



Brock University

**5th Annual Sport Management
Student Research Colloquium**

Friday, April 8, 2005

Hosted by the
Department of Sport Management
Brock University
St. Catharines, Ontario

Conference Program
&
Abstracts

**5TH ANNUAL BROCK UNIVERSITY
DEPARTMENT OF SPORT MANAGEMENT
STUDENT RESEARCH COLLOQUIUM
APRIL 8, 2005**

**The Colloquium Organizing Committee would like to acknowledge
the support of the following:**

Dean John Corlett, Faculty of Applied Health Sciences, Brock University
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SCHEDULE

- 0750** **SENATE CHAMBER**
Registration
- 0820** **Welcome Remarks**
Dr. John Corlett, Dean, Faculty of Applied Health Sciences, Professor,
Department of Sport Management and Department of Physical Education and
Kinesiology, Brock University
- 0830** **Keynote Introduction**
Dr. Lucie Thibault, Associate Professor and Chair, Department of Sport
Management, Brock University
- 0835 – 0915** **Keynote Address: Research for Practice, and Practice through Research:
Making a Difference in Sport Management**
Dr. Alison Doherty, Associate Professor, School of Kinesiology, Faculty of Health
Sciences, The University of Western Ontario, President, North American Society
for Sport Management
- 0915-0930** **Nutrition Break – Sponsored by the North American Society of Sport
Management**

0930-1100

**Session 1a
SENATE CHAMBER**

Ethical Reasoning in Sport Marketing

Jesse Sakires
University of Western Ontario

Making the Connection: Relationship Marketing in the Leisure Services Industry

Katie MacPherson, University of Windsor

The Effectiveness of Buzz Marketing as an Alternative Form of Marketing in Sport

Amy Cunningham, Lindsay de Leeuw, and Erin Mathany
Department of Sport Management, Brock University

**Session 1b
BOARDROOM (13th floor)**

No Hockey Radio: The Impact of the NHL Lockout on the listening patterns and behaviours of the listeners of an NHL broadcasting station

Cory Awde, Dana Brown, Tiffany Elliott, and Rachel Franks
Department of Sport Management, Brock University

An Examination of Fan Reactions to the Cancelled NHL Season

Chad Asselstine
Faculty of Applied Health Sciences, Brock University

The 2004 NHL Lockout and its Effect on Consumption in regards to Different Fan Typologies

Sasha Mossman, Jaye Johnston, Alessandro Girimonte, and Jim Schorer
Department of Sport Management, Brock University

1100-1115

Nutrition Break – Sponsored by Faculty of Applied Health Sciences

1115-1215

**Session 2a
SENATE CHAMBERS**

A Study of Organizational Culture and Corporate Image: Impact on Clients' Satisfaction and Retention in a Fitness Organization

Eric MacIntosh
The University of Western Ontario

Understanding E-Research and its Potential Use within the Sport Management Field

Katrusia Marunchak
Faculty of Applied Health Sciences, Brock University

**Session 2b
BOARDROOM**

Ontario High School Sports: Preliminary Results of Extracurricular Sport Department Designs

Lindsay Sarson
Faculty of Applied Health Sciences, Brock University

An Examination of the Attitudes and Knowledge Regarding Athletic Scholarships in Canadian Post-Secondary Institutions

Cameron Kusch and Sara Sowieta
Department of Sport Management, Brock University

1215-1330 LUNCH (Skybar Lounge, Student Union Building)

**1330-1500 Session 3a
SENATE CHAMBERS**

“From Savagery to Civic Organization”: The Participation of Canadian ‘Indians’ in the Anthropology Days Exhibit of the 1904 St. Louis Olympics

Christine O’Bonsawin,
The University of Western Ontario

Where are all the Athletes? Canada’s High Performance Sport System and the Sport Policy Process

Greg Jackson
Faculty of Applied Health Sciences, Brock University

Case Study: The Institutionalization of Snowboarding Subculture in Canada

Megan Popovic
The University of Western Ontario

**Session 3b
BOARDROOM**

Relationships in sport: Exploring their development through female varsity athletes

Mandy Frake
Faculty of Education, Brock University

Coaching Effectiveness: A Case Analysis of a Women’s Intercollegiate Team

Eva Havaris
University of Western Ontario

1500-1515 Nutrition Break (Sponsored by Office of Research Services)

