

Meta-Analysis of the Evolution of Sports Management

José Ramón Sanabria Navarro¹, Yahilina Silveira Pérez², William Alejandro Niebles Núñez³

¹Universidad de Córdoba, Colombia

^{2,3}Universidad de Sucre, Colombia

Email: yahilina.silveira@unisucra.edu.co

Abstract

Sports management is a fundamental subject for anyone interested in the world of sport. This article addresses the systemic evolution of sports management as a discipline that integrates several aspects, from the organization of sports events to the management of teams and athletes. The methodology consists of a three-stage procedure: bibliometric analysis, identification of key words, critical analysis of the books, which includes the Prisma search engine used in the Scopus database and analyzed by the Bibliometrix Software. The initial sample was n=450 studies included in the review, only Scopus, in Spanish and English. Among the main results, it is important to highlight how sports management allows sports teams and organizations to function effectively and efficiently. In conclusion, it was possible to establish as important variables the impact of sports management in specific contexts, organizational culture, quality, level of satisfaction of the processes, training and professional profile, communication management in sports events and perception of sports managers, being fundamental for success in sport. Furthermore, knowing how its theoretical, legal and ethical conception has evolved, transcends anti-doping regulations and athlete safety, towards the transformation of traditional sport into digital sport. Currently, sports management is experiencing a series of significant changes that are transforming the way in which this discipline is studied and applied.

Keywords: Sports management, organizational culture, quality, satisfaction and professional training.

1. Introduction

Abrahamyan (2023) states that there are drivers of sport management, mostly social and technological, represented in three groups: public, non-profit and private. However, the proper management of sports teams is also critical to success in sport management (Núñez et al., 2023), because if they can be able to work together effectively, they could achieve their goals more effectively. However, in his study, he separates innovation and social responsibility from modern sport management, while disregarding political economic factors as a possible central axis of the model. From their point of view, sports management should be comprehensive, considering both

external and internal factors, and articulating management at the micro and macro levels. However, Zelenkov and Solntsev (2023) concluded that current studies on sport management emphasize the social context, sport for development and sport diversity.

Another important aspect of sport management is risk management and ethics (Rodsky, 2019). According to Beech and Chadwick (2007) the sport industry demands quality business professionals since it is highly lucrative. In this regard, leaders in the world of sport must be aware of the risks associated with the practice of sport and take measures to minimize the negative effects. Therefore, risk management in sport also applies to financial issues, such as budget management and long-term financial planning.

Sports marketing is one of the primary processes of sports management, with one of the clear examples of its enduring relationship being the Olympic Games mascots (Freeman et al, 2006). Another element is technology management, which is transforming the way sport is managed, from data collection to live streaming of sporting events. This discipline enables sports organizations to keep up with current trends in the world of sport. That is why sports organizations must be prepared to adopt new technologies and trends to stay competitive.

In the timeline it has been evidenced how in sports management the importance of female participation is increasing promoting a gender approach that seeks to balance representation and promote inclusive policies (Matus-Castillo et al., 2024; Andrés et al., 2024).). The same is true for the academy's interference in the growth of sport management knowledge (Carranza-Bautista et al., 2024), which can improve the quality and effectiveness of sport management in universities (Aznar-Ballesta et al., 2023) and in non-conventional settings (Teixeira et al., 2023; Urra-Tobar, 2023; González et al., 2022 and Sanchez-Fernandez et al. (2023)).

According to Pradas García (2024), sports such as golf, considered to be particularly elite through sports management with a greater social projection, are diversifying their target public, changing marketing aspects. This has also been felt in tennis and other sports that were previously only offered in private clubs by membership. Also, the emergence of digital technology with artificial intelligence, e-sport, and other innovation trends are changing the way in which sports management is required.

In this context it is important to highlight what could be the generic stages in the evolution of sports management, from antiquity to the present, being constantly transformed by technology. In this context, the research question of this paper is: what are the elements that characterize a systematic review of the evolution of sports management? With the general objective of systematically analyzing the evolution of sports management.

2. METHODOLOGY

In the context of the research on the evolution of sports management, a hermeneutic methodology is used to analyze and understand the different approaches and concepts presented in the text. A hermeneutic methodology, which is a useful tool to analyze and understand the meaning of a text, is also highlighted.

Procedure

The following steps may be useful to carry out a hermeneutic methodology in this context of meta-analysis:

Etapa 1. Bibliometric analysis: It is important to analyze the bibliographic context in which each research is presented. This may include the year, journal, country, authors in which the text was written, co-citation of the authors, the audience to which the text is addressed, among other factors.

