




The Evolution of Sports Management: Through The Lens of Management Science, Trends, and Future Vision

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ABSTRACT

The aim of this study is to examine the trends, future vision, and development of sports management from the perspective of management sciences. The scope of the research is to understand the discipline and field of sports management, evaluate its historical development, and identify future trends. As this study is a review article based on literature analysis, no fieldwork or experimental methods were used. The data were analyzed by synthesizing information obtained from existing sources. From the perspective of management sciences, sports management is a field that applies management principles and techniques to the specific conditions of the sports industry. This includes practices such as strategic planning, personnel management, marketing, and communication. Sports managers should make strategic decisions, develop leadership skills, and effectively utilize resources by applying management principles in sports organizations to achieve success. Sports management education should aim to train future sports managers who can adapt to the rapidly changing sports industry. This should involve gaining competencies in areas such as keeping up with technological advancements, data analysis, and digital marketing. Additionally, topics like globalization and diversity should be addressed as sports organizations are becoming increasingly international.

Keywords: Trends, future vision, sports management, management science

INTRODUCTION

The sports industry has become increasingly complex and competitive in today's world. Many sports organizations, such as professional sports teams, sports events, sports facilities, and sports federations, aim to achieve sustainability and success through effective management practices. Consequently, the discipline of sports management is gaining greater significance. Sports managers are responsible for tasks such as overseeing organizations, making strategic decisions, and efficiently utilizing resources. This study aims to explore the development of sports management, how it has evolved through methodologies from management sciences, and discuss its future vision.

Historical Development of Sports Management

Throughout history, sports have been utilized as a tool to enhance interaction among people and foster relationships between different societies (Adair, 2017). Sports management can be defined as an interdisciplinary field applied in the management of sports organizations (Andreff and Szymański, 2006). The management of sports organizations has existed since ancient Greece. However, modern sports management emerged in late 19th century England (Costa, 2005). English amateur sports clubs found the need for a structured organization and management system (Edelman and Wilson, 2017). The establishment of the English Football Association in 1863 marked a turning point in the development of national football organizations. During the same period, other sports organizations also began to establish similar management systems (Adair, 2017). In the 21st century, the field of sports management continued to evolve. In the United

States, the growth of sports organizations led to increased demand for specialized educational programs and degree programs in sports management (Olafson, 1990). Sports organizations developed more sophisticated management strategies by utilizing new technologies such as social media, digital marketing, data analytics, and others (Danylchuk and Lebel, 2017; Ratten and Jones, 2018). Furthermore, sports organizations have begun to focus more on issues such as sustainability, ethics, and social responsibility (Davies and Ströbel, 2022).

Developments in Sports Management Worldwide

Sports management is a growing discipline that encompasses a wide range of activities, including marketing, event management, finance, human resources, and operations (Doherty and Cuskelly, 2020). The scope of sports management extends to providing services for all sports, including traditional sports and emerging sports. Over time, the field of sports management has expanded to include not only traditional sports like football, basketball, and baseball but also emerging sports such as e-sports and drone racing (Cuneen, 2004). The scope of sports management includes various activities such as marketing, event management, finance, human resources, and operations. In sports management, marketing activities involve the promotion and sale of products and services related to sports, such as sports events, products, and sponsorships (Chadwick et al., 2017). Event management in sports management involves planning and organizing sports events like tournaments, competitions, and exhibitions. Financial aspects in sports management encompass budgeting, financial planning, and resource generation for sports organizations (Byers et al., 2016). Human resources in sports management deal with the recruitment, training, and management of employees within sports organizations. Operations in sports management involve the day-to-day management of activities such as facility management, equipment management, and logistics for sports organizations. Sports management has seen significant developments in recent years. One of these developments is the increasing use of technology in sports management. Technology has had a significant impact on the organization, marketing, and consumption of sports events (Baker and Esherick, 2013). For example, the use of social media has allowed sports organizations to reach a broader audience and engage with fans in real-time. The use of data analytics has also helped sports organizations make data-driven decisions and improve their performance (Kwon et al., 2007).

Another development in sports management is the growing importance of sustainability. Sports organizations are adopting sustainable practices to reduce their environmental impact and contribute to social and economic development. For instance, sports organizations are using renewable energy sources, reducing waste, and promoting eco-friendly practices (Commission on Sport Management Accreditation, 2009).

The emergence of e-sports as a new sports category is also a significant development in sports management. E-sports, involving competitive video games, have gained substantial popularity in recent years. E-sports have offered sports management professionals an opportunity to apply their skills and expertise in a new context (Ginting, 2023; Taylor, 2012).