1515-1615

**Session 4a
SENATE CHAMBERS**

Ticket Scalping : Laws and Regulations

Marie-Hélène Sévèno
Concordia University

The Fashion of Sport : Consumer motives for purchasing licensed jersey's

Kurt Withers, Brandon Dobrowolski, Matthew McChesney, and Mitchell Mackenzie
Department of Sport Management, Brock University

**Session 4b
BOARDROOM**

Values and Values Based Behaviours: A Sport Organization Case Study Proposal

Shannon Hamm
Faculty of Applied Health Sciences, Brock University

Course Evaluations: A Student and Faculty Perspective

Shaun Seupersaud, Jordan Petrie, Nathan MacDonald, and Aaron MacDonald
Department of Sport Management, Brock University

1615-1630

Closing Remarks

Dr. Julie Stevens, Assistant Professor, Department of Sport Management, Brock University, Colloquium Faculty Organizer

Special Thanks to the 2005 Brock University Department of Sport Management Colloquium Organizing Committee:

Dr. Julie Stevens, Colloquium Faculty Organizer
Annie Pade, Student Colloquium Coordinator
Krystle Krasnaj, Student Colloquium Coordinator

ABSTRACTS

(According to Session)

SESSION 1a

Ethical Reasoning in Sport Marketing

Jesse Sakires

University of Western Ontario

In any business practice it is essential to ethically evaluate controversial matters in order to increase credibility and to decrease public cynicism (DeSensi & Rosenberg, 2003). However, the literature examining the application of ethical theory to sport marketing dilemmas is rather limited. The purpose of this paper is to examine ethical reasoning within sports marketing. This paper reviews a number of ethical questions regarding several elements of sport marketing that have been identified in the literature to date. The paper also discusses four ethical theories, deontology, teleology, virtue ethics, and existentialism, all of which can be applied to ethical dilemmas. The two most published dimensions of sport marketing that have been evaluated ethically are ambush marketing (Meenaghan, 1994; Doust, 1997; O'Sullivan & Murphy, 1998) and Nike's manufacturing practices in Southeast Asia (Kahle, Boush, & Phelps, 2000). A synopsis of these topics is presented, along with the discussion of an additional sport marketing issue – tobacco companies sponsoring sporting events. The ethical reasoning framework presented in this paper, and examples of its application to the field, provide a basis for further discussion and action regarding sport marketing decisions

Making the Connection: Relationship Marketing in Sport and Leisure Organizations

Katie MacPherson

University of Windsor

There has been a recent paradigm shift from the traditional '4P' approach of marketing, which considers product, price, place and promotion, to a relationship-based perspective (Stotlar, 2001). Relationship marketing is a relatively new theory representing an ageless concept of building long-term relationships with consumers. Many retailers and service providers are recognizing the importance of relationship building with customers and altering their strategies away from one-time, short-term interactions and exchanges. When considering this theory, there are many factors, such as value, perceptions, and the number of stakeholders, to consider in order to create a marketing strategy that is successful in building and maintaining potential partnerships. This concept is attractive to companies and potential consumers as it links together "customer relationship management, sales management, strategic thinking, legal relationships, promotional strategy, data base management, business-to-consumer marketing and affinity marketing" (Zinkhan, 2002, p. 83).

Relationship marketing (RM) is particularly applicable to the sport and leisure industry, as marketers are interested in successfully attaining long-term consumers. As many established non-profit clubs have reached a stage of maturity in their life cycle and are experiencing dwindling resources and a decline in membership numbers, the focus should be to build and maintain sound relationships with existing members and other stakeholders such as volunteers and donors (Terblanche & Malan, 2002). However, while this concept is appealing and theoretically sound, it can be difficult to implement and evaluate in practice. In this presentation, I will explore the theory and implementation of relationship marketing as well as its implications (benefits and challenges) for organizations, with a specific case focus on the sport and leisure industry.