Etapa 2. Identification of key concepts from the abstracts, authors and key words of each article. include the identification of possible biases or limited perspectives, as well as reflection on the relevance and applicability of the ideas presented in the current context of sports management.

Etapa 3. Select books in Scopus, analyzing the concepts, definitions, theories and arguments presented in the selected texts. The critical analysis of books was carried out based on their contribution to the functional areas and value processes of sports management, identifying and grouping the books in each of these components.

Population and sample

Using search engine #1 in the SCOPUS database, TITLE-ABS-KEY (evolution AND "sports management"), 58 documents were obtained, which it was decided not to apply filters and to use all of them for the bibliometric study, so it is not necessary to present a PRISMA, since there were no exclusions. The sample is made up of 38 journals, among the five main Challenges (Figure 1), and 124 authors. The sample is characterized by an annual growth rate of publications of 2.93%, with 17 authors of single-authored papers, 3706 references, 22.41% international co-authorship, 8.5 years as average age of the paper, 2.28 co-authors per paper and 19.52 average citations per paper.

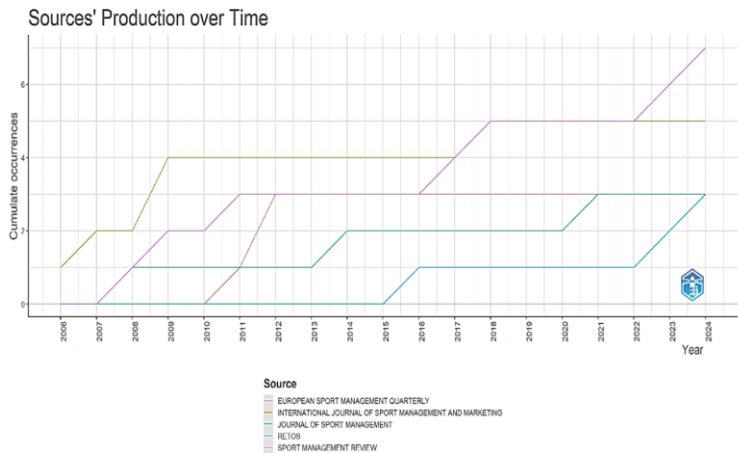


Figure 1. Main journals that publish on sports administration

Source: Scopus 2024, processed in bibliometrix.

After this study, a second search engine #2 was performed, which did require the conformation of the Prism (Figure 1). In the first one, documents referring to the evolution of sports administration were identified, while the latter covers everything related to the research category, with a broader sample. During the period from 1979 to 2024, 450 papers have been published on sports administration with 841 authors, 1095 keywords, 153 sources and 19019 references. Ninety-eight percent of the papers were written by a single author. The annual growth rate of scientific production in this period was 7.69%, with an average of 2.55 co-authors per paper and 13.3 citations per paper. In addition, 16.22% of the papers were the result of international collaborations, and the average age of the papers is 8.37 years. Subsequently, 13 books were selected from the sample, being the most cited to perform a critical analysis of them and identify their main contributions.

