



**Off-field management of Western Province Super League A rugby clubs
by**

GAVIN LEE SHELDON

Dissertation submitted in partial fulfilment of the requirements for the degree

Master of Technology: Business Administration

in the Faculty of Business

at the Cape Peninsula University of Technology

Supervisor: Dr Darlington Onojaefe

Cape Town

January 2015

CPUT copyright information

The dissertation may not be published either in part (in scholarly, scientific or technical journals), or as a whole (as a monograph), unless permission has been obtained from the University

DECLARATION

I, Gavin Lee Sheldon, declare that the contents of this dissertation represent my own unaided work, and that the dissertation has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.



19 January 2015

Signed

Date

ABSTRACT

Currently the performance of off-field managers of the Super League A rugby clubs is not at the required level, despite indicators that it plays a crucial role in the success of rugby clubs in the Western Province and in South Africa (SA). This study reviews and reports on the factors influencing off-field management of rugby clubs to understand management effectiveness and its importance to the success of the club. The review identified factors such as skills, competencies, strategic management, and other resources that are important for effective rugby club management, and reports on the need to develop and deploy adequate skills and resources to enhance rugby club management in the Western Province.

The aim of this study was to investigate the importance of effective management of rugby clubs. **The purpose** of the study was to investigate the off-field management skills, competencies, and resources for effective management of Super League (SL) A rugby clubs in the Western Province Rugby Football Union (WPRFU). Emanating from this investigation, recommendations were made to improve SL A rugby clubs' off-field management performance.

The methodology that was used included questionnaires that were completed by employees at the rugby clubs, either electronically or in written form. The results were analysed using SPSS version 21. The main findings were that the off-field management needs training to be effective, and therefore should deploy identified, well-trained employees to fill the gap created by partly-trained employees.

The practical implication is that rugby clubs need to invest in the training and development of off-field employees for effective management of rugby clubs.

Key words: management, innovation, strategy, training, volunteers

ACKNOWLEDGEMENTS

I wish to thank:

- My loving wife, Associate Professor Marshall Sheldon, and son Rua Sheldon, for giving me the unconditional love, support and resolve to complete this study.
- My supervisor, Dr Darlington Onojaefe, for his guidance and motivation.
- My employers, the University of Cape Town Rugby Club and the Western Province Rugby Football Union for their continual support and belief.
- The Western Province Rugby Football Union, for support in obtaining information from the different rugby clubs in the province.
- The rugby club managers, for accommodating me during the study.
- My family and friends in Worcester for the life-long bond of friendship based on true love and care.
- My family and friends in Paarl, for the years of support and friendship.

DEDICATION

To my wife and son

Associate Professor Marshall Shereene Sheldon and Rua Lee Sheldon

To my parents

Jeffery William Sheldon and Councillor. Eileen Yvonne Sheldon

TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	viii
LIST OF ABBREVIATIONS	i
GLOSSARY	i
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background	1
1.2 Statement of research problem.....	2
1.3 Research questions	2
1.4 Aim and objectives.....	3
1.5 Significance of the study	3
1.6 Delineation of the study	4
CHAPTER TWO	5
2. LITERATURE REVIEW	5
2.1 Introduction.....	5
2.2 General management principles	5
2.3 Sport management principles	10
CHAPTER THREE:	14
3. RESEARCH DESIGN AND METHODOLOGY	14
3.1 Introduction.....	14
3.2 Research design.....	14
3.3 Sample selection and data collection techniques	15
3.3.1 Research approach.....	15
3.3.2 Research instrument and data collection.....	15
3.3.3 Selection of respondents.....	15
3.3.5 Questionnaire detail	16
3.4 General management and General Management (Utopia).....	17
CHAPTER FOUR	18
4. RESULTS AND DISCUSSION	18
4.1 Level of education, management skills, and experience clubs have at their disposal.....	18
4.2 Super League A club resources available	18
4.3 Type of employment used by clubs.....	21

4.4	Scope of work of the club officials	21
4.5	Areas of concern for club managers and administrators	25
4.6	Shift from amateur to professional clubs	29
4.7	Skills and management training needed to overcome these barriers	30
4.8	Current off-field management systems and practices.....	31
4.9	Current off-field management views and perspectives	32
4.10	Research findings	33
4.11	Implications, recommendations and limitations	35
CHAPTER FIVE		38
5. CONCLUSIONS AND RECOMMENDATIONS		38
5.1	Introduction.....	38
5.3	Main research objectives revisited and conclusions	38
5.4	Recommendations.....	40
5.4.1	Policy and practice	40
5.4.2	Further research	40
REFERENCES		42
APPENDIX A: WPRFU letter of approval		45
APPENDIX B: QUESTIONNAIRE		46

LIST OF FIGURES

Figure 4.1: Super League A clubs: Income received from major sponsors, minor sponsors and donors.....	19
Figure 4.2: Super League A clubs' field conditions.....	20
Figure 4.3: Super League A club lights' condition	20
Figure 4.4: Super League A clubs' dressing room conditions.....	21
Figure 4.5: Super League A clubs: Operations management competencies	22
Figure 4.6: Super League A clubs: Risk management competencies.....	23
Figure 4.7: Super League A clubs: Marketing management competencies	23
Figure 4.8: Super League A clubs: Public relations competencies	24
Figure 4.9: Super League A clubs: Financial management competencies	24
Figure 4.10: Super League A clubs: Human resources competencies	25
Figure 4.11: Super League A clubs: General management competencies deficit.....	25
Figure 4.12: Super League A clubs: Operations management competencies deficit	26
Figure 4.13: Super League A clubs: Risk management competencies deficit.....	26
Figure 4.14: Super League A clubs: Marketing management competencies deficit	27
Figure 4.15: Super League A clubs: Public relations competencies deficit	27
Figure 4.16: Super League A clubs: Financial management competencies deficit	28
Figure 4.17: Super league A clubs: Human resources competencies deficit	29
Figure 4.18: Super League A clubs: Job competencies available.....	29
Figure 4.19: Super League A clubs: Training needs.....	30

LIST OF ABBREVIATIONS

Abbreviations	Definition/Explanation
SL A	Super League A
SL B	Super League B
WP	Western Province
WPRFU	Western Province Rugby Football Union

GLOSSARY

Off-field management: This refers to the management of the rugby club, for example, the management functions, management skills, competencies and resources.

On-field management: This refers to all coaches, team managers, doctors, fitness trainers, dieticians, and physiotherapists required for player preparation of matches.

CHAPTER ONE

1. INTRODUCTION

1.1 Background

The relationship between off-field management and on-field performance dates back to rugby unification in 1991. Prior to 1991, apartheid laws made provision for black and white rugby club operation separately. In 1991, the two unions merged into one, creating a new competitive environment. This merger and competition presented a new kind of management challenge (balance between off-field management and on-field performance) arising from different management styles and competences: characteristics of white and black clubs (Nauright, 1997). This study reviews and reports on factors influencing off-field management effectiveness in order to understand its impact on on-field performance. This review identifies factors such as skills, competency, strategic management and other resources that are important for effective rugby club management and reports on the need to develop and deploy adequate skills and resources to enhance uniform Super League A (SL A) rugby club management in the Western Province Rugby Football Union (WPRFU).

Currently the performance of some of the off-field managers of the SL A rugby clubs is not at the required level, despite indicators that it plays a crucial role in the success of rugby clubs in WP and South Africa. In rugby, performance should translate to victory or successful match (Rosca, 2010). The author describes successful performance in rugby using the example of match competition context won vs championship. He argues that a won match is just a once off victory compared to winning a championship: which occur after series of successful matches. The performance of an off-field manager can best be evaluated only after winning a championship and not with one match as may take resources, and time to plan, implement and evaluate result.

This study of the off-field management seeks to highlight management challenges arising from the integration of the previously disadvantaged clubs that are now afforded the opportunity to test their skills against superior rugby clubs. These challenges include (1) the expectation for clubs to do well by using consolidated off-field management to improve on-field performance; (2) the integration of black and white rugby players while maintaining adequate levels of on-field performance; and (3) the need to find creative ways to attract better players to improve the club's performance. Overcoming these challenges necessitated the review of factors influencing off-field management. Previously, the WP SL A rugby clubs comprised a few historical white semi-professional clubs that normally competed against community clubs. This situation changed 19 years ago, owing to the merger of all the clubs

with one central rugby union management. The two merged unions have two distinct characteristics, presented below.

Firstly, as previously stated; the white clubs are more professional, better equipped, well managed and have previous provincial rugby players as members. These provincial players have played a reasonably high level of professional/representative rugby in the twilight of their rugby careers. They still have enough experience for club rugby, but they are not good enough to make any representative team. For some of these players, the only way of generating income from rugby is to play for rugby clubs that operate on a professional level. These players add a developmental aspect to the clubs as they share their on-field experience and expertise to support off-management to achieve remarkable on-field success. Community clubs (on the other hand) could not make use of these returning professionals; hence their focus was in developing players from the community. These clubs were not as successful as the professional clubs.

Secondly, the management styles of the clubs within the two unions were different. These different characteristics have the potential to influence the outcome of off-field management and on-field performance of the SL A rugby clubs.

White clubs are better resourced and more professional and has a history of being advantaged through the social segregation which existed prior to rugby's unification. Community clubs are located on the Cape Flats and their core function was development of rugby in their different communities.

1.2 Statement of research problem

Currently the factors influencing off-field management and on-field performance inconsistencies are partly known, but the extent of their influence is not. The inconsistency shows the degree of off-field management that is ineffective and inefficient, and influences on-field performance. This problem is exacerbated by a lack of resources. As a result, it creates frustration, tension, delays and communication problems between the clubs and the WPRFU (Armstrong, 2009).

1.3 Research questions

- What factors influence off-field management?
- To what extent do these factors influence on-field performance?
- What skills and management training will be needed to overcome these barriers?

1.4 Aim and objectives

The influencing factors identified should be used to support clubs to develop and deploy a management improvement plan for improved on-field performance. The competencies of experienced players can have huge influence on the performance.

The aim of the study was to:

Determine the influencing factors that should assist off-field management and on-field performance consistency. The utilisation of identified competencies of experienced players will be used to improve off-field management and on-field performance. It will assist the WPRFU to determine what expertise, knowledge, skills and resources are required for clubs to be self-sufficient.

Objectives:

The objectives of the study were to:

- Determine the influencing factors that should assist off-field management and on-field performance consistency
- Investigate factors influencing off-field management and on-field performance inconsistency.
- Determine the extent of the influencing factors on the management of an SL A rugby club.
- Investigate the impact of off-field management competencies, skills and resources on on-field performance.

1.5 Significance of the study

An understanding of the influencing factors can now be used to unify the different levels of management skills and competencies and the various resources available to the clubs. The use of identified influencing factors will assist clubs to develop and deploy a management improvement plan for effective and efficient management of the clubs' off-field management and on-field performance. The utilisation of identified competencies of experienced players will be used to improve off-field management and on-field performance. It will assist the WPRFU to determine what expertise, knowledge, skills and resources are required for clubs to be self-sufficient.

This study contributes to the paucity of research on the management of rugby clubs in South Africa.

1.6 Delineation of the study

The research excluded:

- The design of a club rugby management information system/tool. There was no attempt to create a management model for club rugby.
- Identification of factors influencing off-field management and on-field performance of the Western Province SL B and all rugby clubs below.
- Football (commonly known in SA as soccer). Although the word 'football' appears in the name of the Western Province Football Rugby Union, the WPRFU is a historic name that dates back to 1883. The word 'football' appears in the name but WP Rugby has no vested interest in football or soccer.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

Sport management has developed into an independent field of study grounded in management theory. Its theories and principles are grounded in theories and literature of management. This literature review will cover the general principles of management relevant to this study, as well as endeavour to identify more specific principles and/or examples pertaining to sport management.

2.2 General management principles

Based on open systems theory, the external environments of organisations are seen to have an effect on their internal environment (Doherty, 1998). Not only do they influence the individuals who enter the organisation, but also its resources, goals and structure (Doherty, 1998). With this in mind, leaders in contemporary organisations are faced with the increasingly demanding challenge of complexity and rate of change in the working world. Key to the continued success and competitiveness of organisations is ensuring that business processes are well managed and executed. Organisations cannot afford to be stagnant in their strategy, and performance must be constantly reviewed and adjusted. In order to create a high-performance organisation, leaders need to focus on creating an environment in which members are able to deliver on the strategy and perform to a high standard, as outlined by the high-performance management model (Jeston, 2008). The application of this management principle is essential and a preferred management improvement strategy for the off-field management of the WP SL A rugby clubs.

To achieve this improvement strategy, SL A managers may have to change their current management styles, competencies and methods innovatively for club efficiency and effectiveness. Failure to innovate and adopt new styles will result in less effective and efficient rugby club management, and this is bad for on-field performance. A change to a new style of management should provide skills and developmental opportunities for managers that lack adequate skills and competencies. For this reason, they should be offered support in the form of management training or individual coaching in appropriate skills and knowledge, and should also be assisted through the process. The training for these managers should include areas such as self-discipline, persistence and commitment to success (Jeston, 2008).

While innovation is seen to be increasingly essential in ensuring success, a number of obstacles prevent organisations from being effective in this regard. In a study of 550 companies, among the biggest obstacles identified were those of: a focus on the short term; a lack of staff, resources or time; and the incentives of management not being structured for rewards innovation. Employees identified that company attempts to improve innovation were not systematic but were instead piecemeal, which prevented them from dealing with these underlying obstacles. Managers therefore have the increasingly important task of ensuring holistic innovation strategies to ensure organisations remain competitive (Loewe & Dominiquini, 2006).

Research by Combs *et al.* (2006) found there to be a positive link between systems of high-performance work practices and organisational performance. High-performance work practices include factors such as training, internal promotion, incentive compensation, information sharing and teams. This impact is seen by the authors to be managerially relevant. However, they contend that not all high-performance work practices are equal. What this means is that they are tailored to the specific needs of the organisation concerned. For example, in some organisations, simply implementing certain practices, such as performance appraisals, may affect organisational performance. However, in other organisations, the outcome is determined by the effectiveness of the performance appraisal, or other practices, introduced. This is seen to depend on the type of work conducted by the organisation. It is estimated by these authors that for each unit increase in high-performance work practice use, an organisation may be able to improve its performance by 0.20 of a unit. Therefore, managers are required to identify the needs of their particular organisation and implement systems that will promote high-performance work practices.

