

# A SYSTEMATIC REVIEW ON THE ROLES AND RESPONSIBILITIES OF SPORT MANAGER'S PROFESSIONAL COMPETENCY

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**Abstract:** Management is one of the most important human activities and has a critical impact on the life, growth, development, or destruction of organizations. The skills necessary for management vary at different levels, and their distinction necessitates the identification of roles and responsibilities that managers use to play. Even skills vary according to the level of management. This systematic review aims to synthesize the roles, responsibilities, and skills of sport managers. This is an attempt to use PRISMA meta-synthesis. By using keywords like "sport managers," "managers' role and responsibility," "manager competency," and "manager efficacy," 96 articles were duplicated from Elsevier, PERMED, and Google Scholar databases. Six articles that fit the inclusion criteria were incorporated into this paper. A holistic perspective on competency-based measurement drawn from organizational theory and role theory was used as a discussion point. Although the sports industry has distinct characteristics, the roles of sports managers are to create and organize schedules, promote clients through various forms of media, endorsement deals, negotiate contracts, maintain positive public relations, ensure compliance with rules and policies, etc. To perform these tasks requires human, technical, and conceptual skills to plan, organize, lead, and control the activities. Finally, the reviewers recommended that the managers acquire and know the management skills necessary for the success of their club.

**Keywords:** Sport managers, role and responsibility, sport manager competency, manager efficacy

## INTRODUCTION

Management is one of the most important human activities, with a significant impact on the life, growth, development, or demise of organizations. The abilities required for management fluctuate at different levels, and their differentiation necessitates the identification of roles that managers utilize to perform (Ramezani et al., 2013). even if the roles, duties, and skills differ depending on the level of management. Each manager performed management functions (planning, organizing, staffing, leading, controlling). Furthermore, they continue to rely on the dictum "managerial roles", which was the first applied by Maritzburg to explain managers' activities. Interpersonal roles (i.e., figurehead, leader, and liaison) still involve informational roles (like monitor, disseminator, and spokesperson). On the other hand, they also involve decisional roles (like enturperonur, disturbance handler, resource allocator, and negotiator). According to him, these are the roles of a manager.

Sports club management is of particular sensitivity due to interaction with the government, private sector, sponsors, and sports federations. Managers' job competency includes three dimensions: tasks, roles, and skills (Surani et al., 2014). Sports managers' job duties may vary depending on the level of sport they oversee (cash career center, Isenberg School of Management). Case and Branch (2003) this require sports managers to perform such duties (i.e., creating and organizing schedules, promoting clients

through various forms of media, seeking endorsement deals, handling and negotiating contracts, maintaining optimistic public relations, certifying obedience with rules and policies). Therefore managers with the necessary competencies and skills can do their duties and responsibilities very well (Fung, 2014).

Whereas factors affecting the performance of professional sports clubs, such as the globalization process, privatization of clubs, governmental policies, professionalization of clubs, and technological development have forced sports clubs and their managers to act more professionally in doing their duties and playing their roles (Fung, 2014). Managers will not be able to perform their duties unless they are aware of their managerial roles. Case & Branch 2003 also showed that the most important roles and competencies for the upper levels of management include budgeting, communication skills, understanding the priorities, ability to choose the subordinates, decision-making, goal-setting, problem-solving, understanding the legal positions, and the skill of employee assessment (Case, 2014).

All managers play their managerial roles to some extent, but managers at various levels of management and specialized managers need to perform a specific set of professional roles (cited by (Ramezani et al., 2013)). Thus, roles and skills are found in skill variety, task identity, task significance, task autonomy, and task feedback (Othman & Nasurdin, 2019). This systematic review synthesizes the roles, responsibilities, and skills of sports club

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managers, explicitly and implicitly, in the organization.

The purpose of this systematic review was to synthesize the virtual sources on the professional careers of sport managers. Every organization that can apply the functions of management (planning, organizing, staffing, coordinating, and evaluation) needs the technical, conceptual, and humane skills to operate the roles and responsibilities to achieve the stated organizational objective.

To gain a better understanding of the professional career paths of sports managers specifically, by synthesizing the roles and responsibilities of sports managers' professional competencies

## **MATERIALS AND METHODS**

A literature review was conducted using three electronic journal databases: Elsevier, PEDMID, and Google scholar. The presentation of the results conforms to the PRISMA methodology (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) for submission of systematic reviews.