Stotlar (2001) identified two primary benefits to RM: (1) managers becoming more knowledgeable about customers in general; and (2) economic benefits of maintaining versus recruiting new customers. As in many nonprofit organizations, sport and leisure organizations often have resources that are in scarce supply, creating the need for cooperative inter-organizational

exchange. "To address the problem of funding and sustainability of nonprofit sports clubs, the nature and importance of relationship marketing as a possible means to alleviate this problem is addressed" (Terblanche & Malan, 2002, p. 114). Through maximizing positive relationships inter-organizationally and through partnerships with other organizations, people who participate in sport and leisure activities would be encouraged to develop long-term personal commitment to such pursuits. With the use of a relationship-based marketing approach, there is tremendous potential for marketers who are seeking customers and/or participants who will remain interested for years to come.

The Effectiveness of Buzz Marketing as an Alternative Form of Marketing in Sport

Amy Cunningham, Lindsay de Leeuw, and Erin Mathany

Department of Sport Management, Brock University

Marketers today face a daunting task of satisfying demanding consumers in such a complex and cluttered marketplace. Traditional forms of marketing have simply become ineffective and it is imperative that change be made in order for marketing to retain its relevance and credibility. Research has shown that as consumers become less trusting of marketers, they begin to trust their social networks over and above any other form of communication. The purpose of this research, therefore, is to identify those sport consumers that effectively spread messages and ignite excitement about a product or service through word-of-mouth communication. By seeking to understand the common characteristics of these "connectors", the effectiveness of buzz marketing as an alternate form of marketing within the sport industry is assessed.

SESSION 1b

No Hockey Radio: The Impact of the NHL Lockout on the listening patterns and behaviours of the listeners of an NHL broadcasting station

Cory Awde, Dana Brown, Tiffany Elliott, and Rachel Franks

Department of Sport Management, Brock University

Since 1998, 640 Toronto, a talk radio station has been the radio home to the Toronto Maple Leafs. 640 Toronto had broadcasted every Toronto Maple Leafs game as well as other programming directly related to the Maple Leafs and the National Hockey League (NHL), such as the weekday program The Leafs Lunch. In September 2004, the NHL Commissioner as well as the NHL owners officially locked out their players leaving the station with little content of Maple Leaf hockey to supply their listeners. In order to fill a void that currently exists in literature regarding the impact of professional sport labour stoppages on the media partners of the sport leagues, interviews were held with listeners of 640 Toronto. These interviews were conducted and analyzed in order to uncover what impact the NHL lockout has had on the listening patterns and behaviours of 640 Toronto. This information will help aid the understanding of how great labour stoppages impact not only the professional sport leagues, but also the partnerships with media organizations and the leagues.

An Examination of Fan Reactions to the Cancelled NHL Season

Chad Asselstine

Faculty of Applied Health Sciences, Brock University

Sport marketing researchers are becoming increasingly interested in the consumer behaviour of sport fans (Capella, 2001). Recent studies suggest that sport is a profit generating industry (US Census Bureau, 2000). For example, sport attendance alone, a small fraction of the sport industry, has increased by \$1.2 billion from 1970 to 1994 (U.S. Census Bureau, 1996). In order to maximize attendance and profits, a sport marketer must create awareness of their product and ultimately create a loyalty between the consumer and their brand. Often times, this loyal relationship between team and fans is one that takes years to create. The current circumstances involving the National Hockey League is presenting marketing researchers with a unique setting. The NHL has become the first professional sport league to cancel an entire season due to a

labour dispute. This league-wide cancellation of the season will present marketers with a situation where they have to maintain, or in some instances regain, the devotion of their fans to their brand.

The purpose of this presentation will be to outline a proposal to study NHL fans' reactions in light of the canceled NHL season. This presentation will uncover the purpose and questions guiding this research as well as a review of relevant literature and the research methods used to answer the research questions. The proposed study will utilize an interpretive investigation of fans of a large market team (Toronto Maple Leafs) and a small market team (Buffalo Sabres). The first aim of this study is to investigate the consequences of the canceled season on the relationship between the teams and their fans. The second aim is to develop and propose marketing strategies to retain or regain fan loyalty to the brand.

