Framing sport managers' profile: A systematic review of the literature between 2000 and 2019

Mapeando el perfil de los gestores deportivos: Una revisión sistemática de la literatura entre 2000 y 2019

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ABSTRACT

The present study is a systematic review focused in sport managers' profile and the main purpose is to map the literature of sport managers' competencies and tasks from January of 2000 to January of 2019. The search was made on EBSCO, B-on, Web Science and Scopus using the following keywords: 'sport managers OR sport directors OR sport administrators', 'sport managers AND qualifications', 'sport managers AND responsibilities', 'sport managers AND traits', 'sport managers AND roles', 'sport managers AND competencies' and 'sport managers AND characteristics' in peer reviewed articles and dissertations. After applying the inclusion criteria, 65 studies were selected. Sport managers are, predominantly, men in their thirties and forties, with a degree in physical education. A sport manager must have competencies such as leadership, integrity, specific knowledge, resource allocation, authority's delegation, employees' motivation and innovative thinking to accomplish the most important and more time consuming responsibilities like planning/organization, coordination/evaluation or information.

KEYWORDS

Sport Manager; Functional Profile; Competencies; Tasks; Review

RESUMEN

El presente estudio es una revisión sistemática centrada en el perfil de los gestores deportivos y el objetivo principal es mapear la literatura de las competencias y tareas de los gestores deportivos desde enero de 2000 hasta enero de 2019. La búsqueda se realizó en EBSCO, B-on, Web Science y

Scopus utilizando las siguientes palabras clave: 'gerentes deportivos O directores deportivos O administradores deportivos', 'gestores deportivos Y calificaciones', 'gestores deportivos Y responsabilidades', 'gestores deportivos Y rasgos', 'gestores deportivos Y roles', 'gerentes deportivos Y competencias' y 'gerentes deportivos Y características' en artículos y disertaciones revisados por pares. Después de aplicar los criterios de inclusión, se seleccionaron 65 estudios. Los directores deportivos son predominantemente hombres de entre treinta y cuarenta años, con un título en educación física. El gestor deportivo debe tener competencias como liderazgo, integridad, conocimiento específico, asignación de recursos, delegación de autoridad, motivación de los empleados y pensamiento innovador para cumplir con las responsabilidades más importantes y que requieren más tiempo, como planificación / organización, coordinación / evaluación o información.

PALABRAS CLAVE

Gestor Deportivo; Perfil Funcional; Competencias; Tareas; Revisión

1. INTRODUCTION

Over the last decades, the sport management scientific area has been evolving. Several authors [e.g. Pires & Sarmento, 2001; Jones et al., 2008 and Mangra et al., 2015] pointed that this is a relatively recent area, noticeable in multiple aspects, like scientific research, the birth of specific associations and the openness of labor market to sport managers.

Sport management's field, like society, has been changing too. Each day it tends to be more globalized (Bilohur, 2018), borders between countries are fainter than they were, what, among other things, makes the labor market more competitive, since the candidates' pool to a certain job is much bigger than it was in the old days (IMF Research Department, 2006). This tendency is not new. In fact, Smith & Stewart (1999) had already highlighted the increased importance of the commercial side, what almost compels (assuming that organizations want to remain competitive in the market) to a growing of manager's professionalization (Rial, 2015). That increase of importance came accompanied with a complexification of the tasks, which provoked the development of renewed ideas and theories in the scope of sport management. This fact, joined with the growing of society's educational level (Roser & Ortiz-Ospina, 2018) lead to an increase of professionalization in many jobs, in which sport managers are also included (Shilbury & Ferkins, 2011). However, that increase is not enough. There are still many volunteer sport managers, who, obviously, aren't fully concentrated in their sport management tasks, because they need to have other jobs. Adding to that, many people working in this area don't have specific education what compromises their response to

the variety of problems faced by sport managers (Augusto, 2015; Jovanova-Simeva, 2015 and Juravich et al., 2017).

Indeed, entities with some relevance in the sport's panorama no longer fit with an amateur and little qualified management board. The level of exigency imposed by competitors, partners and other stakeholders doesn't allow that amateurism and forces sport managers to have knowledge about a wide range of areas related to management (Capinussú, 2005 and Chirila & Chirila, 2015). In order to address properly that growing exigency, nowadays, sport managers must have competencies that enable them to give an adequate answer to the challenges commonly faced. Those competencies should be gained or trained through specific education adapted to today's sport management demands by offering a global and international approach, since we are in a broader market (De Haan & Sherry, 2012 and Miragaia & Soares, 2017).

Joaquim et al. (2011) made a similar systematic review of the sport managers' literature (until 2011) and pointed out the constant mutation of this profession, with new features and competencies required each year. So, it seems to be useful to identify tendencies and the changes occurred in sport managers' job and, in a broader sense, in sport management.