The Development of Sports Management in Turkey

Throughout its history, Turkey has always valued and supported sports. However, modern sports management in Turkey began with the establishment of the Republic. Sports were used as a tool during the early years of the Republic, and sports organizations were founded during this period (Türkmen and Eroğlu, 2018; Koçak et al., 1999). The first step in sports management in Turkey was considered to be the establishment of the "Gazi Orta Muallim Mektebi ve Terbiye Enstitüsü" in 1932, with the opening of the "Beden Terbiyesi" department in 1933, which aimed to train sports managers (www.tbmm.gov.tr/). On June 29, 1938, with the establishment of the Directorate General of Physical Education, the 3530 Sports Law included the goals of training Monitors, Coaches, Youth Leaders, Managers, and Specialists (Gök and Sunay, 2010). Unfortunately, with the closure of the academies in 1982, programs for training sports managers were also discontinued. According to Article 7-d/2 of Law No. 2547 dated February 25, 1993, the program of Sports Management was initiated in the Schools of Physical Education and Sports (Koçak et al., 1999). In addition, other universities in academia began to open programs in sports management and started offering education opportunities in this field over time. Especially starting in the mid-1990s and continuing into the 2000s, many universities in Turkey have opened sports management programs, contributing to education and research activities in the field of sports management (Kayış and Şentuna, 2016; Parlar and Çon, 2020). Sports management in Turkey continues to rapidly develop. In recent years, sports organizations in Turkey have made significant advancements in the use of technology, modern management strategies, and business skills (Halıcı et al., 2020; Uyar and Sunay, 2009). Today, there are

numerous sports management programs at universities in Turkey. These programs offer students theoretical knowledge and practical skills in the field of sports management. Students learn subjects such as business, marketing, finance, communication, law, and sports ethics, enabling them to enhance their skills in managing sports organizations (Gök and Sunay, 2010).

In conclusion, there are some challenges in the field of sports management in Turkey. Among these challenges are the financial problems of sports clubs and the inadequacy of financial resources. Additionally, some Higher Education Institutions that provide 'distance education' in this field, without practical experience, graduate individuals who are not well-prepared for employment, putting our country at a disadvantage in international competition.

The Evolution of the Sports Management Discipline

Sports management is a discipline that deals with the effective management and operation of sports organizations. The field of sports management has evolved over time, in tandem with the growth and changes within the sports industry (Baker and Esherick, 2013). In its early stages, sports managers primarily focused on the management of athletes or teams. However, today, sports management has a much broader perspective. Sports managers are involved in determining the strategic goals of sports organizations, creating marketing and branding strategies, and handling financial management and budget planning (Barnes and Gannon, 2023).

The Origins of Sports Management: The origins of sports management can be traced back to the late 19th century when sports organizations began to professionalize. During that period, sports clubs and federations had a more limited structure and were often run by amateur athletes (Parkhouse and Pitts, 2004).

The Influence of Management Theories: Starting from the early 20th century, general management theories began to be applied to the field of sports management. Management approaches such as 'Taylorism' and bureaucracy contributed to more effective and efficient management of sports organizations (Chalip, 2006).

Professionalization and Marketing: The discipline of sports management underwent a significant transformation with the professionalization of sports. Sports organizations began to focus on marketing strategies to increase revenue and gain a competitive advantage. Topics such as sponsorship agreements, advertising campaigns, and commercial

brand management became central to sports management (Mullin et al., 2007).

Data Analysis: Data analysis has provided a significant advantage to sports managers. The data collected by sports organizations allow for the analysis of team performance, fan behavior, revenues, and other important metrics, enabling more informed decision-making. Data analytics offers valuable insights to sports managers in various areas, from assessing player performance to formulating game strategies. This has the potential to enhance the success of sports organizations (Muniz and Flamand, 2022).

Globalization and International Relations: In recent years, the discipline of sports management has gained even more significance in light of the globalization process. International sports organizations require sports managers to handle complex issues such as international relations, media rights, and global marketing strategies (Millar and Doherty, 2021).

The Role of Technology: Technological advancements have had a significant impact on the evolution of sports management. Progress in areas like digital marketing, data analytics, and communication technologies has enabled sports organizations to operate more efficiently and establish a more interactive relationship with fans. Mobile applications, social media platforms, and live broadcasting technologies allow sports managers to engage with fans and expand their brands to broader audiences (Danylchuk and Lebel, 2017).

