



Department of
Sport Management

3rd Annual Sport Management
Student Research Colloquium

Friday April 4th, 2003

Hosted by the
Department of Sport Management
Brock University
500 Glenridge Avenue
St. Catharines, Ontario
Canada
L2S 3A1

Conference Program
Schedule of Events
Abstracts

**3RD ANNUAL BROCK UNIVERSITY
DEPARTMENT OF SPORT MANAGEMENT
STUDENT RESEARCH COLLOQUIUM
APRIL 4, 2003**

The Colloquium Organizing Committee would like to acknowledge
the support of the following:
Dean John Corlett, Faculty of Applied Health Sciences, Brock University
The Department of Sport Management, Brock University
North American Society for Sport Management
Mike Bates, Human Kinetics Publishers
Ernie Quinn, Diamond Towing Ltd.
Joanne MacLean
Cheri Bradish

**SCHEDULE
(Senate Chambers, Brock University)**

- 8:30** **Welcome Remarks**
Dr. Michael Plyley, Associate Dean, Research and Graduate Studies, Faculty of Applied Health Sciences, Professor, Department of Physical Education and Kinesiology.
- 8:35-9:15** **Keynote Address.**
Dr. Rob Ammon, Associate Professor and Sport Management Coordinator at Slippery Rock University, and the President of the North American Society for Sport Management (NASSM). The title of Dr. Ammon's address is "Sport Management Research: Yesterday, Today and Tomorrow". He will discuss opportunities for sport management researchers to convey their work to both academic and practitioner forums.
- 9:15-9:30** **Coffee Break – Sponsored by NASSM**
- 9:30-11:00** **Session 1**
- Factors Affecting the Inconsistent Participation Levels of High School Sports in Ontario.
Brett Bond, Thavoeun Chrea, Lindsay Sarson, and Aaron Walmsley.
Brock University
- The Athletic Identity and Career Expectations of Athletes: Comparing Interscholastic Athletic and Youth Sport Programs.
Thomas Cieslak.
The Ohio State University
- Prominent Managerial Limitations and Barriers in Youth Community Sport.
Adam Bylsma, Mike Rybiak, Chris Visser, and Erin Wrigglesworth.
Brock University
- 11:00-11:15** **Break**

11:15-12:15 Session 2

An Examination of Spirituality in Organizations: Values, Culture, and Leadership.
Katie MacPherson.
McMaster University

Comparing Commitment to Sport and Religion at a Jewish Sport Organization.
Lonnie Wilson and Thomas Cieslak.
The Ohio State University

12:15-1:30 Lunch (Alphies Trough, Brock University)**1:30-3:00 Session 3**

A Consumer Profile of Mississauga IceDogs Spectators.
James Flannagan and Will van Asperen.
Brock University

The Effects of Athletic Scholarships on Motivation in Sport.
Nikola Medic.
Brock University

An Exploratory Examination of the Financial Issues Within the National Hockey League.
Jon Goodwillie, Patrick Gray, Chris Ouimet and Chris Parker.
Brock University

3:00-3:15 Refreshment Break**3:15-4:45 Session 4**

An Analysis of Student Attendance at Slippery Rock University Intercollegiate Athletic Events.
Lauren Ashman and Jennifer Lastik.
Slippery Rock University

The Relationship Between Corporate Sponsorship and University Athletics.
Julie Asher, Breanne Louks and David Pearce.
Brock University

Measuring Sport Sponsorship Effectiveness at a Canadian University: Examining the Factors that Impact Spectators' Recall and Recognition of Embedded Sponsorship Stimuli.
Luke Potwarka.
Brock University

4:45 Closing Remarks

Dr. Maureen Connolly, Chair, Department of Sport Management, Brock University

**Special Thanks to the 2003 Brock University Department of Sport
Management Colloquium Organizing Committee:**

Kelly Quinn
Jeff Smith
Charlene MacLellan
Julie Stevens
Lucie Thibault
Cheri Bradish

PROGRAM

(Senate Chambers, Brock University)

Keynote Address

Dr. Robert Ammon, Associate Professor and Sport Management Coordinator at Slippery Rock University, and the President of the North American Society for Sport Management.