Following that line, the main purpose of this study is to map the literature of sport manager's competencies and tasks from January of 2000 to January of 2019. For that, we chose to do a systematic review, since it will give us a very comprehensive view of the actual panorama of sport managers in today's world, what can be important, for example, for universities as it gives a basis for them to improve the quality and suitability of sport management education. It might facilitate the gaining of knowledge by putting together several studies about one subject as well as it creates a basis for future research (Hulland & Houston, 2020).

2. METHODS

2.1. Literature Search and Study Selection Process

The procedures for this review were informed by Petticrew and Roberts (2006)'s and Siddaway et al. (2019) guidelines. The stepwise approach used encompasses six key stages on a systematic review, which were followed in this research. Scoping is the first phase in which authors do a first approach to the review, establishing their research questions. In this case were defined the following research questions: (1) *Who are the sport managers? (2) What are the Sport manager's competencies? and (3) What are the Sport manager's tasks/responsibilities?* Afterwards, comes the planning of the entire review, along with the definition of keywords and inclusion criteria. Third

phase is identification (searching), characterized by the implementation of our systematic review by searching for literature in databases. Next stage is screening, that consists in import references to a citation manager in order to save them, find any duplicates and exclude articles that don't fit in the study. Then, it is necessary to read all the remaining articles to understand which are eligible to the study in a stage called eligibility. Last phase is the study quality verification; in which you should try to identify any bias that may affect the study.

In order to define which keywords were going to be used, we read some previous systematic reviews that intended to study the same thematic and some scientific articles, namely, the systematic review of Joaquim et al. (2011), in order to understand which words and research equations were usually used to explore the theme under review. Having made those readings, it was decided to use the following research equation: 'sport managers OR sport directors OR sport administrators', 'sport managers AND qualifications', 'sport managers AND responsibilities', 'sport managers AND traits', 'sport managers AND roles', 'sport managers AND competencies' and 'sport managers AND characteristics'.

Using those research equations, it was made a research on four databases: EBSCO, B-on, Web Science and Scopus. It was decided to search on this four because we considered they would retrieve a comprehensive sample, with articles from all over the academic world, which would serve as a basis to a good systematic review. Inclusion criteria were added: only peer-reviewed articles, both empirical and conceptual, with full-text in Portuguese, English and Spanish available, published between January of 2000 and January of 2019 in academic journals were accepted. Additionally, we also searched for dissertations using the mentioned keywords with the same criteria for time and language. Finally, using the mentioned criteria, we searched in the titles of articles for the chosen research equations. EBSCO retrieved 62 articles, Web Science retrieved 61, Scopus retrieved 104 and B-on retrieved 272. When we introduced all the 499 references on Endnote, it detected 83 duplicates that were immediately removed. Then, when reading the titles of those 499 articles, were detected and moved to trash 74 more duplicates. This means that from the initial search of 499, 342 weren't duplicates and, therefore, were the only ones whose abstracts were read to see if all of them were related specifically with the subject under study.

From that reading, we excluded 277 references because they were not related with the subject under study or weren't wrote in one of the accepted languages or weren't a scientific article or it wasn't possible to find the full-text, neither on databases, neither by doing a simple search using a search engine. Thus, 65 articles were left, being selected for full reading, analysis and interpretation of findings.

The process that led us to our final sample of 65 references is illustrated in Figure 1.
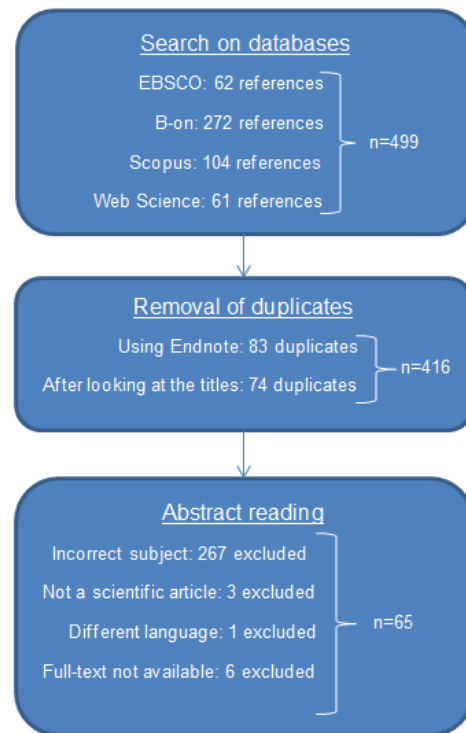
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┌─────────────────────────────────┐
│       Search on databases       │
│     EBSCO: 62 references         │
│     B-on: 272 references         │  n=499
│     Scopus: 104 references       │
│     Web Science: 61 references   │
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│       Removal of duplicates      │
│   Using Endnote: 83 duplicates   │  n=416
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┌─────────────────────────────────┐
│         Abstract reading         │
│  Incorrect subject: 267 excluded │
│ Not a scientific article:        │
│                    3 excluded    │  n=65
│  Different language: 1 excluded  │
│ Full-text not available:         │
│                    6 excluded    │
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Figure 1. Path to the final sample of literature used in our systematic review.