The reviewer collected different articles by using specific keywords, i.e. "professional career," "sport managers," "managers role and responsibility," "manager competency," Combined searches were carried out for "professional career and sports manager", "human resource management and professional career", "sport manager."

According to Gough (2007) monitor studies relevant to this systematic review question, we evaluated the relevance and quality of the studies retrieved according to three main criteria, topic relevance,

methodological relevance, and the quality of the methodological are the screening criteria explicitly.

### **Inclusion criteria:**

1. They were included, without any spatial limitation:
2. Articles related to the sport managers
3. Articles or reviews regarding the strategies of sport managers carrier
4. Articles or reviews related to professional career management through sport.
5. Articles written in English language, full articles, have full bibliography, time frame those publish above 2003, study design, etc.
6. And articles or reviews researcher available in searched time frames of 10/12/2021 from 9:00 pm—9:20 pm was included.

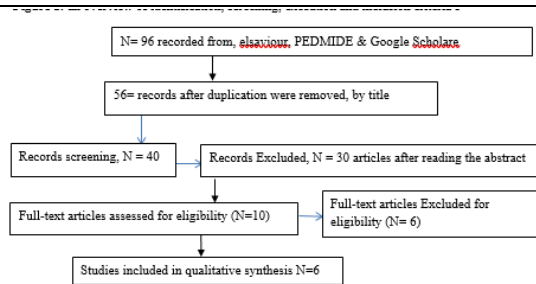
### **Exclusion criteria:**

They were excluded, since the stage of selection for the title:

1. Articles published in a language other than English;
2. Articles that analyze the role of management in sport without considering the aspect of professional career;
3. Articles analyze not contextualized to the sports career pathway; and
4. Articles do not respond clearly to the object of research and its purpose.

After completing the bibliographic research, my roommates independently examined the list of titles and then the abstracts and related full-text to include those that met the inclusion criteria.

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**Figure 1: an overview of identification, screening, execution and inclusion criteria's**

Source: - Adapted from Moher (2009) with own drawing and modification

In this review process, after the detailed selection in the graph in Figure 1, a total of 6 articles were selected, all of which meet the inclusion criteria.

**Table 1**  
schematically shows selected items included in the review, ordering them by title, year, author and magazine. The order of the presentation is chronological, from most to least recent

Title	Year	Authors	Review
Competencies of sport managers in German sport clubs and sport federations	2003	Heinz-Dieter and Norbert	Taylor & Francis Group
Sports managers roles and employees' job satisfaction	2013	Zahra, Atosa & Tahereh	European Journal of Experimental Biology
What do they do? Competency and managing in Brazilian Olympic Sport Federations	2016	Daiane, Vassil, & Israel	European Sport Management Quarterly
Multicultural managers and competitive advantage: Evidence from the elite football team	2018	Mike, Stacey., Wade	Elsevier
Learning to be a professional football manager: a Bourdieusian perspective	2018	Stephen & Brian	Taylor & Francis Group
Sports centre management: competence structure model for sport manager	2020	Tataru Irene Teodora	Interdisciplinary Journal of PE & Sports

Source: - The reviewer elaboration

## RESULTS AND DISCUSSION

Competency was defined by Brophy & Kiely (2002) as "the skills, knowledge, behaviors, and attitudes required performing a role effectively." In addition, Wickramasinghe & Zoyza (2009) see managerial competency as somebody's behavior in a specific job, organization, or culture (Winterton, 2009) and add the ability to demonstrate performance according to the standards required of his/her work context.

This systematic review adopted a

universal outlook on competency-based on measurement (Quin & Rohrbaugh, 1983), which drew from organisational theory and role theory. This outline suggests that the integration of competing expectations faced by managers is indicated by the presentation of competing roles. From this perspective, competency is defined as the knowledge that the individuals responsible for managing the organization have and the demonstrated ability to properly use this knowledge to respond to different

situational demands (Quinn et al., 2012). The concept of competency is associated with a multidimensional model that demonstrates managers' ability to apply knowledge and skills effectively in the performance of management tasks through certain leadership behaviors (Robinson et al., 2022). Therefore, this review was used holistically to show the

roles, responsibilities, and skills required by contemporary sport managers in the sport industry.

