in the literature has become increasingly popular in the last five to ten years, little research has been conducted into the use of promotional tie-ins in conjunction with sport sponsorship in Australia. Nor has the research attempted to evaluate the effectiveness of the various promotional tools used with sponsorship in the sporting arena. The purpose of this research was to evaluate the extent to which the chosen companies utilised promotional tie-ins in conjunction with their sport sponsorship in Australia.

The case study was chosen as the most effective qualitative method to obtain the desired information. The study involved case studies of six of the principle sport sponsors in Australia, including Commonwealth Bank of Australia, Coca-Cola, Carlton and United Breweries, Ford Motor Company, Optus and Ansett Australia. The chosen companies sponsored sport at the elite level, were involved in sponsoring more than one sport, were industry independent and sponsored sport at more than one level of sponsorship. The primary data was collected from in-depth interviews with company representatives, specifically involved in sport sponsorship coordination. The interviews aimed to cover a range of topics including the general perceptions of sport sponsorship, corporate and marketing strategy, formality of strategic planning and implementation and the relationship between sponsorship and the marketing mix variables. The interviews investigated the specifics of nominated, sport sponsorship programs, examining the presence of objectives for the program, which promotional tie-ins were used to support the program and their relative importance, the use of evaluation techniques, and any relationship between the types of promotions used and the level of sponsorship.

The research found that all companies utilised promotional tools within their sport sponsorship program, with each placing varying degrees of emphasis on the different tools. It investigated any differences in the use of promotional tie-ins across the different industries and additionally, across the different levels of sponsorship. These data were important in providing a descriptive insight into this previously unreported aspect of sport sponsorship.

USING A WORK-LEISURE CONTINUUM TO EXAMINE VOLUNTEERING IN SPORT

Graham CUSKELLY
Griffith University, Australia

A considerable amount of research has examined the relationship of work and leisure, and has assumed either that work and leisure are separate entities or that they are part of a continuum. The activity of volunteering presents researchers with some unique problems because it has characteristics that are simultaneously associated with the world of work (e.g., obligation, compulsion and schedules) and with leisure (e.g., intrinsic motivation and perceived freedom). This study took the view that work and leisure exist on a continuum and

that it is the perceptions of volunteers about the activity, not the activity per se, that is important in understanding volunteering in sport.

Using a self-administered questionnaire, data were collected from a sample of club to state level volunteer administrators (n = 444) drawn from 52 randomly selected sporting organisations. The subjects were asked why they initially chose to volunteer and were categorised into one of four volunteer types ('obligees', 'role dependees', 'altruists' and 'leisure careerists'). The work/leisure continuum was examined by asking the subjects whether their experience of volunteering felt more like leisure or more like work. Differences between volunteer types were investigated through their ratings of the importance of a number of statements about perceived leisure benefits, sociodemographic and behavioural characteristics. While volunteering continues to be problematic for researchers, this paper contributes to the debate by arguing that a typology of volunteering occurs along a work/leisure continuum. Furthermore, individuals who volunteer for more hours and over a longer period of time perceive that volunteering becomes more like leisure than work.

USING THE WWW AS A MECHANISM FOR THE FLEXIBLE DELIVERY OF SUBJECT CONTENT IN SPORT MANAGEMENT

Graham CUSKELLY
Griffith University, Australia

In recent times the higher education sector has come under increasing pressure to become more flexible and innovative in the way that it delivers courses and subjects to its students. Pressures such as budget cuts, student demands for more flexible timetables and modes of learning, and the inclusion of information technology into our daily lives have lead to some rethinking about our teaching practices. In an 'information-rich' world, the nature of academic work undergoing constant change and demands for reskilling. There is a trend away from the teacher as an information-provider towards the teacher as a facilitator of access to relevant sources of information to enrich learning both for students and for academics.

The purpose of this proposed round table session is for interested academics to meet, share ideas and learn from each other about their experiences of incorporating or moving towards flexible modes of delivery, particularly the WWW. A first year on-campus subject delivered and evaluated for the first time in 1997 will be used as a starting point to examine some of the issues. The issues to be discussed are likely to include the structuring of content and assessment, facilitating communication without mass lectures and providing learning and technical support. Some of the benefits and drawbacks of delivery via the WWW will also be presented and discussed. A proposed outcome of the session is to establish a small group of sport management academics with a strong interest in the WWW as a mode of delivery. The initial aim of such a group would be to examine the feasibility of a cross-institutional WWW sport management learning resource.

EVOLUTIONARY CHANGE IN AUSTRALIAN OLYMPIC WINTER TEAM MANAGEMENT

John DEANE
Deakin University, Australia

As part of a larger research project on the history of Australian Olympic Winter Games participation, a specific focus was directed to the experiences of the Australian team managers and chefs de mission. In addition to consulting extant, yet limited documentary sources, an oral history methodology was utilised to access the personal reminiscences of managers of all thirteen Australian teams, from the 1952 Oslo Olympic Winter Games contingent to the team travelling to Nagano in 1998.

The seven managers responsible for Australian teams in that period were interviewed at length; George Chisholm, Don Maclurcan, John Wagner, Bruce Dyson, Richard Watson, Geoff Henke and Ian Chesterman. Each was given the opportunity to provide autobiographical background, including winter sport experiences

and whilst this portion of the research process revealed quite unique and diverse personal perspectives, it uncovered similar orientations and enthusiasms for winter sport.

However, when considering the administrative protocols of team justification and selection, financial support, travel, accommodation and competition, the research found that management approaches and responsibilities have evolved considerably over the period. Increasing professionalisation has become expected of the Olympic Winter team manager as the interests of a broader range of stakeholders such as the Australian Olympic Committee, the national sport federations, the Australian Sports Commission, various sport institutes, sponsors and the media have developed and formed part of the contemporary context of the Olympic Winter Games participation.

This research shows that increasing professionalisation, including greater accountability and strategic planning has been both imposed upon and has been embraced by later winter managers. This paper traces historically, the bases of that professionalisation.

CHANGES TO THE EVENNESS OF COMPETITION IN A LOCAL LEAGUE SINCE THE INTRODUCTION OF A NATIONAL LEAGUE TEAM: THE IMPACT OF THE BEARS, EAGLES, CROWS, SWANS AND BRONCOS

Geoff DICKSON
Central Queensland University, Australia

The purpose of the study was to determine changes to the evenness of competition in a local league since the introduction of a national league team were measured. Local leagues selected were the Queensland Australian Football League, Brisbane Rugby League, New South Wales Australian Football League, South Australian National Football League, and the Western Australian Football League. These local leagues were affected by the introduction of the Brisbane Bears, Brisbane Broncos, Sydney Swans, Adelaide Crows and West Coast Eagles. The comparison was based on changes to the difference between winning and losing scores, the number of occasions bottom ranked teams were able to defeat top ranked teams, the distribution of teams' points score at the end of the regular season, the points score of the top team at the end of the regular season, and to the constant appearance of the same teams in the top four at the end of the regular season.

The presentation will focus firstly on the results obtained and will be followed by a consideration of the various explanations that may account for the changes or lack of changes identified. The analyses indicated that in the QAFL, significant changes were observed in the increased average score differences of matches overall, increased average score difference in matches between top and bottom ranked teams, an increased average score difference in matches between two top ranked teams, an increased average score difference in matches between two bottom ranked teams, a decrease in the number of occasions bottom ranked teams were able to defeat top ranked teams, an increased points percentage of the top ranked team and, an increased long term domination of the league by the number of teams. In the NSWAFSL there was a significant increase in the average score difference in matches between top and bottom ranked teams. The WAFL experienced a decreased average score difference in matches between two top ranked teams and an increased domination of the League by a particular club. The evenness of competition in the SANFL and BRL remained unaffected by the introduction of their respective national league teams.