2.2. Analytical Framework

The 65 articles were examined through a thematic analysis (Braun and Clarke 2012) having as background the research questions. The thematic analysis process involved four steps: i) reading each article and noting the main conclusions; ii) assembling the numerous conclusions of each article in a Word document; iii) labelling the conclusions of each article with initial codes before grouping them into more generic topics; and iv) organizing the more generic topics into themes according to the research questions.

Firstly, in order to map the literature concerning the studies type and tools, from each study was extracted some basic descriptive information like author, year, country and data collection tools. Those parameters were chosen because they were also included in other similar systematic reviews, namely the ones included in our research (Joaquim et al., 2011 and Filho et al. 2013).

Secondly, the data from the studies was organized in three main themes: sport managers' demographic characteristics, sport managers' competencies and sport managers' tasks/responsibilities. The data related to demographic information was organized in a separated table and the information related to the competencies, characteristics of sport managers and to their

responsibilities and tasks was elaborated a synthesis table for each with an individual analysis of each research.

3. RESULTS

Firstly, general descriptive information comprising all the researches, such as data collection tools, the country where the study took place, the year of publication, the sample size and the methodologies used is presented.

Secondly, the results focused on the three identified themes: sport managers' demographic characteristics, sport managers' competencies and sport managers' tasks/responsibilities. In some cases, studies could be inserted in both of the two last themes and the decision of inclusion within a theme was based on its most fitting one, despite considering every conclusion of them in the analysis.

3.1. Descriptive overview

Concerning the type of research, the chosen sample is comprehended by 58 empirical studies and seven conceptual studies, two of which are systematic reviews. It is evident a supremacy of empirical studies over conceptual studies. It is also possible to detect an outlier by analyzing the language used. In 65 studies, three were written in Spanish, 12 in Portuguese and 50 in English.

As data collection tool the most used were questionnaires, used in 37 studies, and semi-structured interviews, with ten examples. Were also used interviews, structured and unstructured interviews, focus groups, concept mapping and document analysis. In seven cases were used two of the mentioned techniques.

The Graphic 1 presents information about the geographical area where studies took place. Brazil is leading, with ten studies, followed by the United States with two less and Romania, Iran, Lithuania, Spain, Turkey, South Africa, Portugal, UK, Taiwan, North Macedonia, Australia, Slovenia, Germany, Greece, Canada, Cuba and Cyprus that range from one to seven references.
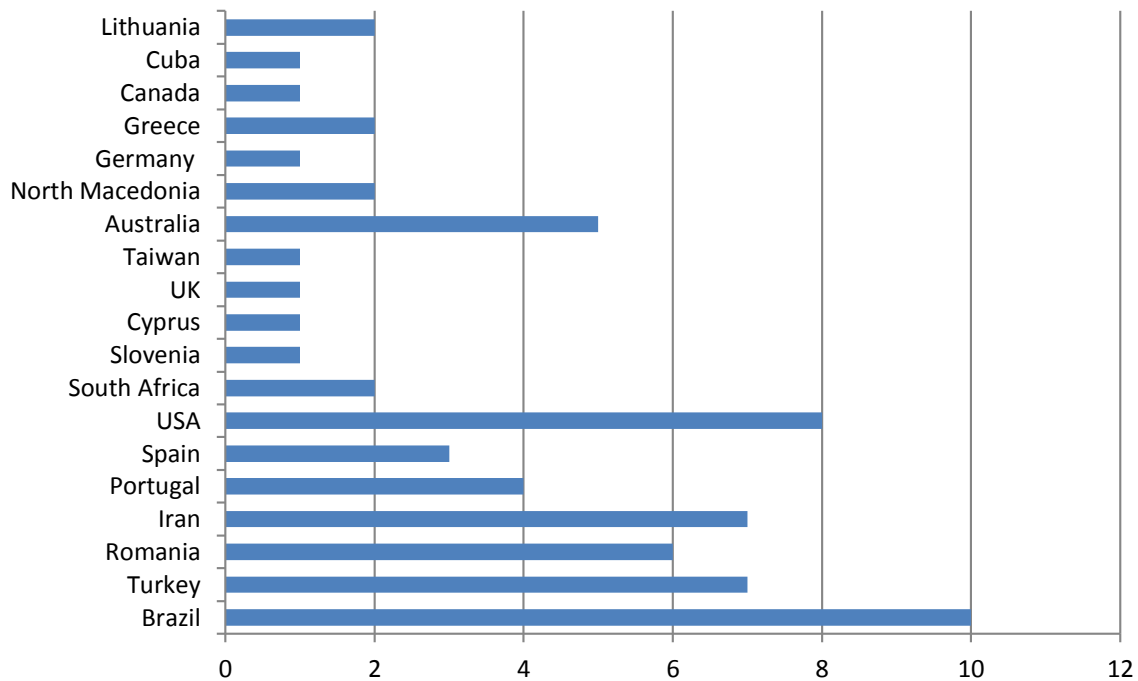
Graphic 1. Studies distribution per country