“Sport Management Research: Yesterday, Today, and Tomorrow”

Dr. Ammon will discuss opportunities for sport management researchers to convey their work to both academic and practitioner forums

SESSION 1

Factors Affecting the Inconsistent Participation Levels of High School Sports in Ontario.

Bond, B., Chrea, T., Sarson, L., and Walmsley, A.
Brock University

High school sport participation levels have been experiencing inconsistent behaviours over the past ten years in the province of Ontario. Despite this phenomenon there continues to be a lack of relevant literature pertaining to the issue. This study investigated the various factors, which contribute to the declining participation levels in high school sports in Ontario. The focus of the study was based on the funding structure of high school sports. The sub-topics that were investigated included coaching, curriculum, physical resources, and human resources. This study was qualitative in nature and consisted of a cross-sectional design. The data gathered from this study was generated through six semi-structured interviews of individuals who fit a decided upon set of criterion. Participants were chosen from the positions of Teacher, Coach, Board Member, and Administrator. The goal of the study was to draw from the participants their views in terms of the various factors that contribute to the inconsistent participation levels in high school sports as observed from their position. The results indicated that all our identified themes were in fact sources for the inconsistent participation levels in high school sports in Ontario. Additionally, it was found that the relationship between some themes was greater than others. Further analysis of the results provided greater insights to the existing literature as well as insight into the topic area.

The Athletic Identity and Career Expectations of Athletes: Comparing Interscholastic Athletic and Youth Sport Programs.

Cieslak, T.J.

The Ohio State University

As society continues to emphasize sport, our athletes are developing strong, often exclusive, athletic identities. It has been reported that both interscholastic athletes (Wiechman & Williams, 1997) and intercollegiate athletes (Kennedy & Dimick, 1987) have developed unrealistic sport career expectations. Graduation rates analyzed for various sports indicate that female student-athletes have higher graduation rates while males participating in highly visible sports (i.e., football and basketball) have lower graduation rates (Riemer, Beal, & Schroeder, 2000). The term visible refers to sports that receive media coverage such as television, radio, and newspaper. While few interscholastic athletic programs are considered “visible”, there are relatively new media opportunities for high school sports, which may lead to further commercialization of these sports. Often times, along with commercialization comes a myriad of issues. Few studies have examined how younger athletes interpret and respond to being involved in a commercialized sport but Meyer’s (1990) study indicated the level of athletic commercialization impacts academic commitment. Since, it remains to be determined what effect the new collegiate and professional sport opportunities will have on young athletes, this study examined the athletic identity and career expectations of young athletes. Fifty-six athletes (n=32 males; n=24 females) were recruited from local high schools (n=29) and community recreation centres (n=27) and completed

the abbreviated 7-item version of the Athletic Identity Measurement Scale (AIMS; Brewer & Cornelius, 2002). In addition, sport career expectations were examined with a closed-ended question scored on an 11-point scale. The AIMS produced a Cronbach's alpha reliability coefficient of .80, which compares with a reliability coefficient of .81 in the Brewer and Cornelius study (2002). Results indicated that athletic identity is significantly correlated to sport career expectations, thus, those with a higher athletic identity have greater expectations of playing collegiate or professional sport. There was no significant difference between males and females in regards to their athletic identity and sport career expectations. However, high schools athletes had significantly higher athletic identities and sport career expectations than those involve in youth sports. In this study, the number of athletes who expect to participate at the collegiate or professional levels is much higher than the national average reported by the National Collegiate Athletic Association (NCAA; 2000). In conclusion, the AIMS provides a fast, reliable, and valid assessment of athletes and sport managers should utilize this tool to identify those athletes who may be at risk for maintaining unrealistic sport career expectations (Brewer & Cornelius, 2002).

Reference

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Prominent Managerial Limitations and Barriers in Youth Community Sport.

Bylsma, A., Rybiak, M., Visser, C., and Wigglesworth, E.

