Human Resource Management in Sport Organizations

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Uniqueness of Olympic Sports Organizations

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Who will work with you?

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and

Guest Speakers
Grand Strategies
Elegant marketing Plans
Outstanding Elite Programs
Quality Services

PEOPLE
Employees may be replaceable, but every replacement alters the nature of the organization.
(An Executive Director or a Head Coach ➔ a change in philosophy or strategy).

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General aims of the module

- To advance the comprehension of HRM issues in Sport Governing Bodies
- To identify and discuss problems related to HRM and (possible) solutions
- To build or reinforce
  - A global sensitivity to people’s attitudes, interests, differences
  - A positive attitude towards HRM
HRM Topics To Be Covered

Distinctive Features of Sport Governing Bodies
Organizational Design and Coordination
Conflict in Sport Organizations
Volunteers and Professionals in Sport
Leadership
Managing Diversity
Managing Change
Professional Education
Olympic Expeditions/Missions
Development of Elite Athletes/Lifestyle Support
Definitions of Sport Management

Management of those organizations whose major domain of operation is sport and physical activity (Chelladurai, 1985)

A Sport Organization is a Social Entity involved in the Sport Industry” (Slack, 1997)

- The focus of these two definitions are the organizations that deal with sport

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A sport manager is “a person whose job entails planning, organizing, staffing, directing and controlling to be performed within the context of an organization whose primary or predominant product or service is sport and sport-related” Mullin (1980; p. 3)

The focus here is on managerial functions
Definitions of Sport Management

Sport management is “the theoretical and applied aspects of management theory and practice specially related to sport, exercise, dance and play as these enterprises are pursued by all sectors of the population” NASSM Constitution

The focus here is on the activities
Definitions of Sport Management

Sport Industry is “the market in which the products offered to its buyers are sport, fitness, recreation, or leisure-related and may be activities, goods, services, people, places, or ideas” (Pitts and Stotlar, 1996)

Emphasis on industry offering sport products
A Synthesis

**Industry:**
a group of organizations that produce same or similar products

**Organizations:**
mechanisms for exchange of products

Thus, the emphasis is on PRODUCTS
Product can be:
a GOOD (a physical object) OR
a SERVICE (a performance)

ATTRIBUTES OF A SERVICE

Intangibility
Perishability
Heterogeneity
Simultaneity
Service is:

“an activity or series of activities of a more or less intangible nature that normally, but not necessarily, take place in the interactions between the customer and service employees and/or physical resources or goods and/or systems of service provider, which are provided as solutions to customer problems”

Grönroos, 1990; p. 27)
Sport Management is:

The field concerned with the coordination of limited human and material resources, relevant technologies, and situational contingencies for the efficient production and exchange of sport services. (Chelladurai, 1994; 2005)
CONSUMER SERVICES

Standardized, Routine
Low-skilled

PROFESSIONAL SERVICES

Non-standardized, Variable
Knowledge/Expertise Based
“define or alter the person’s behavior, attributes, and social status in order to maintain or enhance his well being”

Humans as Inputs & Outputs

Variable Raw Material

Variable Products

Client Involvement in Production
HUMAN SERVICES

People Processing

People Sustaining

People Changing
Services Produced by Sport organizations

Consumer Services (facilities, equipment)

Professional Services (accounting, legal affairs)

Human Services
- People Processing (drug testing, age grouping)
- People Sustaining (fitness and health promotion)
- People Changing (teaching, coaching)

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Apical Functions Of NSGBs

Create greater access to resources
Help to increase financial performance
Facilitate innovation and sharing of knowledge
Reduce variety and uncertainty in transactions
Economize the costs of information gathering
Coordinate interdependent activities among member institutions
Mass Sport and Elite Sport

Complimentary or Conflicting?
Sport from French
desporter:
diversionary activity
carry away from work

maximize pleasure for both participants

Athletics from Greek

athlos (i.e., a contest),
athlon (a prize), and
athlein (i.e., to contend for a prize)

prove excellence through victory in contest

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Unique Features of SGBs

- Members are Autonomous Organizations
- Reliance on them for Delivery of Programs Difficult to Monitor and Control
- Scarcity of Resources
- Volunteer-Professional Interface
- National Representatives
- Public Scrutiny/Open Performance Records
- Armchair Experts