In terms of publication year, we observed a great homogeneity in the number of studies per year between 2001 and 2008 (two or three studies per year), then the number increased, on average. There are a few outliers, namely 2013, because of the abundance of studies (ten) and 2000, 2002, 2010 and 2019 because of the lack of studies (one or none). This inexistence in the latter is explained by the imposed chronological limit (January of 2019), therefore it is not possible to make a comparison with other years. This distribution is illustrated in the Graphic 2.
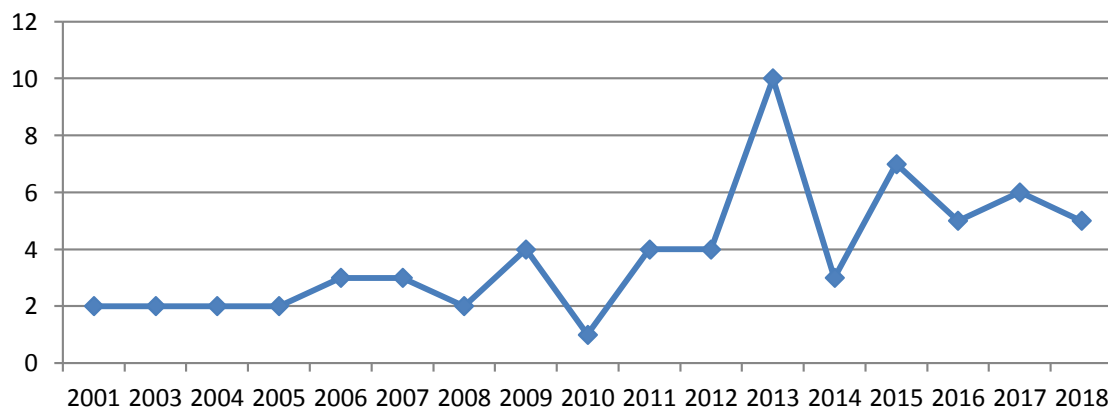
Graphic 2. Studies distribution for publication year

Finally, we looked at the samples used in the several researches and realized that the biggest had 978 elements, while the smallest had only three. Commonly, the participants were sport managers with that or other similar designations like sport administrators, sport directors or simply

managers. Others were constituted by more specific offices like high sport technicians, presidents, general managers or national performance directors. There were also some samples integrated by professionals that aren't managers, like coaches, physical education teachers, technical analysts or lecturers. Apart from this, one aspect that also stood out was the frequency of people that worked at a municipal level, what can be explained by their proximity and openness to participate in scientific studies.

3.2. Who are the Sport Managers?

One of the important insights given by researches is the demographic data of sport managers. Not every study specifies this data, but many of them did, what allows us to take some important conclusions about the profile of those professionals.

Beginning with age, it was possible to realize that sport managers tend to be in their thirties or forties (Barros & Lucas, 2001; Cuskelly & Boag, 2001; Tripolitsioti, 2005; Da Cunha Bastos et al., 2006; Millar & Stevens, 2012; Filho et al., 2013; Eksteen et al., 2013; Mello & Silva, 2013; Retar et al., 2013; Miranda et al., 2017 and Cárdenas et al., 2017). There was a study with younger sport managers (Naidoo et al., 2015), but only in terms of percentage of age bracket (26 to 35 years was the most represented), because on average the results were the same, and other two with lower averages (Mohammadi et al., 2016 and Ribeiro et al., 2018). Other studies were made with older people and they all had in common the fact of considering higher levels of the organizations, what certainly explains the higher ages (Ross & Schurger, 2007; DragoS & Cristea, 2016; Juravich, 2012; Balci & Erdeveciler, 2017 and Juravich et al., 2017).

Related to age, there's the experience time. As we could have seen, in general, sport managers have less than ten years of experience in their actual job or in similar ones (Cuskelly & Boag, 2001; Tripolitsioti, 2005; Ross & Schurger, 2007; Millar & Stevens, 2012; Juravich, 2012; Rasool & Zahra, 2015; Batista et al., 2016; Miranda et al., 2017; Juravich et al., 2017 and Ersoy et al., 2018).

In sport management, like in other areas of our society, men are still more represented than women. In all the researches with gender information, there were only two in which equality was registered or almost registered (Rasool & Zahra, 2015 and Millar & Stevens, 2012) and one sample, used in two studies, in which women were predominant (Mohammadi et al., 2016 and Mohammadi & Dehkordi, 2013), because in the others men were dominant, with at least 60% of the sample, reaching in some cases more than 80% (Barros & Lucas, 2001; Case & Branch, 2003; Whisenant & Pedersen, 2004; Da Cunha Bastos et al., 2006; Azevedo & Spessoto, 2009; Maria et al., 2010; Filho

et al., 2013; Eksteen et al., 2013; Mello & Silva, 2013; Naidoo et al., 2015; Batista et al., 2016; DragoS & Cristea, 2016; Miranda et al., 2017 and Ribeiro et al., 2018).