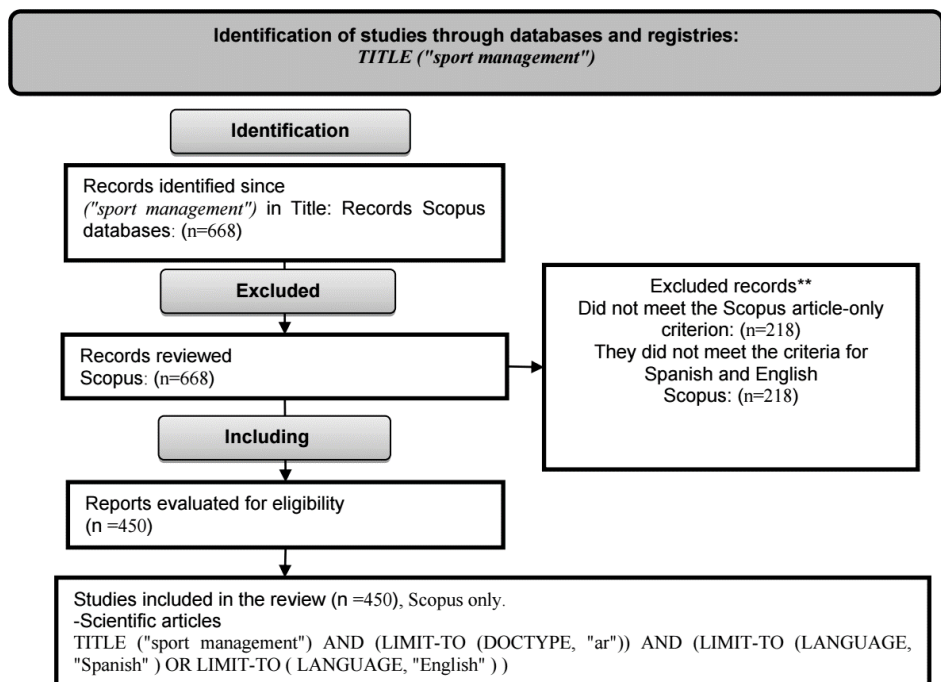


Figure 1. Search engine prism: "sport management".

3. RESULTS

Stage 1. Systematic analysis: evolution AND "sports management".

There are several countries that stand out for their management and leadership in sports administration worldwide (Figure 2), among the main ones are the United States, a country in which sport is a fundamental part of American culture. This is a country that has set guidelines and trends in the sports industry through its experience in the organization of large-scale sporting events. Moreover, the U.S. sports industry is one of the most developed and profitable in the world, with transcendental professional leagues such as the National Football League (NFL), National Basketball Association (NBA) and Major League Baseball (MLB).

Another regent country is the United Kingdom, which could be justified given that it is the origin of many of the world's most popular sports, such as soccer, rugby and cricket, and has a long tradition of organizing major sporting events, from the London 2012 Olympic Games to the present day. In addition, the country has major professional leagues such as the Premier

Among other major countries, Australia has a great passion for sports and a strong tradition of organizing major sporting events, one of the most renowned being the Sydney 2000 Olympic Games. In addition, the country has important professional leagues such as the Australian Football League (A-League) and the National Rugby League (NRL). Spain is among the top Spanish-speaking countries, and therefore with publications in Spanish. It is one of the most successful countries in sports worldwide, with important achievements in sports such as soccer, basketball and tennis. From Asia is the representation of China, a country that has experienced great growth in sports in recent decades, and has hosted major sporting events such as the Beijing Olympics in 2008.

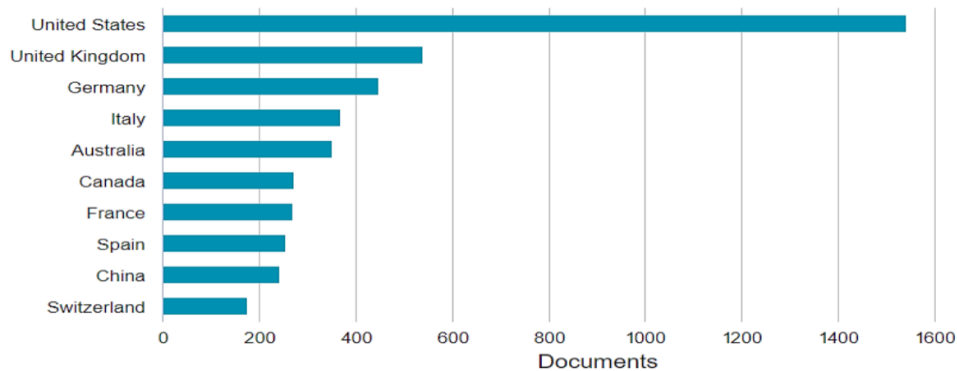


Figure 2. Main countries at the forefront in the study of the evolution of sports administration.

Source: Scopus 2024.

Some of the most prominent authors with scientific publications related to sport administration have published their articles in Scopus on leadership, sport management and marketing, sport event management, sustainability in sport, leadership, sport facility management and decision making (Table 1). Scientific publications can foster collaboration among researchers, academics and practitioners in the field of sport management. This can help improve the quality of research and promote the exchange of ideas and knowledge.

Table 1. Main authors on the evolution of sports administration

Author	Year	Magazine	TC	TCpY
Brooks D.	2008	Sport Management Review	92	5,412
Braunstein-Minkove J	2016	Sport Management Education Journal	55	6,111
Burton R	2020	Physical Culture And Sport, Studies And Research	27	5,4
Beaupre R	2009	International Journal Of Sport Management And Marketing	14	0,875
Burillo P	2016	Challenges	5	0,556
Berg Bk	2012	International Journal Of Sport Policy	5	0,385
Bar-Eli M	2008	International Journal Of Innovation Management	5	0,294
Boujjoufi Te	2007	Staps	4	0,222

Source: Scopus 2024, processed in bibliometrix.

