

**APPLIED ETHICS FOR  
SPORT MANAGERS**



# APPLIED ETHICS FOR SPORT MANAGERS

**Kadence Otto**

PROFESSOR OF SPORT MANAGEMENT  
WESTERN CAROLINA UNIVERSITY



CAROLINA ACADEMIC PRESS  
Durham, North Carolina

Copyright © 2019  
Kadence Alexa Otto  
All Rights Reserved

ISBN 978-1-5310-1236-6  
e-ISBN 978-1-5310-1237-3

Library of Congress Cataloging-in-Publication Data

Names: Otto, Kadence A., author.

Title: Applied ethics for sport managers / by Kadence A. Otto.

Description: Durham, North Carolina : Carolina Academic Press, LLC, [2019] |

Includes bibliographical references and index.

Identifiers: LCCN 2019008680 | ISBN 9781531012366 (alk. paper)

Subjects: LCSH: Sports administration--Moral and ethical aspects--Textbooks.

| Sports executives--Professional ethics--Textbooks.

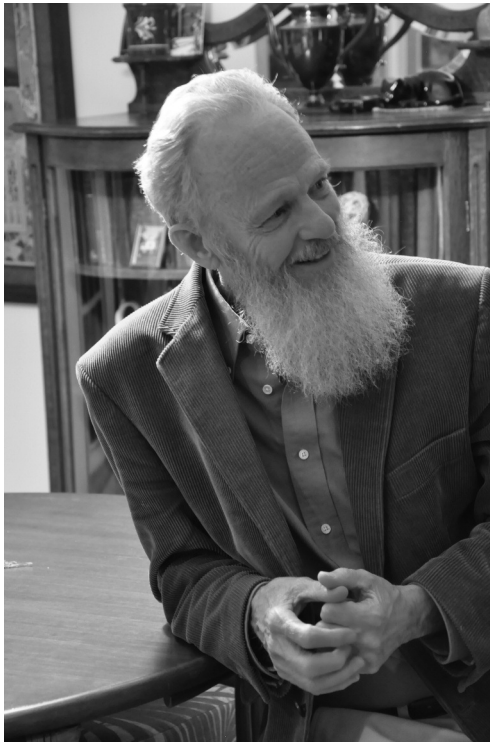
Classification: LCC GV713 .O77 2019 | DDC 796.01--dc23

LC record available at <https://lcn.loc.gov/2019008680>

CAROLINA ACADEMIC PRESS  
700 Kent Street  
Durham, North Carolina 27701  
Telephone (919) 489-7486  
Fax (919) 493-5668  
[www.cap-press.com](http://www.cap-press.com)

Printed in the United States of America

Dedication  
*for*  
Dr. Herbert Rodrick Otto



Thinker, teacher, father, friend.



In Memory  
*of*  
Nash



My writing companion. My best friend.





# CONTENTS

List of Figures	xv
Preface	xvii
Acknowledgments	xxi
About the Author	xxiii
<b>Part I: Becoming the Complete Sport Manager</b>	<b>1</b>
<b>Chapter 1 • The Values of Sport</b>	<b>3</b>
Thinking Points	3
The Invisible Structure of Sport	3
Sportspersonship	4
Gamespersonship	5
Cheating	6
Normative Cheating	6
Deviant Cheating	7
The Complete Sport Manager	7
Summary	9
Red Flag Challenge	9
Ball-Tampering Scandal Rocks Cricket World	9
Challenge Questions	10
<b>Chapter 2 • Becoming a Professional Sport Manager</b>	<b>11</b>
Thinking Points	11
The Sport Industry	11
The Athlete as a Commodity	12
Finding Your Place in the Sport Industry	12
Becoming a Sport Management Professional	14
Expected Conduct of Sport Management Professionals	16
Codes of Conduct	18
Standards	18

Policies	19
Summary	20
Red Flag Challenge	20
Donald Sterling's Offensive Comments	20
Challenge Questions	21
<b>Chapter 3 • The Motivations Behind Our Actions</b>	<b>23</b>
Thinking Points	23
Morality in the Sport Industry	23
Sport Manager <i>or</i> Sport Leader?	24
Values	24
Morals	25
Sport Leadership	26
Nurture versus Nature	27
Moral Development	28
Summary	31
Red Flag Challenge	31
Zidane's Infamous Headbutt	31
Challenge Questions	32
<b>Chapter 4 • Becoming an Ethical Sport Manager</b>	<b>33</b>
Thinking Points	33
Ethical Frameworks	33
Teleological Theories	34
Egoism	34
Altruism	35
Utilitarianism	35
Virtue Ethics	36
Deontological Theories	38
Kantian Ethics	38
Rawls's Logical Moral Reasoning Criteria	39
Ethical Theories and Moral Motivations	40
Summary	41
Red Flag Challenge	41
FIFA's Corrupt Leadership	41
Challenge Questions	42
<b>Chapter 5 • Becoming a Socially Responsible Sport Leader</b>	<b>43</b>
Thinking Points	43
Sport's Social Responsibility	43