The selected studies that have information about the sport managers' academic background showed that almost all of them have a degree. However, the tendency is not to have specific academic education in sport management. It is also visible that many of sport managers have an undergraduate in different academic areas, some have a degree in physical education, few in management, and only one in law (Miranda et al., 2017 and Cárdenas et al., 2017). In Graphic 3, since the information was very different from study to study, we consider only the predominant academic education level of each study.
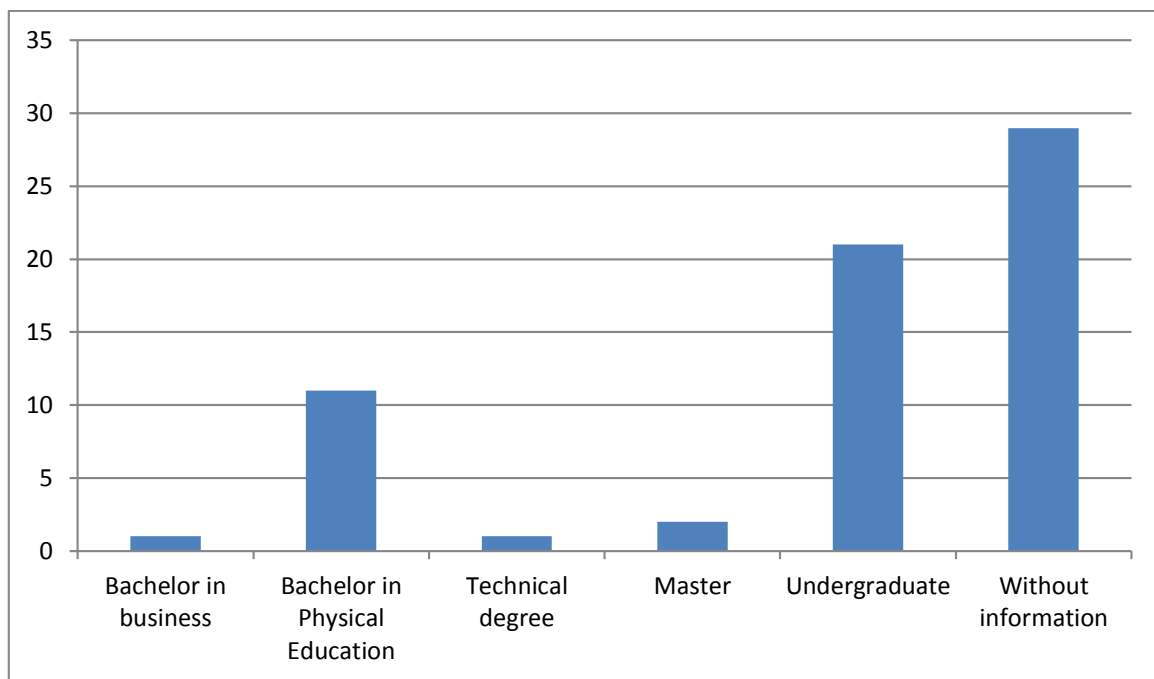
Graphic 3. Sport managers' academic background

3.3. Sport Manager's Competencies

Sport manager's competencies was one of the identified main themes, with 47 studies. Table 1 displays every study considered in this section.

<div align="center">Table 1. Sport Manager's Competencies</div>

Title	Author/Year/Context	Purpose/Sample	Data Collection Tools	Main Outcomes
Sports Managers and Subsidies	Barros, C., & Lucas, J. (2001) Portugal	Investigate the influence of sport clubs managers characteristics on the demand for public subsidies / 62 sport club managers (private sector).	Questionnaire	Sport club managers are, mostly, men with a college degree and 42 years old on average. When the number of members of a club is higher, the probability of receiving subsidies is also higher. Older administrators experience more difficulties to attract subsidies, such as those with less wealth.
Organisational Commitment as a Predictor of Committee Member Turnover among Volunteer Sport Administrators: Results of a Time-Lagged Study	Cuskelly, G., & Boag, A. (2001) Australia	Understand if organizational commitment helps to predict the turnover of volunteer sport administrators / 262 volunteer sport administrators (private sector).	Questionnaire	Sport administrators on this sample are mostly men in their forties with post-high school education. They have been, on average, for three years in their current position and have a past sport experience as players, coaches or officials. Organizational commitment is a predictor of turnover, despite not being a strong one.
A Study to Examine the Job Competencies of Sport Facility Managers	Case, R., & Branch, J. (2003) United States	Identify important competencies for sport facility directors as well as their demographic profile / 108 sport facility directors (private sector).	Questionnaire	Most important competencies for upper level sport facility directors are budgeting, setting priorities, delegation skills, planning and personnel evaluation. Most important competencies for first or entry level sport facility directors are safety and security needs assessment, risk management, computer applications and time management. Sport facility managers are mainly men, with around 45 years old, 15 years of experience and 7 years in the current job, graduated in a business related area, receiving between 50000 and 59000 US dollars.