In order to successfully implement a strategy of high-performance management, two types of execution are necessary, as indicated in the Process–People Synergy Model developed by Jeston (2008). The first of these is project execution. This involves managers' delivering on portfolios or programmes that have a definite beginning and end. It includes the creation of a business improvement programme that enables real benefits to be delivered to the organisation. The second type is process execution. This is to do with the organisation's operational running. It refers to organisational processes, how people are allocated, and how technology is used (Jeston, 2008).

While high-performance practices have been found to have positive effects, one should not disregard the possible negative effects for individuals in the organisation. Literature over the years has focused more and more on the topic of work–life balance. This, it has been stated, is where managers focus on allowing employees to find a fit that works for them between

their private and professional lives. White *et al.* (2003) found flexible work hours and individual control over starting and ending hours to have the effect of reducing job to home spillover effects. It would be beneficial for managers to seek to improve working practices that allow for the safeguarding of employees' work-life balance. A common method of dealing with the two conflicting aspects is to implement high-performance practices, while at the same time trying to limit the damage caused by such practices by implementing, for example, flexible hours (White *et al.*, 2003).

Managers have to focus on the important role of human resource functions in organisations. One such example is that of training and development. Early research by Delaney and Huselid (1996) found progressive human resource practices such as training, incentive compensation, and selectivity in staffing were positively related to the performance of the organisation. Furthermore, they found that such practices had similar effects in non-profit as well for-profit organisations. There is a need to focus on training and development in order to improve the functioning of the organisation as a whole, as well as the individuals and teams that constitute it. There is also a need to develop employees for the benefit of their personal growth. In their analysis of training studies, these authors noted various benefits of training such as improved communication, tacit skills, innovation, task performance, and consistency in performance. They also found that employees' knowledge increased in terms of *what* to do and *how* to do it (declarative and procedural knowledge). Training has also been found to have benefits for the organisation as a whole, including increased effectiveness and productivity (Aguinis & Kraiger, 2009).

This need for a focus on human resource factors is relevant to sports organisations as well as corporate businesses. Sport volunteers comprise a large number of the individuals in sport organisations. A reason suggested for this is that volunteers are motivated, since they believe in the sport, and they are given an opportunity to use their strengths or skills. It has been found that the most disillusioning situations for such volunteers are working for organisations that are poorly run, their being unable to cope with tasks, being bored, and feeling unappreciated. Volunteer executives have been found to be most satisfied when they accomplish tasks and achieve goals. The nature of volunteering involves an individual – organisation exchange. Therefore, in order for the relationship to be sustainable, the needs of both parties must be met (Doherty, 2005). For this reason, there is a need to look at management practices in corporate organisations that can be transferred to sporting enterprises in order to ensure their continued success.

It has been found in studies in both Australia and Canada that there is a decline in the average work hours put in by volunteers at sports events. This has been partly attributed to

the fact that many women who were formally available as volunteers are now part of the workforce. This requires organisations to ensure more efficient volunteer retention and recruitment. This being the case, volunteers are viewed as a resource that is increasingly valuable. Therefore, there is an increasing need to focus on the job and training satisfaction of volunteers (Costa *et al.*, 2006).

A difficulty for volunteer managers at sports clubs is the wide variety of roles they are required to perform. Among these are: developing procedures and policies for the club, long-term planning, performance evaluations, and communication to members. Volunteers' abilities regarding these depend on their motivation, commitment, qualifications and experience. However, the resources available to the club, as well as its culture, also play a role. This indicates that there is a need to create a club with a management culture geared towards continued success, as well as the need to ensure effective management of resource information for on-field performance (Cuskelly *et al.*, 2006).

Effective management of resource information can also be used to develop human resource strategy to attract and retain skilled and competent management staff for sustained club on-field performance. Doherty (1998) argues that the application of effective management of resource information can be applied to similar clubs. He outlines how club management can be used to support and promote internal communication among colleagues – where the relationship between individual, group and management can help to influence individual, group and management success. The supportive internal communication strategies shown by colleagues suggest club success needs on-going development of a club management culture that requires the attention of other human aspects (such as interpersonal skills and attitudes) of individual managers. The workplace is first composed of individuals. Individuals bring their own characteristics that determine how they perceive and react to what goes on around them. These individuals are then combined in formal or informal groups, where they unite to achieve objectives. These two factors then interact with the processes in the organisation, such as leader behaviour and communication, to impact on the behaviour and attitudes of employees. The individual outcomes of this interaction can be in the form of job satisfaction, work motivation, commitment or job stress. In terms of behaviour, employee turnover and performance are affected by the interaction. The final outcome is the effectiveness of the organisation. It is also indicated in the model that the relationship between individuals and the organisation is reciprocal. This indicates that by ensuring positive organisational outcomes, managers may help promote positive behaviour and attitudes of members. Managers' roles are to determine which individuals enter the organisation, the nature of the workgroup, and the processes of the organisation (Doherty, 1998).

Despite the similarities between corporate business management and sports club management, Pedersen *et al.* (2011) discuss the four unique aspects pertaining to sport management. The first of these is sport marketing. This is a tricky area, as sport is a type of product that consumers buy, but there are no guarantees that customers will be satisfied. The second aspect is the financial structures of sport enterprises. Sport businesses are generally financed primarily through other businesses, rather than from the sale of the sport itself. This unique financial situation means that in a sport setting it requires different practices from other organisations. The third aspect of sport management is that of career paths in the industry. There is the challenge to deal with the assumption that underrepresented groups in the industry, such as women, do not have the skills for management positions. This calls for an effort to diversify the workforce and create an environment that offers equal opportunities. The final unique aspect of sport is that it is a social institution. This social activity can be the basis of individuals' social identity, and as such, has great influence and magnitude.

In the United States of America (USA), sport management has become a popular academic discipline. Owing to the growth as an industry, there has been an increased need for professionals in this area. Students require opportunities that will enable them to develop critical thinking and problem-solving skills in this area (Mumford *et al.*, 2008). This need has arisen, in part, from the requirement to train individuals that are equipped to deal with the unique aspects of sport management as opposed to corporate business management.

Different sports organisations require different managerial leadership skills. However, Pedersen *et al.* (2011) have created a sport management task clusters figure representing the expectations of the industry as a whole. They show how sports managers are required to perform in three different divisions: the core division of general sport management tasks, and the two peripheral categories of organisation management and communication management. These three categories are further divided into various components that constitute day-to-day functioning. For example, general sports management tasks include marketing and sales; organisation management includes budgeting and managing facilities; and communication management includes fund raising and working with media. This model gives some idea of the roles of sports managers in contemporary sports organisations. It can be seen that these overlap with tasks in corporate businesses, but can also be viewed as a unique combination of tasks to be performed by individuals on a regular basis.

Therefore, it can be seen that management plays a key role in ensuring the success of any organisation. Sport organisations are seen to have similarities with corporate organisations, which call for similar management practices in many regards. However, the unique aspects of sport management require individuals to be especially well trained and skilled to deal with sporting industry factors. Without effective managers in place, organisations in contemporary businesses, both corporate and sport, are likely to find themselves lacking in competitiveness and productivity owing to dissatisfied members and ineffective work processes.

2.3 Sport management principles

Stockdale and Williams (2007) suggest that leadership is needed as much on as off the rugby field, to holistically guarantee success. Stockdale and Williams (2007) further note that hundreds of rugby clubs are converting from community rugby clubs to small businesses. Therefore, professional leadership is of utmost importance to make this shift. The expectations of stakeholders in these rugby clubs are similar to the expectations of stakeholders in small businesses.

According to the South African Rugby Union (2008), remunerating players at any amount they see fit has been legal since 2006. According to the Western Province Rugby Football Union (WPRFU) (2007) booklet, clubs within the WPRFU are restricted from paying players for matches. Some clubs have found a loophole in the bye-laws, by giving players a bursary or donation. Club rugby in the WPRFU is therefore rapidly moving towards professionalism. Since 1995, professionalism has emerged in all ranks, from club to national level. Clubs that have big budgets should move with the times and employ professional sports managers. Leadership is the key to building firm foundations or platforms for these clubs.

In order to determine the impact of these leadership issues, Stockdale and Williams (2007) started a Rugby Leadership Academy in the United Kingdom (UK). They have developed a seven-stage process for rugby clubs to make this transition. The process is based on a small business development process. They have identified common areas of focus. These areas include leadership, communication, planning, financial management, and change management. The present study has identified these factors as key areas of focus with regard to the off-field management of WPRFU clubs.

Coaching is a well-known technique to achieve desired results on field, but it is not commonly known as a method for obtaining results for off-field management. However, education and coaching of club administrators should also form a vital part of any club in the WPRFU.

The objective of this study is to investigate the off-field management competencies, skills and resources that rugby clubs have at their disposal in the SL A and B section of the WPRFU. A study of this nature has not yet formally been perused and it will provide clubs with a roadmap to make the transition and to stay competitive on the rugby field, and also to become largely financially independent. This study will explore the types of leader figures and styles required to determine new directions to lead a rugby club.

Carling (1995) has suggested that what sport or business people do or fail to do mentally has more of an impact on their success than what they do or not do physically. This theory distinguishes between good and excellent leaders. An excellent leader is needed to transform a rugby club from being the poor cousin, to being the front-runner. Carling (1995) also suggests two types of leaders for a rugby club, someone who gets the job done, also known as a transactional leader, and someone, a transformational leader, who can turn a vision into reality through inspiring and empowering people to achieve more than they ever dreamed possible and to enjoy themselves by doing it. Carling (1995) suggests that leadership is the most important area of transforming any amateur rugby club into a semi-professional rugby club. The leader and the leadership style are of utmost importance. As this author rightfully points out, there is a fine balance between finding the right leader and the future objectives for the rugby club.

Harris and Jenkins (2001) suggest that the ability to plan properly constitutes a powerful rugby advantage. It is very difficult to plan in a dynamic environment where each day poses different challenges. The main problem, according to the authors, is to initiate the plan and then to actually implement the plan once it has gained acceptance from the majority of the rugby club members. These authors also outline the barriers to formulating plans at rugby clubs in the UK. These barriers consist of “short-termism”; the isolation of plans; confusion; structural barriers; inadequate analysis of plans; failure to prioritise objectively; and hostile figureheads.

According to Harris and Jenkins (2001), to identify the barriers to plan implementation, such as poor preparation of line management; inadequate definitions of the rugby club; poor definition of the club's business unit; an excessive focus on numbers; an imbalance between external and internal considerations; unrealistic self-assessments; poor management at the face-off; and conflict with institutional controls and systems; can constitute strategic drift.

It has been found from interaction with rugby club managers in the WP SL A and B that they have also been very complacent and unprofessional. Many of the clubs in these leagues

have managers in place that have been doing what they do for twenty or more years. They rarely go out of their comfort zones to explore the needs and wants of the modern club rugby players, which are very different from what the needs were twenty years ago. Clubs that have taken the time to ask players what they want have to some extent secured their future in these two leagues. There is still much work to be done in order for clubs to really stand up and be counted as semi-professional entities.

Sherry *et al.* (2007) investigated what conflict of interest means in sport management terms. The authors suggest that decision making in sport clubs has diverse effects on all involved in the club. Club managers will always look at the bottom line and the club's league reputation first. These decisions may not take into consideration the outcomes for the different stakeholders in the club. As a result conflict of interest might arise. This is very elusive, and sometimes very subjective, and it always creates conflict at all levels in the club. Stakeholders invest a wide variety of tangibles and intangibles into the club, and there is a certain return coupled with these contributions. In all likelihood, not all stakeholders can be satisfied. Semi-professional sport is a very serious game on and off the field. Rugby clubs need a vision, money, an ideology, prestige, status, appealing culture, winning track record, and sound financial status, to name a few.

As Sherry *et al.* (2007) have indicated, in Australia the governance of sports clubs is continually evolving and moving from an amateur to a professional set up. There is also a natural migration to a professional management model at these clubs. This migration is necessary to ensure the longevity of the sports club.

Nichols (2004) is of the opinion that because of the success of the English rugby team in 2003, there has been a proportional increase of volunteers at English rugby clubs. This success has inspired people to become involved in rugby in the UK. This move has sparked what the author sees as the volunteer army – a group of people that have a passion for rugby, but do not necessarily have management expertise in the field of rugby or sport. This has resulted in volunteers that are always under pressure, as clubs become more professional. The volunteers cannot really move with the times because their attention is divided between their day-to-day livelihood and the part-time running of a rugby club. According to the author, there are 127 000 volunteers working in the sport industry in the UK. Seventy-five percent of volunteers are currently working in sports club. The difficulty volunteers face is to deliver the objectives set by the sporting club. The biggest challenge for volunteers is time, rather than commitment. Volunteers will have to adapt and change with the times in order to secure their clubs' futures.

It is suggested by Nichols *et al.* (2005) that in Scotland the norm is one salaried person and one volunteer. They also state in their research that at club level both the management and day-to-day running of the club are the work primarily of volunteers. The volunteers that have open-ended management style jobs with families are those who are under the greatest time pressures. Volunteerism is closely associated with social class and the number of children the volunteer has, according to their research in the UK. The Rugby Football Union has realised in order to ensure their market share they have to be more flexible, innovative and to take into account the ever-changing cultural environment. In the UK, the volunteer market is closely regulated by government policy. Technological change has also provided volunteers with an added change of working environment. The authors have identified three main types of volunteers in the UK. The first type constitutes the key volunteers that are motivated by shared enthusiasm, social benefits, and the desire for the club to do well. The second group of volunteers are short-term volunteers that are motivated by the creation of opportunities for their children or themselves, and the third group comprises young people motivated by interest, altruism, and the desire to enhance their curricula vitae as a way of increasing employability. They have identified a pertinent research question to establish and understand the motivations of key volunteers at sport clubs, who have volunteered for a long time and hold influential positions in the club management.

This research goes beyond the investigation of management skills and competencies to the management of available resources.

CHAPTER THREE:

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter explains how the approach to the research was developed, reports on the research methodology, and presents the chronology of activities undertaken to investigate management of the Super League A rugby club. The methodology was developed into a single questionnaire for data collection to derive the required results.

3.2 Research design

The design adopted in this research relates to Durrheim's (2006:33) simultaneous data collection and questioning. This design relies on a framework that supports data collection through the analysis of samples and evaluation of procedures used as guide for both sampling and data collection techniques (Bryman & Bell, 2011:41). The analysis of samples and evaluation of data collection procedure were used to identify and describe respondents' profiles to estimate the extent and quality of data to be collected and provide the base for the research design.