Brock University

This research study focused on identifying the major barriers and limitations that faced youth between the ages of 13 and 18 when attempting to participate or participating in community sport. For the purpose of the research, community sport is defined as any structured sport activity that has a registration fee (paid by the participant) and is independent from the school system. From the literature reviewed, our research team developed three major managerial obstacles being finance, accessibility, and structure, followed by the emerging fourth perceived barrier of social reasons. Although social reasons are not considered a managerial barrier, it was very prominent in all the literature, therefore essential to include in the study. This study involved a mixed method approach, meaning it included quantitative and qualitative research. The research team investigated these factors by administering a quantitative survey to about 100 students asking them to reflect on their participation in community sport between the ages of 13 and 18. Using the data gathered from the surveys, we developed a qualitative focus group consisting of 8 students who had previously completed the survey.

SESSION 2

An Examination of Spirituality in Organizations: Values, Culture, and Leadership.

MacPherson, K.

McMaster University

The area of spirituality in organizational life is a dynamic and relatively new concept that has wide-spread interest, but has thus far been relatively ignored in sport management literature.

However, as the potency and richness of spirituality as a transforming quality of individual life is recognized, the potential for tremendous benefit to organizations is also exposed. In this paper, I explore the relationships that exist between organizational values, culture, and leadership related to individual and corporate spirituality.

A preliminary review of management literature shows that the growth of interest surrounding spirituality in business has frequently been developed based on the application of Abraham Maslow's hierarchy of needs to the social level (Tischler, 1999, Butts, 1999), where higher order needs are met only when basic lower order needs (physical, safety, etc.) are already met. For some people, spirituality is a fundamental need, and can influence all needs when it is recognized and allowed for in the workplace, thus creating the need for spirituality to be recognized and celebrated by management. The *Journal of Organizational Change Management* is a rich source of insightful information that I have used as a foundation to springboard into the realm of spirituality and sport and leisure management.

For this paper, I assume spirituality to be (a) diverse, with multiple meanings, (b) related to an inner sense of purpose in life that varies between people, and (c) consistent with religion for some people, but not specifically linked to any or one specific religion. Spirituality has a strong link to ethical decisions and character within a person and therefore can be of a moral and perhaps even economic benefit to spiritually-based organizations. Spirituality in sport organizational life is a relatively new and undiscovered topic in academic research. Some writers have given significant attention to religious or faith-based leadership in sport, yet have neglected to examine how spirituality can influence managerial relationships and organizational culture. Values-based organizations utilize general values not dictated by one religion, in order to create an organizational culture where people develop good moral habits and seek to find personal balance and happiness. This situation is often already present in sport organizations which foster strong working relationships and work towards common goals of encouraging sportsmanship behaviours, and increasing population health by increasing participation in sport and encouraging healthy lifestyles. Building on Weese's (1994) discussion with Dr. Bernard Bass, on transformational leadership, I have inferred that spiritual leadership is a critical topic that has the potential to maximize the contributions and positive experiences of employees in sport related fields. Spirituality is a significant member characteristic that requires further examination, in terms of how a spiritual leader relates to the membership of the organization.

Recognizing the appropriateness of, and being sensitive to, different experiences of spirituality is essential in any organization and is discussed further in this paper. An inquiry into the implications for sport management practice will be discussed in the presentation, with further questions for future research.

**Comparing Commitment to Sport and Religion a Jewish Sport Organization.
Wilson, L.S. and Cieslak, T.J.
The Ohio State University**

Since sport has become such an influential part of our culture, sport managers are challenged with helping athletes find a balance between their development as athletes and their development as individuals. As an athlete's career continues to develop, family, friends, coaches, and the media influence and support the goal of advancement in sport (Wiechman & Williams, 1997). This implies that young athletes receive more attention and positive reinforcement for their sport involvement over other activities. Such supporters often focus on only one aspect of the athlete's personality and neglect the salience of other identities (i.e., family, friendship, religious, academic, romantic). Therefore, this exploratory study attempts to replicate and expand previous research (Curry & Parr, 1988) that examined the identities of male and female athletes at a Christian college. This study involved youth sport athletes of a Jewish sport organization and consisted of a convenient sample of twenty-seven athletes (n=15 male; n=12 female). Each participant completed questionnaires that measured athletic and religious identity and ranked identity salience. Athletic identity was assessed with the Athletic Identity Measurement Scale (AIMS; Brewer, Van Raalte, & Linder, 1993) and the AIMS was modified to measure religious identity. The 10-items maintained their original form and order, while "athlete" and "sport" were replaced by "Jewish" and "religion." The AIMS produced a Cronbach's alpha reliability coefficient of .76,