The 2004 NHL Lockout and its Effect on Consumption in regards to Different Fan Typologies

Aleksandr Mossman, Jaye Johnston, Alessandro Girimonte, and Jim Schorer
Department of Sport Management, Brock University

Across North America, the 2004-2005 NHL lockout has affected not only the perception consumers have of the NHL product, but also their purchasing habits. This study examines the affects the NHL lockout has on consumer behavior of different consumer typologies. A mid-sized Canadian University located in Ontario was the location in which the study was conducted. 89 subjects (38 male, 51 female) between the ages of 18-58 took part in a questionnaire that asked questions regarding their demographics, sport consumption history, consumption since the lockout, opinions of the lockout and their reasons for consumption. ANOVA, correlation, regression and t-test were methods used for the analysis of the results. The findings will address the affects the 2004-2005 NHL lockout has had on consumer behavior and the implications these findings may have.

SESSION 2a

A Study of Organizational Culture and Corporate Image: Impact on Clients' Satisfaction and Retention in a Fitness Organization

Eric MacIntosh

The University of Western Ontario

In an organizational setting, culture reflects how things are done within a corporation, including the values, beliefs, assumptions and expectations related to employee behaviour (MacIntosh & Doherty; forthcoming). These cultural values and beliefs are taught and learned by employees and are reflected in their everyday language (Hatch & Schultz, 2002). This everyday language is open and available for scrutiny, especially by clients in a service industry like a fitness club. These 'cues' are acknowledged as corporate image, or rather the set of meanings by which a company is known, described and remembered (Kowalczyk & Pawlish, 2002). Further, corporate values, interpreted as corporate image by clients, can be a source of competitive advantage insofar as they are valuable, rare, and difficult to imitate (Rindova & Fombrun, 1999).

The purpose of this study was to examine the organizational culture within a prominent company in the fitness industry in Canada, and to examine clients' perceptions of organizational culture manifested as corporate image. A focus of the study was to examine whether culture idealized by the corporate leaders was perceived by club members' (clients). Another focus was the extent to which the clients' corporate image of the organization was a factor in their satisfaction and intent to stay with the club.

The study builds on an earlier investigation by MacIntosh and Doherty that identified corporate values of the same fitness organization. A survey was refined to measure clients' perceptions of organizational culture. Participants were asked to rate on a scale of 1 to 7 the extent to which they agree or disagree that multiple items representing each cultural value reflected how things

are within their club. The survey also asked clients' to rate satisfaction with the club and intent to stay. Findings showed that the corporate values had a significant impact on the clients' satisfaction and intention to stay. Findings also showed that the corporate image was significantly different from the company leader's desired image.

Differences between what the leaders' project, what the clients' perceive and what they prefer, has implications with respect to organizational decision making on how to decrease the disparity between the two groups.

Understanding E-Research and its Potential Use within the Sport Management Field

Katrusia Marunchak

Faculty of Applied Health Sciences, Brock University

E-research has been used within the sport industry, and is now entering the world of academia. The challenge in defining e-research lies in the variety and novelty of available methods. E-research can include online questionnaires and surveys, weblogs, and online discussion boards, which leads to a number of potential advantages and challenges. Advantages of e-research include cost-effectiveness, speed of administration, ease of analysis, and increased participant pool (Bryman, 2004). Disadvantages include validity, potentially limited participant access to Internet facilities, depth of data, and participant discontinuation (Bryman, 2004). Discussion boards are used as an example of e-research in which each of these advantages and disadvantages are exhibited (Moloney, Strickland, Dietrich & Myerburg, 2004).

SESSION 2b

Ontario High School Sports: Preliminary Results of Extracurricular Sport Department Designs

Lindsay Sarson

Faculty of Applied Health Sciences, Brock University

In 2002, The Ontario Federation of Athletic Associations (OFSAA) identified that in providing extracurricular sport programs schools are faced with the "new realities" of the education system. Although research has been conducted exploring the pressures impacting the provision of extracurricular school sport (Donnelly, Mcloy, Petherick, & Safai, 2000), few studies within the field have focused on understanding extracurricular school sport from an organizational level. The focus of this study was to examine the current organizational design (structure, systems, and values) of extracurricular sport departments in Ontario high schools, as well as to understand how internal organizational dynamics and external environmental determinants impact the design. A qualitative multiple case study design was adopted and three high schools were selected from one district school board in Ontario to represent the cases under investigation. A reality-oriented approach, which places significance on the use of multiple measures and sources to gain a greater approximation of what is happening in reality was used. Specifically, interviews, observations and documents were used to analyze the extracurricular sport department design and the determinants influencing the design of each case. The preliminary results of the extracurricular sport department designs will be presented through the identification of the structural, systematic and value dimensions of each department. The organizational design similarities and differences between the extracurricular sport departments investigated will also be highlighted.