The extent and quality of data is important in refining data questionnaires and determining the type of (qualitative and/or quantitative) data to be collected. A quantitative research design was used in this research as it allows investigation and analysis of elements of the off-field management suitable for on-field performance within the SL A rugby clubs (Leedy & Ormrod, 2005:94). A previous study by Myers (1997) noted that both quantitative and qualitative research are often associated with two philosophical options – positivist and interpretive respectively:

- Quantitative research measures identifiable variables, such as 'principles' and 'practices' when the investigation relates to management, and the relationship between principles and practices.
- Qualitative research seeks an understanding of what people think about events around us that affect the outcome of activities, especially where these events cannot be easily identified or investigated, as in the case of business success or personal feelings and opinions.

In this investigation, quantitative data in the form of numbers were collected and analysed using a statistical package for the social sciences (SPSS version 21). The Quantitative research methods pays particular attention to the objective measurement and the statistical, mathematical, or numerical analysis of the collected data by making use of polls,

questionnaires, and surveys, or by controlling pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon (Babbie, 2010; Muijs, 2010). The quantitative method as described in Babbie (2010) and Muijs (2010), was used in the study because there was a very small group that was needed to complete the questionnaire, 10 SL A rugby clubs at the time of the study.

3.3 Sample selection and data collection techniques

3.3.1 Research approach

For this research study, a cross-sectional study was conducted to establish the correlation between responses received and management principles and practices. Of the 95 rugby clubs that constitute the WPRU, the top ten clubs that make up the SL A were selected for this study. The selected clubs are the best performing clubs in WP Rugby with more access to the required information which was found through preliminary interviews. The conduct of the preliminary interviews was aligned with research ethics, since the study required permission from the WPRFU before full data collection commenced (See Appendix A for the letter of approval).

3.3.2 Research instrument and data collection

The research instrument that was used in this study was a questionnaire. The questionnaire was designed in conjunction with the WPRFU and questions were designed to extract information in order to make a valuable contribution to the SL A rugby clubs and the WPRFU. As the group of clubs was small, the sampling method of choice was that of a census and pilot study was considered unsuitable.

The questionnaires used in the study are provided in Appendix B and comprise parts 1 and 2; they are explained in more detail in Section 3.3.5. Part 1 was sent out by the WPRFU as an annual club audit of all clubs, but only the SL A club responses were used in this study as delineated in Chapter 1. This was included in the study to give a broader understanding of each club. Part 2 was sent to only the top ten clubs that constitute the WPRFU SL A and was designed to address the management competencies of these clubs.

3.3.3 Selection of respondents

With regard to part 2 of the study, a representative from each of the ten SL A clubs was informed that participation was voluntary and that they could withdraw from the study if they wished to do so. Respondents were informed that the clubs they represented, as well as their individual identities, would remain anonymous. Nine of the clubs agreed to participate in

the study (response rate 90%). Participants were then given the option to complete a questionnaire on paper or electronic questionnaire. Eight clubs chose the written option. An appointment was made with managers from these clubs to complete the questionnaires. The quantitative and qualitative data collected consisted of both closed- and Likert scale-type questions. The respondents were given four weeks to complete the questionnaire. All nine clubs satisfactorily completed the questionnaire as they answered at least 75% of the questions.

All of the participants in the study were male (n=9). Their ages ranged between 34 and 68, with 67% being over the age of 45.

3.3.4 Data analysis

Data from the nine respondents were analysed using a statistical software package (SPSS version 21). The statistical analysis is explained together with the results in Chapter 4.

3.3.5 Questionnaire detail

Part 1 of the questionnaire was divided into the following sections (See Appendix B for the full questionnaire):

- | | |
|-----------------------------|----------------|
| 1. General club information | (11 questions) |
| 2. Infrastructure | (9 questions) |
| 3. Facilities | (28 questions) |
| 4. Administration | (8 questions) |

Part 2 of the questionnaire was divided into the following sections:

Section A: Biographical information (12 questions)

Sections B and C: General management and General management (Utopia), each with subsections:

- | | |
|---|----------------|
| 1. General club management | (12 questions) |
| 2. Club operations management competencies | (11 questions) |
| 3. Risk management competencies | (9 questions) |
| 4. Marketing management competencies | (9 questions) |
| 5. Public relations competencies | (7 questions) |
| 6. Financial management competencies | (11 questions) |
| 7. Human resource management competencies | (13 questions) |
| 8. Training needs and miscellaneous questions | (3 questions) |

3.4 General management and General Management (Utopia)

Part 2, Section B of the questionnaire comprised the bulk of the study. Participants were required to show their degree of involvement in various club activities on a four-point Likert format scale ranging from 'To no extent' to 'Totally'. Sections B and C in Appendix B include all items included in this scale, as well as the instructions that accompanied them.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1 Level of education, management skills, and experience clubs have at their disposal

All participants in the study had obtained at least a Grade 12 qualification, while 77.78% had gone on to study at a tertiary level. Of these, 22.22% had acquired national diplomas, one participant had received a Bachelor of Technology, and a further 22.22% had acquired other tertiary degrees. A further 22.22% had studied at a postgraduate level and acquired master's degrees. Of the participants that had studied at a tertiary level, 85.71% had qualified in management or administration. One participant was, at the time of the survey, studying in the general management field.

Of the participants in the study, 77.78% had been involved in club management for more than ten years. The remaining 22.22% had been employed in this field for between six and ten years. This indicates a high level of experience of all participants.

The most common number of executives at the clubs was 12, with the average number across clubs at 13. The fewest were 6, while the most were 30. With regard to other officials, the average number was 16, with the minimum being no officials at all, and the maximum 37. Clubs were found to have on average 14 active qualified coaches. The lowest number found was 4, while the highest was 32. The clubs can be seen to be male-dominated areas of work, since 44.4% of the clubs had no women active on their committees, while the maximum number of women active on committees was two.

Of the clubs, 77.78% had permanent, active, and qualified first aiders. The average number was 12, with the minimum number 2, and the maximum 62. The remaining clubs outsourced their first aiders or hired them on a weekly basis.

4.2 Super League A club resources available

Most of the clubs in this study were found to have sufficient monetary resources at their disposal, since 44.44% (n=4) of the clubs received all three income options of major sponsorships (above R500 000), minor sponsorships (below R100 000) and donations (below R50 000). Only 22.22% (n=2) of the clubs received no sponsorship or donations at all. The remaining clubs received either one or two of the income options. The most commonly received option of the clubs was donations, which 66.67% (n=6) of the clubs received. An equal number of clubs (55.6%) (n=5) received either major or minor sponsorships.

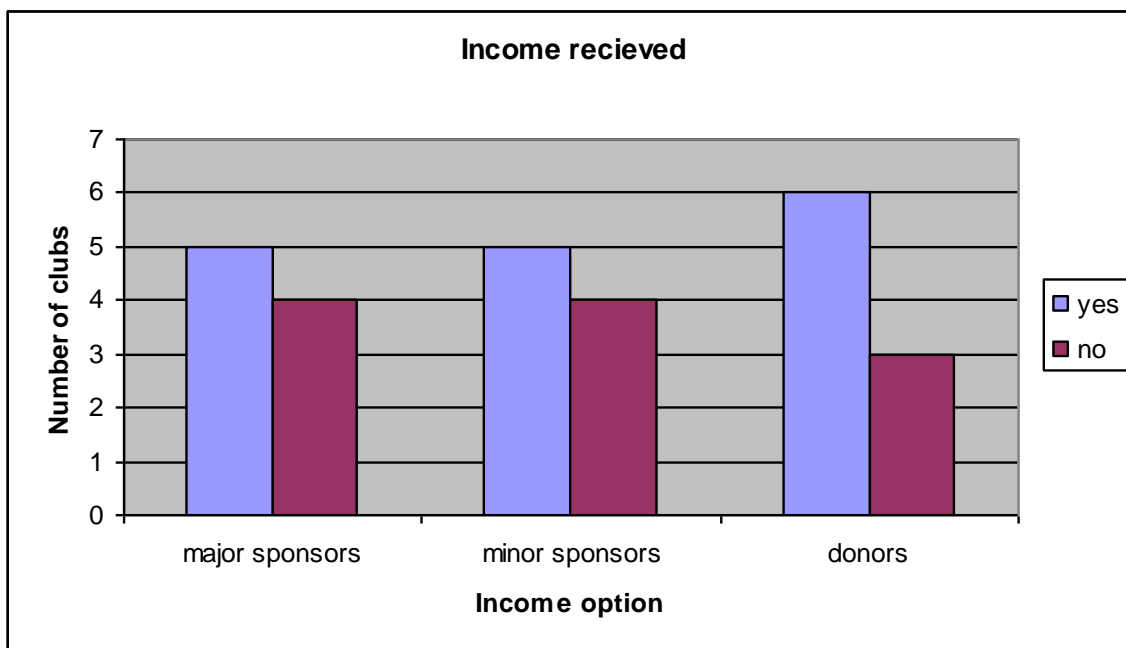


Figure 4.1: Super League A clubs: Income received from major sponsors, minor sponsors and donors

Of the clubs in the study, 33.33% ($n=3$) reported that they owned the grounds on which they played. The remainder of the clubs either hired or had a lease on the ground. The most common number of fields the clubs had access to were two, which 44.44% of the participants reported. However the average number of fields reported was 3 ($SD=1.80$, $n=9$). One club currently leases one field, but will hire two extra fields when these are completed.

With regard to the standard of the fields used, 33.33% of the clubs reported their fields were of international standard. The remaining clubs reported that theirs were of local standard. The majority of the clubs, 55.56%, reported that the condition of their fields was excellent, while only 33.33% indicated that their fields needed attention. One club reported its fields as being in fair condition. A large majority of the clubs (77.78%, $n=7$) reported that access to their fields was easy, while only 22.22% reported that it was difficult.

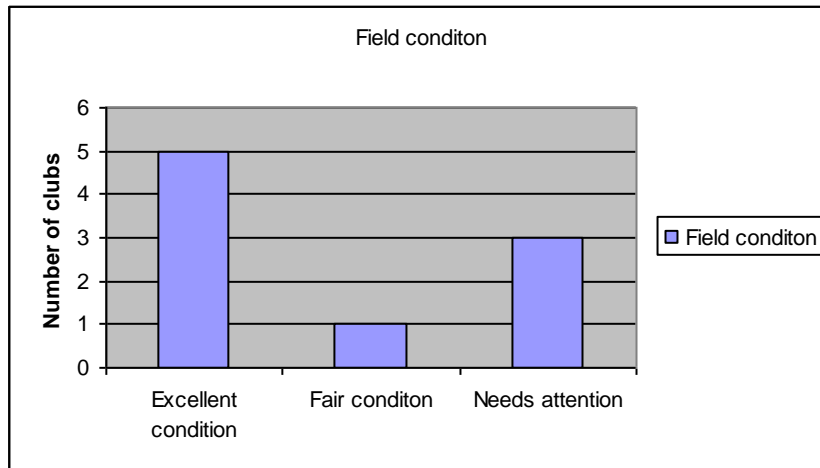


Figure 4.2: Super League A clubs' field conditions

While all clubs had practice lights, these were in varying condition. Only 33.33% of the clubs reported that these were in good condition, while the remainder indicated that they were poor. Only one club did not have match lights. Of those that did, half were in good condition while half were in poor condition.

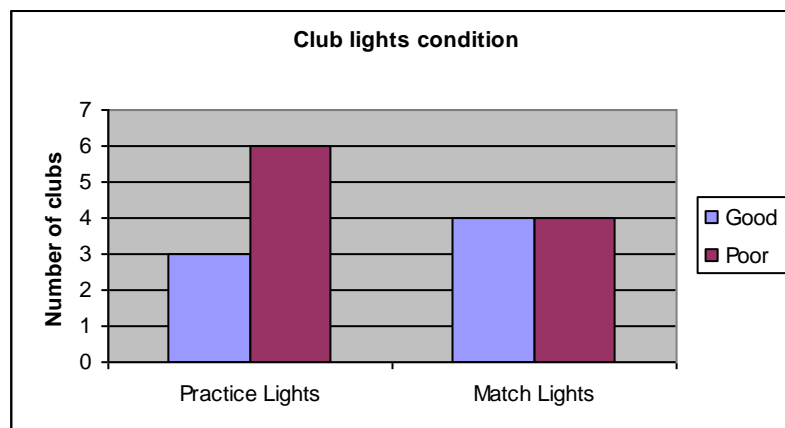


Figure 4.3: Super League A club lights' condition

All clubs reported some seating available for spectators. The capacity of seating available ranged from 200 to 17 000. The majority of the clubs had both covered seating on stands and seating on open stands available ($n=5$). The average number of seats available was found to be 5150 ($SD=6798.35$, $n=9$). Another resource that all clubs had available were cafeterias that were in good condition, 88.89% of which had valid liquor licences.

With regard to amenities, the average number of dressing rooms at the clubs was 5.56 ($SD=1.590$, $n=9$). The least number of dressing rooms at a club was 2 and the maximum was 8. Of the clubs, 33.33% reported the condition of these dressing rooms to be excellent, while

55.56% indicated that they were fair. One club stated that their dressing rooms needed attention. All of the clubs in the study had water, toilets and hot showers in their dressing rooms.

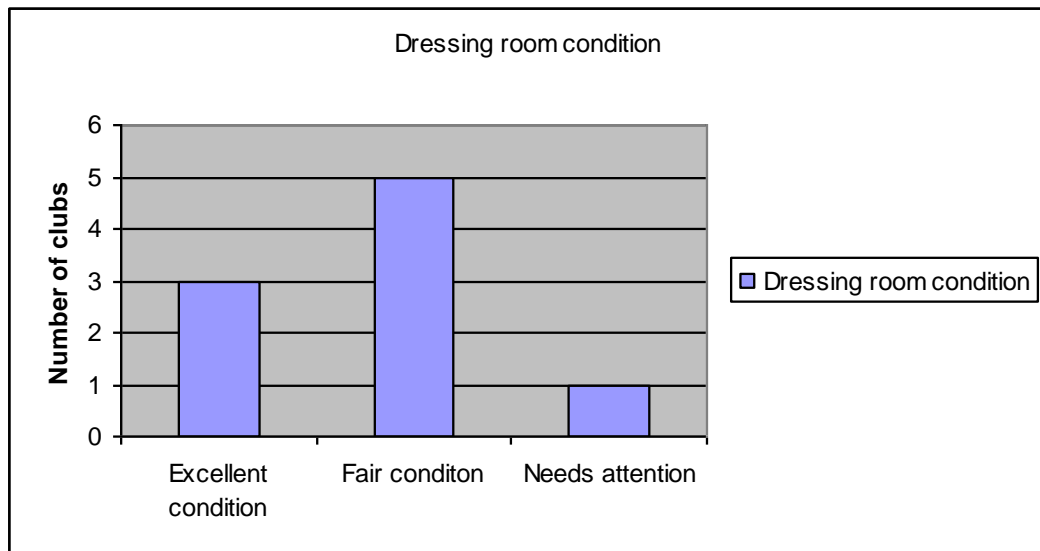


Figure 4.4: Super League A clubs' dressing room conditions

All clubs had both male and female public toilets available, of which 66.67% of each was reported to be in good condition. The average number of female public toilets available was 8.67 ($SD=12.15$, $n=9$), while the average number of male public toilets was 8 ($SD=12.49$, $n=9$). The minimum and maximum numbers for both genders were 1 and 30 respectively.