The increase in score differences between the top and bottom ranked teams in the QAFL and NSWFL was considered to be associated with these two leagues having the smallest levels of professionalism in comparison to the other leagues investigated. Other changes in the QAFL are argued to have occurred due to certain teams within the top section of the ladder increasing their playing standard and certain teams within the bottom section of the ladder decreasing their levels of playing performance. The decrease in score difference in the WAFL in games between two top ranked teams is thought to be associated with the top teams losing key players to AFL clubs.

Concern at attributing the changes noted to the inclusion of the national league team is also expressed. Implications for theory and the management of local leagues and league teams are offered in addition to ideas for further research.

ANTECEDENTS AND CONSEQUENCES OF PARENTAL PURCHASE DECISION INVOLVEMENT IN JUNIOR SPORT

B. Christine GREEN
Griffith University, Australia

Previous work in junior sport has shown that a parent, rather than the child, typically makes the initial choice to enroll their child in a sport program. Consequently, effective marketing of children's sport programs relies on an understanding of parents' concerns and search behaviours. Studies of parental program choice and satisfaction show that parents who are concerned about the effects of adult imposition in junior sport are more likely to seek a modified, child centered program. More generally, parents who worry about adults interfering in junior sport settings exhibit more elaborated search behaviours. Other work shows that parental satisfaction with their chosen program leads to higher commitment to the sport organisation. Satisfied parents report an increased bond or loyalty to the sport organisation and a consequent willingness to exert considerable effort on the part of the organisation. This study examines parents' psychological involvement in the decision to purchase a sport experience for their child. A sample of 151 parents whose children were enrolled in sport programs in a metropolitan suburb was surveyed. Parents completed measures of purchase decision involvement, concern about adult imposition in junior sport, their value for potential benefits of junior sport, their satisfaction with the program they had chosen, and their commitment to the child's sport organisation. Data were modelled using LISREL. The model predicted that higher levels of concern for adult imposition and a higher value for the benefits of junior sport would yield higher parental purchase decision involvement. The model also predicted that higher purchase decision involvement would yield higher levels of satisfaction and organisational commitment. It was further expected that purchase decision involvement would affect organisational commitment both directly and indirectly, through its effect on satisfaction. The model fit the data well; $X^2(96) = 113.43$, $p = .108$, Goodness of Fit Index = .922. Implications for the design and marketing of junior sport programs are discussed.

THE ECONOMIC CONTRIBUTION OF MAJOR SPORTING EVENTS AS A TOURISM ACTIVITY RELATIVE TO MAJOR PERFORMING ARTS EVENTS FOR THE TOURISM INDUSTRY IN VICTORIA

Lynley HAMILTON
Deakin University, Australia

Tourism is a complex interrelationship between people, places and products which has both economic and social orientations. Tourism is regarded as one of the key mechanisms for the 'development and restructuring of the Australian economy and for the generation of employment' (Hall, 1996). The tourism industry comprises of a wide range of organisations in a myriad of industries aimed to serve a broad cross-section of consumers. International visitors to Australia have increased from 944,000 (in 1983) to over 3 million (in 1995) at an average annual growth rate of twelve percent (Tourism Forecasting Council, 1995). Given this growth the tourism industry has become a key area for generating economic activity in Australia and government authorities have become increasingly involved in the development of tourism policies and strategic business plans.

All three levels of government assist in tourism both indirectly in providing the infrastructure and directly through the provision of capital for tourism ventures such as the enhancement of natural physical attractions, building of man-made constructions and the securing of high profile events and festivals. As government authorities are seeking to maximise long term economic advantage for their region, there has been a deliberate strategy to increase economic opportunity through the support of major sport and arts events. There is no clearer example of effective involvement by government at State level than with Tourism Victoria. Through the implementation of a Strategic Business Plan (1992 - 2001), Tourism Victoria has identified a number of international sports and arts events which have significant worth to the Victorian economy and have helped to maintain its market share in the tourism industry.

In the context of sport and performing arts events, economic impact can be defined as the 'net economic change in the host community that results from spending attributed to the event or facility' (Crompton, 1995). Much economic analysis has been undertaken in sport and arts as a means of justifying the spending of public money on events or facilities specific to the area. The purpose of this paper is to identify the economic contribution of major sporting events and major performing arts events in Victoria. Victoria maintains a clear leadership position for hosting sporting events such as the Formula One Grand Prix, Spring Racing Carnival and the Australian Tennis Open, each showing substantial economic worth (\$96 million, \$80 million and \$50 million respectively) for the State. Under the Arts 21 programme a number of initiatives such as the success of Beauty and the Beast, Phantom of the Opera and The Three Tenors have had a substantial impact on the tourism industry.

In 1994-95 performing arts productions and sporting events generated over 2 million attendances (AABS, 4114.4 & 4174.0). The Phantom of the Opera performances had 37% of attendees from overseas and interstate with expenditure benefiting Victoria by over \$300 million (Richardson, 1996). The Australian Grand Prix (1996) estimated 16% of its visitors were from outside Victoria and provided a total net direct expenditure of \$64 million (AGPC, 1996). Major cultural events, form an important interrelationship with tourism in not just attracting visitors but also in making an economic contribution to Victoria, which in turn, boosts Victoria's competitive position. The paper will provide some insights into the economic contribution that performing arts and sports events bring to Victoria as well as make comparisons between the two in the areas of attendances, venues, event size, employment and television exposure. This research has found that sport and performing arts events are economic stimulants and provide substantial opportunities for tourism development in Victoria.

MANAGING THE PULSATING EFFECTS OF A MAJOR SPORT EVENT - THEORETICAL REVIEW

Clare HANLON
Victoria University, Australia

How do you effectively manage a sport organisation that increases staff by over 1000 percent for an event and then returns to original staff size in a matter of weeks?

According to Toffler (1990), this is known as the Pulsating Organisation. Such an organisation is defined into two types, one is an organisation which 'expands and contracts in a regular rhythm' (Toffler, 1990, p. 178), and the other is one which grows, declines and after the event is dismantled. This one is known as the 'single pulse organisation'. While these types of organisations are becoming more common, the research regarding such organisations is limited particularly in Australia.

While there is an abundance of literature regarding how to conduct events in general, (Wilkinson, 1988; Graham et al., 1995), there is limited literature about how to manage and retain staff throughout the pulsating stage of events. A major sport event attracts people whether they be participants or spectators either at the event or via media sources. When so many people are involved the question of outsourcing arises, and the subsequent issue of how outsourcing should be managed.

Major sport events are an integral part of tourism promotional strategies, they have positive economic community benefits (Shaw, 1986), they increase public awareness (Department of Sport, Recreation and Tourism, 1986), and provide a positive self image. This positive image is created with the help of state governments bidding to host major sport events such as the Australian Formula One Grand Prix, the Australian Motorcycling Grand Prix and the 2000 Olympic Games (Hall, 1995). With major sport events playing a significant role in the tourism, media and economic fields, it is of utmost importance to identify how to manage staff to ensure the success of events.

This paper provides a theoretical background regarding how to manage staff of pulsating sport event organisations and the extent to which event outsourcing should take place.

NEW ZEALAND NATIONAL SPORTS ADMINISTRATORS, COACHES AND SELECTORS' PERCEPTIONS OF SUCCESS

Lisa HAYES
University of Waikato, New Zealand

This paper will examine 'how and what' National Sports Organisations (NSOs) judge their performance and ultimately their successes.

This paper is the initial stage of DPhil study. The purpose of this presentation is to discuss the 'themes' of performance and success identified in interviews with New Zealand former and current national sports administrators, coaches and selectors. Links will be made with current literature and the NSOs own publicly available documents, to assist in identifying the dominant and/or competing discourses that prescribe the ways by which New Zealand NSOs judge their performance.