An Examination of the Attitudes and Knowledge Regarding Athletic Scholarships in Canadian Post-Secondary Institutions

Cameron Kusch and Sara Sowieta

Department of Sport Management, Brock University

The division between the OUA (Ontario University Athletics) and the CIS (Canadian Interuniversity Sport) regarding athletic scholarships has created two potential issues: Disparity in athletic prowess between the OUA and the three other regional conferences within the CIS, and

the long-term economic loss which may transpire as top-tiered athletic talent is lured to institutions outside Ontario. It is clear there are attitudinal differences between the OUA and the CIS. This exploratory mixed method study is designed to further examine the attitudes and knowledge of the three parties directly involved within these issues: the student-athletes, coaches, and athletic department administrators. Over 45 student-athletes from a prominent Southwestern Ontario post-secondary institution filled out quantitative surveys to compare the emerging themes, theories, and subjects. While four 30 minute face-to-face interviews comprised the qualitative component of the research, as two coaches, one athletic department administrator, and one former athletic department administrator of the same Southwestern Ontario institution were studied. The results of the mixed methods study enlighten the region of disparity regarding athletic scholarships at post-secondary institutions in Canada. The results provide an analysis in three areas of research. (1) The barriers on the current Canadian athletic scholarship system are assessed to gain a general understanding as to why the OUA has excluded itself from providing athletic awards which cover all tuition costs. While (2) the views and opinions of the current Canadian athletic scholarship system examine the reasoning behind the differences of the OUA and the CIS. The collaborative results of the study establish the third avenue of research, (3) the feasibility of implementing a new Canadian athletic scholarship system to improve the current division between the OUA and the CIS.

SESSION 3a

“From Savagery to Civic Organization”: The Participation of Canadian ‘Indians’ in the Anthropology Days Exhibit of the 1904 St. Louis Olympics
Christine O’Bonsawin,
The University of Western Ontario

In August of 1904, organizers of the Louisiana Purchase International Exposition, in conjunction with those of the St. Louis Olympic Games, arranged an athletic exhibit dedicated to displaying diverse ‘primitive’ peoples of the world. This event was termed “Anthropology Days” and has since described as “an unusual set of ‘athletic’ events,” which took place on 12-13 August during the Olympic Games. The purpose of the Anthropology Days was to demonstrate the progress of humanity from a stage of barbarism to that of advanced Anglo-Saxon civilization. In 1899, the director of the exhibit, Dr. William John McGee, lectured on “The Trend of Human Progress” where he supported scientific racist ideologies, including the process of “cephalisation” and “cheirization.” He categorized all mankind into four culture grades: savagery, barbarism, civilization, and enlightenment. McGee’s racial and cultural biases were brought forth, as the aim of his Department was to “represent human progress from the dark prime to the highest enlightenment, from savagery to civic organization, from egoism to altruism,” which would be accomplished using living people. During this two-day exhibit, indigenous peoples competed in demeaning athletic events of no Olympic status. The purpose of which was to prove their physical prowess and to support these scientific theories.

Historical records and literature identify numerous groups of “primitive” peoples from around the world who participated in the Anthropology Days of 1904. Throughout the Exposition, North American Natives were homogeneously referred to as “Americanized Indians.” Missing from historical records is the participation and inclusion of Canadian Aboriginals in St. Louis’s Anthropology Days. Whether Canadian Indians were included into an all-encompassing ‘Americanized Indian’ category is unclear; however, historical accounts make references to the presence of Canadian Indians at Francis Field, the site of the two-day exhibit. The purpose of this paper is to identify Canadian Indians who participated in St. Louis’s Anthropology Days and further determine how the Department of Anthropology and Ethnology measured and interpreted Canadian “primitive” athletic prowess at the with the purpose of contributing to its ideological vision of cultural grades. As the most under-researched Games in modern Olympic history this study contributes to the documentation, discussion, and understanding of the 1904 St. Louis Olympic Games.