However, if the results of the number of published articles are compared with the number of co-citations, there is no coincidence (Figure 3). Statistically, scientific publications related to the evolution of sport management have been contributing to knowledge through their findings helping to improve practices and policies in sport organizations. In turn, they improve decision making.

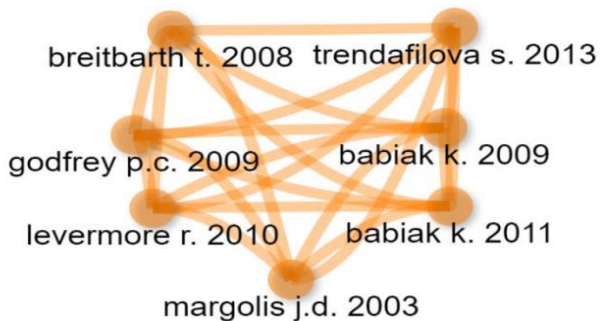


Figure 3. Authors with the largest number of co-citations

Source: Scopus 2024, processed in bibliometrix.

Stage 2

Research in sport management can provide valuable information for decision making in sport organizations, one such information is keywords, which could constitute research variables or categories. The findings can help sport managers make informed decisions on issues such as facility management, sport marketing and event planning. Also, they promote innovation and inspire new ideas and approaches for evolving management practices. They help sports organizations become more innovative and better able to adapt to changes in the sports

view of this discipline and shed light on the impact of the sports industry, as well as the exciting employment possibilities it offers. Hoye, et al. (2022) conduct an exploration of integrity, corruption, business, digital technology, legal issues and risk management.

Financial management of sports

Slack and Parent (2006) in conjunction with Fried, et al. (2008), also highlight the management of budgets and revenues derived from sport, generating what could be considered a theory of sport financial management. In the following year Slack and Parent (2007) extend the understanding of sport management from sport institutions and environments to professional leagues and voluntary organizations. DeSensi and Rosenberg (2010) consider the use of data to improve operational efficiency and increase revenue in the world of sport.

Marketing Management

Taylor and Weese (2013) provide a complete perspective of sports marketing, from market research to sports event promotion with a theoretical-practical approach. They provide a step-by-step methodology of market research in the world of sports oriented to market excellence. Addresses the principles of sport management and policy in marketing, with a comprehensive view of the multiple areas that are intertwined in sport management. Hoye, et al. (2022) addresses the areas of marketing and sponsorship, illustrates how these critical facets drive revenue and visibility.

Human talent management

The book by Wilson and Piekarczyk (2015) addresses the management of sport human talent from the management of teams and athletes, which are distinguished from contemporary philosophical, social, cultural and political issues in conjunction with constant growth of the sport industry. They include the history of sport management, the crucial role of the manager in this dynamic environment, the different levels of management involved and how they interconnect, as well as the public, private and voluntary sectors that influence decision making and economic development. They establish an entire chapter devoted to employment and employability providing valuable information on how to take advantage of career opportunities in the field of sport management. Hoye, et al. (2022) links human resource management to sport talent and leadership.

Operations management and sports logistics

The work of Harrison and Bukstein (2016) focuses on one of the essential functional areas and primary process of management, which is operations management. It establishes two fundamental research categories such as operational efficiency and increasing revenue in the world of sports. It has a practical focus on the application of data analysis in sports management, through Big Data. For its part, the book by Masteralexis, et al. (2017) focuses on the logistics of the organization of sporting events that includes the methodological planning of sports teams. Hoye, et al. (2022) highlights the shaping of success and sustainability in the professional and non-profit sectors.

Quality management

Lussier and Kimball's book (2023) details the functions in sports management with respect to planning, organization, leadership and control. This approach provides a holistic view of the fundamental aspects involved from conceptualizing strategies to efficient execution and monitoring continuous improvement. A highlight of the book is its alignment with the Common Professional Component of the Commission on Sport Management Accreditation (COSMA) and the guidelines established by the North American Society for Sport Management (NASSM). Another specific discussion has been the strengths and weaknesses identified in each reference (Table 2):