Specifically, thirteen 'indicators of success', as suggested by the Australian Sports Commission (1992), and those terms cited in Management Discourse (Total Quality Management, Best Practice and Benchmarking) will be discussed with national administrators, coaches and selectors to determine whether they are used by NSOs. The 'ways' in which these indicators are used will also be explored in-depth.

The premise for this paper is:

- a. At present there are two dominant methods of performance appraisal and measurement.
 - (i) The performance of the elite athlete or team (as a representative of NZ society) on the world stage.
 - (ii) Financial measurements against business plan stated outcomes. Compliance with this measure is in part due to reliance on government agency funding.
- b. Due to this focus on financial and elite athlete performance, the models perpetuate current social hegemonic patriarchy.
- c. There are a number of, at times, competing discourses, which may serve as equally valid and worthwhile indicators of an organisation's successes.

CORPORATISATION OF LOCAL SPORT - A GROWING REALITY?

Martin HOLE
University of Ballarat, Australia

Much has been written about the corporatisation of sport at the national and international level, the increasing role of sponsorship, and the recent decline of government assistance to grass roots sporting organisations.

This paper will examine the application of 'user pay' sport policies in Victoria, with particular reference to regional and local sporting organisations in Ballarat.

It will analyse and make comparisons between the cost of participation in a variety of sports, ranging from golf to athletics, and trace the impact of gaming machines on the finances of sports organisations in Ballarat, thus highlighting the many inequities of government funding of sports facilities.

The relevant findings of previous sport and recreation studies and surveys in Ballarat will be analysed, as well as results of questionnaire interviews conducted with officials of local sports organisations.

An attempt will be made to categorise sports associations in terms of self sufficiency and survival, given current trends, and to predict some likely future directions of sport in Ballarat.

STATISTICAL UNDERPINNINGS OF THE CERM CUSTOMER SERVICE QUALITY (CSQ) RESEARCH

Gary HOWAT
University of South Australia, Australia

Since 1991, the Centre for Environmental and Recreation Management Performance Indicators Project (CERM PI's) has collected and analysed data from almost 200 public sports and leisure facilities throughout Australia, New Zealand and the United Kingdom. Given that the basis for the survey is to be used in future extensions of the research into golf courses, outdoor facilities and private sports facilities, an examination of the reliability and validity of the instrument is timely.

Data employed in the analysis consisted of a sample of centres (13 centres, n=2668 respondents) representing the diversity of different types of dry and wet public sports and leisure centres in South Australia and Victoria. Methodology incorporated both factor analysis and reliability analysis (Cronbach's Alpha) of the instrument to assess its validity and reliability. Results indicated strong validity and reliability of the CSQ instrument as a measure of service quality. An overview of these analyses will be presented to support the robustness of such applied research as a management decision-making tool available to the leisure industries.

VICTORIAN WOMEN'S HOCKEY: A BLOODLESS COUPE

Russell HOYE
Victoria University, Australia

Women's Hockey in Victoria experienced a significant change in administration and management systems in the latter half of 1996. For many years the sport was controlled by a small core of committed volunteers with a focus on regulation of the competition and the provision of competitive opportunities for women. This approach changed dramatically in 1996 with a "hostile takeover" engineered by several of the larger women's clubs. The takeover led to the resignation of several key administrators, a relaxation of the regulations governing the competition, the development of closer ties with the men's association and significant structural changes in the management of the sport.

This paper examines the reasons why this takeover occurred and the process employed by the initiators of the change in late 1996. Using the McKinsey 7-S framework, the paper presents the lack of strategy that existed prior to this change and discusses the likely success of the strategy outlined by the new power brokers within the sport. It further contends that this change reflects a wider trend within minority sports to move towards more strategic sport management practices.

FROM WARRIOR MANAGEMENT TO MANAGEMENT WORRIERS: A CASE STUDY IN SPORT PROFESSIONALISATION AND LEADERSHIP

Kerr INKSON
University of Auckland, New Zealand

In 1992 the Auckland Warriors obtained the first New Zealand franchise in the Australian Rugby League competition. In 1995 the club rode a roller-coaster of commercial and sporting success and failure against a backdrop of growing commercialisation, struggle for control of the sport, and public hero-worship followed by growing disenchantment. By mid 1997, all the managers and most of the directors who had charted the Warriors early course had been replaced.

This paper examines the Warriors' early years as a case study in stakeholder relations, marketing, leadership style, organisation change and sport commercialisation. Data are from a combination of publicly available

information and interviews with key personnel. Conclusions are drawn both for the future management of the organisation and in terms of wider implications for sporting organisations involved in the rapid commercialisation of their activities.

STRATEGY, STRUCTURE AND PERFORMANCE: THE ROLE OF ARCHETYPE DEFINITION IN STRATEGIC CHANGE. A LONGITUDINAL ANALYSIS OF THE AMATEUR SWIMMING ASSOCIATION

Callum Robert KIDD
Leeds University, United Kingdom

This paper discusses a study currently underway, observing the strategic structural change of the English national swimming body, the Amateur Swimming Association (ASA). A new management structure, including the appointment of a national director of performance, Deryck Snelling, has been established to develop a national theoretical underpinning of such organisational migration, and highlights the need for establishing a clear understanding of overall organisation patterns at all levels in the swimming community. This is the holistic perspective asserted by leading theorists such as Miller and Friesen (1984) and Greenwood and Hinings (1993).

Recent research into organisation change has increasingly distinguished between incremental change (Lindblom 1959; Quinn 1982), and frame breaking (Nadler & Tushman 1989) or quantum change (Miller & Friesen 1984; Hinings & Greenwood 1988; Tushman & Romanelli 1985). An example of recent interest in frame breaking organisational change is the punctuated equilibrium thesis (Abernathy & Clark 1985; Tushman & Anderson 1988; Tushman & Romanelli 1985), whose roots are the life cycle literature (Kimberly & Quinn 1984). In the above literature, organisations are described as experiencing periods of convergence and stability, punctuated by reorientations of strategy and design.

Central to this study is the definition of design archetypes. The pattern of an organisational design is a function of an underlying interpretative scheme, or a set of beliefs and values, that is embodied in an organisation's structure and systems. Therefore, according to Hinings and Greenwood (1993), an archetype is thus a set of structures and systems that consistently embodies a single interpretative scheme. A 1994 study of Canadian national sporting organisations, by Kikulus, Slack and Hinings, identified three archetypal configurations of sport specific bodies. These forms will be adopted as the conceptual framework for this study. Hinings and Greenwood (1983), also suggest that the extent to which organisations remain over time within a given archetype, can be assessed by identifying the various *tracks* that they follow. The longitudinal study will attempt to identify these paths of inertia. The data will be used to test the following hypothesis:

Organisations will, through the process of strategic inertia, move through a lateral track, within the dimensions of a given archetype. They will rarely, if ever, move outside of their archetypal pattern. Quantum change is therefore, merely, an observed accumulation of incremental shifts along an archetypal track.

This paper looks at the historical data of organisational pattern and classification of the swimming association and attempts to better determine the links between structure and effectiveness on national sporting organisations, by better defining the institutional archetypal patterns.

SETTING THE AGENDA FOR MANAGEMENT REFORM IN AUSTRALIAN SPORT

Allan McKINNON
Australian Institute of Sport, Australia

A Working Party established by the Standing Committee on Recreation and Sport (SCORS) has consulted widely within the Australian sporting community and has called for an agenda for management reform in Australian sport. Disunity within sports, the need for improved governance, lack of shared national vision and

leadership, poor communication, duplication of resources and failure to achieve economies of scale were among the most common concerns expressed during the consultation process.

SCORS comprises the heads of the departments of sport and recreation in each state and territory, the Australian Sports Commission and the Hillary Commission of New Zealand.

The consultation process undertaken by the Working Party can be summarised as follows:

1. Presidents' workshops in Melbourne, Sydney and Brisbane;
2. Wide circulation of a discussion paper and call for submissions; and
3. National seminar series "Managing Change in Australian Sport" in all states and the ACT.

