

GOVERNANCE OF SPORT ORGANIZATIONS

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Abstract

The governance of organizations has for the past decade, profoundly questioned and challenged. Numerous studies and reforms around the world, helped to overhaul the "corporate governance" including large enterprises. Political governance is also strong questioned and reformed. This movement also affects sports organizations (International Olympic Committee, sports federation professional clubs ...) that sometimes had to face serious crises of ethical abuses (corruption, doping, cheating ...). A number of issues emerge filigree:

- How decisions are made in sports organizations?
- How these decisions are they influenced by political pressure, trade, social?
- How to exercise power?
- What are the effects of the modes of governance on management styles and beyond performance?
- Who should lead, manage, monitor?

Keywords: Governance, management, sports organizations, professionalism.

1. INTRODUCTION:

It has been observed that the governing bodies possess a string and influential position in the sports industry and they are an important part of it. Any specific governing body is structured and planed in a certain manner that lead it towards the attainment of stated mission in the environment it runs its operations. There is an inherent and intrinsic challenge in the process and this is because the governing body has to maintain and sustain a certain level of stability and consistency with the passage of time as well as the responsiveness towards any change in the market. The knowledge about the way any governing body is organized and managed facilitate the sport manger in develop his or her understanding the reason exist behind the operations of the governing bodies as well as understanding why some governing bodies are more efficient and effective as compared to the others. In due course the organizational theory represents a domain of study that inquires in order to understand the design and structure of the organization. The scholars examine and evaluate the regularities and the pattern that come into view in order to understand the causes and consequences in a much better way (Slack & Parent, 2006).

For all sort of organizations the process of managing and organizing is fundamentally same. The sports mangers need to develop a proper and systematic plan right after the mission of the organization is set and its goals have been formulated, this is done in order bring the necessary human and physical together (Montana & Charnov, 2000). At a broader level, the ability of a sport governing body to govern effectively and efficiently is established and verified by its structure which in turn impacted and affected by the market place. Since the beginning of time, human beings have sought out different ways in order to make decisions for their groups. This shows that they look for some better ways all the time to govern to resolve and settle the issues and disputes control the behaviors that are disruptive and attain the goals and objectives that advance and projects the welfare and prosperity of the groups as well as the society as a whole. In due course, the governing bodies in the sports industry exist to make the decisions in the group in a specific segment and division of the sports industry. The below presented paper has discussed and presented the challenges faced by the organization in terms of their governances especially in the sports organizations. It has answered the way decisions are made in the sports organizations, the way these decisions influenced by the political, social and trade elements. How the power is exercised, the effects and the modes of the governance on different management styles and beyond performance and who are the ones that are there to lead, manage and monitor?

2. RESEARCH METHODOLOGY:

The research is supported by the secondary data. With the help of the thorough literature review a descriptive analysis has been done in order to find answer to the research questions. For this purpose, help is taken from the previous research studies and literature.

Principal Question and Hypothesis:

The research topic is 'governance of sports organizations'. This is supported by some principal questions which are as follow:

1. How decisions are made in these organizations?
2. How political pressure, trade, and social factors influence these decisions?
3. How the leaders in these organizations should exercise the power?
4. How different modes of governance affect the management styles and performance in these organizations?
5. Who should lead, manage, and monitor in these organizations?

Finally, a conclusion has been presented to sum up the findings of the research paper.

I- Decision making

1- Decision-making in sports organizations.

Before going deep inside the decision making in the sports industry it is very important to understand the sports industry and the sports organizations first. According to Sawyer, Bodey and Judge (2008) an industry is defined as a group of business that have a common and similar way of revenue generation for instance the automobile industry. Fashion industry, cattle industry etc. in the same manner the sports industry are also the one that is comprised of many segments and generate revenues in more or less similar manner. These segments are multitude in nature and may include interscholastic sports, intercollegiate sports, youth sports, professional sports, sport consulting, sports manufacturing, sports retailing, sports marketing, merchandising, Olympic sports, facility management and many others. These segments are consists of several individual organizations. Although it is very difficult to measure but many scholars have said that the sports industry is showing a growth at an exponential rate.