Where are all the Athletes? Canada's High Performance Sport System and the Sport Policy Process

Greg Jackson

Faculty of Applied Health Sciences, Brock University

When Prime Minister John Diefenbaker's government passed *An Act to Encourage Fitness and Amateur Sport* in 1961, it marked the beginning of the Canadian federal government's involvement in elite sport. However, it was not until 1970 that the federal government became directly involved in the development and organization of Canada's high-performance sport system. Since then successive federal governments have developed policy for and administered an ever more bureaucratic and professionalized elite sport system. The hierarchical structure of the system, with government and sport professionals occupying positions of decision-making power, has resulted in athletes having little involvement in the policy process in terms of its development, implementation, and evaluation. This presentation is an analysis of the history and current state of athletes' involvement in the policy process in Canada's high-performance sport system. Specific emphasis is placed on policy regarding the use of performance-enhancing substances in sport. Included in the presentation are analyses of the literature regarding the history of Canada's high-performance sport system and Canadian sport policy, athletes' rights in Canada, the degree and nature of athletes' involvement in the Canadian sport policy process, and anti-doping policy initiatives in Canada. This presentation demonstrates that a re-evaluation of current policies is necessary to more fully recognize the reality of athletes' lives in Canada's high-performance sport system and their rights within that system.

Case Study: The Institutionalization of Snowboarding Subculture in Canada

Megan Popovic

The University of Western Ontario

Sport is both a popular and participatory culture and a representative microcosm of larger society. Within a relatively short period of time, the sport of snowboarding has experienced a dramatic rise in popularity and carved its own subcultural identity within the larger sporting culture in Canada. The main purpose of this study is to examine the key aspects of snowboarding's subcultural environment and the how these aspects have become institutionalized within the sport.

There is a significant body of academic research addressing the issues of modernization and institutionalization in physical activity (Guttmann, 1978; Adelman, 1983; Dunning, 1976; Pearson, 1978). The model that provided the most applicable framework for analysis on the institutionalization of snowboarding was the schema devised by Morrow (1992). His conceptual framework was used as a heuristic device because it systematizes the shaping process of social values within sport to determine how a way of behaving becomes the way of behaving. This study utilized a multi-method approach to research and the method of triangulation was administered to identify the most pertinent information (Patton, 2002). Data was collected from various organizational sources, such as provincial and national snowboarding associations, print and electronic media sources, and personal interviews with individuals involved in several facets of Canadian snowboarding.

After applying the framework to the evolution of snowboarding, the institutionalization of the sport's subculture could be understood in three distinct yet overlapping phases. In its earliest stages, snowboarding subculture was a conglomeration of various external sporting cultures, such as skateboarding, windsurfing, and skiing, and the certain behaviours were habitualized and increasingly practiced by the inclusive community of riders. These behaviours were controlled from within the subculture and a non-competitive, non-bureaucratic environment was promoted. During the mid-1990s, the ability to shape their own subculture norms and mores moved from the grasp of the snowboarders as participation rates soared and external commercial industries increasingly took an interest in the activity. It was at this time of crystallization that a way of being a snowboarder became accepted as the way of being a snowboarder. From the late-1990s until today the sport witnessed a major period of mainstreaming and various legitimizing instruments have set into place to maintain the sport's unique subculture. In addition, as the sport has witnessed a major transition, the subculture has experienced internal conflicts that have created a

juxtaposition of values and behaviours between the core subcultural members. This case study of snowboarding lets us examine the relatively recent institutionalization of several formerly 'fringe' activities to incredibly popular, mainstream action sports within Canada.

SESSION 3b

Relationships in sport: Exploring their development through female varsity athletes.

Mandy Frake

Faculty of Education, Brock University

Social supports gained through relationships provide people with the assurance of personal worth and relationships that help balance negative experiences and emotions. The development of relationships replaces the negative focus of attention with a positive focus. With acknowledgment that relationships are a vital factor that sustains female participation in sport understanding, application to an educational setting is critical. What becomes apparent is the need for physical educators to provide a positive learning environment for their students. This environment should be comfortable, friendly, and facilitate positive socialization.

The social aspect of participating on an athletic team is one that needs much focus and direction. Participation in athletics provides an arena for the formation of many kinds of relationships. These relationships can be established between teammates, athlete and coach, or others, and sometimes existing relationships can be made stronger.