The content analysis of the 6 selected articles is summarized in Table 2 which presents the information provided in those articles.

Reference	Study design	Main findings
Heinz, Dieter & Norbert	Qualitative study, on recruitment, activities and competencies of sport managers; roles, through interview.	Sport managers need specially trained professional sports managers, they need managerial roles (Mintzbergs, 1973) as well as competencies like public relations, advertising, and techniques of personal management. These competency sets indicate that a broad qualification is needed, regardless of the job.
Daiane, Vassil, & Israel	A mixed research sequential transformative design was employed.	The five management postures identified by the study, Mintzberg's (2011) to analyse and reflect on performance, the remaining postures fortifying the culture, maintaining the workflow, intervening strategically, and blending all around were discussed. This model helps to understand and assess the roles of sport managers.
Mike, Stacey, & Wade	Comparative panel analysis of multilevel data, competitive environment, a multicultural background of team managers, and team performance.	Today's competitive environment in sport is highly global; teams with multicultural managers outperform teams with monocultural managers. To perform this, one needs a human, technical, and decisional role, diversity management, and dynamic capabilities that are aligned with their competitive environments. These managers are more likely to seize cognitively distant opportunities than monoculture managers. Applying and utilising diversity management is crucial for competitive advantage.
Zahra, Atosa & Tahereh	Survey was used	It is suggested that sports managers use skilled and knowledgeable people to achieve the organization's goals and make decisions based on the information provided by staff. In this way, access to long-term and big aims would be achieved with experts.
Stephen & Brian	The paper draws on the theoretical concepts of Pierre Bourdieu to provide an insight into aspirant football managers' career journeys.	is educational attitudes, emphasises the significance of habit as an unconscious process. Educational culture is absorbed and embodied by some aspirant managers. And since the focus of the Pro-License is on how to manage (in contrast to how to coach), some of its focus is on matters "off" the football field. The License introduces aspirant managers to areas like football finance, negotiation, influence, leadership, and teaching philosophy, and seeks to develop and encourage critical thinking skills among the participants.

Tataru, Irene Teodora	Survey design	Managers face new challenges in COVID 19, such as sustainable development, extraordinary competition, demanding clients, competent human resources, accelerated technological progress, and other aspects that determine them to acquire new skills through continuous development. Currently, the classic role of the manager is organizing, supervising, innovation in the field, and efficient management of human resources.
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Source: the reviewer elaboration

The above table shows that the roles and responsibilities of the managers vary according to the level of the club, federation, or organization. However, all studies were focused on technology training and the pedagogy of skills such as diversity management, management, and finance skills, decision making, advancement technology, technology analysis, critical thinking, etc. needs to compete in the contemporary sport industry.

The review study also highlighted two main observations, particularly interesting for the literature: the roles and responsibilities of the manager and the skills required in the sports management arena. Since sport industry can understand the environmental factors that influence the way sports organisations operate (i.e. globalization, government policy, professionalization, and technological developments) (Frawley et al., 2016). In line with interactions with the government, private sector, sponsors, sports federations, sports club management, players, coaching staff, fans, etc. are unique (Guidotti et al., 2023) and requires unique skills.

Furthermore, according to Frawley et al., 2016 sport industry has its unique nature or characteristics *People develop irrational passions,*

*differences in judging performance, the interdependent nature of relationships between sporting organizations, anti-competitive behaviour, sports products (a game or contest) are of variable quality, and they enjoy a high degree of product or brand loyalty. Sport fans exhibit a high degree of optimism, sports organizations are relatively reluctant to adopt new technology, and sport often has a limited supply* (Frawley et al., 2016).

To achieve the stated objectives and treat the unique features of the sports industry, the sport manager needs to acquire different skills such as systematic thinking, strong ethics, analytical mindset, decision-making skills, and communication skills (Kovács & Szabó, 2022). Similarly, he is responsible for coordinating public relations among athletes, coaches, other athletic personnel, and the media. Furthermore he/ she is responsible for teams/ players travel plans, balancing and controlling an organization's income beside financial obligations, arrangement public events where members of your team will be present and documented, partnering with promotional brands, initiation fundraisers, and landing confirmations to further strengthen team marketing efforts, Instructing team personnel and athletes on methods for correct media interaction (Wgu.edu 2021).