Before moving further towards the sports organization, the understanding of the term organization reveals that it is an entity, a body or a unit that facilitate the two or more individuals to work effectively and efficiently together in order to attain the mutual goals. In due course a governing body is refer to an organization with five different essential elements like social identity, involvement and engagement in the sports industry, focus which is goal directed, activity system that is consciously structured along with other identifiable boundaries (Slack and Parent, 2006).

The domain of sports industry gives a very good and comprehensive platform to study the decision making from various perspectives and for many reasons. If we go through with the current and contemporary scope and domain of decision making in the sports organizations there would be a variety of decision agents that include players and coaches, decision tasks that involve allocation of ball and play calling etc, and decisional contexts like during timeout and during the play etc. these involve a number of interesting decisions. The combination of above stated factors gives a unique and distinct interaction of the elements that are very significant and have a potential to affect the way of decision making.

The most essential element of decision making in sports is that they are very naturalistic that is they are decided by the agents in the sports industry as well as the sorts organization with a degree of task acquaintance and familiarity especially in the environment under which they come across with decision making naturally (Orasanu & Connolly, 1993). Most of the time the decision made in the sports industry is of dynamic nature. These decisions either in sports industry or in other filed or industry unfolds with the passage of time. There is internal dynamics as well as external dynamics. The internal dynamics reflects that there is no single point of decisions as there is an existence of a particular course of deliberation. The information in the sports industry is not just gathered instantaneously and processed instead the decision maker accumulate it with the passage of time and go through with the subsequent processing of the information which requires an additional time in the process of decision making. Additionally, the situations in the sports industry that possess and show external dynamics reflects that the situation will change with the passage of time and itself. That is at one pint the information is available and in the next moment it will not be available due to any obstruction etc.

Often it has been observed that the decision making in the sports organization are made online or they are made under similar conditions of high or moderate time pressure. The aspect of decision making is little bit related and little bit distinct from the dynamic nature of decision making in sports industry. In addition to that the element of variability is of great importance in the sports decisions. A significant importance is given to the to the sports situation where deterministic mapping is avoided from the situations to response and with that the use rules of "if – Then" is common in instructions (McPherson & Kernodle, 2003; Johnson, 2006).

In the book "Understanding Sport Organizations: The Application of Organization Theory", the decision making in the sports organization is defined as the choice between the two different alternatives. According to the book there two main types decision involved in the decision making in the sports industry, one is the programmed decision and the other one are the non-programmed decisions. The programmed decisions are related with the decisions and selecting the choices based of everyday activities that is about the promotional campaigns run in the games or the food and other facilities provided to the audiences etc. Such decisions are taken by the individuals at important positions but not too much in the executives' ones. On the other hand the non-programmed decisions are the ones that are made reflecting majority of the team and the attainment of the goals by the team. Such decisions include building or

construction of a new stadium or trading of a new player and the high officials in the sports organizations as well as the sports industry made these decisions.

The decision making in the sports industry also face different conditions and the decision makers have to deal with them. These include certainty, uncertainty and the risky situations. And the decisions agents in the industry have to deal with them. With that when it comes to sports there is an involvement of many ethical and unethical issues like other domains and the field is not immune with such type of actions and behaviors and the decisions makers must need to consider all the aspect of the situation (Slack, & Parent, 2006). It has been observed that the role of decision making in sports industry is played by the decision agents. And they are the ones that have to decide the matters on short term and long term basis. The process is often cumbersome and incorporates a particular thought process. It involves the identification of the process, which is based on the acknowledgments of the fact that there is a need of decisions for a certain situation. Then the decision makers seek information relevant to the problem that need to solve. They often go with the process of brainstorming to analyze the situation and come with the other alternatives. Then there is a step that incorporates the selection of the available alternatives. Later on comes the implementation of the plan which is about taking the action to address the issue or to solve a particular problem. Like every other domain, the sports organizations also evaluate the outcomes in order to assess, examine and understand whether the actions taken were right and whether the decision was made was appropriate for decisions making.