The Dialectic	45
The History of the Theories of Justice	46
John Locke (1632–1704): Libertarianism	47
Adam Smith (1723–1790): Capitalism	48
Jeremy Bentham (1748–1832) and John Stuart Mill (1806–1873): Utilitarianism	50
Karl Marx (1818–1883): Marxism	51
John Rawls (1921–2002): Egalitarianism	52
Summary	54
Red Flag Challenge	55
Football’s Concussion Crisis	55
Challenge Questions	56
<b>Part II: Ethical Sport Managers in Action</b>	<b>59</b>
<b>Chapter 6 • Cultivate a Healthy Work Culture</b>	<b>61</b>
Thinking Points	61
Work Culture	61
Organization Type	62
Staffing	62
Recruiting	63
Hiring	63
Employee Benefits and Rights	63
Compensation	64
Termination	64
Workers’ Compensation	65
Employee Discrimination	66
Employee Rights	68
Summary	68
Red Flag Challenge	68
University of Minnesota’s Questionable Hire	68
Challenge Questions	69
<b>Chapter 7 • Communicate and Market Sport Responsibly</b>	<b>71</b>
Thinking Points	71
New Media	71
Using New Media to Communicate Sport Authentically	72
Ethical Responsibilities of a Sport Media Professional	73
Sports Information	73
Sport Media Relations	74

Using New Media to Market Sport Responsibly	75
Ethical Responsibilities of Using New Media to	
Market Sport	75
Promotions	76
Advertisements	77
Website Traffic	77
Programmatic Advertising	78
Summary	79
Red Flag Challenge	80
Cardinals Director Hacks Astros Database	80
Challenge Questions	81
<b>Chapter 8 • Price and Sell Tickets Fairly</b>	<b>83</b>
Thinking Points	83
Ticketing	83
Pricing	85
Pricing Strategies	85
Specialty Pricing Plans	87
Selling	87
Secondary Market Sellers	89
Summary	91
Red Flag Challenge	92
Secondary Market Ticket Sellers' Exorbitant Prices	92
Challenge Questions	92
<b>Chapter 9 • Ensure a Safe and Respectful Sporting</b>	
<b>Environment</b>	<b>95</b>
Thinking Points	95
Facility and Event Management	95
Minimizing Risk	97
Security	97
Concession and Alcohol Management	98
The Ticket Stub	99
Fan Code of Conduct	99
Release from Liability	100
Summary	100
Red Flag Challenge	101
Safety Concerns Lead to Lawsuit against MLB	101
Challenge Questions	102

<b>Part III: Socially Responsible Sport Leaders</b>	<b>103</b>
<b>Chapter 10 • Honor the Rights of <i>All</i> Sports Participants</b>	<b>105</b>
Thinking Points	105
The Power of Ideologies	105
The Dialectic at Work	106
Female Athletes	107
Advancing Equality for Female Athletes	108
Progressive Change for Girls and Women in Sports	109
Lesbian, Gay, Bisexual, Transgender, and Queer Athletes	110
Gifted Athletes	111
Native Americans as Mascots	112
Racial Hierarchy	113
Summary	114
Red Flag Challenge	114
Two, Four, Six, Eight! Who Do We <i>Undercompensate</i> ?	114
Challenge Questions	115
<b>Chapter 11 • Extend Economic Freedom to Revenue-Producing Athletes</b>	<b>117</b>
Thinking Points	117
The <i>Inequity</i> of Capitalism	117
The Class System	118
Professional Athletes	119
Big-Time College Athletes	121
The History of the NCAA	122
The Installation of “Amateurism”	123
Crafting the Term “Student-Athlete”	123
Summary	125
Red Flag Challenge	125
U.S. Women’s Soccer Players File EEOC Claim	125
Challenge Questions	126
<b>Chapter 12 • Use Sport for Peace</b>	<b>127</b>
Thinking Points	127
Sport as an Agent of Social Change	127
The Sociopolitical Power of Sport	128
The Olympic Truce	128
The Olympic Games as a Political Platform	129