Table 2. Summary of the strengths of the books consulted

Books/ authors/ year	Strengths
Beech and Chadwick (2007)	<ul style="list-style-type: none">- It provides a complete overview of sports management, covering everything from event organization to team and athlete management.- Practical approach to sports management, supported by examples and case studies that illustrate theoretical concepts in the real world.- Addresses ethical and social issues in sports, promoting integrity and <i>fair play</i>.
Harrison and Bukstein (2016)	<ul style="list-style-type: none">- Practical approach to the application of data analysis in sports management, with examples and cases that illustrate real situations.- Wide range of examples and case studies that enrich the understanding of .- Effective connection between theory and application in sports situations.
DeSensi and Rosenberg (2010)	<ul style="list-style-type: none">- Focus on ethical and moral issues in sports management.- Exploration of dilemmas- ethical issues from different perspectives.- Contextualization of the subject with a focus on globalization.
Wilson and Piekarz (2015)	<ul style="list-style-type: none">- Attractive and accessible introduction to sports management, addressing philosophical, social, cultural and political aspects.- Focus on linking theory and practice, with examples and case

	studies illustrating concepts.
	- Complete chapter on employment and employability, providing valuable information.
Fried, et al. (2008)	- Focus on financial management in sports, from budgets to revenues. - Details on financial management at different levels of sports organizations. - Connection between theory and practice in financial management.
Hoye et al. (2022)	- Theoretical approach to sports management with a wide range of theories and concepts. - Connection between theory and practice in the global sports context. - Up-to-date case studies illustrating the application of concepts.
Baker and Esherick (2013)	- Focus on fundamental knowledge of sports management. - Introduction to different areas of sports management. - Interactive resources for continuous learning.
Lussier and Kimball (2023)	- Practical approach to the development of sports management skills. - Alignment with industry standards and best practices. - Updated examples and case studies.
Masteralexis, et al. (2017).	- Practical approach to sports and strategic management. - Connection between theory and application of strategic management. - Addressing legal and ethical issues in sports management.
Parkhouse (2005)	- Focus on theoretical fundamentals and practical application in sports management. - Update and relevance in the fourth edition. - Broad coverage of areas of sports management.
Slack and Parent (2006)	- Focus on organizational theories applied to sport. - Application of organizational theory in the sports context.
Taylor and Weese (2013)	- Theoretical and practical approach to sports marketing. - Complete coverage from market research to event promotion. - Valuable resource for those interested in sports marketing.

4. DISCUSSION

There are some relevant milestones in the historical evolution of sports administration, which has evolved and adapted to social, political and technological changes over time. The historical evolution of sports management can be analyzed in different stages and key years that have marked its development. Sport management is given according to its impact and management in specific contexts (Martínez-Merino et al. 2022; Jeniffer, et al., 2020, García Vélez et al, 2018; and García-Unanue et al., 2019), fundamentally in the context of Latin America (Rozo Rondón et al., 2022; Neto et al., 2023; Martínez García, 2018). It also presents a relationship between management and organizational culture in sport (Gómez Barrios & Del Val Martín, 2019; Gómez Barrios, 2018, López-Carril et al, 2018 and Cueva Brito et al., 2017). In this relationship, they highlight the quality and satisfaction of sport processes (García Pascual et al., 2020; Berruecos Licona, 2023, Grimaldi-Puyana et al, 2019; and Padilla Urquidi et al., 2024).

However, there are three relevant elements: training and professional profile in sport management (González-Naveros et al., 2020 and López-Carril et al., 2019), communication management in sport events (Fernández Souto et al., 2019 and López-Carril et al., 2019) and perception of sport managers (Nóbrega dos Santos et al., 2019; Valle et al., 2019).

5. CONCLUSIONS

This research offers a detailed look at the historical development of sports administration. Through the systematic review of the literature and the application of the hermeneutic methodology, it identifies and analyzes the main trends and changes in sports administration over time. One of the main conclusions that can be drawn from the chapter is that sports administration has evolved significantly over time, from an informal and unstructured activity to a complex and highly specialized discipline. The authors show how this process has been driven by a few factors, including the increasing commercialization of sport, increased competition among sport organizations, and changes in fan expectations.

Sport management is an interdisciplinary discipline that encompasses a wide range of subject areas, from sport facility management to sport marketing and sport event planning. It demonstrates how these different areas are interconnected and how decisions made in one area can have a significant impact on other areas. As a result, it also highlights the importance of the strategic approach in sports management. It also argues that sports organizations must have a clear vision of their long-term goals and objectives, and that they must develop effective strategies to achieve these goals.

This involves a rigorous, data-driven approach to decision making, as well as a thorough understanding of the challenges and opportunities facing the organization. The importance of innovation in sport management shows how sport organizations that are able to adapt to changes in the sport environment and develop new ways of thinking about sport management are the most likely to be successful in the long term. This involves being open to new ideas and perspectives, as well as having an organizational culture that fosters creativity and innovative thinking.

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