4.3 Type of employment used by clubs

Of the participants in the study, 55.56% were full-time employees, while 44.44% were volunteers, one of which worked part time. Of the full-time employees, 80% were paid by the club, while the remaining 20% were self-employed.

4.4 Scope of work of the club officials

The extent to which participants performed each competency was ranked on a four-point scale. The scale ranged from 'to no extent' to 'totally', and was represented numerically, in the same order, from 1 to 4. Therefore, competencies with the lowest scores were least performed by participants, while those with the highest scores were most commonly performed. With regard to general club management, it was found that on average the functions performed most commonly by participants, both with average scores of 3.0, were communicating in different modes and organising resources ($SD=.707$, $n=9$). Every

participant performed these roles in varying degrees. The function least commonly performed by participants was managing the budget, with an average score of 2.00 ($SD=.707$, $n=9$), which no participant performed totally.

In the category of club operations management competencies, the most commonly performed function was that of disseminating information about the club with an average score of 3.11 ($SD=.782$, $n=9$). It was found that no participants in the study did not perform this role at all. The least commonly performed functions in this category were those of managing the building and field maintenance of the facility, both with mean scores of 1.89 ($SD=1.05$, $n=9$), which were not performed totally by any participants in the study.

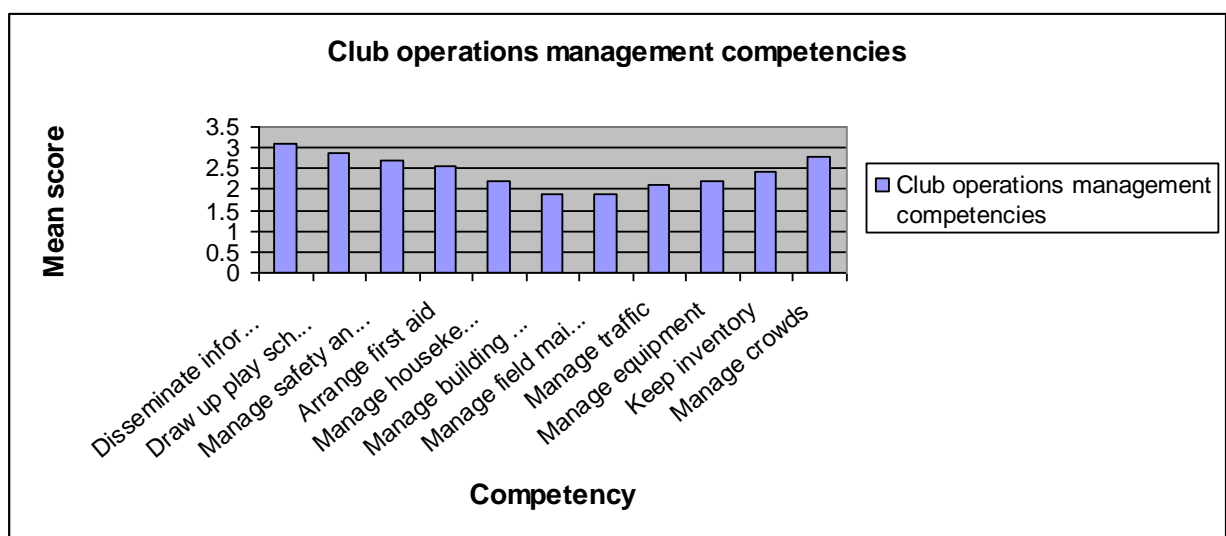


Figure 4.5: Super League A clubs: Operations management competencies

Risk management competencies yielded the result that the most commonly performed function in this category was managing crowds, which had an average score of 3 ($SD=1$, $n=9$). This was followed by the second most commonly performed function of managing policies and legislation, which yielded a mean score of 2.89 ($SD=.78$, $n=9$), both of which were performed to some degree by all participants. The function found to be least commonly performed in this category was that of managing different types of insurance for the facility ($M=2$, $SD=1$, $n=9$).

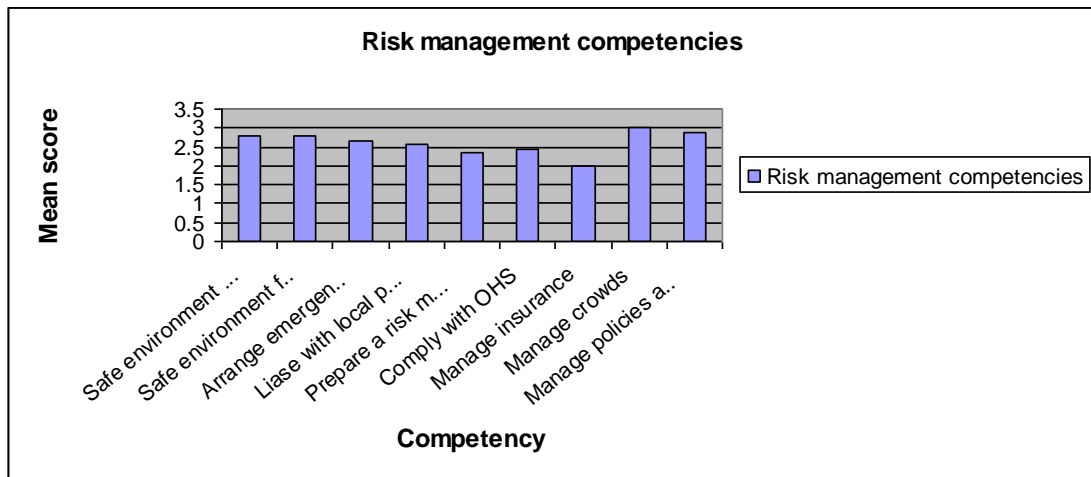


Figure 4.6: Super League A clubs: Risk management competencies

It was found that participants performed various functions in the marketing management category. The most commonly performed function, with an average score of 3.11 ($SD=1.05$, $n=9$), was that of marketing the club home match days. Following from this, the function found to be the second most commonly performed was that of managing club publicity ($M=3$, $SD=1.23$, $n=9$). Undertaking market research was seen to have the lowest mean for this category and therefore was the least commonly performed function ($M=1.89$, $SD=.60$, $n=9$). It was not performed totally by any participants in the study.

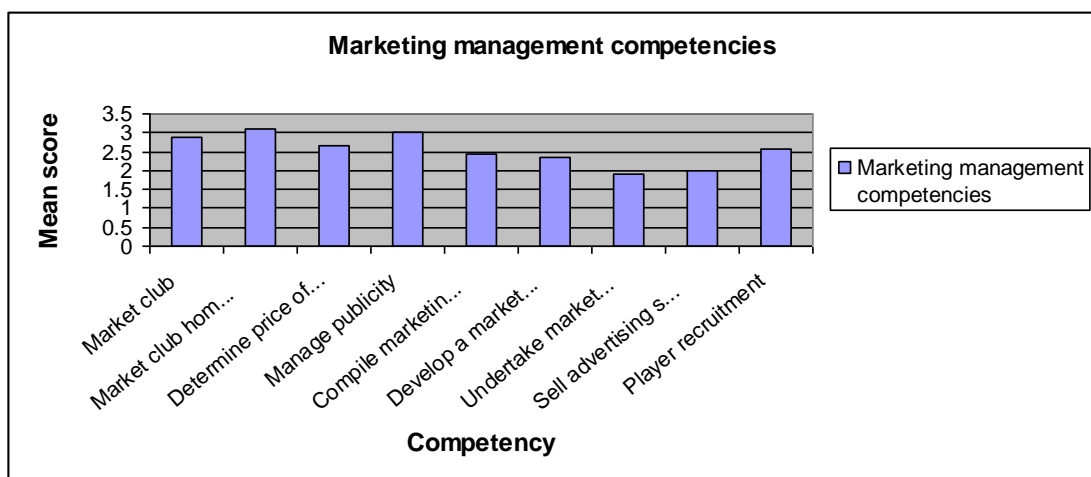


Figure 4.7: Super League A clubs: Marketing management competencies

Two functions were found to be most commonly performed in the public relations category of job roles. These were, building the image of the club ($M=3.11$, $SD=.60$, $n=9$), and liaising with the media ($M=3.11$, $SD=.78$, $n=9$), which every participant in the study performed to some degree. The two least commonly performed roles in this category were that of enhancing

business relations with other organisations ($M=2.44$, $SD=.88$, $n=9$) and conducting interviews on radio and television ($M=2.44$, $SD=1.13$, $n=9$).

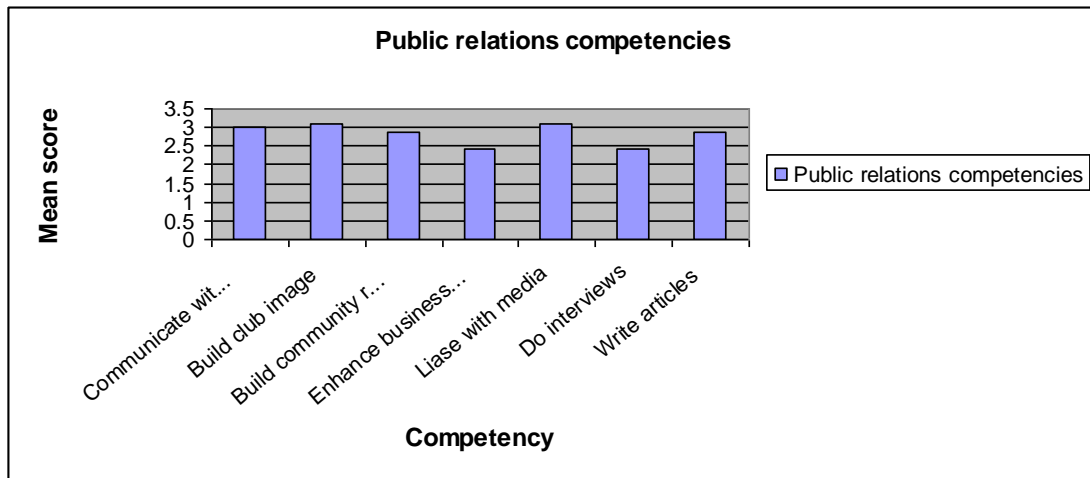


Figure 4.8: Super League A clubs: Public relations competencies

The roles most commonly performed in financial management were those of preparing a purchasing plan and handling membership fees, both with average scores of 2.33 ($SD=1.12$, $n=9$). Arranging fundraisers was the least commonly performed function and was not performed totally by any participant ($M=1.78$, $SD=.67$, $n=9$).

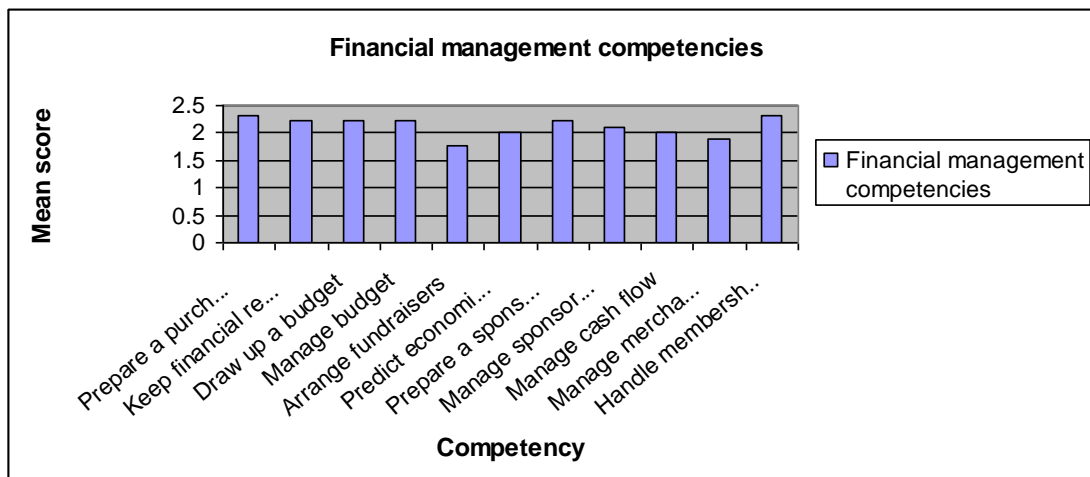


Figure 4.9: Super League A clubs: Financial management competencies

In the final category of human resource management competencies, the most commonly performed function was motivating staff ($M=2.67$, $SD=1$, $n=9$). The least commonly performed function, which was not performed totally by any participant, was doing staff evaluations ($M=2$, $SD=.87$, $n=9$).