Sustainability and Ethics: In recent years, sustainability and ethics have taken center stage in the discipline of sports management. Sports organizations have recognized the obligation to fulfill their environmental and social responsibilities. Sustainability policies, including energy efficiency, recycling, community engagement projects, and fair trade principles, have become part of the agenda for sports managers (Andreff and Szymański, 2006).

Technological developments have played a significant role in the evolution of sports management. Originating from amateur sports management, the discipline has expanded under the influence of factors such as professionalization, marketing, globalization, technological advancements, sustainability, and ethics (Baker and Esherick, 2013). Today, sports managers must possess strategic thinking skills and leadership qualities to achieve success in a complex business environment. Sports managers have the potential to succeed and advance their organizations by harnessing these technologies effectively (Masteralexis et al., 2009).

Sports Management Education

Sports management is a complex field that requires specific skills, knowledge, and understanding to become a successful sports manager. Sports management education plays a critical role in acquiring these skills. The discipline of sports management is taught through academic programs at universities and other educational institutions (Billsberry et al., 2018). Sports management undergraduate and graduate programs aim to provide students with theoretical knowledge and practical skills in the management of sports organizations. These programs typically include courses in areas such as business, marketing, finance, law, and communication, as well as sports management-focused courses like leadership in sports, team management, and strategic planning (Casper and Pfahl, 2015). Sports management is a discipline that enables the effective management of sports organizations. Sports managers require competencies in a wide range of areas such as leadership, communication, strategic planning, financial management, and organizational skills. These skills are qualities that are difficult to acquire without proper education and preparation. Therefore, sports management education plays a critical role in helping future sports managers develop these skills (Baker et al., 2016).

The Importance of Sports Management Education

Sports management education is designed to enhance the competencies of sports managers and prepare them for a professional career. Education programs encompass a combination of theoretical and practical skills (Mathner and Martin, 2012). Theoretical courses introduce fundamental concepts and principles in sports management, providing students with a general understanding. Practical components allow students to gain real-world experiences and apply management skills (Miragaia and Soares, 2017).

Required Qualities: To become a sports manager, a range of qualities is necessary, including a passion for sports, leadership skills, strategic thinking ability, and problem-solving skills. Additionally, sports managers should have a broad knowledge base and expertise in various disciplines (Mathner and Martin, 2012). They need to be knowledgeable in areas such as finance, marketing, human resources, facility management, and other functions. Furthermore, sports managers should have knowledge in subjects like law, ethics, and corporate governance.

Components of an Education Program

An effective sports management education program should include various components. These

components may include theoretical courses, internships or practical work opportunities, leadership development programs, project-based learning, and mentorship (Veal and Darcy, 2014). Theoretical courses cover the principles and topics of sports management, providing foundational knowledge. Internships or practical work opportunities allow students to gain field experience and apply their knowledge in a workplace setting. This helps students learn how to apply their theoretical knowledge to real-world situations (Millar and Doherty, 2018). Leadership development programs assist sports managers in strengthening their leadership skills and acquiring the competencies necessary for success in leadership roles. Project-based learning enables students to develop the skills needed to solve problems they may encounter in real life and manage their own projects. Mentorship provides students with guidance from experienced sports managers and offers valuable career tips and advice (Parkhouse and Pitts, 2004).

The Future Vision of Education Programs

Throughout history, sports management has evolved in tandem with changes and growth in the sports industry. The professionalization and expansion of sports organizations have heightened the significance of the sports management discipline (Adair, 2017). Sports management education aims to prepare future sports managers who can adapt to the rapidly changing sports industry. This should include competencies in areas such as keeping up with technological advancements, data analysis, and digital marketing (Muniz and Flamand, 2022). Additionally, globalization and diversity should also be addressed as sports organizations are becoming increasingly international (Witz and Stier, 2019).

The Interaction Between Management Sciences and Sports Management

Understanding the interaction between sports management and management sciences is crucial because both fields share many similar management principles and practices. The way to understand this interaction is to observe how management principles from management sciences are applied in sports management practices (Taylor et al., 2015). Management sciences generally examine strategies, methods, and techniques required to ensure the effective and efficient functioning of an organization. These encompass core functions like strategic planning, organization, leadership, personnel management, and control (Rofe, 2016). Sports management typically involves the management of sports organizations, teams, or facilities, and it is based on the fundamental principles of management sciences. Sports managers often work in areas such

as strategic planning, financial management, marketing, human resources, and facility management (DeSensi et al., 1990). From the perspective of management sciences, sports management is a field that applies management principles and techniques to the specific conditions of the sports sector. This includes practices ranging from strategic planning to personnel management, marketing, and communication. For instance, a sports manager can utilize strategic planning techniques to set long-term goals for a sports organization, develop strategies to achieve these goals, and monitor the effectiveness of these strategies. Leadership and human resource management are also crucial in sports management. A sports manager can employ leadership skills to enhance motivation and performance, foster teamwork and collaboration, and manage conflicts (Olafson, 1990). In terms of areas of interaction between management sciences and the field of sports management, the following can be cited;

1. **Strategic Management:** Defining the strategic goals of a sports organization and creating strategic plans to achieve these objectives.