while the religious identity measurement scale had a .84. The results indicated that males had higher athletic identity scores than females, while both males and females had higher athletic identity scores than religious identity scores. The following values are for males and females respectively: athletic identity: 41.53+/-9.60 and 38.50+/-5.13 and religious identity: 38.07+/-9.97 and 35.42+/-8.76. However, results also indicated that the salience of identities were similar for males and females with their religious identity ranked higher than athletic. While family and friendship identities ranked the highest. The data imply that additional improvements are needed in measuring athletic identity and its relationship with other variables. The measurement of athletic identity is a complex but valuable tool and deserves continued attention if valid comparisons are to be made between identities (Curry & Parr, 1988). The development of a psychometrically sound instrument to measure athletic identity compared to other identities would provide sport managers with more information on their athletes, for example, those at risk for identity foreclosure.

References

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SESSION 3

A Consumer Profile of Mississauga IceDogs Spectators. Flannagan, J. and van Asperen, W. Brock University

In order for a sports franchise to be successful on the business side of the ledger, they must know their consumers. Each team has a method of determining and understanding the types of customers who attend their events. The Mississauga IceDogs recently had a change of ownership. In order to increase the success of the franchise they determined the need to find out who attends their games. This research is to determine the consumer profile of a Mississauga IceDogs spectator. The researchers distributed surveys at three home games located at the Hershey Centre. The researchers determined the demographics of the spectators, their motivation to attend the games as well as the spending habits, in terms of merchandise and tickets, for the spectators. The determinants of our survey are supported by literature that has been previously published. Using the literature found on this subject, we proposed three theories and attempt to prove them through our survey of the fans at Mississauga IceDogs games. The findings uncovered in this research are useful for the Mississauga IceDogs and for anyone who is looking for information on the types of fans who attend Ontario Hockey League games.

The Effects of Athletic Scholarships on Motivation in Sport. Medic, N. Brock University

Previous research conducted in the United States (Amorose & Horn, 2000; 2001; Ryan, 1977; 1980) has demonstrated equivocal findings concerning the influence of athletic scholarships on motivation. Recent discussion in Canadian university athletics has argued the relative merits of athletic scholarships. The present investigation builds on this topic. To this end the following research question was proposed: "how is an athlete's motivation affected by the opportunity for an athletic scholarship?" Intercollegiate basketball players from Ontario and the U.S. completed a set of demographic questions, followed by the Sport Motivation Scale (SMS; Pelletier, Fortier, Vallerand, Tuson, Briere, & Blais, 1995) to assess "Present Motivation" to play basketball. The presence of a reward (i.e., athletic scholarship) was then manipulated. Athletes completed the SMS once more to assess their motivation based on the assumptions that full athletic

scholarships were “available” for Ontario athletes or “not available” for U.S. athletes. Preliminary findings were reported and results discussed in terms of the importance of athletic scholarships on athlete motivation.

**An Exploratory Examination of the Financial Issues Within the National Hockey League.
Goodwillie, J., Gray, P., Ouimet, C., and Parker, C.
Brock University**

The National Hockey League is coming to a crossroads. In 2004, the current Collective Bargaining Agreement expires, and a number of issues need to be addressed. A primary issue is competitive balance, which refers to the equal opportunity that teams have to succeed, based on a number of different factors (Zimbalist, 2002). Within the hockey industry it is clear that many teams cannot afford to remain competitive because of many factors. (Rosen & Sanderson, 2001; Vrooman, 1995; Zimbalist, 2002). The purpose of this preliminary study was to investigate the current financial state of the National Hockey League. Using a qualitative approach, six interviews were conducted with both team and player representatives within the hockey industry. The interviews focused on a number of issues, one of which included, the extent to which imbalances exist. Preliminary findings indicated that there is indeed an imbalance and that this imbalance is occurring for a number of reasons. The overall financial imbalance in the league has been caused by individual market size, television contracts, economic issues involving Canadian franchises and management decisions. Therefore, National Hockey League executives will be challenged to create and implement methods of ensuring competitive balance, and find a solution that will allow all of its franchises to have the opportunity to succeed.