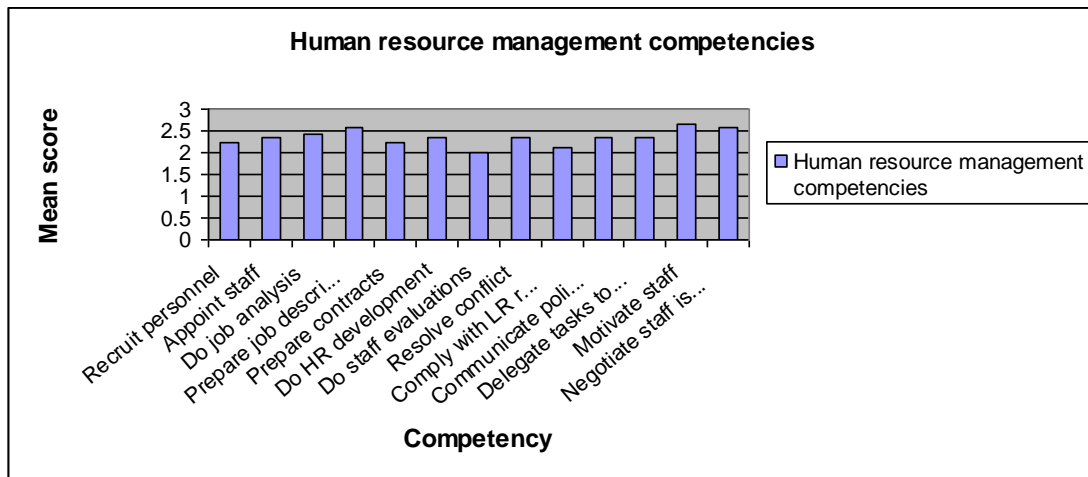


Figure 4.10: Super League A clubs: Human resources competencies

4.5 Areas of concern for club managers and administrators

There are a number of areas of concern regarding general club management. This section of the questionnaire was ranked in the same way as “scope of work of club officials”, explained in the previous question. Communicating in different modes and organising resources were found to be the most commonly performed functions of participants. However, the same participants recognised that the three functions that ideally should be most commonly performed were managing information, compiling reports, and making decisions, which all had average scores of 3.22 ($SD=.44$, $n=9$). This indicates that participants spend most of their time on the secondary functions of communicating and organising, when they should be focusing on the more productive activities identified above. Furthermore, chairing meetings was found ideally to be the function least commonly performed ($M=2.11$, $SD=.78$, $n=9$), as opposed to managing budgets, as is currently the case. This indicates that participants may to some extent be neglecting their duties of managing budgets, and instead be wasting time chairing meetings.

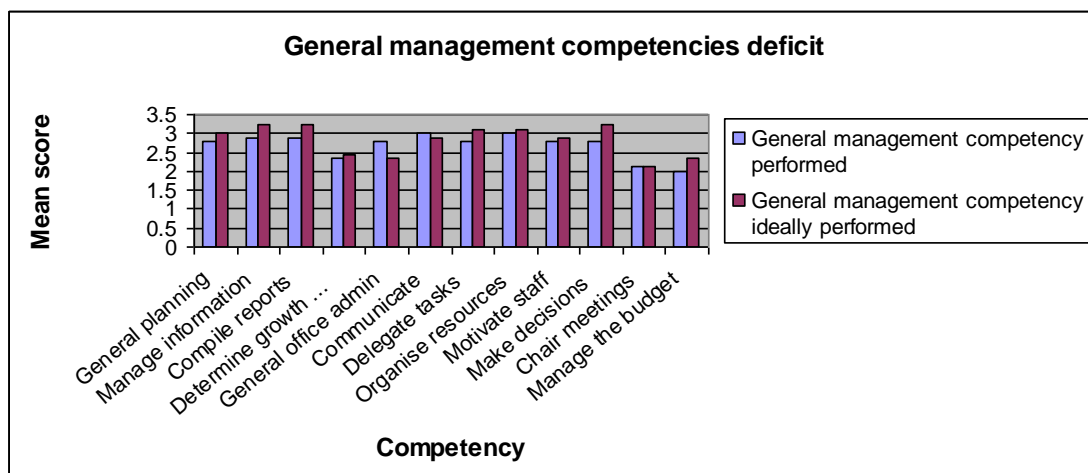


Figure 4.11: Super League A clubs: General management competencies deficit

The categories of club operations management competencies and risk management competencies do not represent concerns. This is because the functions identified as being most commonly and least commonly performed were found to be in line with those that should ideally be most commonly and least commonly performed. This congruence indicated that participants were performing the correct functions in these categories and focusing their time and efforts in the best possible direction.

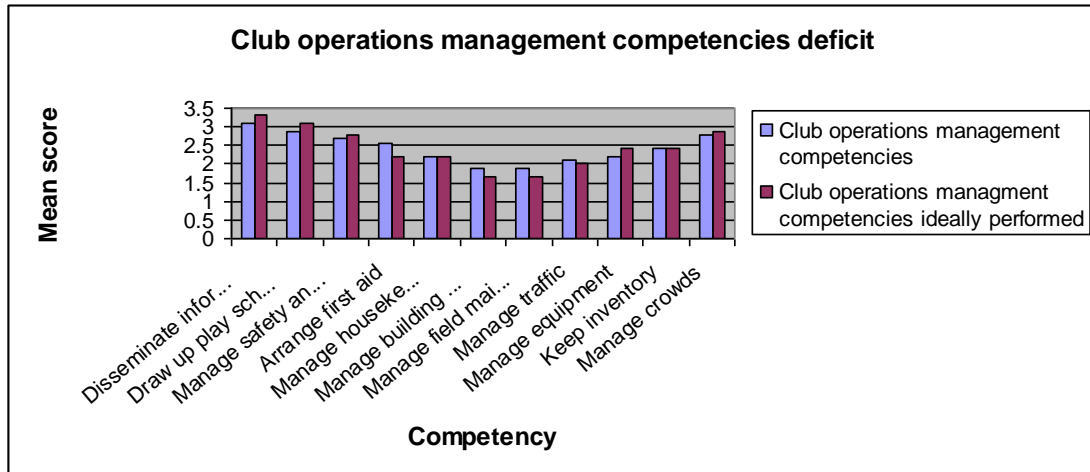


Figure 4.12: Super League A clubs: Operations management competencies deficit

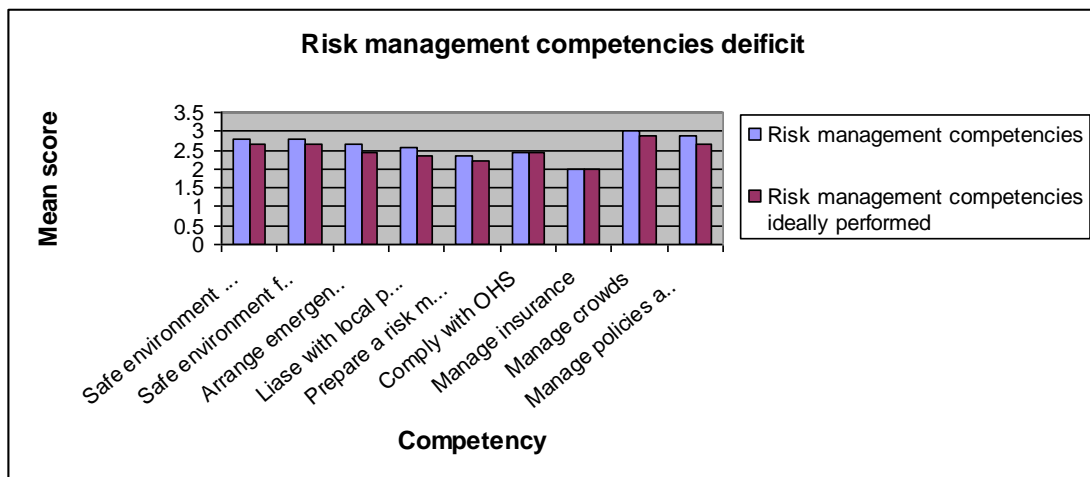


Figure 4.13: Super League A clubs: Risk management competencies deficit

An area of concern can be found in the category of marketing management competencies. The most commonly performed function in this category was that of marketing the club home match days, followed by managing the club’s publicity. However, it was found that ideally these two functions, along with a third function of doing player recruitment, should be prioritised as equally most important. This indicates that the role of recruiting players is somewhat neglected, and to a lesser extent the role of managing the publicity of the club. A

further concern is that while undertaking market research was identified at being the least commonly performed function in this category, ideally selling advertising space should hold this position ($M=2$, $SD=1$, $n=9$). This indicates that market research may be overlooked, while unnecessary time is spent on selling advertising space.

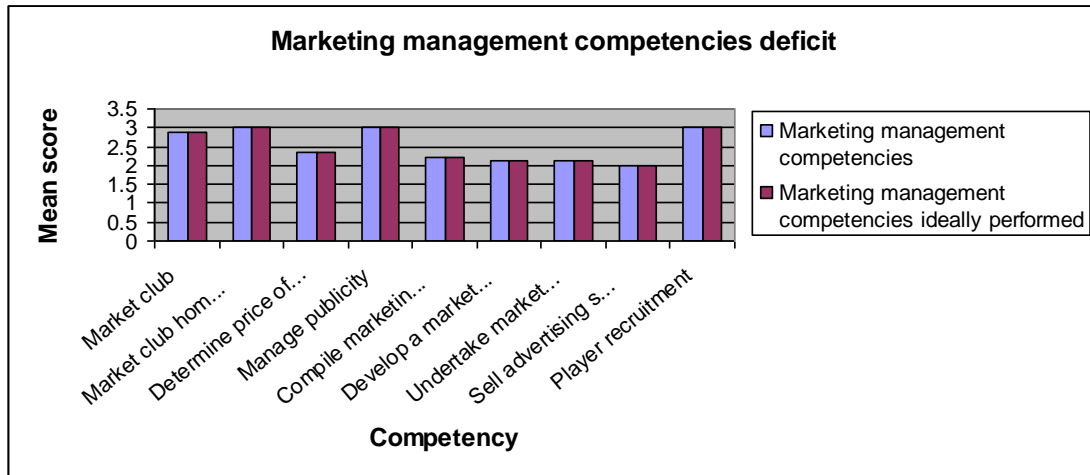


Figure 4.14: Super League A clubs: Marketing management competencies deficit

The category of public relations competencies represents an area of particular concern. While it was found that the least commonly performed function was that of enhancing business relations with other organisations, ideally this should be the most commonly performed role ($M=3.11$, $SD=.60$, $n=9$). It is evident that more time and effort are spent on building the image of the club and liaising with the media than is necessary, while enhancing business relationships is disregarded. Strong efforts are needed to increase participants' actions in performing this important role. The other least commonly performed function identified in this category was that of conducting interviews on radio and television. This is in keeping with the ideal of this being the least important role ($M=2.56$, $SD=1.13$, $n=9$). This means that unnecessary efforts are not being wasted on this function.

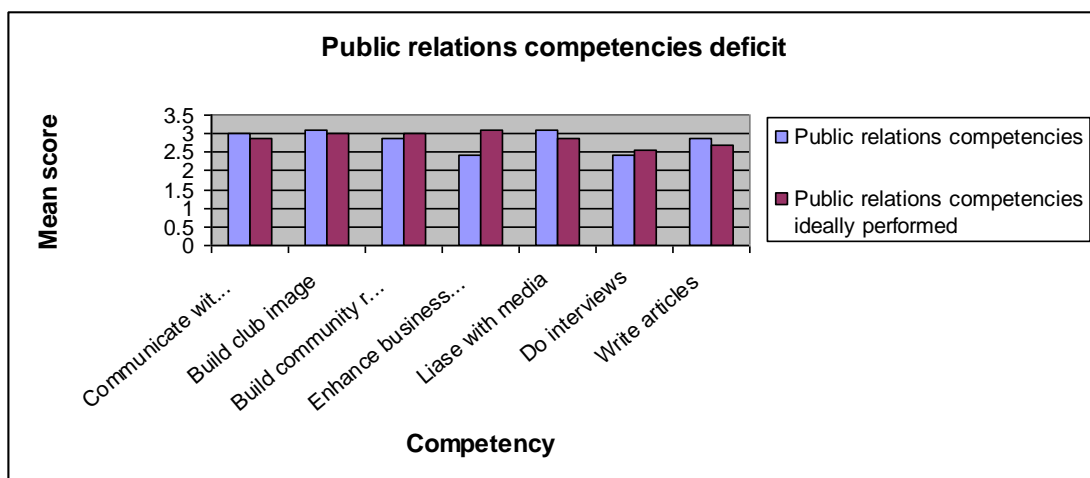


Figure 4.15: Super League A clubs: Public relations competencies deficit

In the category of financial management competencies, numerous functions were deemed to be the most and least important. The functions that ideally would be most commonly performed were those of drawing up and managing a budget ($M=2.44$, $SD=.88$, $n=9$), as well as handling membership fees ($M=2.44$, $SD=1.13$, $n=9$). While handling membership fees was identified as one of the most commonly performed function in this category, drawing up a budget and managing it were not. This shows that these functions have been neglected to some extent and require more focus. A second factor identified as most commonly performed is that of preparing a purchasing plan, which should ideally not be so. Excessive effort is spent on this role, which should not be the case. The functions found to ideally be the least commonly performed were keeping financial records, arranging fundraisers, predicting opportunities ($M=2$, $SD=.87$, $n=9$), as well as managing the merchandising of the facility ($M=2$, $SD=1$, $n=9$). While arranging fundraisers was found to be the least commonly performed function by participants, the other functions were not. This indicates that less time and effort should be dedicated to these roles than was found to be the case.

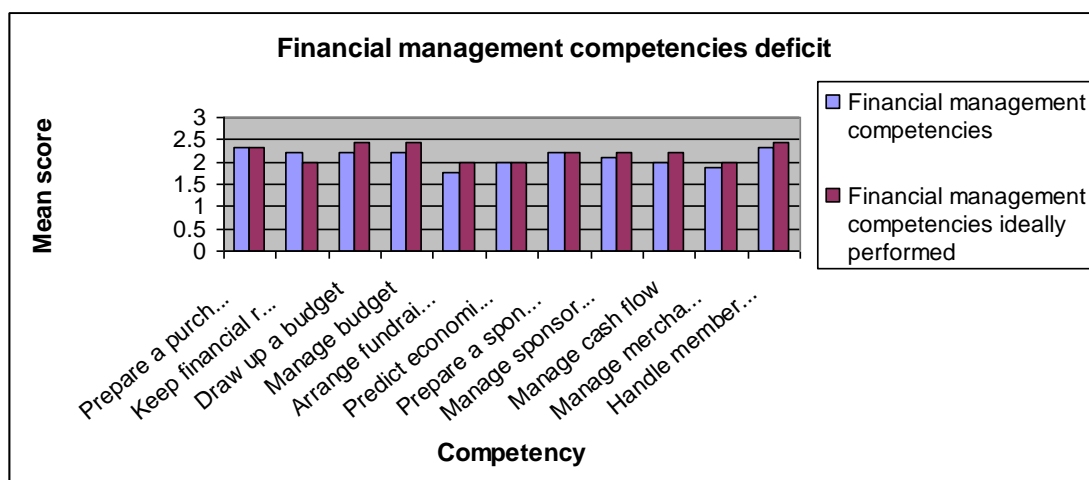


Figure 4.16: Super League A clubs: Financial management competencies deficit

In keeping with the function identified at being the most commonly performed in the human resource management category, motivating staff was found to be the role that should ideally be most commonly performed ($M=3$, $SD=.87$, $n=9$). However, while doing staff evaluation was the least commonly performed role in this category, ideally doing human resource development should hold this place ($M=2$, $SD=.71$, $n=9$). Therefore, it is evident that the role of staff evaluation is neglected, while doing human resource development is commanding excessive efforts.