The process has revealed strong support from all levels in the sports industry for the development of a broad agenda aimed at driving organisational improvement. A clear and perhaps overriding message is that effective national boards are the key to the future survival and success of most sports. It is apparent that insufficient attention has been paid in the past to improving the governance of sport in Australia.

Setting the Agenda for Management Reform in Australian Sport presents the findings of the Working Party's consultation process and discusses their implications. The paper describes some of the key directions for improvement in the management and governance of Australian sport and effectively sets the agenda for management reform.

WHY DO WE DO IT TO OURSELVES? AN EXPLORATION OF MOTIVATION IN ADVENTURE ACTIVITIES

Mark ORAMS
Massey University, New Zealand

Participation in sporting and recreational activities that place the participant at significant risk of injury is rising. In particular, inexperienced people are now trying activities such as sky-diving, white-water rafting, abseiling, mountain climbing and offshore sailing as paying customers. This so called "adventure tourism" is now big business. The New Zealand Adventure Tourism Council claim that over two thirds of all international visitors to New Zealand participate in at least one adventure activity during their stay. Associated with this increasing participation is an increased injury and fatality rate. One fundamental issue in better understanding these "adventurers" is examining why they wish to undertake such activities. The motivation for risk seeking and fear in recreation and sport has been widely discussed in the literature. Examples include the work by authors such as Allen, Carney, Csiksentmihalyi, Ewert, McAvoy, Meier and Zuckerman. The research reported here studied The Whitbread Round the World Yacht Race within the context of this prior work. A systematic review of video records, crew member diaries and interviews with participants in the race revealed a complex set of inter-related motivations. These motivations were categorised as competitive, enjoyment of activity, self improvement, social, esteem, curiosity and avoidance. Related to each is the concept of "peak experience", a psychological state where the level of challenge and risk in an activity are balanced with the skill level of the participant. These concepts help answer the question of "why do we do it to ourselves?" by arguing that adventure and risk are desirable attributes of recreation which result in significant benefits for people. Thus, it is entirely logical that people freely choose to risk their safety during their sporting and recreational endeavours. The implications of this research are first, that an approach to risk management that simply seeks to reduce risk in sport and recreation is unlikely to be successful. Second, a matching of "adventurer's" skill level with the degree of challenge is important and finally, that a greater understanding and acceptance of risk as an important part of sport and recreation management is needed.

ATTITUDES OF AUSTRALIAN SPORTS ADMINISTRATORS TO UNIONISM AWARDS AND ENTERPRISE BARGAINING

Jocelyn PALMER
University of Canberra, Australia

In the last century Australian sport has changed from being an amateur pursuit to a lucrative business industry. Australian sports organisations have advanced from voluntary managed clubs to professionally administrated incorporations. Part and parcel of this advancement has been the evolution of the sport administrators labour market. This labour market has in the last three years, changed from a decentralised labour market to a centralised / award based labour market.

The purpose of the study is to investigate the attitudes the Australian sports administrators have to this change, in particular their attitudes to unionism, award and enterprise bargaining. To measure these attitudes a survey was distributed to 230 Australian sports administrators selected from National Sporting Organisations and the Australian Sports Commission. A return rate of 68% achieved.

The results of the survey are currently being analysed using SPSS for windows. The results of the survey will provide descriptive data about the attitudes of this population. They will reveal trends in the level of union acceptance, across the variables of age, education, income, gender and union membership. The results will be used to determine predictor variables for union acceptance within sports administration.

It is anticipated that these results will point to the reasons why the sports administrators labour market has been slow to re-regulate itself. The results will also be used to determine how future trends in the Australian industrial relations system will effect the labour market of Australian sports administrators.

CHANGE THEORY AND ITS APPLICABILITY TO SPORT MANAGEMENT IN THE POST-MODERN ERA

Lyn PARKER
University of Waikato, New Zealand

Sport exists in an environment where pressure to change is being influenced by political, economic, social and technological factors. The processes of change brought about by these factors influences administrators, coaches and participants. The writer argues that the uncritical adaptation of models from other sectors has unpredictable and significant consequences for sport organisations.

This paper critically examines the work of key change theorists and applies their ideas to sport management in contemporary society.

Case studies are used to highlight the applicability of change theory in these organisational settings.

AN EXAMINATION OF GENDER DIFFERENCES IN AWARENESS AND ACCURACY OF AWARENESS OF CORPORATE SPONSORSHIP OF SPORT

Nigel POPE, Ed FORREST
Griffith University, Australia

Very little work has been conducted into the reaction of women to sport sponsorship. This is surprising, given that 'there are now more female than male participants in five out of seven major fitness activities' (Shani et al, 1992, p. 382). This paper presents the results of an examination of gender differences in awareness of corporate sponsorship of sport. This paper presents the results of empirical research examining gender differences in awareness of corporate sponsorship of sport. This is placed within the framework of the

literature regarding gender differences in information processing. It also extends beyond awareness to examine the concept of ambush marketing from a gender perspective.

Literature discussing information processing differences between men and women is reviewed, and results of a recall study of sport sponsorship discussed. The study used 971 undergraduate students and the data was analysed through the Chi square statistic. No significant differences were found between men and women in their ability to recall sport sponsors or in the accuracy of their recall. It is suggested that corporate sponsors do not need to attend to the type of sport they sponsor in order to gain awareness with a particular gender.

GREEN PRESCRIPTIONS: EFFECTIVE ACTIVITY PROMOTION OR A REAFFIRMATION OF HEALTHISM AND BIOMEDICINE?

Richard PRINGLE
University of Waikato, New Zealand

The Hillary Commission aims to improve the quality of life by enabling all New Zealanders to participate and achieve in sport, fitness and leisure. A fundamental belief that underpins this mission is that active people are healthy, and if more people are more active this will benefit the country in social and economical terms. The Commission has traditionally attempted to achieve this through promoting sport at elite and junior levels, and through strengthening the sport delivery system.

However, they recognise that not all people enjoy participating in sport and that many adults lead sedentary lifestyles. In addition, the parameters around what is popularly considered healthy behaviour have expanded dramatically. Hence, a recent strategy to promote active lifestyles is based on encouraging general practitioners to give selected patients a 'Green Prescription' for physical activity.

In this paper, I will provide an outline of the management structure of Green Prescriptions and evaluate the effectiveness of similar intervention schemes that have been trialed internationally. In addition, I will discuss how the dominant ideologies of healthism and biomedicine are potentially reaffirmed and perpetuated through such schemes.

SUPERLEAGUE: A MANIFESTATION OF CONFLICT WITHIN AUSTRALIAN RUGBY LEAGUE

Shayne P. QUICK
University of Technology, Sydney, Australia

There is little doubt that with the increasing hyper-commercialisation of sport in the 1990s, the propensity for conflict between sport's constituent stakeholders is rapidly expanding. Moreover, the increasingly critical expectations of clubs, athletes, sponsors and fans, has resulted in a climate that is rife with tension and anticipation. The Australian Rugby League has undergone three years of turmoil that has resulted in dual competitions, economic conditions that cannot be sustained and fans turning away from the game in droves. There is little doubt that rugby league in Australia is currently in a state of major conflict.

Slack (1997) suggests that while conflict situations are often thought of as discrete events, research by organisational theorists have constructed an alternative view. This belief supports the notion that conflict is created by a series of interrelated stages and by being aware of such processes the sport manager may be better situated to manage such conflict.

This paper examines the conflict within rugby league in Australia. Specifically it will address the discord between the ARL governing authority and those rebel clubs that eventually aligned themselves with the emerging Superleague. Using Pondy's (1967) *Five-Stage Model of Conflict* it will determine whether the conflict could have been avoided, and, if such a scenario was unlikely, how it may have been managed to the benefit of all concerned.