2. **Financial Management:** Managing financial matters such as budget planning, income and expenditure management, cost analysis, and effective utilization of financial resources.

3. **Marketing and Communication:** Determining marketing strategies for a sports organization, branding, and executing advertising and public relations activities.

4. **Human Resource Management:** Handling aspects related to human resources, including the selection of employees, the employment process, designing training and development programs, performance evaluation, and personnel management.

5. **Operational Management:** Managing operational aspects such as the planning, organization, and execution of sports events, facility management, logistics, and efficient resource utilization (Andreff and Szymański, 2006; Doherty and Cuskelly, 2020; Davies and Ströbel, 2022).

There is a profound interaction between management sciences and sports management, especially in areas like strategic planning, leadership, personnel management, and control (Witz and Stier, 2019).

Future Trends

The discipline of sports management is constantly evolving and changing. In the future, sports managers will face the impact of new technologies and digital transformation, requiring them to

enhance their competencies in these areas (Millar and Doherty, 2021). Data analytics, artificial intelligence, digital marketing, and e-sports are some of the areas that will be crucial for sports managers. Additionally, issues like sustainability, diversity, and justice should be increasingly emphasized in the field of sports management (Muniz and Flamand, 2022; Ginting, 2023). Sports organizations are dealing with factors such as technological advancements, changing consumer behavior, and developments in global marketing. Therefore, it is important for sports managers to understand future trends and adapt to these changes (Cuneen, 2004).

Technological Advancements: Technology plays a significant role in sports management. New communication tools, data analytics, artificial intelligence, and virtual reality technologies assist sports organizations in enhancing customer experiences, improving operational efficiencies, and reshaping marketing strategies (Taylor, 2012; Ginting, 2023).

Marketing Strategies: Marketing strategies are critical to the success of sports organizations. In the future, target-specific marketing strategies that offer more personalized experiences to the audience will become increasingly important. Additionally, the use of new approaches such as digital marketing, social media engagement, and data analytics will rise.

Changes in Management Strategies: Sports organizations require a more flexible, innovative, and agile management approach. Future sports managers should embrace characteristics like teamwork, participation in decision-making processes, and rapid responsiveness, moving beyond traditional hierarchical structures. Strategic changes in sports management, particularly in leadership approaches and team management, are shaping the future trends in sports management (Costa, 2005).

Globalization: Globalization plays a significant role in sports management. Sports organizations seek opportunities to enter international markets, build global brands, and establish international partnerships. Therefore, future sports managers need to have skills in understanding cultural diversity, following global trends, and managing international relations (Rofe, 2016).

Young Generation of Sports Managers: The young generation of sports managers, who will be part of the future, has a different working style, with a focus on their own needs and expectations. Their proficiency in technology, work-life balance, social responsibility, and sustainability requires sports organizations to reassess their management

approaches and working conditions (Cunningham et al., 2005).

Environmental Sustainability: In recent years, environmental sustainability has become increasingly important for sports managers. Sports organizations are developing sustainability strategies in areas such as energy efficiency, waste management, and environmentally-friendly practices. Green stadiums, the use of recycled materials, and reducing environmental impacts are practices that enable sports organizations to act in an environmentally conscious manner. Future sports managers should embrace environmental sustainability principles and generate innovative solutions in this area (Mullin et al., 2007; Millar and Doherty, 2018).

Collaboration and Partnerships: Future sports managers must recognize the importance of collaboration and partnerships. Sports organizations have the opportunity to create synergy by collaborating with other institutions, brands, or communities. These partnerships can take various forms, such as resource sharing, merging marketing strategies, or engaging in social responsibility projects. Future sports managers should understand the significance of strategic partnerships and take an active role in developing appropriate collaborations (Brooks et al., 2016; Chadwick et al., 2017).