The Olympic Games as a Stage for Social Activism	130
Using Sport to Advance World Peace	131
International Sport for Development and Peace Association	131
UNICEF Sport for Development and Peace Initiative	132
PeacePlayers International	132
United with Israel	132
Summary	133
Red Flag Challenge	134
Europe's Hooliganism Crisis	134
Challenge Questions	134
<b>Chapter 13 • Make Sport Sustainable</b>	<b>137</b>
Thinking Points	137
Making Sport Sustainable	137
Why Make Sport Sustainable?	138
Sport Social Entrepreneurship	140
Sport Sustainability Initiatives	141
Sustainability in Sport	141
Green Sports Alliance	142
Pavegen	142
Summary	143
Red Flag Challenge	143
Formula One's Gas Consumption Dilemma	143
Challenge Questions	144
Glossary	145
References	161
Index	173

# LIST OF FIGURES

Figure 1.1	The Values of Sportspersonship	4
Figure 1.2	The Values of Managing Sport	8
Figure 1.3	The Complete Sport Manager	9
Figure 2.1	Professional Conduct Expectations Based on Environment	14
Figure 2.2	Etiquette Tips	17
Figure 3.1	Kohlberg's Stages of Moral Development	29
Figure 4.1	Ethical Frameworks	34
Figure 4.2	Key Aspects of Teleological Theories	38
Figure 4.3	Key Aspects of Deontological Theories	40
Figure 4.4	Kohlberg's Stages and Key Aspects of Ethical Theories	40
Figure 5.1	The Dialectic	46
Figure 5.2	The Values of Libertarianism	48
Figure 5.3	The Values of Capitalism	49
Figure 5.4	The Values of Utilitarianism	50
Figure 5.5	The Values of Marxism	52
Figure 5.6	The Values of Egalitarianism	53
Figure 5.7	Historical Dialectic	54
Figure 8.1	Sample Job Description for a Director of Ticket Operations	84
Figure 8.2	Ticketing Sectors Model	85
Figure 9.1	Sample Fan Code of Conduct	99
Figure 9.2	Sample Release from Liability	100
Figure 10.1	The Dialectic at Work	107
Figure 11.1	Horizontal Power Relationship of Big-4 Professional Sports Leagues	119
Figure 11.2	Vertical Power Relationship of Big-Time College Athletics	121





# PREFACE

## PURPOSE OF THE TEXT

The purpose of this textbook is to heighten your awareness regarding the importance, responsibilities, and challenge of becoming **the complete sport manager**. The complete sport manager is someone who evolves *from* a **manager** of sport *to* a **leader** of sport by operating professionally, ethically, and socially responsibly. Professionalism is the charge to act in ways that are civil, respectful, and honorable. Professionalism requires you to answer the question: What *must* I do? Ethics calls you to do the right thing when it is difficult to do. That is, what *should* I do? And *why* should I do it? Social responsibility challenges you to be forward-thinking, to figure out how you can use sport to advance social change. Becoming a socially responsible sport leader propels you to answer to the question: What *can* I do?

If you make the conscious decision to develop your character, operate ethically, and be receptive to your social responsibilities, then you are on your way to becoming the complete sport manager. Taken together, the day-to-day living out of all three of these responsibilities is what will transform you *from* a sport manager *into* a sport leader.

## ORGANIZATION OF THE TEXT

This text is organized into three parts. Part I is comprised of five chapters and examines what it takes to become the complete sport manager. What is required of you, and what *must* you do from a professional perspective? Part II includes four chapters that challenge you to put ethical theories and concepts into action in managing sport. What *should* you do from an ethical perspective,

and *why* should you do it? Part III, also comprised of four chapters, propels you into the realm of advanced action toward the goal of becoming a sport leader. Here, you are called to use sport to make the world a better place by answering the question: What *can* I do?

## Part I

Part I explores the values of sport, the expectations of a sport management professional, the motivations behind our actions, ethical theories, and social responsibilities. In Chapter 1, we examine the values of sportpersonship. Are values, such as respect for rules and persons, transferrable from the field or court to the front office? Can we take these values from the sporting environment and apply them to the management of sport? An athlete who operates professionally upholds the values of sportpersonship. In the same sense, the good sport manager operates professionally. Ultimately, *professionalism* prods us to answer the question: What *must* we do?

In Chapters 3 and 4, we explore what it takes to become an ethical sport manager. We examine Kohlberg's stages of moral development to understand the motivations behind our actions and decisions. An understanding of the importance of ethics leads us to do the right thing by responding to the questions: What *should* we do? And *why* should we do it? In Chapter 5, we explore how sport *can* be used to advance the values of liberty, common good, and equality of opportunity. Using the theories of justice of libertarianism, utilitarianism, and egalitarianism, we discover that sport *can* be used to not only advance the integrity of the sport industry, but perhaps more importantly, that sport *can* be used to make this world a better place. In Chapter 5, we answer the call: What *can* we do?