CONTINUOUS IMPROVEMENT - TOWARDS BETTER SPORT MANAGEMENT IN QUEENSLAND

Paige RIDGEWELL, Gary CONOMOS

Sport is being forced to think harder about ways to do things better so that some control over the future development of the sport and recreation industry in Australia is retained and so that the cultural and social dimensions of sport are not lost to a world of big business, entertainment and commercialisation. It is a question of survival; and the balance between the economics of sport and the intrinsic qualitative values which are the very reason sport exists.

National and State sporting organisations are being confronted with new pressures which are challenging the way they have been managing their sports. Business pressures are increasingly impacting on Sports Managers and Directors. Societal expectations have caused sport and recreation industry roles and responsibilities to change and organisations are being asked to provide greater services to clients. To respond to these new pressures, organisations are having to continually improve their operations to ensure their future survival.

The concept of continuous improvement has been discussed in relation to (sporting) organisations providing better products and services to meet their client needs. Two initiatives in Australia are concerned with the development and delivery of strategies to re-engineer sporting organisations to improve their overall performance: the Management Improvement Programme and Active Australia.

Research at both National and State level will determine the levels of management performance and identify types of sporting structures in this State and their relative success. The Office of Sport and Recreation, through State specific research, aims to identify best practices and deficiencies and to develop appropriate models and strategies to implement continuous improvement.

The purpose of this paper and presentation is to:

- describe the current situation in Queensland in terms of organisational effectiveness
- propose strategies for developing and adopting quality principles and bench marking management and program delivery performance
- identify future research needs
- discuss the possible development of products and services to inform and educate clients on strategies to improve their business.

SELECTION OF ATHLETES FOR THE OLYMPIC GAMES, AUSTRALIA IN CRISIS

Jenni ROWAN
Deakin University, Australia

Purpose Statement

The purpose of this presentation is to outline the issues associated with the selection of Kathy Watt in the 1996 Australian Olympic Cycling team in Atlanta and the broader issues associated with the selection of athletes for the Olympic Games and international competition.

Focus of Presentation

The presentation will focus on the Kathy Watt case, the weaknesses in the Australian Cycling Federation's selection policy and how the rights of an athlete can be exercised in the Court of Arbitration of Sport. The presentation will highlight the importance of this particular case as the catalyst for the conduct of a National Selection Policy Summit. The Summit, conducted in February 1997 by the Australian Olympic Committee,

brought together national sporting organisations and Olympic selectors to address the issues associated with athlete selection.

The presentation will conclude by outlining the outcome of the conference which essentially aimed to ensure that there will be no repeat of the 1996 Kathy Watt scenario for the Sydney 2000 Olympic Games.

RACIAL VILIFICATION AND THE AUSTRALIAN FOOTBALL LEAGUE

Emma SHERRY
Deakin University, Australia

This study is based upon the current issue of racial vilification within the Australian Football League (AFL) and the methods through which the AFL attempts to eliminate this problem. Specifically, this study will review current racial discrimination legislation and the application of this legislation to the sporting context. This review will be followed by a discussion of the role of the AFL as a sports governing body and the role of the AFL disciplinary tribunal in the eradication of racial vilification.

This study reviews current Australian legislation and cases which have influenced the issue of racial discrimination in sport. The implication of vicarious liability for employer clubs and the penalties which may be applied to each situation will also be discussed.

In response to the threat of action regarding racial vilification, employer clubs must be aware of their responsibilities and the possibility of liability and must recognise the need to educate the players against such behaviour. If a player is cited for racial vilification, the AFL tribunal has implemented a number of rules and regulations which echo the sentiments of the Racial Discrimination Act. Upon hearing a charge of racial vilification on the sporting field, the tribunal must be satisfied with more than a balance of probabilities, as has been held previously in cases involving the word of one player against another.

With a large number of players involved in professional team sport, from a diverse range of national and ethnic backgrounds, the issue of racial vilification on the sporting field is one of increasing social and legal importance. This paper examines the AFL's policies and procedures to deal with racial vilification.

JOB SATISFACTION - A STUDY OF SPORT MANAGEMENT ALUMNI

David SHILBURY
Deakin University, Australia

This study is a replication of the Parks and Parra (1994) study investigating job satisfaction of sport management alumni. Specifically, this study examines the job satisfaction of sport management alumni from an Australian University offering sport management. The population consisted of 173 students graduating from either a Bachelors degree or Graduate Diploma in sport management since 1992. The purpose of this paper is to review overall job satisfaction of Alumni, and to also compare the level of satisfaction between those graduates working in sport management related jobs to those working in non-sport management related jobs. The study also compares the results against those reported by Parks and Parra (1994).

This study used the Job Descriptive Index (JDI) and Jobs in General (JIG) scales developed at Bowling Green University by Ironson et al., 1969; Smith Kendall & Hulin (1969). The JDI is a 72 item scale including sub scales measuring satisfaction with five facets of employment: work on present job, present pay, promotion opportunities and co-workers. The JIG is an 18 item scale measuring overall job satisfaction.

Sixty two percent of the Alumni responded to the survey, with 70 students employed in sport management and 24 in non-sport related jobs. Twelve graduates reported that they were currently not working. Results presented in this paper compare job satisfaction between sport related and non-sport related job satisfaction,

examines gender differences, and differences between Bachelor degree and Graduate Diploma degree alumnus. Results indicate that the job satisfaction profiles of sport and non-sport management employment is similar.

The significance of these results are twofold. Firstly, as sport management educators we rely on such studies to provide feedback on the relevancy of sport management programmes, and secondly results from this study question the accuracy of student perception that a career in sport management is likely to be more satisfying than working in non-sport management related areas.

ORGANISATIONAL EFFECTIVENESS. A PILOT STUDY OF AUSTRALIAN NATIONAL SPORTING ORGANISATIONS

David SHILBURY
Deakin University, Australia

This study is based on the work of organisational theorists Quinn & Rohrbaugh (1981, 1983) who proposed a competing values construct designed to measure organisational effectiveness. The Competing Values Approach (CVA) is based on three dimensions of organisational effectiveness that are inherently paradoxical. As Cameron (1986) noted 'to be effective an organisation must possess attributes that are simultaneously contradictory, even mutually exclusive' (p.545). Australian sports' progress into a more professional era of management is replete with contradiction, and paradoxically indifferent thinking in relation to acceptance of business practice.

This study reports on the application of Quinn & Rohrbaugh's CVA to National Sporting Organisations (NSOs). Seven NSOs participated in the study designed to test the instrument developed using the CVA construct. Initially, interviews were held with executive directors of Victorian sporting organisations to identify the most suitable measures of the eight cells comprised in measuring organisational effectiveness using the CVA. Results of these interviews are reported in this presentation via an analysis of the instrument tested. Results are also reported on the profiles of effectiveness of the seven participating NSOs in this study. Constituent groups for example, typically included staff, board and sub committees, volunteer administrators, affiliated bodies, sponsors, player and coaching representatives and government agencies. This paper described these profiles in relation to the four quadrants and their competing values as perceived by the major constituent groups in each NSO. In essence, the quadrants and cells are formed via the following continua, Flexibility v Control and People v Organisation.

Quinn & Rohrbaugh noted that the CVA allows the research to be situation specific, while working with the broad framework of organisational effectiveness. This study reports on the operationalisation of the CVA specific to Australian NSOs.

TACKLING RUGBY INJURY: MANAGING INJURY PREVENTION

Jean C SIMPSON, David J CHALMERS
University of Otago, New Zealand

Sports injury prevention is a management issue, not just a problem for players and health services. This belief is reflected in an injury prevention programme, designed to reduce injury among Rugby Union players, which is currently being implemented in New Zealand. This programme, called *Tackling Rugby Injury*, originated from the University of Otago's Injury Prevention Research Unit and Human Performance Centre's "Rugby Injury and Performance Project" known as RIPP. Funded by the Accident Rehabilitation and Compensation Insurance Corporation (ACC), RIPP used a consultative process to examine relevant research findings and incorporate practical experience in the development of the injury prevention programme. A key aspect of that programme development was the generation of objectives and strategies that took account of elements beyond the immediate injury, which could affect the occurrence of such events in any game.