This study examines the significance of the development of relationships in sport. Ten open-ended interviews were conducted with female varsity athletes to explore the impact of relationships on females' participation in sport. Each interview was transcribed and then coded for emergent themes. The results demonstrate that for women to sustain participation in sport, an environment in which relationships may be developed must be provided. There are a number of questions presented that may lead to further research, specifically in regard to what physical educators and coaches may implement in an educational, athletic, or practice setting to enhance females' positive experiences.

Coaching Effectiveness: A Case Analysis of a Women's Intercollegiate Team

Eva Havaris

University of Western Ontario

Effectiveness of coaching influences the degree of satisfaction, team cohesion, performance and intrinsic motivation in athletes (Weinberg and Gould, 2003). Chelladurai's (1990) Multidimensional Model of Sport Leadership conceptualizes leadership as an interactional process with leader effectiveness contingent on situational characteristics of both the leader and the group members (Weinberg and Gould, 2003). The purpose of this study was to examine coaching effectiveness within the context of the Canadian intercollegiate sport environment using Chelladurai's Multidimensional Model of Sport Leadership. Specifically, a case analysis was conducted of a women's intercollegiate team characterized by a history of habitual regular season success and post-season failures. No inquiry into the potential explanations for these outcomes had been conducted, thus providing rationale for the present study. Specifically, the degree to which a causal link between leader behaviour and group performance and satisfaction served as the focal point.

A post-season survey comprised of 16 open and closed-ended questions addressing elements of player satisfaction, intrinsic motivation for participation and program strengths and weaknesses was administered to a purposive sample of twenty-two members of a female varsity athletic program competing in Ontario University Athletics (OUA). Data on team performance was obtained through team records for the most recent season. Satisfaction was measured using descriptive statistics and frequency tables. Correlations and cross-tabulations were also

conducted to determine whether associations existed between member status, position played and age, and level of satisfaction.

Female athlete preferences for particular leader behaviours identified in the literature were indicated in the results. Individual feedback was highly important to all athletes. 50% identified lack of feedback as one major concern and 64 % noted communication problems between the head coach and athletes. Discrepancies between the required, preferred and actual leader behaviour within this program were found. Finally, measures of athlete satisfaction indicated that the majority of the members reported being satisfied overall with the athletic program; yet, further inquiry revealed that satisfaction was due to member and situational characteristics and not leader behaviour.

Implications of the present study illuminate the notion that on-field success of this program did not result in overall satisfaction among the athletes in this study. Preliminary support for the incongruence among leader behaviour and leader preferences of a group as one explanation for less than optimal performance and dissatisfaction has been shown.

SESSION 4a

Ticket Scalping : Laws and Regulations

Marie-Hélène Sévéno

Concordia University

For many goods and services, the traditional theory of supply and demand seems to work quite well. Price adjusts to balance quantity demanded with quantity supplied, so we do not observe large amounts of unsold products, reflecting a surplus, or lines, reflecting a shortage. Live events for which tickets are sold in advance, such as concerts and sporting events, seem to be an exception. At many such events, there are a lot of empty seats, which suggests excess supply. But at particularly attractive ones, there may be long lines for the limited number of tickets available, which suggests excess demand. The ticket market seems to operate in a different way than the traditional market. The ticket market has been described as being plagued with consistent underpricing from the producing firms. This creates an excess in demand and in consumer surplus, relative to the market-clearing equilibrium. This situation offers profitable opportunities for intermediaries or middlemen to intervene and capture this consumer surplus. These intermediaries are scalpers and ticket brokers. Many localities limit or prohibit resale of event tickets with "anti-scalping laws." Some prohibit resale altogether while others restrict sales to certain locations or prohibit sale for more than the original ticket price. Even though scalpers and brokers are negatively viewed by producing firms and consumers alike, lots of controversy has existed around anti-scalping laws. Economists have studied the question in order to assess the validity of the laws which often, do not seem too advantageous for the consumers, whom they are supposed to protect.

The scalping phenomena and anti-scalping laws have received much attention in the past years, as much from the general public in newspapers and magazines as from the economic population. As the laws have become stricter, more attention has been brought to them, and studies have emerged to assess the relevance of these laws, as well as whom these laws benefit. This paper will be to first look at the literature and theory on the economics of scalping. Second the current laws regulating scalping will be reviewed and their impact on the market will be assessed. Finally some recommendations for future laws found in the literature will be reviewed.