2- The influence of political pressure, trade, social on the decision making.

Any industry has its own significance in the economy as well as in the society. This significance is based on the association and effectiveness of the industry with the society and its individuals. The sports industry has a great association with the people and that is mainly because of the fact that the industry is related with leisure and joy and people are very much attached with the due to their great interest. This interest of people reflects the sports industry and organizations and they have to run their operations that generate the favorable outcome of the public at large. With that, the role of economics and politics has also an influence over them. The economic transformations along with the evolution and development of telecommunication sector (Stern, 1979) and the idiosyncrasy of the political systems and scenarios Amara et al., (2005) have a great impact and influence on sports industry and sports organization.

Any changes in the domestic or global context related to the sports industry have potential to affect its internal functioning, the entire system, and the emergence of new channels of communication, the external sources dependence, and the support it gain from the public system. These aspects determine the specific characteristics of the contexts and perspectives in which the sports organizations are run their operations. The influence and role of environment as well as other external factors is widely observed while studying the sports organizations. Ever since the moment that organization initiated to be envisaged as open system (Hannan and Freeman, 1977), the impact of the external factors and the environment on the operations and the processes of the organizations are often taken into account in the organizational studies. And according to several studies the environment includes the political, social and economic situations under which the sports organizations are running their operations. And it also includes the resourcing of the organization that exist outside it and determine the survival of the organization. This is because of the rising significance of sports in the social life of the people and the opportunities seen by the development information and communication technologies. According to Stern (1979), this rising significance of sports in the social life is due to the renewal of the Olympic Games. This has strengthened and stimulated the interest in developing and promoting sports at both national and international level.

Ahlstrand and Lampel (2000) see the dynamics of the organization as an analogous and corresponding to political games where the players develop and expand their roles and coalitions that make them capable of influencing the process of decision making. If we examine the political model, then we will get to know that the organizations seem as a group of players who have their own interest and objectives and control the diverse range of resources that are measured relevant for running the board. This incorporates people, information, statutes, financial resources, arrangements, authority, opinions, ideas and power sharing. The domain of political factors are divided into two main categories, one id internal political factors and the other are the external political factors. The influence on decision making by the external political factors is seen in the form of policies and procedures formulated by the governments of the state. These policies and procedures vary from country to country. the sources that have power and fall in the category of external sources include the public sports policy formulated and set by the government, power and influence of the affiliated clubs, the relationship of the sports industry with the individuals who have power and authority, the power and influence of media bodies, the roles and functions of club coaches as well as the power and influence of the members of the sports ministry, sports board and the directors.

Like any other organizations, in sports industry sports organizations possess a group of stakeholders that have a certain influence on the decision making of the sports organizations. Freeman (1984) chooses the definition of stakeholders and includes customers, employees, suppliers, banks, government, shareholders, and the environmentalist as those that have great potential to help or harm any organization. According to Miragaia, Ferreira, Carreira (2014) there are three most valued groups of stakeholders and these are the highlighting ones in the strategic decision making process at sports organizations. These include the top management, association of members and sponsors. In the same study, it has been also figured out that there is a major difference in the internal external; stakeholders of an organization as well as in the decision making process. The study reveals that the role and influence of top management in the sports organization is very salient and this is because their increasing role in the decision making process of the

organization (Parent & Deephouse, 2007). The other stakeholders groups are identified as bit dangerous and these include the local community and the regulatory bodies that possess' strong powers, the regularity bodies include the government of the state and the Federation.

With the above mentioned co-existence of all stakeholders, the existence of transparent and frequent communication is very important. This will not just encourage and facilitate the efficiency of the operations but also work as a driver of boosting confidence and motivation (Parent & Séguin, 2007; Harrison et al., 2010; Walters & Tacon, 2010).