## Part II

Having laid out our professional expectations, our commitment to operate ethically, and our social responsibilities in Part I, Part II challenges us, as future sport *leaders*, to put ethics into action. Here, we are challenged to use ethically sound frameworks to inform our decisions within specific areas of managing sport. Part II covers cultivating a healthy work culture, communicating and marketing sport responsibly, pricing and selling tickets fairly, and ensuring a safe and respectful sporting environment. In Part II, we take ethical action by answering: What *should* we do? And *why* should we do it?

## Part III

Part III is a call to advanced action. How *can* we use sport to make this world a better place? What *can* we do as sport leaders to honor the rights of *all* sports participants, extend economic freedom to revenue-producing athletes, use sport for peace, and make sport sustainable? As the next generation of sport leaders, if we commit to operating professionally, ethically, and socially responsibly, then we are well on our way to becoming complete sport managers!

## UNIQUE FEATURES

Embedded within the chapters are a variety of activities designed to provide you with opportunities to apply concepts of professionalism, and theories of ethics and social justice.

## The Thinker

French sculptor Auguste Rodin (1840–1917) created *The Poet* as himself, sitting atop his work *Gates of Hell*, the theme of which was taken from Dante’s *Inferno* (13th c.). In 1896, *The Poet* became known as **The Thinker**, the universal embodiment of humanity who brings to light in “physical terms, the mental effort and anguish of creativity” (National Gallery of Art, 2018, para. 2).

Strategically positioned at the beginning of every chapter, The Thinker serves as a consistent reminder of our responsibility to expend mental effort to solve some of the toughest problems facing sport and the sport industry. As a future sport leader, you will be called on to employ critical thinking, logical reasoning, and imaginative problem-solving to advance the sport industry. The Thinker reminds you to read, learn, and challenge yourself in the spirit of mental effort toward the goal of advancing sport and the sport industry in ways that are professional, ethical, and socially responsible.

## It’s Your Turn!

**It’s Your Turn!** sections challenge you to put your learning into practice. These are practical, hands-on, mini-assignments that aim to ensure your understanding of important concepts linked to professionalism. To determine your professional responsibilities, you are challenged to answer: What *must* I do?

## Take Action!

**Take Action!** segments propel you into the real world of managing sport. When faced with difficult decisions in the sport industry, will you operate ethically? These sections challenge you to do what it takes to become an ethical sport manager by taking action: What *should* I do? And *why* should I do it?

## Take the Lead!

**Take the Lead!** pieces challenge you to think and operate at a higher level. These sections call on you to shift *from* a manager of sport *to* a leader of sport. At this level, you recognize the sociopolitical power of sport. You realize sport *can* be used to make this world a better place. These sections challenge you to take the lead by answering the call: What *can* I do?

## Red Flag Challenge

Positioned at the end of every chapter, **Red Flag Challenges** are ethical dilemmas unique to each chapter's content. As the complete sport manager, each Red Flag Challenge tests your commitment to fulfill all three of your responsibilities—operate professionally, make ethical decisions, and take socially responsible action. In other words, what *must* I do? What *should* I do? And what *can* I do?

## ACKNOWLEDGMENTS

My sincere thanks to those who helped make this textbook better in so many ways: the late Dr. Herb Appenzeller, Ann Appenzeller, Ryland Bowman, Dr. Annie Clement, Lise Gregory, Haley Henson, Linda Lacy, Dr. Herbert Otto, Dr. Charlie Parrish, and Jane Snevel.



## ABOUT THE AUTHOR



Kadence (Kadie) Otto, PhD, is Professor of Sport Management at Western Carolina University. Her research centers on ethical, social, and legal issues in sport with specific attention to NCAA corruption and reform. She teaches courses in sport ethics, sport law and risk management, and critical issues in sport. Dr. Otto graduated sum cum laude from Plymouth State University where she earned her B.S. degree. She earned her M.S. and Ph.D. from Florida State University.

Her research has been published in scholarly journals including *Sport, Ethics & Philosophy*, *Journal of Legal Aspects of Sport*, *Journal of Amateur Sport*, and the *Journal for the Study of Sports and Athletes in Education*. Dr. Otto served as an expert consultant for the plaintiff's attorneys in *O'Bannon v. NCAA*, offered insight to the U.S. Department of Justice Antitrust Division regarding NCAA scholarship restrictions, and has been interviewed by over 100 national media outlets such as *CNN*, *Bloomberg*, *USA Today*, and *ESPN*, regarding critical issues facing big-time college sports.