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Specifically related to the roles of managing are four categories of competencies including 'personal', 'interpersonal', 'informational' and 'actional', which broadly correspond to the MBI's 12 competencies. However, none of the models, reviewed in this study, pay attention to sport managers' competencies concerning managing self both internally (reflecting, strategic thinking) and externally (time, information, stress and career), and scheduling (chunking, prioritizing, agenda-setting, juggling and timing) (Freitas et al., 2017).

Freitas, (2017) argued that it would be unrealistic to expect managers to exhibit perfect balance among the competencies required by them, thus when managers manage, the distinctions between their roles blur at the margins and in reality it becomes hard to distinguish them behaviorally. Whereas Freitas 2017 so postures of managing the model drew attention to five contexts in which management these contexts are intertwined and in combination, both frame the job and schedule the work of the manager. Therefor dealings within these different contexts urge managers to make the job as well as to do the job (Freitas et al., 2017).

Sport managers are involved in professional, governmental, and nonprofit organizations and also work in large, middle-sized, and small sport clubs. The roles, responsibilities, and skills were quite different in this regard. Like adjudicating any problems that may arise amongst team members, parents, the coach, and supporters; acting as liaison officer between the club and the team; ensuring all

equipment is safe, the first aid kit is ready for use, and the players have their drink bottle; ensuring the scorecard (Mahmud & Sanusi, 2021).

Today, because of the migration of players, experts, and industry owners, the sport manager is also aware of diversity management since sport has a "global appeal that transcends language and geographical boundaries," (Ratten & Ferreira, 2016). genuine international attempt, at the same time, the motor and the result of globalization" (Gems & Pfister, 2014). This emphasises "the need to understand and appreciate other countries and cultures Bianco, (1990) There are numerous benefits of the globalization of sport, such as more countries and athletes participating in international events; overcoming barriers (gender, geography, and religion); the increased involvement of universal media in sport; and the power of sport on the environment ((Pedersen & Thibault, 2014). Specifically, the football manager in the European football, UEFA, sought to formalize the role of the football manager by introducing the requirement that an aspirant manager must hold a UEFA Pro-License develop Morrow and Howieson, 2018 which is the highest level in coaching pyramid to take up a management position in the top level of any European nation's league system (Morrow & Howieson, 2018). The motivation of the Pro-License is on how to manage (in contrast to how to coach) and hence some of its focus is on matters "off" the football field.

Several national associations' Pro-License programmes, including the SFA's, now also include business and

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management workshops or seminars, these often being led by university academics with expertise in management as opposed to coaching Morrow and Howieson, our input to the SFA Pro-License introduces aspirant managers to areas like football finance, negotiation and influence, and leadership, and the teaching philosophy adopted seeks to develop Morrow and Howieson, 2018 and encourage critical thinking skills among the participants. Therefore having comprehensive knowledge was leads to managers' competency.

## CONCLUSIONS

The managers were responsible for planning, organizing, staffing, leading, and controlling of money, materials, manpower, and methods for effective and efficient use to achieve the short or long-term objectives. Even though the level and nature of sports organisations vary, they all create and organize schedules, promote clients through various forms of media, seek endorsement deals, handle and negotiate contracts, maintain positive public relations and ensuring compliance with rules and policies are the major roles and competency areas of sport managers.

Therefore individuals who fulfill sport management will regularly call on wide skill sets: communication, leadership, business strategy, finance, asset management, public relations, sales, event coordination, facility management, accounting for a team travel plan, data analysis, and decision-making skills was requires by sport managers. Furthermore sport managers can be identified with four subdimensions as "decision making, personal qualities,

knowledge and interpersonal relation. Through planning, organizing, leading and controlling in different stages. Since, sport manager can become the top-level manager, middle-level manager and operational level manager implicitly and explicitly in the structural hierarchy. Therefore the position needs technique, conceptual, decisional skills.

It postural skill als important takes place including external (i.e. culture, industry), organizational (i.e. form, size, age, stage), temporal (i.e. pressures, fashion), personal (i.e. background, tenure) and job (i.e. scale and scope). To become competent and effective in the industry.

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