II- The power

1-The exercise of power

Power is regarded as the most broadly spread yet one of the most problematic and bit complicated concepts in the literature of organizational theory. Power is like something that we can easily observe in a sports organization and the effects of the power can also be clearly felt. There are a number of definitions of power present in the literature and the most widely accepted concept of power says that power is the ability to get something done from someone that would not have done or attained otherwise. It is like the probability that one individual in a society and specifically in a social relationship stands in a position in order to perform his or her own will and determination despite of facing the resistance and also irrespective of the basis upon which the probability rests (Weber, 1947). In addition to that it has been also seen and observed in the literatures that power has been used interchangeably with and/or to encompass the concepts like influence, manipulation, coercion and authority (Bachrach and Baratz 1962). In actual authority is one of the forms of power. And it is that form of power which is officially sanctioned and authorized by a sports organization that is the power which accumulates to an individual because of the role he or she assigned within the organization. The legitimacy of authority is seen in the sports organization that grants the authority. In actual and in essence the power managers exercise in the sports industry is authority and that authority reflects the power of these individuals they gain from holding certain position in the organization.

The above stated argument does not mean that the individuals that do not have any authority are unable to influence any choices. It is significantly important that the authority must have to be accepted by the subordinates of the role holder and it is supposed to be exercised down the hierarchy of the organization. On the other side, power is something that can be exercised and practiced vertically up or down in the hierarchy of the organization as well as horizontally.

2-The sources of power

When it comes to power there are many sources of it and the way sports organizations are structured, they have a potential to lead some of their subunits becoming powerful irrespective of the of the individuals within them. In sports organizations the power is seen as the sources of individual power and the organizational sources of power. French and Raven (1959) have presented the five part typology in the year 1959 that is based upon the legitimate power, coercive power, reward power, expert power and referent power. According to Shetty (1978) the possession of one form of the above presented powers may affect the effectiveness and degree of other types of power. The sensible, cautious and thoughtful use of coercive power and reward power have a potential to augment the effectiveness and degree of legitimate power, where as the inappropriate use of them will result in lessening the legitimate power.

It has been observed that some sources of individual power are the consequences of the holding positions of authority in several sports organizations. When it comes to the organizational sources of power, the power that accumulates the subunits of the organization as a consequence of the way the sports organization is designed. There are basically the five different organization based sources of power. The initial one include the acquisition and control of resources, the ability of the organization to cope up with certainty, uncertainty and non-substitutability and at last the control of organization over the process of decision making.

In the studies it has been observed that among several ways the essential way by which a subunit in a sport organization acquires power is developing and strengthening its ability to acquire and accumulate the resources and having a control over the resources. This is because of the fact that the organization are in a constant need of consistent supply of resources that are most difficult and critical to obtain (Pfeffer, 1981). It is further studied that not just the acquisition and control of the resources is necessary but also the ability to secure the resources for organizational operations is equally important. These resources can be in any form such as people, money, information and legitimacy.

Apart from the resources, the role of power in the organization especially in the sports organizations is related with its ability to cope up with uncertainty. At present almost all types of sports organization are dealing with uncertainty, constantly. These uncertainties are coming out of the changes in the sports organization's task environment that include the competitors, suppliers, regularities agencies, fans and other entities that are alike. Since the element of uncertainty create so many problems for any sports organizations, the above stated subunits gain increased power because they possess the ability to control or reduce the uncertainty (Hinings, Hickson, Pennings and Schneck, 1974).

The position of the subunit in the flow of information or work in a sport organization establishes and verifies the amount of power possessed by the subunit. The subunits are more powerful when they are more central towards the flow of information or work as compared to the other units. In due course the role of financial people is also seen powerful and influential in the sports organizations. But with that when there is any decline in the sales, the sales and marketing departments of the sports organization comes in the lime

light and become the primary focus. Apart from centrality, the element of non-substitutability is an integral way of gaining the power for both individuals and the subunits. Hickson et al., (1971), in the strategic contingency theory of power has suggested that subunits will have more organizational power when the activities of the subunits will be less substituted. On the other hand, in order to retain the power, the individuals as well as the subunits must have to make sure that the specific knowledge, skills and attributes they possess are very difficult to replace by others. In the prevailing case if other have the ability to obtain or access the expert's information than there are the chances that the power base is quickly destroyed (Pfeffer, 1981). Resultantly, the ones that possess power will exercise some strategies so that their status with power can be maintained.