The Fashion of Sport : Consumer motives for purchasing licensed jersey's

Kurt Withers, Brandon Dobrowolski, Matthew McChesney, and Mitchell MacKenzie

Department of Sport Management, Brock University

Why consumers purchase licensed jersey's is a fundamental question. This study examines the associations between purchase motives, fan types, leagues, age and gender. These associations to why consumer purchase jerseys is valuable to retailers as well as academics due to the lack of

research on this topic. To uncover the associations between the variables an online survey was conducted. The online survey consisted of demographic and likert type questions, evaluating participants motives for purchasing licensed jerseys from the Major League Baseball, National Basketball Association, National Hockey League and National Football League. A convenient sample was used to collect information from approximately 100 participants. Using email contacts the survey creates a snowball effect to obtain a larger number of participants. The online method was used due to ease of collection of data from a wide range of participants. From the data collected it is hypothesized that associations will emerge to better understand why consumers buy licensed jerseys. These associations can then be used by marketers and retailers to target their consumers more effectively.

SESSION 4b

Values and Values Based Behaviours: A Sport Organization Case Study Proposal

Shannon Hamm

Faculty of Applied Health Sciences, Brock University

Despite the recent scholarly interest regarding values within the workplace there has been a lack of organizational values research within the sport context (Hoeber, 2004). As noted by Chatman (1991), people are the core to any organizational functioning and thus greatly influence organizational effectiveness. The basic principles of human behaviour are guided by values, which are a direct link to employee action within organizations (Posner, 1992). The impact that individual behaviours have on the ability of organizations to perform to their maximum potential is thus in critical need of further study.

The influence of values on employee behaviours within the business management segment of sport is necessary to ensure effectiveness can be accomplished (Chelladurai, 1999). The motivating force behind employee actions is values (Erdogan, Kraimer & Liden, 2004) and the values of sport managers have yet to be examined in-depth. Currently, studies have explored the relationship between values and leadership, applying these theories to the coach/athlete relationship (Heeren & Requa, 2001; Trail & Chelladurai; 2002; Hsu, 2004). Since sport is proven to be growing as a business, the management issues need more scholarly attention to create effective, competitive organizations (Hinings, Thibault, Slack & Kikulis, 1996; Colyer, 2000 and Gill, 2001). The proposed study will look at the value congruence between sport employees and their organization, as well as the uniqueness of such congruence within this specific context.

The sport organization that is proposed for this study is the Royal Canadian Golf Association (RCGA). The methodological structure will take a reality-oriented case study theoretical perspective, with a mixed-method approach. Each employee within the RCGA will be given the 'Schwartz Values Survey' (1992) to determine his or her values within this organizational context. The directors and board members will be given the 'Quinn's Value Instrument' (1998) to create an understanding of organizational values existing at this level of management. The Quinn Instrument will be further validated by performing document analysis of organizational mission and value statements, as well as observations over the testing period. The two survey results will then be compared in order to determine the value congruence that exists. Finally, in-depth, semi-structured interviews will be performed with approximately ten participants, who will be selected based on standard categories that will be linked to responses from the quantitative measures. Each component will attempt to academically penetrate the issues surrounding the values of sport employees.

Course Evaluations: A Student and Faculty Perspective

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Student evaluations of university courses and professors play a vital role in improving the quality of education in many North American universities. However, the importance of these evaluations may be unknown to many of the students who complete the evaluation process. This qualitative

study evaluates the value of course evaluations in the Sport Management department at Brock University. Currently there is a gap in the literature surrounding course evaluations in the field of sport management, and this study aims to gain both a student and faculty perspective of the evaluation process that will help bridge this gap.

The impact of course evaluations on the sport management curriculum was explored using tape-recorded interviews conducted between January and February of 2005. Both students and faculty believe that the evaluation process does accurately portray the quality of instruction in the classroom. The results have shown that students in all four years of the program were unaware of the implications that course evaluations have on the administration process within the Sport Management department. Furthermore, the results demonstrate the need for increased communication during the early stages of the program to further enhance the reliability of the evaluation process.