An Advisory Panel was formed to enable collaboration between researchers, rugby players, coaches and administrators to design the prevention programme. Using the findings from the RIPP research to identify risk and protective factors for rugby injury, objectives and strategies to address these factors evolved through discussion and debate. Each risk or protective factor was considered with respect to a range of criteria, for example, policy implications, the social and physical environment, health services and barriers to change.

From the deliberations of the Advisory Panel, a set of recommendations was developed for, and accepted by, the ACC and the New Zealand Rugby Football Union. These recommendations formed the basis of the joint injury prevention programme currently being implemented. What became clear during the development of the recommendations was the important role management had to play in injury prevention. Most of the recommendations which address aspects such as the tackle, fitness, coaching, foul play, and the management of injury, included strategies relating to sports management both at local and national levels.

While a sports injury is an event that directly impacts on an individual player, there are a number of other elements that influence the occurrence of that injury. Many of these are beyond the control of that individual player and relate directly to the management of the sport, on and off the field, at the club and in the board room.

THE PATH TO PROFESSIONALISM - PROFESSIONAL MANAGEMENT PRACTICES AND THE SPORTS ADMINISTRATOR: A CRITICAL EXAMINATION

Aaron C.T. SMITH, Bob STEWART
Victoria University of Technology, Australia

Different societies react to the capitalist imperatives of competition and material growth in varying ways. Industrial societies have responded to these pressures by institutionalising and bureaucratising their business practices, and creating a mass of management theories, administrative principles, and employee training programs. At the heart of this system of management and training is a compulsive need to do things better and smarter; that is, to become more 'professional'. However, exactly what 'professionalism' comprises has rarely been addressed, and when it has, it has usually been concerned with broad assumptions, and sociological interpretations.

Traditionally, professionalism refers to behaviour like, or along the lines of a 'professional', and belonging to a profession. While elements of this definition remain, the contemporary sociological understanding of a professional has widened to encompass a larger, more diverse occupational span. The idea of professional management has evolved into a methodology for business success. Today the term 'professional' is used to describe expert competence (Mautz 1988). Thus, professionalism refers to not only the sociological interpretation of an occupation (which emphasises training, service and ethical standards), but also to the best, smartest, most efficient and effective management practices that can be employed in any given situation.

Over recent years, professionalism has been increasingly associated with Australian sporting organisations, many of whom actively seek to achieve profits as much as premierships and participation increases. Clubs and sporting organisations must perform financially (or at the very least remain viable) if they want to survive in the highly competitive world of 'hyper'-commercialised sport. Subsequently, a more systematic and 'serious' approach to the management of sport has emerged, which has led to an inexorable slide toward the implementation of 'business' practices in the administration of sporting organisations, and has led many sports administrators to talk about increasing the level of 'professionalism' within their organisations by emulating competitive commercial, profit-driven enterprises. However, while sports administrators use the term 'professional' to describe those management practices that apply to the competitive commercial world, neither the specific components of professional management practices, nor the frequency with which they are utilised, are usually identified. This paper unravels the dimensions of professional management practice by constructing a model to describe professional management practice in Australian sport, based on first, its antecedents in 'business', and, second, the behaviours, beliefs and opinions of practising sports administrators.

PROBLEMS OF EVALUATION WITHIN THE PROCESS OF CORPORATE MARKETING THROUGH TELEVISED SPORTING EVENTS

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Corporations use televised sporting events as a major advertising and public relations vehicles and they are prepared to pay increasingly large sums of money. Companies can spend up to a million dollars on one second of advertising during a sport telecast (Weighting Impact, 1993) and tens of millions on sponsorship of one sporting event (Fox, 1996).

Given the extensive amount of money invested in sport through these avenues, the assessment of effectiveness and dollar value of media exposure is an essential requirement in the use of sport as promotional industry. Sport marketing research continues to proliferate and become a speciality of many research houses, but media message evaluation methods remain under-developed often using isolated measures and measures that are overly simplistic and in some cases inaccurate.

Current evaluations employ such methods as sales measurement (comparison of sales before and after the sponsored event), media exposure (using clippings and column inches in print or duration of exposure in broadcast media as the discrete unit of measure), value of exposure (converting the raw media exposure scores into a value of exposure co-efficient by computing the equivalent cost of buying rate-card advertising), impression (measuring audience and readership statistics for the broadcast or publication to work the number and characteristics of people exposed to the commercial message) and levels of awareness (pre- and post-event surveys used to establish the level of awareness, familiarity and favourability achieved by the advertising and sponsorship).

This paper examines and reviews the current evaluation methods employed within the corporate marketing process, identifying the main problems associated with these methods. The process of evaluation of corporate marketing through televised sporting events seeks to put into perspective the impact of these current techniques.

THE ROAD TO SPORTING EQUALITY - REGULATION OR FREE MARKET?

Bob STEWART, Aaron SMITH
Victoria University of Technology, Australia

One of the most entrenched conventional wisdoms in sport management is that a high degree of regulation is necessary to ensure a stable, balanced, and fair competition in team sports leagues. The standard argument is that new players or 'recruits' should not be free to play with any team they choose, but rather should be directed to teams on the basis of team 'need' or the players' place of residence. To this end, zoning schemes and drafting programmes have been used to allocate players to teams. The primary aim is to allocate the best players as equitably as possible between competing teams so any one team has its share of highly skilled players, and has a reasonable chance of defeating an opposing team (Dabscheck 1989; Demmert 1973; Lava 1980).

In practice, the regulations set in place by sports competition governing bodies or 'Commissions' usually go beyond telling young players with which team they may play. A clutch of procedures and policies have been put in place which also redistribute league revenues, the aim being to guarantee a minimum level of income streams for all clubs and teams, which can in turn be used to buy better players and to attract competent and 'professional' coaching and administrative staff. At the same time, clubs can also be required to spend not more than some fixed amount on player salaries and benefits.

What we see then, is an array of labour market and product market controls which are used by the leagues to design a competition structure which denies clubs the freedom to recruit who they like, to employ as many players as they like or to collectively pay them as much as their revenue base allows. The range of practices

have been often so restrictive and draconian that they have been challenged in court as anti competitive, a restraint of trade and monopolistic. Indeed, a body of literature has grown up which concludes that many of the leagues are nothing more than cartels (Arthur, Fleisher, Goff and Tollison 1992; Quirk and Fort 1992; Wilson 1994).

This paper examines the labour market and product market policies of the Australian Basketball League and Australian Football League in order to identify the similarities and differences in their operation, and to subsequently locate them in a typology of sport league structures. The typology has been constructed to create four sport league types, which have been labelled as *equity*, *distributive*, *command*, and finally *free market*.

The typology will be used to speculate on the extent to which one league type is better able to produce fair outcomes, and what sport administrators need to do in order to ensure balanced competitions.

UNDERSTANDING RATES OF CHANGE IN SPORT SPONSORSHIP ACTIVITY THROUGH MIMETIC ISOMORPHISM AND DENSITY DEPENDENCE

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Terri SCANNELL Leeds University Business School, UK
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This paper draws on the tenets of organisational ecology and neoinstitutional theory to explore the movement of firms into sport sponsorship activity. The density-dependence model of competition and legitimisation suggests that in relation to organisation founding (Hannan and Carroll, 1992) and diversification (Haveman, 1993) it is reasonable to assume an inverted U relationship between the number of firms entering the market and those already present (density). The rate of entry is proportional to the extent to which the activity is legitimate and inversely proportional to the level of competition. In essence, firms seek reassurance that an activity is credible before committing to it. Once respected members of their peer group endorse the activity credibility builds. However, at a point in time the number of competitors begins to act as a constraining factor thereby inhibiting further entry. The main purpose of the study is to determine whether the density-dependence notion has value in relation to explaining levels of entry into sport sponsorship.