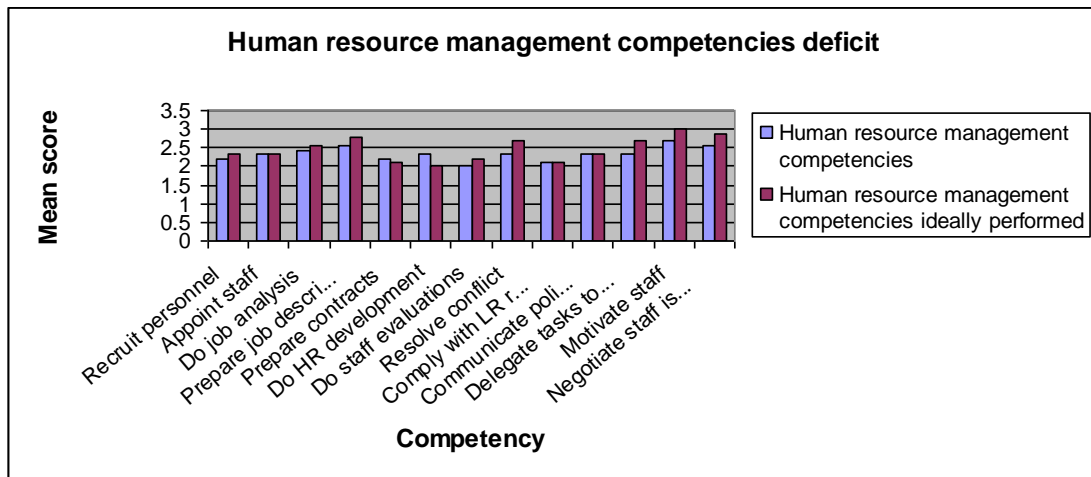


Figure 4.17: Super league A clubs: Human resources competencies deficit

4.6 Shift from amateur to professional clubs

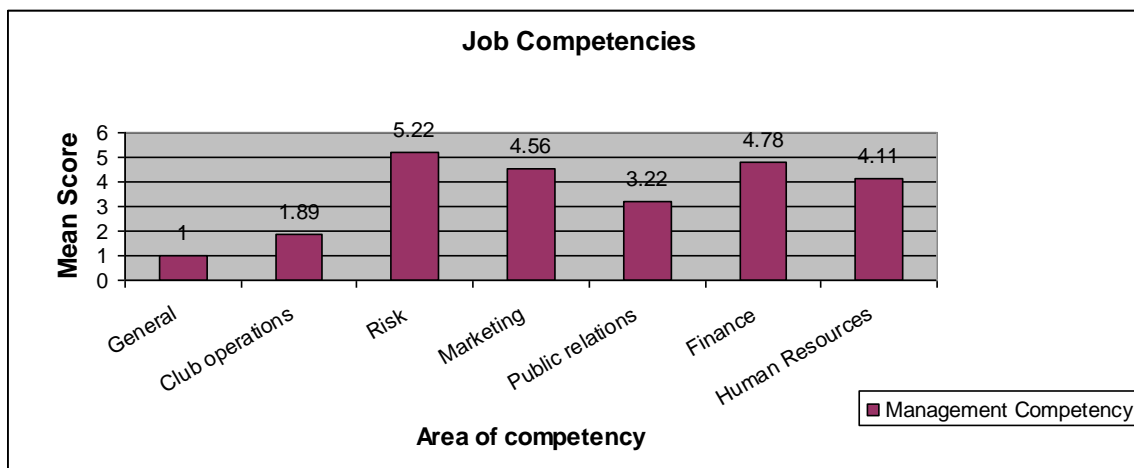


Figure 4.18: Super League A clubs: Job competencies available

When looking at the mean score of participants' responses as perceived to be the most and least important aspects of their jobs, a clear rank order is evident. Competencies were ranked from 1 to 7, with 1 representing competencies deemed most important for the job and 7 representing the opposite. Therefore, competencies that had lower mean scores were ranked as more important. The top three competencies required by participants are as follows. That deemed most important by all participants in the study, was general management. This was followed by the second most important competency of club operations management which was ranked no lower than second by any participant ($M=1.89$, $SD=.33$, $n=9$). The third most important was the competency of public relations ($M=3.22$, $SD=1.56$, $n=9$). Human resources came next in the average rank order of importance ($M=4.11$, $SD=2.09$, $n=9$). However, participants gave the greatest variation of scores on their

ranking of this competency as opposed to the others. This was followed by the competency of marketing, which was not ranked by any participant as the most or second most important competency in their job.

In looking at the competencies seen by participants as least important, it is evident the least important is that of risk management ($M=5.22$, $SD=1.40$, $n=9$). This indicates that participants do not require this factor in order to perform their jobs well. As was the case with the competency of marketing, no participants ranked this in their top two most important roles. Financial management competencies ($M=4.78$, $SD=2.44$, $n=9$) were ranked as the second least important activities required for the performance of participants' jobs.

4.7 Skills and management training needed to overcome these barriers

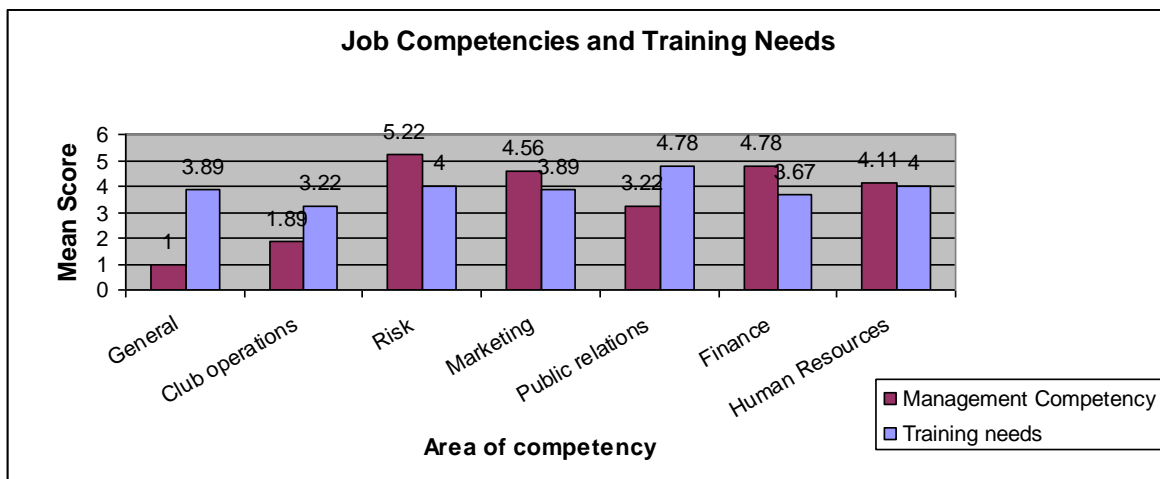


Figure 4.19: Super League A clubs: Training needs

The results of this section were obtained in the same way as those of the previous section, with 1 representing areas most in need of training, and 7 representing those least in need of training. While club operations management competencies were identified as only the second most important in the jobs of participants, they were identified as those most in need of training ($M=3.22$, $SD=1.78$, $n=9$). This indicates that this area currently represents a barrier to good performance; although it is highly important in their jobs, participants are strongly in need of training in this area. Finance, while identified as the second least important competency, was also seen to be the area next in need of training ($M=3.67$, $SD=2.24$, $n=9$). An explanation for this may be that none of the participants had studied in areas of finance. Therefore, while it is not a particularly important area of their jobs, it is an area in which they do not possess a high degree of knowledge; therefore training would be beneficial for the performance of this competency.

The next areas equally in need of training as identified by participants are those of general management ($M=3.89$, $SD=2.90$, $n=9$) and marketing ($M=3.89$, $SD=1.54$, $n=9$). While general management is the competency most important for participants, owing to the regularity with which they perform this role and the nature of their tertiary education, it is not an area most in need of training. Participants may require training in marketing because of the diverse nature of the role and the importance of their remaining current with marketing trends.

These are followed by two competencies, again equally in need of training. These are risk management ($M=4$, $SD=1.87$, $n=9$) and human resources ($M=4$, $SD=2.35$, $n=9$). The area identified as least in need of training is that of public relations ($M=4.78$, $SD=2.11$, $n=9$). While risk management was identified as the area least important in the jobs of the participants, the same trend may not have followed for training due to the fact that it is an area in which training can be provided. Participants would to some degree need to know how to identify and manage risks. The practice of public relations, on the other hand, refers to participants' ability to interact with other individuals and build relationships. This is an area in which it is more difficult to offer training and is based on the personalities of the individuals concerned. If participants were not equipped with these skills, it is unlikely they would have acquired such a job. This may account for the reason it is identified as the area least in need of training. With regard to human resources, it is likely to be an area not greatly in need of training, owing to the nature of the work. Roles such as "motivating staff" may come naturally to participants and hence not require specific training.

4.8 Current off-field management systems and practices

The current off-field management systems of the SL A teams that participated in the study were generally acceptable. All clubs had annual general meetings as well as annual audited financial statements. This indicated that off-field management was recognised as an area of importance at the clubs. A large majority of the clubs received sponsorships and donations in order to keep the clubs afloat. Furthermore, all clubs were in charge of the gate takings during matches and handling membership fees was a commonly performed role of managers. Off-field management was seen to value club supporters, since most clubs were in possession of supporter address lists. Managing crowds during matches was commonly performed to prevent spectators' hampering play.

It was found to be common practice for the clubs to participate in community activities, thereby indicating their desire for rugby upliftment in disadvantaged areas. The management of most clubs indicated that there were schools with which they had a link, and which were

considered feeder schools for their clubs. This would ensure an inflow of new young talent to the clubs.

The management at the clubs was seen generally to comprise educated individuals with high levels of experience in the field. Furthermore, most clubs were seen to have a club executive committee to whom individuals reported. These would most likely oversee off-field management and ensure that the club was running smoothly.

Management at the clubs performed roles in various categories of operations. These were: general club management, club operations management, risk management, marketing management, public relations, financial management, and human resource management. It was evident that common management practice was to focus one's time and energy on organising resources and communicating with, informing, and motivating other employees of the clubs. Time was also spent on the image of the club and promoting matches that would assist in gaining exposure for the club.

4.9 Current off-field management views and perspectives

While off-field management is happy with some activities currently taking place, there are indications that individuals believe there is room for improvement, and that training is necessary in various areas. While management acknowledged satisfaction with certain activities, such as motivating staff and disseminating information, they pointed out that certain areas of functioning were being neglected to some degree. Furthermore, certain activities demanded excessive time of individuals. Among the areas in need of increased attention were decision making and player recruitment. Without decisions being swiftly and confidently made, the club cannot operate to the best of its ability. Furthermore, on-field management cannot focus on coaching players when the best available are not being recruited into the club.

Participants indicated that they believed training was needed in various areas. These were generally areas in which participants had not had previous training or education but were areas necessary for the functioning of their jobs. This indicated that until such training was received, off-field management was unlikely to perform optimally, owing to gaps in knowledge or skills.

It was found that the most commonly cited time-consuming activity of managers was the registration of players. Other relatively time-consuming activities included travelling and special events. Only one participant viewed strategic management as one of the top five most time-consuming activities. While off-field management's time is taken up with activities

that do not contribute to the value of the clubs or assist with their future, it is difficult for the clubs to run optimally.

These inconsistencies need to be dealt with at the clubs in order to ensure a holistically smooth-running off-field operation. Only when all these components are coordinated, will on-field management be able to dedicate all their time and efforts to their focus areas.

4.10 Research findings

It was evident that the clubs generally had good resources at their disposal. However, a few problem areas are present that deter the clubs from semi-professional greatness. While some clubs can be seen to have vast monetary resources, others are lacking in such resources, which prevents them from improving their situations. A lack of funding prevents the hiring of new managers, the improvement and upkeep of facilities, and the retention of top players. Clubs that do not secure adequate funding are unlikely to enjoy continued success. With regard to facilities, an area of concern is the large number of clubs whose fields and lights are not in excellent condition. As this is a key component to the functioning of a rugby club, management should prioritise the sound conditions of these resources.

The amenities at the clubs were, on the whole, found to be acceptable in terms of both public ablutions and dressing rooms for players. Furthermore, the clubs' cafeterias were found to be in good condition. This indicates that the clubs have these resources at their disposal, which are essential for the comfort of spectators and may promote their continued support at games. They also add to the comfort of players when not on the field.

While Stockdale and Williams (2007) suggest that off-field management of semi-professional rugby clubs is mostly performed by volunteers, this study found this to be slightly exaggerated in the light of its findings. Nevertheless, volunteers were found to constitute a considerable portion of the clubs' management. In contrast to their assertion that these volunteers are not necessarily equipped with the skills to address the direction of the rugby club, it was found that the majority of the participants were in fact educated at a tertiary level in areas that equipped them to manage and administer organisations capably. Furthermore, they were found to have high levels of experience to equip them with skills to have a significant impact on such clubs. If rugby clubs are converted into small businesses, as Stockdale and Williams (2007) suggest, such individuals would be well equipped to manage them.

However, one could also argue that because of their long tenure at the clubs, management may be out of touch with the rapid rate of change in sports management. As the field of

sports management is growing, and the results of new research are continually added to literature on the subject, clubs may be in need of new individuals that are able to offer new knowledge and training on the subject in order to help the off-field management perform optimally. One could view the combination of the experience and management skills currently found at the clubs, with new expertise and ideas on moving the club forward and remaining competitive, as an ideal match in contemporary times. This would enable what Carling (1995) contended to be transformational leadership, which would help amateur rugby clubs to make the transition to semi-professional rugby clubs.

It was evident that the average number of active qualified coaches was higher than the most common number of club executives. This may indicate that there is a shortage of staffing in terms of off-field management. This could be responsible for the managers' being unable to focus their time and efforts on bigger picture issues such as strategic planning, when there are not enough individuals to deal with day-to-day issues. It was found that participants indicated excessive time was spent on functional roles such as organising resources, communicating, and disseminating information.