III- Governance and management

1- The effects of modes of governance on management styles.

The term governance, permeate the contemporary Anglophone social science dictionary. The term is regarded as eclectic and it is often deployed in several contexts with a variety of and most of the time contradictory meanings. With the passage of time the term has become a omnipresent and often regarded as the buzzword which possess several meanings or sometime means nothing (Jessop, 1998). The term Governance and its connotations with the life of the human beings can be trace back to the ancient Greek and classical Latin time and the words used in that time for steering of the boats. The original use of the word governance is partly covered with government, the manner, way and action of governing, steering or guiding the conduct. Now, for a long period of time the use of the word was just restricted with the legal and constitutional issues that are connected with the affairs of the state and/or the course of particular professions or institutions. The governance is now related with the manner and modes of governing and here the government is referring to the agents and institutions that are responsible to run and the processes and operations of the government.

According to Treib, Bähr & Falkner (2007), there are several modes of governance these include legal bindings versus the soft law, the rigid versus flexible approach toward the implementation, presence versus absence of sanctions, material versus procedural regulation, fixed versus malleable norms, public sector involvement versus private sector involvement, market versus hierarchy, central versus dispersed loci of authority, institutionalized interactions versus non institutionalized interactions. These modes of governance have a certain impact on the management styles.

God governance possess eight different characteristics these include participatory, equitable, responsive and inclusive as well as consensus oriented. With that good governance is also effective, transparent, efficient, and accountable and follows the rule of law (UNESCAP, 2006). In order to facilitate the participation wither directly or with the help of legitimate representatives, the members must need to be informed and organized. In addition to that, the governing body must be responsible and responsive and should be there to serve and cater all the members appropriately and within the sensible and rationale frame of time. In order to facilitate and strengthen the equity and inclusiveness, it is very important that the members must feel that they possess some stake in the governing body and they have an opportunity to improve as well as maintain their status. The impact of good governance is seen in the form of efficiency and effectiveness. This helps in the development and running of the processes in order to produce certain results that meet the needs and want of the members in that way that will facilitate a comprehensive use of human capital and physical resources. In sue course following the rule of law means the application of the rules during the decision making and its enforcement in an impartial manner.

Studies have revealed that there is a certain difference in the governance and management. A governing body is an organization which is specifically designed to attain a particular mission. The governance is the way to control and coordinate the actions of the organization and its resources. On the other hand management incorporates translating the system of governance into the performance. The common aspect between the government and management is that both of them have same functions these are four in number including planning, organization, leading and controlling the human capital as well as physical resources so that the organizational objectives can be achieved. These functions are same in the governance and management domain irrespective of the industry and the level in the industry or any type of the organization.

The role and modes of governance have a great impact on the management of the organization as well as the sports organizations. This is because the management involves the conversion of the system of governance in the operations that are performed on day to day basis. The governance plays its role by assisting the senior management of the organization to work with the board and formulate an operational plan to attain the predetermined mission, goals and objectives for a specific period of time. With the help of organizational structure, the senior management is able to manage the work by delegating and allocating certain authority and responsibility to the members of the staff so that they can carry out their operations. Despite of the influence of the governance, the authority and jurisdiction to perform the above stated functions is delivered from the board. However, in small sports organizations, the senior management and the board are similar and in such scenario the senior management of the organization establish and practice the governance system and also the system that can translate this in day to day operations of the company.

2-Who should lead, manage, monitor?