Competencies of sport managers in German sport clubs and sport federations	Horch, H., & Schütte, N. (2003) Germany	Find which are the competencies needed by sport managers and which tasks they undertake / 199 paid sport managers (private sector).	Questionnaire	Sport managers have stable contracts, two-thirds of them held diplomas and many had specific training in business and a link to sport. The top rated tasks are organizing, seeking (monitoring), passing on information (disseminator), establishing outside contacts (liaison), lobbying for the organization (spokesperson) and problem solving (disturbance handler). The top rated competencies are public relations, personal management, basic knowledge about sports, financing and budgeting.
An Analysis of the Perceived Competencies of Recreational Sport Administrators	Barcelona, B., & Ross, C. (2004) United States	Determine the competencies needed to administrate recreational sport programs / 457 sport administrators (public and private sector).	Questionnaire	Sport administrators' needed competencies can be divided in four groups: sport programming, management techniques, theoretical perspectives and business administration. Administrators think sport programming and theoretical perspectives are more relevant, while teaching faculty of sports management give more importance to management techniques and business administration.
A Study on the Managerial Competencies of Sport Club Managers in Greece	Koustelios, A. (2005) Greece	Create an instrument to identify competencies needed by sport managers / 189 sport clubs managers (private sector).	Questionnaire	Four competencies are highlighted: marketing and communication, knowledge of sport, financial management and human resource management.
Profile of sport manager of socio-cultural and sport clubs from São Paulo/Brazil	Da Cunha Bastos, F., Barhum, R., Alves, M., Bastos, E., Mattar, M., Rezende, M., & Bellangero, D. (2006) Brazil	Characterize sport managers of Brazilian big clubs / 7 sport managers (private sector).	Questionnaire	Sport managers are men, married, ranging between 40 and 49 years old. They have specific education, were selected internally, and had a past related to some sport activity. Their job designation is, mainly, manager and they are full-time workers (44 hours per week on average).

Perceptions of Role Ambiguity by Chairpersons and Executive Directors in Queensland Sporting Organisations	Schulz, J., & Auld, C. (2006) Australia	Investigate the perceptions of role ambiguity and its relation with other variables / 78 chairpersons and executive directors (private sector).	Questionnaire	More organic organizations have less role ambiguity. Communication satisfaction and tenure tend to be higher when role ambiguity is lower.
Career Paths of Campus Recreational Sport Directors	Ross, C., & Schurger, T. (2007) United States	Study the profiles and career paths of campus recreational sport directors / 145 directors (public and private sector).	Questionnaire	Sport directors are mostly men in the 51-60 age brackets with a master degree. On average, they have been working as campus directors for 11 years and for 9 years in their current job. The main barriers faced in the career path are: low pay, low or declining budgets, gender bias (for women, especially) and lack of institutional support, respect, and recognition.
Adaptation peculiarities of the activities of sport managers in conditions of changes in market economy	Mikalauskas, R., & Švagždienė, B. (2007) Lithuania	Define adaptation features for sport managers to adapt to the economy changes (public and private sector).		Sport managers have some needs that lead to a higher efficiency (professional improvement, a fair salary, public recognition, interest in innovations and aspiration for high-quality work). Operative and vigorous sport managers are more prepared to adapt to economic changes.
Communicative competence of tourism and sport managers	Iždonaitė-Medžiunienė, I., Žalys, L., & Žaļien, I. (2008) Lithuania	Identify differences on the communicative competence between students from different years / 85 bachelor students and 38 master students.	Survey (questionnaire)	Last year students have a higher level of communicative competence when compared to students from the other years.
Retrospective characterization of the profile of football proleague sport managers, between the years 2003 and 2007	Azevêdo, P., & Spessoto, R.. (2009) Brazil	Examine the social and economic profile of sport managers from pro-league clubs / 19 presidents (private sector) .	Questionnaire and data analysis	Presidents are, mainly, married men, with university education, with a monthly income between US$1422.64 to above US$1778.31. Their age varies from 46 to 55 years old.

