



**Managing Organizations for Sport and Physical Activity:
A Systems Perspective**

By: P. Chelladurai (2005)

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Reviewed by: Joanne MacLean¹, Brock University

The second edition of *Managing Organizations for Sport and Physical Activity: A Systems Perspective* successfully delivers its goal of applying theory to sport management practices. The text is comprehensive in over viewing the management of sport and physical activity organizations, presenting with clarity and relevance theories of management that inform the actions and decision-making of successful managers. Chelladurai employs the four functions of management as a framework for understanding the intricacies of administration. As the title suggests, an open systems perspective of the organization is employed, ensuring that the organization is viewed in the context of its environment. Appropriately, the systems approach guarantees that the unique context of sport organizations forms the basis for the application of managerial theory. The author is successful in creating an informative, innovative resource that uses examples and ideas appropriate to managing sport and physical activity programs in each of the not-for-profit, commercial, and public sectors.

The Introduction discusses the emergence of the field of sport management, its past, presence, and future. Attention is given both to the profession and the economic significance of the sport industry. Career opportunities are discussed in light of rationale pointing to a bright future for the sport industry.

In Chapter 1, Chelladurai describes the field of sport management by focusing on the services produced and marketed. Significant conceptual distinction is made between products and services, leading to a discussion of consumer, professional, and human services. Human services involve processing, sustaining, and/or changing people, and the importance of understanding the motives of clients is presented. A classification of sport services is offered, in which distinguishing between the production and marketing of services is

¹ Joanne MacLean is with the Department of Sport Management at Brock University.

highlighted. Finally, Chelladurai ensures that the breadth of the industry is not lost on the reader, and the coordination of human resources, technologies, support units, and environmental context is stressed.

Chapter 2 focuses on precisely defining the term *organization*, and outlining the attributes and forms of organizations. Nine attributes are discussed, using the example of *athletic team as organization*. The author presents 5 criteria helpful for classifying a sport organization.

Systems theory and the organization as an open system is the topic of Chapter 3. Chelladurai argues for considering organizations as open systems, in which the whole is viewed through the interactions, interconnections, and interdependence of the parts. As such, relationships between parts of the whole are influenced by the social, cultural, and economic conditions of the environment. This view of the organization presents an important framework for study more generally in sport and recreation management.

Building on the discussion of open systems, the author presents the functions of management in Chapter 4, and addresses both the skills (conceptual, human, technical) and roles (e.g., resource allocator, negotiator, leader, spokesperson) embraced by effective managers.

Chapters 5 through 12 present in depth discussion of the four functions of management: planning, organizing, leading, and evaluating. An enlightening presentation on planning provides the reader with steps to the planning process; information on strategic and tactical planning; the connection between budgeting and planning; and the concept of forecasting. Chapter 6 builds on the concepts of planning by outlining decision making in organizations: how decisions are made, rationality in decision making, and models of decision making. Importantly, Chelladurai includes a discussion of decision making as a social process, and the idea of participative decision making.

Chapter 7 is devoted to organizing, and the classical theoretical principles underpinning the concept, followed by a discussion of bureaucratic organizations and the tenets/criticisms of bureaucracies. Chapter 8 applies open systems theory to the concept of organizing in order to offer an alternative to the bureaucratic model of the organization. The author then presents a discussion of interorganizational networks and networking functions within different segments of the sport and physical activity industry.

In Chapter 9 Chelladurai links the concepts of motivation and leadership. Theories of motivation and their implications for leaders and volunteers in sport management roles are presented. Chapter 10 focuses on leadership theory presenting a comprehensive, historical overview of leadership models and their implications for sport managers. Chapter 11 concentrates on contemporary leadership theory, outlining transactional, transformational, charismatic, and the multidimensional model of leadership.

In Chapter 12 the author focuses on evaluating, the 4th function of management. Program evaluation is presented as organizational effectiveness, an area of concern for all sectors of the sport industry. This leads nicely into Chapter 13 in which a comprehensive presentation of the ultimate management concerns of effectiveness and efficiency are presented. Various models of organizational effectiveness are discussed. The link between these models and goal attainment is successfully made, and the importance of effectiveness criteria and organizational conditions are noted.

The final chapter of the book focuses on the timely topic of diversity within organizations, and the importance of managing diversity. Perspectives on managing diversity are presented along with a set of options related to the ultimate task involved. Finally, an integrated framework for managing diversity is outlined.

Managing Organizations for Sport and Physical Activity: A Systems Perspective (2nd Ed.) makes an important contribution to the field. In a clear and concise manner, Chelladurai has presented a complexity of concepts and theories, and linked them to the practice of managing organizations specific to sport and physical activity. Using systems theory and functions of management as a framework for the book was completely successful. Chapters flow easily and relate appropriately to one another. The use of “sidebar” examples and effective diagrams/charts create an important consistency of presentation for the reader. The quality of content and presentation is exceptional, and the overall effect is testament to the outstanding, far-reaching career contribution Dr. Chelladurai has made to the literature and field of sport management.