Harris and Jenkins (2001) have identified barriers to clubs' formulating plans to include factors like lack of plan isolation and hostile figureheads. However, it is possible in the case of WPRFU clubs that the problem areas in formulating plans are not found in the plans' development, but rather in operational factors. Managers are unable to spare time for activities that are viewed as non-essential to the daily running of the club, and are therefore unable to begin the process of plan formulation. This would be in line with the findings of Nichols (2004), that the greatest challenge for volunteers is time, not commitment. Budget permitting, a possible solution for the aforementioned problem would be the hiring of administrative staff to assist with day-to-day operations so that managers are able to focus on more transformational factors. This would allow decisions to be made, greater focus on areas currently neglected, and securing the strategic future of the clubs. Time may permit the type of leaders Carling (1995) claims are essential in transforming a rugby club, to emerge from the managers currently stretched too thin to reveal their full potential. Were managers allowed such time, future research may wish to investigate whether or not similar barriers to plan formulation are found in WPRFU clubs, comparable to those of Harris and Jenkins (2001).

It was found that training is needed in various areas of off-field manager functioning. The areas found to be most in need of training were those either performed most commonly by participants, or those in which training and education had been neglected. With regard to those performed most commonly, this indicates that managers recognise the need to polish

their skills so the performance of their day-to-day roles is as efficient and productive as possible. If managers could be trained to cut down the time spent on menial tasks, this may free time to focus on planning and decision making.

With regard to the need for training in areas in which it had not previously been received, this indicates that managers at the clubs are lacking knowledge and skills in certain areas in which they are to perform. Top executives should not forget, despite employees' experience, that individuals still need to be taught how to do certain things and should receive follow-up training as time progresses. This links to findings by Sherry *et al.* (2007) that there is a conflict of interest present in sport management. Owing to the focus of top management on the bottom line, money spent on training may be seen as wasteful and unnecessary. However, other individuals are unable to perform their functions optimally if such money is not spent. Clubs need to weigh up the cost-to-benefit ratio of money spent on training and the improved performance that may result from it.

4.11 Implications, recommendations and limitations

The management of sports clubs in South Africa is a relatively unstudied area. The present study offers insight into the management needs of clubs in the WPRFU SL A. Further research is necessary on other sports leagues in the country in order to gain an overall impression of the state of club sports in the country. The more that sport leagues become valued entities in society, the more likely South Africa is to follow the path of the USA. In the USA, service learning involving sport management has become popular at various levels of education, including at schools and universities. This usually links with community projects that are aimed at meeting a real need. This allows for a combination of classroom knowledge with hands-on learning (Mumford *et al.*, 2008). A developing country such as South Africa could greatly benefit from such projects in its schools and tertiary institutions. This would help to create a generation of highly skilled and experienced sports management professionals that may drive South Africa to greater heights of sporting achievement in the international playing field. Furthermore, it would assist with community development and upliftment, which, in turn, would assist with meeting the real needs of the country.

It has been found in the USA that sports that have the highest percentages of public awareness and participation are those that generate the largest income. Organisations favour allocating funds to sports and sports activities as part of a marketing strategy and the awareness factor that these sports bring. The exposure can be in the form of media coverage and public perceptions (Liu *et al.*, 1998). Assuming a similar logic is present in South African businesses, there is a need in the WPRFU for managers to drive the exposure and coverage of the leagues in order to promote investment and subsequently development

of the teams. However, a prominent issue was found in the psyche of managers that managing publicity and recruiting players were secondary tasks requiring little focus. This indicates a need to train and educate managers on the importance of these roles and the potential outcomes. They should perceive the value of selling advertising space and conducting interviews in order to gain exposure and possible subsequent sponsorship.

Sport can be viewed as a product whose demand depends on the interest of fans. The fans gain the utility of identifying with a team in a given league and the quality of the contest in the league. Studying the demand for sport can be viewed from an economic perspective that consists of direct and derived demands. Direct demands include aspects such as demand for live attendance, and derived demands can include those such as organisations seeking marketing campaigns that would serve to enhance their brand name (Borland & Macdonald, 2003). It is clear that these demands depend, to a large degree, on the successful running and performance of the teams concerned. Furthermore, increased sponsorship would allow for improved supporter factors such as quality of viewing, including seating, distance, bathroom facilities, and food outlets, all of which affect attendance at games (Borland & Macdonald, 2003). It is up to the management of SL A clubs to ensure circumstances in which such demand is created. This study offers insights on areas of operation towards which such efforts should be directed.

A unique aspect of sport leagues is the way in which teams compete against and cooperate with one another. A league's success can be seen to depend on the balance among the teams of which it is comprised (Zimbalist, 2003). However, it is the case in the WPRFU that there are large discrepancies between different teams. It has been found in statements made by prominent executives and owners of sports clubs that some enter various sports industries on the grounds of love of the game, personal gratification and civic pride, while others aim at winning titles and achieving success. Within leagues, it may be the case that some clubs are profit oriented, while others are service oriented. These two orientations are important for professional and competitive rugby and should have been incorporated in management strategy. The management strategy based on the two orientations could provide a further source of competitive challenges amongst teams. Managers need to be 'on the same page' in order to ensure greater equality in the league. This has an effect on teams' signing of free agents. As teams can only estimate the revenue product of a player, there is risk associated with hiring. Teams may be less averse to risk taking if their revenues are higher, and in turn be more aggressive in the market of free agents (Zimbalist, 2003). Community teams that had the funding to pursue this would benefit from the knowledge and skills of ex-professional players.

Another implication is that it has been found that the situations deemed most unsatisfactory for volunteers are working for poorly run organisations. Therefore, it is in the best interest of rugby clubs hoping to attract and retain new employees that they are smoothly run. Individuals are most satisfied by achieving goals and accomplishing tasks (Doherty, 2005). Therefore, clubs should implement achievable tasks with different time frames that employees can work towards.

A limitation of this study was that the research was conducted based on the perceptions of managers at the clubs. At present, no objective measure exists for the gathering of sports management data. Furthermore, participants in this study were only representative of top-level managers at the clubs. It may be beneficial for future researchers to obtain data from all employees at the various clubs to obtain a well-rounded picture. While it was beyond the scope of this study, future researchers may wish to implement the training identified as necessary in this study. This would enable a repeat measure in order to determine its effectiveness and impact on the functioning and success of the club as a whole. The present study may be viewed as a starting block from which research can develop to create more comprehensive literature on sport management in the South African context.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study investigated the management of SL A rugby clubs to identify factors influencing off-field management and on-field performance inconsistencies. It was assumed that off-field management and on-field performance inconsistencies are due to unidentified factors. Hence, there was a need for this investigation to identify the factors, and apply management interventions (such as training and development) to enable consistent off-field management and on-field performance. A management development programme is needed to improve club management for professionalism and competitiveness in rugby. This would replace the traditional management style that relies on management by volunteers who manage club affairs during their leisure times. Through this study, evidence of a new management style and practice were found to drive innovation and strategic club management. This shows how investigated clubs endeavour to create a better balance in terms of management styles to enhance off-field and on-field performance balance.

5.2 Lessons from the literature review

Various studies and reports point to evidence of relational value between off-field management and on-field performance, but none of these reports have investigated factors influencing this relationship within rugby. This study was therefore timely, to review, report on, and apply interventions that are effective, appropriate and able to enhance club professionalism and competitiveness. While previous literature has found evidence of improved management practice in rugby clubs, other research has shown different evidence of management improvement with different levels of on-field performance. These differences comprise understanding of influencing factors in a sustained manner that makes off-field management and on-field performance inconsistency a permanent feature of rugby club management.

5.3 Main research objectives revisited and conclusions

- What are the factors that could influence off-field management?
- To what extent do these factors influence on-field performance?
- What skills and management training will be needed to overcome the influencing factors?

5.3.1 Question 1: What factors could influence off-field management?

The factors found to influence off-field management are education and club management experience. Other elements of performance (attitude, adaptability, communication, numeracy, and analytical thinking skills), all of which are important for effective club management, were not included in this investigation. However, education and training are critical skills, since 78% of management staff in the rugby clubs investigated only have a matriculation certificate compared with 22 % that have tertiary education qualifications. The quality of off-field management varies, and thus may have a huge influence on on-field performance, owing to the varied levels of education and management experience of management staff. The influence this variation relates directly to the degree of inconsistency between off-field management and off-field performance. Additional factors found include resources, infrastructure, and the information challenges created by the unification. These factors are not at the individual level, but at the organisational level, and would require the application of a management strategy that takes cognisance of these organisational factors.

This is complicated further because of lack of funding. The lack of funds makes it difficult to employ qualified and competent managers who would make adequate improvement plans to implement a new management strategy. The on-field performance success envisaged through the implementation of a new management strategy would be elusive for clubs with little or no access to funding opportunities. The condition of the playing fields is part of the extent to which influencing factors affect performance, as field maintenance is due to limited access to funding.

5.3.2. Question 2: To what extent do these factors influence on-field performance?

The individual and organisational factors identified may have had a substantial influence on on-field performance, but transformation and a larger pool of professional rugby players and managers are slowly helping rugby clubs overcome management and performance inconsistency.

5.3.3. Question 3: What skills and management training will be needed to overcome the influencing factors?

The skills and management training needed was based on both a review of the literature and empirical data. The following skill categorisation emerged from the exercise:

Education: the form of learning in which the knowledge, skills, and habits of a group of people are transferred from one generation to the next through teaching, learning and research. With a high number of managers (78%) having matric, it is necessary to establish an education and training programme as a compulsory component of professional and

competitive rugby club management. This training programme should be seen as a form of management intervention to make rugby more professionally attractive for young players and managers, and more competitive in performance. Despite low numbers of qualified managers, the method of recruitment should be changed to accommodate interested candidates from other careers or disciplines.

Management skills: management skills enable managers to have technical, human, and conceptual skills to be effective. The conceptual skills specifically are used in planning and dealing with ideas. All levels of management need conceptual skills to interact and communicate meaningfully with others. These skills need to be included in the training programme for managers, as they were found to possess varied skills levels.

5.4 Recommendations

This study investigated factors influencing off-field management and on-field performance inconsistency to determine the extent of the influencing factors on the management of rugby clubs. Following the investigation, identification of the need for competent and experienced players was done to support on-field management as well as the skills and resources of on-field performance. While off-field management of the SL A teams were generally acceptable. Other clubs with annual general meetings receive financial statements from auditors. This practice is recognition of the importance of off-field management at the club level. The recognition of the importance of audit and committee decision making should be adopted as general management style for unified club as oppose to some clubs.

The adoption of uniform management style can help eliminate inconsistency – and through the application of training and development programme for managers, this intervention is not likely to eliminate management and performance inconsistencies. The following are here hereby recommended:

5.4.1 Policy and practice

From the above conclusion, there a need to develop new policy, review and update existing ones to accommodate the nature, style and principle of off-field management needed for improved on-field performance. Policy development, review and update should locate desired management styles so that policy intervention is applied to eliminate and/or reduce off-management and on-field performance inconsistencies.

5.4.2 Further research

A new study that measures the actual impact of improved management strategy – training and develop intervention will be contributory to the success of applied strategy. Also, the

impact of management attitude, adaptability, communication, numeracy, and analytical thinking skills of off-field management should be investigated further to determine the degree of success achieved with each intervention.

REFERENCES

Aguinis, H. & Kraiger, K. 2009. Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60:451-474.

Armstrong, M. 2009. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance 4th ed. 54-63. India Replika Press Pvt Limited

Babbie, E.R. 2010 The Practice of Social Research. 12th ed. Belmont, CA: Wadsworth Cengage.

Borland, J. & Macdonald, R. 2003. Demand for sport. *Oxford Review of Economic Policy*, 19(4):478-502.

Bryman, A. & Bell, E. 2011. *Basic research methods*. 3rd ed. Oxford: Oxford University Press.

Carling, W. 1995. Winning through leadership. *Employee Counselling Today*, 7(4):27-30.

Combs, J., Liu, Y., Hall, A. & Ketchen, D. 2006. How much do high-performance work practices matter? *Personnel Psychology*, 59(3):501-528, Autumn.

Costa, C.A., Chalip, L., Green, B.C. & Simes, C. 2006. Reconsidering the role of training in event volunteers' satisfaction. *Sport Management Review*, 9(2):165-182.

Cuskelly, G., Hoye, R. & Auld, C.J. 2006. *Working with volunteers in sport: theory and practice*. New York: Taylor & Francis.

Delaney, J.T. & Huselid, M.A. 1996. The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4):949-969.

Doherty, A. 1998. Managing our human resources: a review of organisational behaviour in sport. *Sports Management Review*, 1(1):1-24.

Doherty, A. 2005. *A profile of community sport volunteers*. Toronto: Parks and Recreation Ontario.

- Durrheim, K.** 2006. Research design. In Terre Blance, M., Durrheim, K. & Painter, D. (eds). *Research in practice: applied methods for the social sciences*. 2nd ed. Cape Town: UCT Press: 33-59.
- Harris, L.C. & Jenkins, H.** 2001. Planning the future of rugby union: a study of the planning activities of UK rugby clubs. *Marketing Intelligence & Planning*, 19(2):112-124.
- Jeston, J.** 2008. High performance management. *Industrial Engineer*: 33-37, May.
- Leedy, P.D. & Ormrod, J.E.** 2005. *Practical research: planning and design*. 8th ed. Upper Saddle River, NJ: Merrill Prentice Hall.
- Liu, J., Srivastava, A. & Woo, H.S.** 1998. Transference of skills between sports and business. *Journal of European Industrial Training*, 22(3):93-112.
- Loewe, P. & Dominiquini, J.** 2006. Overcoming the barriers to effective innovation, *Strategy & Leadership*, 34(1):24-31.
- Moreno, A.R., Fernandez, L.M.M. & Montes, F.J.L.** 2009. The moderating effect of slack resources on the relation between quality management and organisational learning. *International Journal of Production Research*, 47(19):5501-5523.
- Muijs, D.** 2010. *Doing Quantitative Research in Education with SPSS*. 2nd edition. London: SAGE Publications.
- Mumford, V., Inungu, J.N., Johnson, J.A. & Smith, S.J.** 2008. Service learning in sport management: a community health project. *The Sport Journal*, 11(2).
<http://thesportjournal.org/article/service-learning-in-sport-management-a-community-health-project/> [4 May 2014].
- Myers, M.D.** 1997. Qualitative research in information systems. *MIS Quarterly*, 21(2):241-242, June
- Nauright, J.** 1997. Sport, Cultures, and Identities in South Africa. *Sport and nation* 76-100. Leicester University Press.
- Nichols, G.** 2004. The volunteer army. *Recreation*, 24-26, March.