Board Directors and Conflict of Interest: A Study of a Sport League	Sherry, E., & Shilbury, D. (2009) Australia	Study the influences on directors that may impact on their conflict of interest management / Directors and CEOs from five Australian Football League (AFL) clubs and members of the AFL commission (private sector).	Unstructured interview	Main influences come from selection processes, education, experience, motivation and qualifications. Those may have a different impact depending on the organizations, individuals or sports.
Psychological differences in sports managers from Transylvania, Romania. An empirical study of gender differences	Maria, M., Elena, Z., & Iustin, L. (2010) Romania	Identify differences in the psychological traits according to the gender / 200 sport managers (public and private sector).	Questionnaire	Female sport managers are more emotionally instable, while men are characterised by monotony avoidance and the intense need for sensation seeking and new experiences.
Psychological profile of Romanian sports managers in an international comparative perspective	Maria, M., Iustin, L., Bogdan, T., & Cosmina, L. (2011) Romania	Search for differences between psychological characteristics of Romanian sports managers and people from Spain and Sweden / 200 sport managers (public and private sector).	Questionnaire (Karolinska Scales of Personality) with 135 items and 15 scales	Predominantly, sport managers shown positive psychological characteristics. They have higher values, in comparison, of social desirability, psychic anxiety, monotony avoidance, impulsiveness, inhibition of aggressiveness and guilt.
Systematic Review on the profile of competencies in sports managers	Joaquim, B., Batista, P., & Carvalho, M. (2011) Portugal	Deepen the knowledge about sport managers' competencies and tasks.		There is a high job designation variety in sport management. The most important competencies and responsibilities are planning, resources management, leadership, having specific knowledge and ethical behavior.
Management training and national sport organization managers: Examining the impact of training on individual and organizational performances	Millar, P., & Stevens, J. (2012) Canada	Examine the influence of human resource training on the performance of organizations and their managers / 22 managers and executive volunteers of national sport organizations (private sector).	Survey (questionnaire)	Participants are almost half men, half women, with an average of 42 years old, less than 5 years of experience in the current organization and the majority has a university degree. A training program increases the level of learning and the performance of individuals and organizations.

Examination of the goal orientation of prospective sports managers and trainers in terms of their levels of self-conception	Turksoy, A. (2012) Turkey	Study the relationship between physical self-concept and goal orientations in terms of gender and sportive rate / 359 prospective trainers and sports managers.	Questionnaire	Physical self-concept of licensed athletes and men is higher, while women have higher scores for task and ego orientation. When goal orientation increases, physical self-concept also increases.
Performance leadership and management in elite sport: Recommendations, advice and suggestions from national performance directors	Arnold, R., Fletcher, D., & Molyneux, L. (2012) United Kingdom	Find out some recommendations on how to improve performance leadership and management in elite sport / 13 national performance directors (private sector).	Semi-structured interview	Managers should take their time on establishing an approach, understanding roles, developing contextual awareness, enhancing personal skills and strengthening relationships. Passion, motivation, integrity, confidence, organization, conflict management and strategic and critical thinking are some skills valued in managers or leaders.
Examining General Managers in the North American Professional Sport Context: Upper Echelons and Logics of Action as Determinants of Performance	Juravich, M. (2012) USA	Examine the relationship between general managers (GM) of NBA MLB, NHL and NFL strategic decision making and organizational performance / 276 GM (private sector).	Descriptive data	On average, GM are 50 years old, had 6 years of experience in the current job, 10 in similar jobs and 4 of playing experience. GM tenure and age are related to organizational performance. Team player talent mediates the GM tenure – organizational performance relationship. There is a moderating effect of team composition (payroll) on the relationship between GM playing experience and team player talent, as well as a moderating effect of head coach tenure on the relationship between years of GM tenure, front office and playing experience and team player talent.
The relationship between job satisfaction and its aspects with the organizational commitment among the staffs of the youth and the sport department in Charmahal & Bakhtiari	Mohammadi, S., & Dehkordi, F. (2013) Iran	Understand the relationship between job satisfaction and organizational commitment / 150 staff members of an Youth and Sport Department (public sector).	Questionnaire	The studied sport managers are mainly female, with an associate degree and less than 30 years of age. When job satisfaction increases, organizational commitment also increases.

Profile Manager Brazilian Sports: Literature Review	Filho, M., Mulatinho, C., Fatta, G., Lima, W., Silva, T., & Rocha, V. (2013) Brazil	Deepen knowledge about Brazilian sport managers profile (public and private sector) .		Despite a recent increase of female sport managers, sport management is still dominated by men. Predominantly their age varies between 30 and 49 years, they have little experience and have a degree in physical education.
Decision making styles and professionalization of sports: experience of managers of the offices of youth and sports in Yazd province	Benar, N., Yeganeh Far, N., Fallah Mehrabadi, S., & Entezary Zarej, M. (2013) Iran	Study decision making styles of Youth and Sports Offices managers in the Yazd province / 39 managers and vice-managers of the Offices of Youth and Sport (public sector).	Questionnaire (Scott and Bruce with 25 questions)	Female managers use, preferably, spontaneous and then rational styles, while male managers prefer intuitive style. Avoidant style is the most significant among Yazd province managers.
Management competencies of sport club managers in the North- West Province, South Africa	Eksteen, E., Malan, D., & Lotriet, R. (2013) South Africa	Compare perceptions of coaches and sports club managers about competencies needed by the latter in order to make a competent work / 30 sports club managers and 30 coaches (private sector).	Questionnaire	Coaches think managers are not competent enough in their tasks. Sports managers are, generally, men, in the 35-44 age group with a university degree.
Sports gym manager's competences	Mello, J., & Silva, S. (2013) Brazil	Define a skills profile for sport managers who work in gyms / 12 gym managers (private sector).	Semi-structured interview	The majority of gym managers are men, with a degree in physical education, with, on average, 39 years of age and 11 of experience in management tasks. It was confirmed that competencies could be divided in three groups: knowledge, skills and attitudes. The most mentioned components of competence related to the first are people management and finances, to the second is leadership and to the third are client focus, management and seek for knowledge.
Study regarding the Ethics of the Managers from the Municipal Sports Clubs in Romania	Răzvan Barbu, M.. (2013) Romania	Determine the ethical level of sport managers from Romania and provide some ways to solve ethical dilemmas / 6 managers from municipal clubs (private sector).	Questionnaire	Results show a high level of ethical behavior among Romanian sport managers of municipal clubs. Issues like discrimination, doping and financial engineering aren't observed in the sample.