In order to test the inverted U hypothesis it is necessary to define the population for which the density is to be measured. Assistance is provided through reference to the notion of mimetic isomorphism. As firms in an industry are faced with new situations they seek to reduce risk and overcome uncertainty (Di Maggio and Powell, 1983) while minimising search costs (Cyert and March, 1963). Ultimately they become similar to each other through imitation. While this may suggest that density should be measured at the industry level (Carroll, 1985) more precise taxonomies can be derived. For example while imitation remains within the industry it is more likely to be based on emulation of similar sized firms (Hannan and Freeman, 1987), members of one strategic group (Porac and Thomas, 1990) or highly successful firms (Burns and Wholey, 1993). The feasibility of utilising these approaches in the sponsorship context are considered.

In order to reduce the complexity of the study to manageable proportions data collection was restricted to the sponsors of professional soccer clubs in England. One negative feature of this approach was the inability to capture those cases where mimetic pressure was evident but firms had taken a strategic decision to enter a different sport to their competitor. This will be mitigated to some degree by a subsequent phase of qualitative interviews. Data was collected from the Football Association and the Rothman's Year Books for the period since shirt sponsorship was introduced (1983/4 season). The sponsors of the 90 clubs over a 14 year period were identified and categorised by industry type. Further analysis of three important sectors; financial services, brewing and high technology (computers, electronics and cellular) will be presented. The data were used to test the hypothesis that the rate of entry into soccer sponsorship will have an inverted U shaped relationship with size-localised market density, strategic group membership and the number of highly successful firms in the market.

TECHNICAL DEVELOPMENTS IN TELEVISION BROADCASTING AND ITS IMPACT ON SPORT

Paul TURNER
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The introduction of new technology has created some defining moments in the history of the television industry in Australia. The new technology has, in turn, had a significant impact on sport and sport broadcasting. This has been demonstrated by: (i) The introduction of television into Australia coincided with the 1956 Melbourne Olympic Games, (ii) Colour television's introduction in 1976 caused a split in the ranks within cricket, (iii) Pay-television's introduction in 1995 led to a major battle in the rugby codes. These examples presented exclude technological innovations initiated in order to develop the telecast of sporting contests further, including camera numbers and positioning, delays in restarts and changes to rules, all of which have had a direct impact on sport.

The development of new television technology, coupled with the increasing global introduction of television receivers, highlights the importance which major changes have on the delivery of programmes. This is especially relevant given the impact economically that television has on society through its programming and message dissemination features. Sport, through its very popularity, is likely to once again be at the forefront resulting from these changes in the technological environment. Entering the new millennium, the introduction of digital broadcasting techniques into Australia is set to again impact on the telecast of key programmes. The investigation identifies previous technological developments and the resulting impact on the sports broadcast, and develops assumptions about the possible future implications arising from the introduction of digital technology. Current developments in digital techniques for the transmission, storage and processing of images, sound and data are presented.

The impact of digital transmission will not only be felt by subscribers to Pay-TV, but through the introduction of digital terrestrial television broadcasting (DTTB), eventually overriding the current free-to-air analogue presentation. The digital technology will serve to improve picture and sound quality, provide the capacity to deliver more services within the same frequency spectrum, enable delivery of widescreen images and provide the carriage of a range of ancillary data services in parallel with the transmission of television pictures and sound. Within Australia, it has been initially identified that this technology could be introduced to coincide with the 2000 Olympic Games in Sydney, once again linking sport in providing the launching pad to opportunity.

Digital technology provides a broadcaster with unlimited opportunity. This includes the incorporation of aspects such as three dimensional images, cinema quality images and sound and, enhanced data services, all of which will impact on the sport telecast. Future large screen television systems are almost certain to need high definition capability for critical programme material such as major events like the Olympic Games Opening Ceremony, major sporting fixtures and some movies (Australian Broadcasting Authority, 1997). Fitting specialist sport programming into the available channel width will become a primary consideration for the broadcasters and is likely to come at the expense of multi-channel opportunities for other types of programmes.

MEASURING THE MARKETING ORIENTATION OF SOUTH AFRICAN SPORT BODIES AND CODES

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In this paper the emphasis is placed on measuring the marketing orientation of South African sport bodies and codes. Firstly I have identified a few problem scenarios relating to defining sport marketing:

- λ the marketing of sport products and services, such as equipment and facilities, which might be consumed by professional athletes or amateur hackers; (Scenario 1) (lifestyle marketing).

- λ the marketing of a company through its association, such as a sponsorship, with sport events, teams or individuals; (Scenario 2) (corporate marketing strategy which includes some elements of sport marketing in the marketing mix); and
- λ the way sport bodies and codes market themselves and their events to attract participants, spectators, funding, and corporate involvement (Scenario 3) (affinity marketing and/or event marketing).

An overview of literature uncovered any relationships between marketing and communication elements relevant to sport marketing. A review and critical analysis of such literature lead to the formulation of a relevant sport marketing mix to cover Scenarios 1 and 2. A lack of precise measurement of sport marketing characteristics to define the market orientation of sport bodies and codes (Scenario 3) is the main focus of the research part of this paper. Existing views on market orientation have been related to sport marketing to measure suitable application and relevance. This leads to the development of a research procedure and instrument (SPORTMARK) to measure and quantify the market orientation of South African sport bodies and codes.

Research Methodology

The research methodology follows the approach of Evans et al (1996) who did an empirical study (44 item scale) into the marketing orientation of UK sport bodies and Schreuder & Gouws (1996) who did an application (32 item scale) of the MARKOR-instrument to determine the market orientation of some South African companies. To replicate these studies the two item scales have been redesigned to accommodate marketing and communication elements relevant to South African conditions.

The literature review on market(ing) orientation and an adaptation of the views of Kohli et al (1990); Jaworski & Kohli (1993); Kohli, Jaworski & Kumar (1993); and Dreher (1994) on market(ing) orientation tested the suitability of the item scales of Evans et al (1996) and Schreuder et al (1996) to South African sport bodies and codes. In this study the 140 Olympic sport bodies and codes and ten limelight sport codes (according to media exposure to accommodate major non-Olympic sport codes such as rugby, cricket and motor racing) have been included (as research topics/respondents).

At the conclusion of this paper the research process will be outlined to explain how a measurement instrument (SPORTMARK) had been developed to measure the marketing orientation of South African sport bodies and codes.

ORGANISATIONAL EFFECTIVENESS OF REGIONAL ACADEMIES OF SPORT IN NEW SOUTH WALES: DEVELOPING EVALUATIVE CRITERIA

Linda VAN LEEUWEN
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Regional Academies of Sport were introduced in the mid 1980s by the NSW Government in order to address a number of problems encountered by promising young country athletes. The purpose of each of the Academies is to assist talented young athletes to achieve their true sporting potential.

The NSW Department of Sport and Recreation is a major source of funding for the Academies. To date, the Department does not know the extent to which these Academies assist in the development of talented country athletes. A recent Departmental review has highlighted the need to assess Academy effectiveness, so as to determine whether the Academies are actually achieving what they were initially developed for.

The primary purpose of my research is to define and describe the dimensions of effectiveness for Regional Academies of Sport, and to assess the relative importance attached to these dimensions by Academy staff and board members, as well as by Departmental staff. The final outcome of my research will be a set of effectiveness criteria which can be used to measure the effectiveness of these academies.

