

## TEXT

Management:

The word management derives from the Latin word *manus* (hand).

How many words can you derive from the basic verb manage?

Use the words in sentences.

How would you define management as a process and management as a group of people?

Which are the main functions of management?

Management as a process:

- Management is defined as the organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives
- Fredmund Malik defines as **Management is the transformation of resources into utility.**
- Andreas Kaplan specifically defines European Management as a cross-cultural, societal management approach based on interdisciplinary principles.
- In another way of thinking, Mary Parker Follett (1868–1933), defined management as "**the art of getting things done through people**". She described management as philosophy.
- As a discipline, management comprises the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing a firm's resources to achieve a policy's objectives
- Henri Fayol (1841–1925)<sup>[4]</sup> considers management to consist of six functions:
  1. Forecasting
  2. Planning
  3. Organizing
  4. Commanding
  5. Coordinating
  6. Controlling

Management as a group of people:

The directors and managers who have the power and responsibility to make decisions and oversee an enterprise.

Now look at the official definitions and compare to your own ideas.

### **How would you describe a sport manager in your own words?**

**A sports manager** is someone that is hired by either a team or an individual athlete to ensure that everything that happens off the field goes smoothly. They have numerous responsibilities that revolve around making it easier for their clients to focus on winning without worrying about the business or organization side of sports.

Unlike sports agents, managers do not focus on contracts for their clients, instead managers ensure that their clients are getting the proper attention and training to allow them to compete at their highest level. Sports managers are hired at a wide variety of venues including academic institutions, amateur and professional leagues, sporting goods companies, and even sports marketing firms.

### **Sports Manager Duties**

The duty of a sports manager ranges widely depending on the clientele. Some sports managers are responsible for an **individual athlete** and keeping them in good mental and physical health. This can mean doing everything from hiring trainers to working out issues between the team and the player. The manager is somewhat of a spokesperson for their client, charged with making sure all their needs are met and that they are in the best possible position to succeed. This also means they must work with the media to ensure their clients are getting a good image. They must make sure that all aspects of the athlete's life are organized well and that they are getting the recognition they deserve

For a sports manager of **a team or organization** the duties are quite different. Working with an entire organization the manager must be sure that the vast network that is required to run the operation is working well together and organized correctly. They are responsible for smoothing out any conflicts between departments and overseeing the inner workings of the organization. This involves working as intermediary between the owners and players, working with the marketing division to give the team a good public image, and keeping the right balance of employees to make everything function smoothly.

Some examples of sport managers include the front office system in professional sports, college sports managers, recreational sport managers,

sports marketing, event management, facility management, sports economics, sport finance, and sports information.

### Exercise

Which word in the text means:

1. to acquire the temporary services of (a person) in exchange for payment
2. to achieve or accomplish by effort, solve
3. whole; complete
4. unusually large in size
5. to make differences smaller
6. a person who acts as an agent between parties

### LISTENING

Listen to Alexander Reese and note down the four general and six specific skills having the biggest impact on managerial effectiveness.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Question to think about: What is specific for sport management? How does it differ from other businesses?

- Sport employs millions of people around the globe, is played or watched by the majority of the world's population and, has moved from being an amateur pastime to a significant industry.
- Managing sport organizations at the start of the twenty-first century involves the application of techniques and strategies evident in the majority of modern business, government and non-profit organizations.
- Sport managers engage in strategic planning, manage large numbers of human resources, deal with broadcasting contracts, manage the welfare of elite athletes, and work within highly integrated global networks of international sport federations, nation sport organizations, government agencies, media corporations, sponsors and community organizations.

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Answer the questions:

1. How has the character of sports changed during time?
2. Which strategies may be applied in managing sport organizations?
3. Which roles do sport managers play in the sport business?

Before reading, study the following vocabulary:

Viability- capable of normal growth and development, capable of being done in a practical and useful way

Engender - to bring into existence

Vicarious - acting or serving in place of someone or something else

## 10 unique features of sport

- People develop irrational passions for sporting teams, competitions or athletes. Sport has a symbolic significance in relation to performance outcomes and success. Sport managers must appeal to people's desire to buy tickets for events, or purchase sporting merchandise.
- Marked differences between sport organizations and other businesses in judging performance. **Private or publicly listed companies** exist to make profits and increase wealth of **shareholders** or owners, whereas in sport, other imperatives such as winning premiership, providing services to **stakeholders** and members, or meeting community service obligations may take precedence over financial outcomes, while at the same time being responsible financial managers.
- The interdependent nature of relationships between sporting organizations that compete on the field but cooperate off the field to ensure the long-term viability of both clubs and their leagues.
- Anti-competitive behaviour – clubs must cooperate to remain in business, share talents.
- Sport product (a game or contest) is of variable quality, game outcomes are uncertain – it is hard to guarantee quality in the marketplace relative to providers of other consumer goods.
- Sport enjoys a high degree of product or brand loyalty
- Sport engenders vicarious identification with the skills, abilities, and lifestyles of sports people, this can be used by sport managers to influence the purchasing decisions of individuals.
- Sport fans exhibit a high degree of optimism despite a string of bad losses
- Sport organizations are relatively reluctant to adopt new technologies unless they are related to sports science which makes them conservative more than other organizations
- Sport often has a limited supply –other organizations can increase production to meet demand, clubs are limited by season length and the number of scheduled games.

## Exercise

Match each beginning of a sentence (1-5) with its proper ending (a-e)

- |   |   |
|---|---|
| 1) Sport has a symbolic significance                                      | a) this can be used by sport managers to influence the purchasing decisions of individuals. |
| 2) Private or publicly listed companies exist                             | b) despite a string of bad losses.  |
| 3) Sports produces identification with the qualities of sports people,    | c) in relation to performance outcomes and success.   |
| 4) Sport organizations are relatively reluctant to adopt new technologies | d) to make profits and increase wealth of shareholders or owners.                           |
| 5) Sport fans exhibit a high degree of optimism                           | e) which makes them conservative more than other organizations.                             |

Write a short summary comprising the main differences between sport business and other businesses.

## Vocabulary

Engender	plodit
Enterprise	podnik
Private limited company	Plc, společnost s ručením omezeným
Public limited company	Ltd, akciová společnost
Shareholder	akcionář
Stakeholder	investor
Utility	užitek, užitná hodnota
Venue	zařízení, místo konání, dějiště
Viability	životaschopnost
Vicarious	zprostředkovaný, zastupující