



## SIG 09: MANAGING SPORT

The EURAM “Managing Sport” SIG aims to:

- Promote research and education in the fields of sports business and management in Europe, with special emphasis on international comparisons.
- Foster an understanding of the role of professionalisation and commercialisation of sport on European economy and society.
- Encourage the exchange of research results, practical experience, and ideas by organising the annual EURAM track, facilitating symposia, workshops and other academic meetings for and on behalf of its members and affiliated institutions.
- Support the development of international research collaborations with other Academies of Management and Sports Management Associations.
- Disseminate research results through a variety of channels.

The ‘Managing Sport’ SIG collaborates with Emerald since 2010. A “Best Paper Award” and a “Best Reviewer Award” sponsored by Emerald will be awarded among the papers and reviewers of the ‘Managing Sport’ SIG at EURAM 2014.

A selection of papers will be accepted for a special issue in ‘Sport, Business and Management: An International Journal’ published by Emerald. This follows a tradition of best paper issues with SBM: in 2011 on “Governance and Performance” (EURAM Rome Conference), in 2012 on “Evaluating and Measuring” (EURAM Tallinn Conference), and in 2013 on “Managerial Decisions” (EURAM Rotterdam Conference).

### SIG Officers:

#### *SIG chair:*

Harald Dolles	Molde University College (Norway) and University of Gothenburg(Sweden)	harald.dolles@HiMolde.no
---------------	--	--------------------------

#### *Programme chair:*

Mathieu Winand	University of Stirling (UK)	mathieu.winand@stir.ac.uk
----------------	-----------------------------	---------------------------

#### *Past Chair*

Sten Söderman	Stockholm University (Sweden)	sod@fek.su.se
---------------	-------------------------------	---------------

#### *Treasurer*

James Santomier	Sacred Heart University (USA)	santomierj@sacredheart.edu
-----------------	-------------------------------	----------------------------

## SIG General Track

### 09\_00 Managing Sport – General Track

The notions of leadership and competitiveness are at the heart of sport. Sport relies as much on cooperation as on competition: it is by nature competitive but cannot occur without the cooperation of several participants; competitors are co-producers and a minimum level of competitive balance is requested to make sport interesting.

Sport today has developed into a major industry in the global market place. Sport businesses build global brands and, increasingly, develop modes of international operation. The trade around the globe of goods, equipment as well as the construction of sports complexes, race courses and arenas has developed into a multi-billion dollar business. Mainstream academic literature often suggests that sport should be studied in specialist niches on the grounds that it is 'not generalisable'. Indeed, sport does have a number of distinctive characteristics which may influence the way in which it internationalises and the extent of its globalization.

Sports events have uncertain outcomes, evoke strongly emotional responses from spectators which result often in an intense, sometimes unexpected, loyalty. The proliferation of information technology has made it possible to serve the needs of fans all over the world. Within this, the opportunities for the promotion of sport, and the benefits for sport and its partners, are significant. Surprisingly the financial crises and even doping scandals seemingly only had limited impact on the sports industry.

The EURAM 2014 general track on 'Managing Sport' seeks to gain a deeper understanding of the unique development in sports, its logic of co-creation of value and the advancement of the industry towards internationalisation, professionalization and commercialisation. The track represents all management functions. Below is an additional listing of the issues among others papers submitted to the track might take up:

- Leading and managing change in sports
- Branding, reputation, sponsorship, social media and ambush marketing
- Fans, spectators and consumer culture
- Human excellence, HR management, voluntarism vs. professional staff, coaching
- Organizational performance, club management, revenue generation and success
- CSR, sustainability and ecology in sports, sport facility management
- Media rights, salary caps, legal issues, players' movements, doping regulations
- The "dark side" of sports: doping, bribery
- Innovation and sport
- Gender issues in sport and women's sport
- Methods in research on sports management.

<b>Chairs</b>	Harald Dolles	Molde University College (Norway) and University of Gothenburg (Sweden)	Harald.Dolles@himolde.no
	Sten Söderman	Stockholm University, Sweden	sod@fek.su.se
	Mathieu Winand	University of Stirling, UK	Mathieu.winand@stir.ac.uk
<b>Keywords</b>	Sport management Sport development	Sport business Sport leadership	Sport organisations Sport marketing

## Topics sponsored by the SIG

### 09\_01 Sport Governance

The (mis)governance of sport often makes the headlines: accusations of corruption to gain the organisation of mega-events such as the Olympics or football World Cups, vote-fixing to elect committee members, setting-up of off-shore funds to contravene regulations on clubs' multiple ownership, use of strawman to satisfy fit-and-proper test, relegation or non-qualification of clubs on administrative grounds ('licensing') etc. Many challenges in sport are indeed linked to how sport and sports organisations are governed.

The position, perceptions, influence and characteristics of leaders in sports organisations are examples of sport governance research topic. Leadership is a key notion in sport and governance within sports organisations is intrinsically linked with the notion of leadership.

How to constitute a competent and motivated board in volunteer not-for-profit sport organisations when relying on the goodwill of unpaid directors? What are the dynamics, coalition and power games leading to changes in the repartition system of TV rights sold collectively? How do sport organisations deal with tensions between different stakeholders/conflicting logic (e.g. amateurism vs. professionalism / commercialisation)? What have been the changes in the organisation form of clubs, Leagues, and governing bodies over the last decades, and how can they be explained? What are the links, if any, between legal structure / governance form / ownership form and sporting performance or economic performance? What are the impacts of commercialisation and professionalization on sport governance? What is the effectiveness of licensing measures, such as the UEFA Financial FairPlay Regulations? How did such innovations come to exist? Who and maybe what govern sport?