The systems model is commonly used as the basic organising framework for the majority of theoretically grounded studies of organisational effectiveness (Spray, 1976, p.166). A systems-based approach is now

generally considered superior to the traditional, unidimensional approaches which cannot adequately assess the total effectiveness of any organisation. The research will be based upon Chelladurai, Szyszlo, and Haggerty's 1985 paper, 'Systems-Based Dimensions of Effectiveness: The Case of National Sport Organisations.'

FAN SATISFACTION IN THE SPORT ENTERTAINMENT INDUSTRY

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Background

Why do thousands of spectators flock to sports stadiums each week to see Super 12 rugby, international netball, or national league basketball. The consumer's decision to attend any of these events involves a substantial commitment of both time and money. Yet, little is known about what motivates people to attend such sporting events, or more importantly, what variables influence their perceptions and level of satisfaction with attendance. As sport in New Zealand and Australia becomes more professional, and as competition for the consumer entertainment dollar becomes more fierce, it is important to have a fundamental understanding of consumer perceptions of such events.

Little work has been done in the area. Madrigal (1995) proposed a model of fan satisfaction, but his work was done in the United States, focused exclusively on women's basketball games, and relied on data that were collected at games in which the home team always won. Wakefield and Sloan (1995) examined the importance of stadium factors (i.e., stadium parking, cleanliness, crowding, food service, and fan behaviour control) on spectator attendance, but their work was only concerned with environmental factors.

This research is designed to examine the variables, both physiological and environmental, which are related to fan satisfaction at sporting events. Studies are being conducted at 3 different types of sporting events in New Zealand - men's basketball, men's rugby and women's netball.

Study Design & Preliminary Results

Data have been collected from individual fans at five basketball games (all from the New Zealand Basketball League) and two rugby matches (one international and one provincial). Data will also be collected at one more provincial rugby match.

A field study which incorporates two-stage data collection is being used. Between 100 and 330 fans at each event were first asked to complete a pre-game questionnaire and later given a post-game questionnaire. Response rates have ranged between 46 and 84 percent for each event.

Statistically, the data is analysed using structural equation modelling. This method of analysis is consistent with Madrigal (1995) and Wakefield and Sloan (1995). As such, a comparison of results from this study with previous findings in the field may be made.

Preliminary results suggest that the Madrigal (1995) model of fan satisfaction is appropriate when the home team wins, however, the nature of the relationships among the key variables (e.g., enjoyment, 'basking-in-reflected-glory', quality of opponent, satisfaction) is radically altered when the home team loses. Final analyses will conclude in October, and results of the cross-sport analyses will be presented at the SMAANZ conference.

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STUDYING THE CULTURE OF SPORT ORGANISATIONS, WHERE ARE WE?

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A vast amount of literature is available in the topic area of organisation theory. The international sport industry and academics in sport management have only recently started to apply this body of knowledge to their organisations. Within the field of organisation theory, Slack (1977) noted that "organisational culture is one of the most recent introductions into the field of organisation theory" (p.271). The aim of this paper is to provide an overview of, insights into and a reflection on the available research in the area of organisational culture of sport organisations. This is useful because Slack (1997) also noted that "despite the great potential that sport organisations offer for the study of organisational culture there has been very little scholarly writing in this area of sport management" (p.284).

The first part of the paper will introduce the concept of organisational culture. The concept of organisational culture is explained by referring to leading authors in the field. This section will then lead into an overview of literature in the area of organisational culture of sport organisations.

In the second part of the paper, the specific characteristics of sport organisations as opposed to non-sport organisations, from an organisation theory point of view are identified. These characteristics are discussed in the context of organisational culture and then used to create an overview of existing research, categorised per specific characteristic or sport organisations. On the basis of the information presented in the previous parts, areas for future research into organisational culture in sport organisations are suggested. In this final part, the sport management industry in Australia and New Zealand will be taken as the starting point of reasoning.

THE TRAINING OF PROFESSIONAL SPORT MANAGERS - THE DISTANCE LEARNING EXPERIENCE

Terry WOODS
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The Confederation of Australian sport has stated that "there is no doubt that those sports that are progressing in Australia are those that are best managed" (1). The effective training of these sport managers is of vital interest to the sporting industry, as it will have a major bearing on the shape and direction of Australian sport.

Yet in the early 1970s, professional sport management had major problems. Sporting organisations were not necessarily prepared to handle new full time (and even part time) sport management positions. Most of the sport managers of that time were employed after having been players and volunteers. They came to sport without specialised sport management training and skills.

However, with the growth in the professional management of sport at the national and state levels, many more sport management positions have become available. Over the last decade, Australia has successfully hosted many, and varied international events. The conduct of these major events and the professional management of national sporting organisations have highlighted this growth. They can also be the pinnacle in the careers of sport managers.

Along with this progress, has come the need to both

- a) prepare people to become full time sport managers and
- b) to meet the needs of the existing workforce.

Since the 1980s these needs have been met by a number of Australian Universities, with the central focus being upon a) above, that is the preparation for entry into the workforce.

A study into the needs of the existing workforce, namely the professional sport managers, was undertaken by Southern Cross University (2). The study found that these existing sport managers had distinctive needs that had to be met. They wished to be trained, to be more qualified, to improve the effectiveness of their sporting organisations and to be exposed to university education, but without the compulsion of:

- a) resigning from work and attending University full time - difficult for many of them for obvious reasons - family and dollars to mention two or
- b) being employed full time and attending university on a part time basis. This required attendance in the evenings, taking time off work and the need for the sport manager to live near a University, which conducts a sport management program.

Yet, with Australia's sport management workforce so widespread, it was found that existing sport management programs did not necessarily meet the existing sport managers' study needs.

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AN ARGUMENT AND CONCEPTUAL FRAMEWORK FOR THE INCLUSION OF CRITICAL THINKING CONTENT AND PEDAGOGY IN SPORT MANAGEMENT CURRICULUM

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David Cruise MALLOY University of Regina, Canada
Saul ROSS Universite d'Ottawa, Canada

Sport management, as a professional field, is early in its development. Many aspects of what constitutes a "profession" have yet to be implemented. While this does not preclude the continuing development of this field as a profession, it does indicate that practitioners and educators look to enhance this progress. One way in which this can occur is through sound development of the sport management curriculum and in the attendant pedagogical practices.

In previous works (Malloy, Prapavéssis, & Zakus, 1994; Malloy & Zakus, 1995; Zakus & Malloy, 1996; Malloy, 1996; Malloy, Ross & Zakus, in review; Malloy & Fennell, in review) we have argued, in various ways, for such a fuller curriculum and practice. These arguments point to the lacunae in the curriculum used to develop sport managers and point to ways in which this can be overcome. To date this work has primarily focused upon the ethical aspects of that development. The key focus of this paper is to go beyond this fundamentally important aspect of sport management. We argue that ethics and critical thinking are two sides of the same dialectic unity of the cognitive, affective and practical bases of professional praxis. Students must be taught, assisted and encouraged to explore these underlying thought processes. In other words, we focus on the individual's ability to think and act as the basis for a sound expert praxis and for effective organisational engagement.

We further argue for a conceptual model that links critical thinking, ethics, and pedagogical practices. The goal of such a synthesis is toward the notion of professional praxis in the realm of human movement studies and the business of sport management. We generally have argued for the importance of our students having these academic and skill sets but assumed (or hoped) that they were receiving these throughout courses in our faculty or in courses from other faculties (e.g., in philosophy courses in schools/departments/faculties or arts or humanities). We offer suggestions to deal with these assumptions (or hopes).

Finally, we put forth the argument that a conscious effort must be made not only to develop curricula that include ethics and critical thinking, but also provide an active and functional synthesis of these essential components of the liberally educated, reflective, and reflexive 'praxical' individual. To that end we also point to and discuss the impact that such a functional synthesis will have upon the individual qua individual and individual qua organisational agent. We locate this discussion in terms of the impact that this functional synthesis may have upon static dynamic and consonant-contending organisational cultures and climates (and point to further conceptual and empirical studies on this topic).