SESSION 4

**An Analysis of Student Attendance at Slippery Rock University Intercollegiate Athletic Events.
Ashman, L. and Lastik, J.
Slippery Rock University**

This study analyzed student attendance at Slippery Rock University intercollegiate athletic events. The purpose of this study was to analyze the specific reasons why students attend intercollegiate athletic events at Slippery Rock University. A secondary purpose of the study was to explore the promotional material and techniques used to attract students to attend these events at Slippery Rock University. A pilot study of 15 students from Slippery Rock University was conducted to assist with the development of a 25-item questionnaire, which was designed specifically for this study through the utilization of several secondary sources. Data for this study were collected from a sample of 130 Slippery Rock University students. This study involved a descriptive analysis of factors that influenced student attendance at intercollegiate athletic events at the university. Results suggested that there were five primary motives that influenced fan attendance among students at Slippery Rock University: 1) Aesthetics, 2) Unique, self-expressive experiences, 3) Economics, 4) Identification, and 5) Internalization. The three primary promotional techniques utilized were 1) Posters, 2) No promotional material, and 3) “The Rocket,” Slippery Rock University’s student newspaper.

**The Relationship Between Corporate Sponsorship and University Athletics.
Asher, J., Louks, B., and Pearce, D.
Brock University**

The research identifies and creates a clearer understanding of the philosophical, psychological and financial motives behind corporate sponsorship. More specifically the research examines and identifies the barriers and reasons to corporate sponsorship of American versus Canadian athletic departments. By using a cross-sectional design the research sought to identify patterns and themes, rooted within a specific area of underdeveloped research. By creating certain boundaries, the research limited the amount of extraneous information, and by being somewhat

inductive, the study still allowed room for emerging themes to appear within this understudied field of research. In obtaining the data, the researchers used a two-part system, since the study lies within the grounded theory approach. The first method was in the primary data collection and transcription of in-depth interviews by the selected participants. The latter secondary collection strategy was the interpretation and analysis of the data by the researchers.

Measuring Sport Sponsorship Effectiveness at a Canadian University: Examining the Factors that Impact Spectators' Recall and Recognition of Embedded Sponsorship Stimuli.
Potwarka, L.
Brock University.

To date, little research has been conducted to measure the effectiveness of sport sponsorship initiatives within the Canadian University athletic environment. Although still in its preliminary stages, the proposed study will present a theoretical framework for understanding factors that impact spectators' recall and recognition of embedded sponsorship stimuli. A review of the literature has revealed that much of the research into these factors has been conducted within more media driven environments such as Division I athletic programs in the United States and professional sport settings. However, a comprehensive investigation into how these components impact spectators' recall and recognition of sponsors of an Ontario University athletic event has yet to be conducted. It is anticipated that this study will guide further research into evaluating sport sponsorship effectiveness within Canadian Universities and in general. The purpose of this study was to examine the factors that impact two intermediate measures of advertising effectiveness – recall and recognition of sponsorship stimuli embedded within the event (i.e., signage that surrounds the play area). Supporters of the Varsity Men's Basketball Team at a university in Ontario were asked to complete a survey designed to assess the unaided (recognition) and aided (recall) accuracy of sponsoring company brand names. It is hypothesized that high levels of involvement with the event/sport, and involvement with the ad stimulus will have a positive impact on the recall and recognition of sponsoring company brand names. It is also postulated that repeated exposure to sponsorship stimuli embedded within the event will increase recall and recognition. Finally, it is thought that sponsorship clutter and over exposure to ad stimuli will negatively impact spectators brand awareness (i.e., recall and recognition). The study revealed that a positive relationship exists between recall and recognition of sponsoring company brand names and involvement with the event/sport, involvement with the advertisement, and the number of exposures to sponsor signage. It is hypothesized that a negative relationship exists between recall and recognition of brand names and advertisement clutter at the venue. Spectators' attitudes toward the advertisement and intention to purchase from sponsoring companies were also examined within the scope of this research. Finally, the implications of these results for the sponsoring companies and the University's athletic department are discussed.