Because of the very strong link between sport clubs and their local community, and because of the acknowledged educational and integrative values of sport, corporate social responsibility is obviously a central aspect for any sport organisations. Notwithstanding discussions around the labelling of CSR (e.g. is the word 'corporate' relevant when considering organisations which mostly cannot be defined as 'corporations'), the extent of what is meant and how it is dealt with by sport organisations is open. 'CSR' may be inherent and implicit in small amateur clubs, and more structured in international governing bodies such as UEFA or FIFA; it may rely on ethical reasons or on more marketing / PR ones; it might be a key component of the organisation identity or something run on the side by a specific department/charity etc.

We invite both theoretical and empirical papers that address issues on sport governance, institutional change, board management and CSR in sport at any level (amateur and professional sport clubs, national and international governing bodies, team or individual sports). The list of themes and topics mentioned in the above paragraphs indicate issues of interest, but should not be seen as a complete or restrictive list.

<b>Proponents</b>	Mathieu Winand	University of Stirling,	Mathieu.winand@stir.ac.uk
		UK	
	Hallgeir Gammelsæter	Molde University College, Norway	
	Benoît Senaux	Coventry Business School, UK	
	Christos	Coventry Business School, UK	
	Anagnostopoulos		
<b>Keywords</b>	Sport Governance	Board management	Institutional change
	Corporate Social Responsibility (CSR)		

Events are universal and they occupy a special place in all societies and cultures. However hosting a successful event represent a number of unique management challenges.

The topic “Managing Events” at EURAM aims to examine the nature and scope of event management studies and related disciplines by demonstrating what is unique and challenging about event management. We further would like to address comparative and cross-disciplinary studies by drawing on existing conceptual models, event-related literature and practical experience in the field. There are multiple objectives for hosting events, such as a focus on celebration, education, sport, competition, business, academic exchange, exercise, entertainment or fun and these elements certainly influence the management of an event. Further the greater the expected differences among event types, such as the difference between a sport or a cultural event; a mega-event or a local event or within different event settings and cultures, the more important it is develop a dynamic and widely adaptable perspective in event research. In addition, there is the very special feature that many events are created by not-for-profit organizations and government agencies tied to social and cultural policy fields as well as strategic place marketing, tourism, sport, and economic development. With so many potential objectives to achieve, and stakeholders to involve, events provide unique opportunities and challenges for researchers.

The contributions to the topic should therefore encourage both theoretical advances and the expansion of practical knowledge for managers in the field.

We therefore will invite empirical and theoretical contributions that elaborate on event management drawing on a range of different theoretical and methodological approaches. We welcome papers that address the aforementioned issues or – not exclusively – the following topics:

- Measures of demand for events (including event tourism);
- Mega-event bidding and award;
- Unintended outcomes and externalities of events;
- Impact studies of events;
- The place of events in communities and the management of event stakeholders;
- Risk and security management;
- The consumer perspective: Personal, social and cultural influences of attending events;
- Management functions applied to organizing events including volunteer management;
- Event marketing and sponsorship;
- Ambush marketing and trademark protection;
- Environmental issues, which must be considered for events;
- Comparisons between different types of events and event locations;
- Venue design and management.

<b>Proponents</b>	Harald Dolles	Molde University College (Norway) and University of Gothenburg (Sweden)	Harald.Dolles@himolde.no
	Reidar J. Mykletun Simon Chadwick	University of Stavanger, Norway Coventry Business School, UK	
<b>Keywords</b>	Event management	Event marketing	Impact studies (economic, social, environmental)
	Event tourism	Mega-events	

The management of Olympic sport is of relevance to all researchers in the field of sport management, given the significant impact that the Olympic Games and its associated organisations have on the world of sport. Research in this area addresses all aspects of management, however, the particular focus on Olympic sport requires the understanding of the complexities of the operating environment within which Olympic sport is delivered. It also requires an understanding of the range of organisations that are part of the Olympic sport context: commercial organisation, such as sponsoring companies; the public/state organisations that deliver the Olympic Games; the quasi-voluntary organisations such as those national federations who deliver professional sport and the purely voluntary organisations, such as National Olympic Committees.

Research in this field also brings researchers from across the world, as Olympic sport is the only truly international sporting movement. This means that research is carried out within developing and developed sporting contexts, which provides an opportunity to discuss the relevance of management practices and disciplines across a wide range of organisations.

Research in this area is diverse and covers a wide range of topics, including organisational capacity and resource development, innovative and technology, management of doping, elite sport development, volunteer management. Sponsorship and CSR, management and governance, major events, Olympic values, sport for development, performance management, commercialisation, financing, marketing and law.

We invite both theoretical and empirical papers that address issues on the management of Olympic sport at any level (amateur and professional sport clubs, national and international governing bodies, commercial or state organisations). The list of themes and topics mentioned in the above paragraphs indicate issues of interest, but should not be seen as a complete or restrictive list.

<b>Proponents</b>	Leigh Robinson	University of Stirling,	leigh.robinson@stir.ac.uk
		UK	
	Tracy Taylor	UTS Business School Sydney, Australia	
	Thierry Zintz	Université catholique de Louvain, Belgium	
<b>Keywords</b>	International Olympic Committee	National Federations	Management of Olympic Sport Organisations
	Olympic Games	Elite sport	

# Submission guidelines EURAM 2014 - Valencia

Please, follow these guidelines and formatting instructions to prepare and submit your paper.

## **RULE OF 3:**

**Please note that you may be listed as an author or co-author on up to 3 submitted papers.**

1. Each paper can only be submitted to ONE topic or track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2014 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
10. Submissions will be done on-line on the EURAM 2014 website.
11. Only submissions in English shall be accepted for review.
12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.
13. In case of acceptance, each author can present only one paper at the conference.