Understanding and adapting to future trends in the field of sports management is critical for the success of sports organizations. The importance of topics such as technological advancements, marketing strategies, management approaches, and globalization is increasing (Doherty and Cuskelly, 2020). Additionally, meeting the needs and expectations of the young generation of sports managers is a significant factor. Looking ahead, sports managers must follow these trends, develop new strategies, and adapt to the changing environment (Casper and Pfahl, 2015).

Career Opportunities in Sports Management

Sports management offers a wide range of career opportunities within the sports industry. Sports managers can work for various institutions, including both amateur and professional sports clubs, sports federations, stadiums and sports facilities, sports events, and other sports organizations (Millar and Doherty, 2021). Sports managers can hold diverse positions such as executive roles, organizational leadership positions, marketing managers, finance managers, human resources managers, facility managers, event managers, sponsorship managers, and more. Additionally, the increasing use of technology in sports management is noteworthy (Ginting, 2023). Technology has a significant impact

on the organization, marketing, and consumption of sports events (Baker et al., 2016). For instance, the use of social media has enabled sports organizations to reach a broader audience and engage with fans in real-time. The use of data analytics has also helped sports organizations make data-driven decisions and enhance their performance (Kwon et al., 2007).

Sports management is an interdisciplinary field that plays a crucial role in the management of the sports industry. Sports managers are responsible for the management of sports clubs, sports events, sports complexes, and other sports organizations. They specialize in various functions, including finance, marketing, human resources, facility management, and other areas (Doherty and Cuskelly, 2020; Mathner and Martin, 2012).

METHOD

In this study, a literature review was conducted, and various academic sources, books, articles, theses, and other scientific publications were utilized. To ensure the reliability of the research, sources were primarily selected from reputable academic databases. No specific restrictions or time limits were applied. While determining the scanned sources, a comprehensive analysis was attempted by considering academic sources within the field of sports management as well as academic sources from stakeholders in public administration and management science disciplines. The compiled data were examined using methods such as content analysis and thematic analysis. Relevant topics and themes were identified, data were categorized, and analysis was carried out based on these categories. These analyses were conducted with the aim of providing information about the development, education, roles, responsibilities, and future trends in the field of sports management.

DISCUSSION AND CONCLUSION

While sports management has been a phenomenon in the world since ancient Greece, modern sports management emerged in late 19th-century England. The growth of sports organizations and the changing business landscape have led to numerous developments in the field of sports management (Commission on Sport Management Accreditation, 2009). In the 20th century, the United States played a crucial role in advancing the discipline of sports management through specialized education programs and degree courses (Adair, 2017). Sports organizations developed diverse management strategies, and functions such as marketing, finance, human resources, and others gained significant importance. In the 21st century,

sports organizations have harnessed technology to develop more sophisticated management strategies, with increased focus on sustainability, ethics, and social responsibility (Barnes and Gannon, 2023). Sports management is a discipline related to the application of fundamental management principles such as strategic planning, leadership, organization, and resource management in the context of the modern sports industry (Baker and Esherick, 2013). Sports management education plays a crucial role in the development of this discipline. Sports management programs aim to equip students with theoretical knowledge and practical skills related to the management of sports organizations (Mathner and Martin, 2012). In addition to courses covering business, marketing, finance, law, and communication, sports management programs also include specialized courses focusing on sports-specific topics such as leadership, team management, and strategic planning (Witz et al., 2019).

Looking ahead, it is evident that technological advancements will play a significant role in the field of sports management. Areas such as data analytics, artificial intelligence, digital marketing, and esports are among the prominent areas for sports managers. These technological advancements have the potential to enhance the efficiency of sports organizations, improve the customer experience, and optimize revenue opportunities. Furthermore, sustainability, diversity, and equity are expected to receive increased emphasis in the field of sports management. It is essential for sports organizations to operate in accordance with sustainability principles, reducing their environmental impact and fulfilling their societal responsibilities. Additionally, more actions need to be taken in the areas of diversity and equity. Sports managers should prioritize issues like equality, gender, and ethnic diversity to promote equal opportunities and fairness within sports organizations.

Moreover, sports management involves developing strategies to meet the needs of sports fans, athletes, and sports organizations, as well as managing resources to implement these strategies. Sports management offers various career paths for those aspiring to become sports managers.

In conclusion, the discipline of sports management is continuously evolving and changing. The rapid changes and growth in the sports industry have expanded the roles and responsibilities of sports managers. Sports management education serves as a crucial tool to help future sports managers enhance their professional skills. The importance of technological

advancements, sustainability, diversity, and equity is expected to receive increasing emphasis in the field of sports management.

Ethical Approval

For this type of study, formal consent is not required.

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