There are three main and fundamental reasons that reflect why it is very important that organizations must need to have management. The reasons include that it is to establish the objectives, to establish and sustain the balance among the stakeholders and to attain the effectiveness along with efficiency. The initial step in this perspective is the establishments of the objectives for the entire

organization because the objectives represent the energy currency of the organization. After the establishment of the objectives, the resources of the organization in the form of human capital, physical and financial resources all work together to attain the set goals and objectives. It has been observed that the top or senior management of the organization establish and formulate the objectives that cover the areas like profitability, growth of the organization. Its market share or any sort of product development.

In doing so the role of managers in the organization is very important. They are required to maintain a certain balance among the objectives that are conflicting in nature as well as conflicting for the stakeholders of the organization. As discussed earlier in the paper, that the stakeholders are the ones that have a certain stake or role in the organization as well as in its performance and success and these involved the employees of the organization, its customers, suppliers, government authority, society, creditors and other factors in the external environment of the organizations. The role of management is to hold a good level of trust and must have to balance the interest of all the groups and bodies associated with the organizations. These may include the community leaders, creditors, employees, customers, employees, the needs and demands of the government, the public stockholders, trade associations, suppliers, union leaders etc. In addition to that the management is in a position to perform the stewardship function in place of the owners of the organizations who are willing to seek the satisfactory performance of the company in terms of comprehensive and strong return on their investment. In governing and performing these roles the role of top and senior management is very crucial in the organization (Slack, & Parent, 2006).

When it comes to leadership, there are many roles that need to be studied. In relation to the sports industry, leadership can be explained as the possession of certain set of qualities that stimulate people to follow that individual or person that possess these qualities. In general it has been observed that the leadership required two different parties to follow among them one is the leader and the other is the follower. With the existence of the formal and more sophisticated role of in the sport organizations, the sports administrators are the ones that are responsible for empowering and allowing the subordinates to determine and attain the goals and objectives in the entire industry. The degree of the leadership skills possess by the sports administrators will greatly and immensely dictate the result of the action taken by them with their subordinates. Over a course of time with almost a century on research and development over the topic and domain of leadership, it has been found that there are no particular or specific truths and no general absolute or general panaceas for the establishment and practice of an effective leadership at managerial level. What is significantly most important is the way leadership is being carried along in the sports industry in general and in the sports organization in particular. Since there is no hard and fast rule and absolute means and procedures, the senior leadership in the sports organization must need to observe, examine and study the external as well as internal circumstances and transform their the leadership initiatives in accordance with that. Only in this way the sports organization would be in a better way to deal with its internal as well as external stakeholders and maintain the sustainability of the organization (Soucie, 1994).

3. CONCLUSION:

With the passage of time especially in the past decade, it has been observed that the governance in the organization are very much interrogated and challenged. Such situation has its repercussions and in order to cope up with the situation there have been several studies that are conducted and many reforms have come across all over the world to assist the improvement of the corporate governance in the organization including small, medium and larger organizations.

In due course the role of political governance is very much questioned and went through with the reforms. All of this has been seen in the sports organization and with that there have been many issues in relation to that. The process of decision making in the sports organization is done by sports organizations as well as the different agents in the sports industry. Often the decisions made in the sports industry are of dynamic in nature and this is because of the degree and relevance of the industry with the society and general public at large.

Due to its size and degree of its relevance the sports industry is exposed of many factors that influence the process of decision making as well as the operations and function of the industry and in general and sports organizations in particular. This influence is seen to be raised by both internal and external factors. The external factors largely include the pressure, trade, social elements. The government of each country has seen its role in determining the limitation and setting the boundaries of the industry as well as the board. The economic and social transformation has its own impact and that reflects on the needs and preferences of the customers of the sports industry.

There are many sources of power seen in the sports industry that exercise their role and these lies within and outside the organization. The role of power is strong in the individuals that possess the strong positions either in the organization or outside the organization. The outside elements have also a great role in those aspects of the organization that are related with power. And governance plays its role in the decision of sports industry and sport organization thorough its various modes. In order to increase the effectiveness and efficiency of the sports industry each player must need to define its role and must have to plan comprehensively to attain the pre-determined goals and objectives.

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