Nichols, G., Taylor, P., James, M., Holmes, K., King, L. & Garrett, R. 2005. Pressures on the UK voluntary sport sector. *International Journal of Voluntary and Nonprofit Organizations*, 16(1):33-50, March.

Pedersen, P.M., Parks, J.B., Quarterman, J. & Thibault, L. (eds). 2011. *Contemporary sport management*. 4th ed. Champaign, IL: Human Kinetics.

Rosca, V. 2010. The Rugby Coach and its three role in the management of a Rugby Team, *Marketing & Management Challenges for Knowledge Society*, Vol (4)5: 135-147.

Sherry, E., Shilbury, D. & Wood, G. 2007. Wrestling with “conflict of interest” in sport management. *Corporate Governance*, 7(3):267-277.

South African Rugby Football Union Rugby Rules - South African Rugby Football Union - SportsKnowHow.com. Internet Marketing Unlimited, Corp, n.d.11 Dec, 2014
<http://www.sportsknowhow.com/rugby/rules/south-african-rugby-football-union.html>
[11 December 2014]

South African Rugby Union. 2008. Player status, player contracts and player movement. Cape Town: SARU.

Stockdale, S. & Williams, S. 2007. Leading a small business? No it's a rugby club. *Industrial and Commercial Training*, 39(6):339-342.

Western Province Rugby Football Union. 2007. Club rugby fixture booklet and bye-laws 2007. Cape Town: WPRFU.

White, M., Hill, S., McGovern, P., Mills, C. & Smeaton, D. 2003. High-performance management practices, working hours and work – life balance. *British Journal of Industrial Relations*, 41(2):175-195, June.

Zimbalist, A. 2003. Sport as business. *Oxford Review of Economic Policy*, 19(4):503-511.

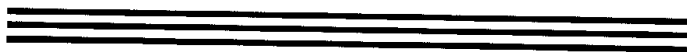
APPENDIX A: WPRFU letter of approval

Sep 17 2009 17:47

UCT RUGBY CLUB

0216505758

p. 1 _____



W.P. RUGBY

vodacom

2009 09 17

**CAPE PENINSULA UNIVERSITY OF TECHNOLOGY
MS JUANITA STOOP**

This is to certify that Gavin Sheldon has been given permission to undertake a study of the Super League A division of club rugby in Western Province.

Regards

**HERMAN D. ABRAHAMS
DEPUTY CHIEF EXECUTIVE OFFICER**

P.O. Box 66
Newlands 7725
Newlands Terraces
8 Boundary Road
Newlands 7700

Tel (021) 659 4500
Faxes (021) 659 4501
email: wprugby@iafrica.com
Internet: www.wprugby.com

Executive Committee

Tobie Titus (President)
Thelo Wakefield (Deputy President)
Jurie Roux (Vice President)
Jowa Abrahams
Bennie Alexander
John Bester

Nadler Isaacs
Peter Jooste
Spencer King
Zelt Marais
Gerald Njengele

APPENDIX B: QUESTIONNAIRE

PART 1:

The following questions were posted to the SL A rugby clubs in the WPRFU. The information was obtained by the WPRFU through the yearly club audit.

A. GENERAL CLUB INFORMATION

- A1. Name of club:
- A2. Area of operation:
- A3. Established in year:
- A4. Do you have an updated constitution: Yes No
- A5. Do you have Annual General Meetings: Yes No
- A6. Do you have Annual Audited Financial Statements: Yes No
- A7. Do you have a major sponsor (above R500 000)? Yes No
- Do you have a minor sponsor (below R100 000)? Yes No
- Do you have donors (less than R50 000)? Yes No
- A8. How many registered players do you have?
- A9. How many officials do you have?
- A10. How many supporters do you have on average?
- A11. Do you have a supporters' address list? Yes No

B. INFRASTRUCTURE

- B1. Do you own the ground? Yes No
- B2. Do you have a lease on the ground? Yes No
- B3. Do you hire the ground? Yes No
- B4. How much does it cost the club for practices and matches per week?
- B5. Is the club in charge of the gate takings? Yes No
- B6. If the answer is 'no' in B5, who takes gate takings?
- B7. What % of the gate taking do you get?
- B8. Who else uses the ground and for what reason/s?
- B9. How many persons other than rugby players use the ground?

C. FACILITIES

C1. Field

Size: International

Local Standard

Condition: Excellent Fair Needs Attention

Access: Easy Difficult

Number of fields:

C2. Dressing Room

Number of dressing rooms:

Condition: Excellent Fair Needs Attention

Showers: Hot Cold N/A

Toilets: Yes No

Water: Yes No

C3. Lights

Practice lights Yes No Good Poor

Match lights Yes No Good Poor

C4. Seating Capacity:

Covered seats on stand:

Seats on open stands:

Seats on grass banks:

No seating:

C5. Public Facilities

Toilets: Male Yes No Number:

Condition: Good Poor

Toilets: Female Yes No Number:

Condition: Good Poor

C6. Cafeteria: Available: Yes No

Quality of food Good Poor

Administered by: Club Outsider

Liquor Licence: Yes No

D ADMINISTRATION

D1. Number of executive members:

D2. Number of other officials:

D3. Number of active qualified coaches:

D4. Number of active qualified first-aiders:

D5. Number of women active on committees:

D6. List your various sub-committees:

D7. List your involvement in community activities

D8. Name the schools in your area which you regard as your feeder school and with which you have a link.

PART 2:

The following questionnaire was sent to the ten clubs that comprise the WPRFU SL A. This questionnaire was specifically designed to address the management competencies of the top ten clubs.

SECTION A: BIOGRAPHICAL INFORMATION

A1 What is your gender?

Male	
Female	

A2 What are your age group?

18 and younger	
18 to 23	
24 to 30	
30 to 35	
35 to 45	
46 and older	

A3 In what way are you involved in the club?

Full time	
Part time	
Volunteer	
Other (specify) _____	

A4 In which capacity are you involved in the club?

Self-employed	
Paid by the club	
Volunteer	

A5 What is your job title in the club?

Club President	
Club Manager	
Club Administrator	
Club Secretary	
Club Captain	

A6 For how many years have you been involved in club management?

Less than 3	
Between 3 and 5	
Between 6 and 10	
More than 10	

A7 What is your academic qualification(s)?

Level	Qualification	
Secondary:	Grade 8 to 9	
	Grade 10 to 11	
	Grade 12	
Tertiary:	Post-school certificate	
	National Diploma	
	BTech	
	Degree	
Postgraduate:	MTech	
	Honours degree	
	Master's degree	
	Doctoral degree	

A8 If you have obtained a post-school qualification, in which field of study was your highest qualification?

Sport Management	
Sport Science	
General Management	
Financial Management	
Marketing Management	
Human Resources Management	
Law	
Engineering	
Science	
Other (specify): _____	

A9 Are you currently studying towards another academic qualification?

Yes	
No	

A10 If **yes**, to question A9, in which field of study is this current qualification?

Sport Management	
Sport Science	
General Management	
Financial Management	
Marketing Management	
Human Resources Management	
Law	
Engineering	
Science	
Other (specify): _____	

A11 How many people currently report to you?

Nobody	
1 – 29	
30 – 99	
More than 100	

A12 To whom do you report?

Nobody	
Club Executive Committee	
Club Operations Manager	
Municipal Manager	
Sponsors	
Other (specify): _____	

SECTION B GENERAL MANAGEMENT

B1 General Club Management

To what extent do you fulfil the following roles at your club?

General Management Competencies	To no extent	To some extent	To a great extent	Totally
Do general planning for the club				
Manage information				
Compile reports				
Determine growth potential of the club				
Do general office administration				
Communicate in different modes (memoranda, telephonically etc.)				
Delegate tasks				
Organise resources				
Motivate staff				
Make decisions				
Chair meetings				
Manage the budget				

B2 Club Operations Management Competencies

To what extent do you fulfil the following roles at your club?

Club Operations Management Competencies	To no extent	To some extent	To a great extent	Totally
Disseminate information about the club				
Draw up playing schedules				
Manage safety and security during an event				
Arrange first aid and medical services				
Manage housekeeping				
Manage the building maintenance of the facility				
Manage the field maintenance of the facility				
Manage traffic and parking				
Manage equipment				
Keep inventory of equipment				
Manage crowds during an event				

B3 Risk Management Competencies

To what extent do you fulfil the following roles at your club?

Risk Management Competencies	To no extent	To some extent	To a great extent	Totally
Provide a safe environment for participants				
Provide a safe environment for spectators				
Arrange emergency medical care				
Liaise with local police disaster management, fire and related services				
Prepare a risk management plan				
Comply with occupational health and safety regulations				
Manage different types of insurance for the facility				
Manage crowds				
Manage policies and legislation				

B4 Marketing Management Competencies

To what extent do you fulfil the following roles at your club?

Marketing Competencies	To no extent	To some extent	To a great extent	Totally
Market the club				
Market the club home match days				
Determine price of entry tickets				
Manage club publicity				
Compile marketing brochures				
Develop a marketing plan				
Undertake market research				
Sell advertising space				
Do player recruitment				

B5 Public Relations Competencies

To what extent do you fulfil the following roles at your club?

Public Relations Competencies	To no extent	To some extent	To a great extent	Totally
Communicate with the general public				
Build the club's image				
Build community relations				
Enhance business relationships with other organisations				
Liaise with the media				
Do interviews on radio and television				
Write articles for the press				

B6 Financial Management Competencies

To what extent do you fulfil the following roles at your club?

Financial Management Competencies	To no extent	To some extent	To a great extent	Totally
Prepare a purchasing plan				
Keep financial records				
Draw up a budget				
Manage the budget				
Arrange fundraisers				
Predict economic opportunities				
Prepare a sponsorship proposal				
Manage sponsorships				
Manage the cash flow of the facility				
Manage the merchandising of the facility				
Handle membership fees				

B7 Human Resources Management Competencies

To what extent do you fulfil the following roles at your club?

Human Resources Management Competencies	To no extent	To some extent	To a great extent	Totally
Recruit personnel				
Appoint appropriate staff				
Do a job analysis				
Prepare a job description				
Prepare a contract for staff members				
Do human resources development				
Do staff evaluation				
Resolve conflict				
Comply with labour relations regulations				
Communicate policies to staff				
Delegate tasks to staff				
Motivate staff				
Negotiate staff issues with management				

SECTION C GENERAL MANAGEMENT (UTOPIA)

The previous section dealt with the activities and tasks you fulfil on a daily basis; this section deals with the activities and tasks that you, in an ideal world, think a person in your position in sport management SHOULD BE ABLE TO DO. The purpose of this section is to identify the competencies a sport club manager should have, according to the respondents.

C1 General Club Management

To what extent do you fulfil the following roles at your club?

General Management Competencies	To no extent	To some extent	To a great extent	Totally
Do general planning for the club				
Manage information				
Compile reports				
Determine growth potential of the club				
Do general office administration				
Communicate in different modes (memoranda, telephonically etc.)				
Delegate tasks				
Organise resources				
Motivate staff				
Make decisions				
Chair meetings				
Manage the budget				

C2 Club Operations Management Competencies

To what extent do you fulfil the following roles at your club?

Club Operations Management Competencies	To no extent	To some extent	To a great extent	Totally
Disseminate information about the club				
Draw up playing schedules				
Manage safety and security during an event				
Arrange first aid and medical services				
Manage housekeeping				
Manage the building maintenance of the facility				

Manage the field maintenance of the facility				
Manage traffic and parking				
Manage equipment				
Keep inventory of equipment				
Manage crowds during an event				

C3 Risk Management Competencies

To what extent do you fulfil the following roles at your club?

Risk Management Competencies	To no extent	To some extent	To a great extent	Totally
Provide a safe environment for participants				
Provide a safe environment for spectators				
Arrange emergency medical care				
Liaise with local police disaster management, fire and related services				
Prepare a risk management plan				
Comply with occupational health and safety regulations				
Manage different types of insurance for the facility				
Manage crowds				
Manage policies and legislation				

C4 Marketing Management Competencies

To what extent do you fulfil the following roles at your club?

Marketing Competencies	To no extent	To some extent	To a great extent	Totally
Market the club				
Market the club home match days				
Determine price of entry tickets				
Manage club publicity				
Compile marketing brochures				
Develop a marketing plan				
Undertake market research				
Sell advertising space				

Do player recruitment				
-----------------------	--	--	--	--

C5 Public Relations Competencies

To what extent do you fulfil the following roles at your club?

Public Relations Competencies	To no extent	To some extent	To a great extent	Totally
Communicate with the general public				
Build the club's image				
Build community relations				
Enhance business relationships with other organisations				
Liaise with the media				
Do interviews on radio and television				
Write articles for the press				

C6 Financial Management Competencies

To what extent do you fulfil the following roles at your club?

Financial Management Competencies	To no extent	To some extent	To a great extent	Totally
Prepare a purchasing plan				
Keep financial records				
Draw up a budget				
Manage the budget				
Arrange fundraisers				
Predict economic opportunities				
Prepare a sponsorship proposal				
Manage sponsorships				
Manage the cash flow of the facility				
Manage the merchandising of the facility				
Handle membership fees				

C7 HUMAN Resources Management Competencies

To what extent do you fulfil the following roles at your club?

Human Resources Management Competencies	To no extent	To some extent	To a great extent	Totally
Recruit personnel				
Appoint appropriate staff				
Do a job analysis				
Prepare a job description				
Prepare a contract for staff members				
Do human resources development				
Do staff evaluation				
Resolve conflict				
Comply with labour relations regulations				
Communicate policies to staff				
Delegate tasks to staff				
Motivate staff				
Negotiate staff issues with management				

SECTION D TRAINING NEEDS AND MISCELLANEOUS QUESTIONS

D1 What in your opinion do you need training in to be more effective in your job? Rank your answers from most important (1) to least important (7).

General Management Competencies	
Club Operations Management Competencies	
Risk Management Competencies	
Marketing Competencies	
Public Relations Competencies	
Financial Management Competencies	
Human Resources Management Competencies	

D2 Rank the following competencies from the most important (1) to the least important (7) to be more effective in your job.

General Management Competencies	
Club Operations Management Competencies	
Risk Management Competencies	
Marketing Competencies	

Public Relations Competencies	
Financial Management Competencies	
Human Resources Management Competencies	

D3 Name five activities that consume most of your occupational time, and rank them in order of most time consumption (1) to least time consumption (5).

	1
	2
	3
	4
	5