Key competences of Slovenian sport managers	Retar, I., Plevnik, M., & Kolar, E. (2013) Slovenia	Investigate which are the main general and specific competencies of sport managers/ 85 sport managers (public and private sector).	Interview	Sport managers are, mainly, middle-aged men (30 to 50 years). Most of them graduated. Competencies of cooperating with others, of utilising know-how and creating new ideas are the most valued general competencies. While, among specific competencies, the ones that stand out are developing a positive work environment, representing professional and moral authority and organizing work and delegating tasks.
Prioritizing managerial skills based on Katz's theory cast study: the managers of sports and youth in Mazandaran province	Seyedinejat, S., Razaghi, M. & Dousti, M. (2014) Iran	Rank sport managers competencies / 18 managers working in youth and sport offices (public sector).	Questionnaire and document analysis	Delegation of authority, resource allocation and methods and techniques are the preferred technical factors. Strategic and long term objectives, innovative methods and awareness of rules and regulations are the most important conceptual factors. Effective communication, influencing people and predicting future behavior are the most relevant human factors.
The Research of Qualifications of Sport Manager	Çiftçi, S., & Mirzeoğlu, N. (2014) Turkey	Determine the necessary qualifications for a sport manager / 20 sport managers and 20 students of sport management in the first step and then 8 more in a second phase.	Semi-structured interview and focus group	Strategy and strategic thinking, analyzing and efficient resource use coordination are the most referenced decision making qualifications, while honesty is the most referenced of the ones related to personal characteristics. Management knowledge and specialty content knowledge have more references among knowledge qualifications and caring the motivation of the employees among interpersonal relations qualifications.
Conflict management strategies of lecturers and administrators working in the Physical Training and Sports Academy (PTSA)	Sarpkaya, P. (2014) Turkey	Identify the most commonly used conflict management strategies / 3 administrators, 3 deputy administrators, 2 deputy man. – department head, 7 department heads and 28 lecturers (public sector).	Semi-structured interview	Normally, the first strategy used by lecturers in conflict situations is competition (usually through authority appealing), right before avoiding. On the other hand, administrators primarily use integrating and then compromising strategies.

The connection between top managers education and their successful sport clubs management	Jovanova-Simeva, V. (2015) North Macedonia	Study the education level of Macedonian top managers and the impact it can have on clubs success / 41 top managers of sport clubs (private sector).	Interview	The majority of top managers have a degree, but not in management. They think operational managers education is important, but then they employ uneducated ones. To be a successful club, four conditions should be accomplished: establish a mid-term strategy, gather a functional managerial team, get highly educated top managers and establish a good control system.
Knowledge management system for managers of Villa Clara Sport Center	Anoceto, A., Surita, Y., & Oms, A. (2015) Cuba	Create a knowledge management system / 23 Provincial Sport Sector managers (public sector).	Interview	Managers are not well prepared for knowledge management, despite understanding its importance. Most of the times, managers leave the organization without passing their knowledge to the ones that replace them. Knowledge management systems improve the quality of knowledge management.
Differences in conditions of employment between sport managers with and without a degree in physical activity and sport sciences	Barranco, D., Grimaldi-Puyana, M., Crovetto, M., Barbado, C., Boned, C., & Felipe, J. (2015) Spain	Analyze the differences in employment conditions between sport managers with and without a sports sciences degree / 268 sports centers managers (private sector).	Questionnaire	Sport managers who had a degree in sport sciences are younger and had less years of job experience when compared to the ones without that degree. Also, they work exclusively for their centers.
Good Governance and Management Practices: The Perspectives of Cyprus National Sport Federations Administrators	Kartakoullis, N., Karlis, G., Walker, T., & Locke, M. C. (2015) Cyprus	Analyze the perception of National Sports Federations managers about good governance and management and the challenges they face to implement it / 4 officials from four National Sports Federations (private sector).	Semi-structured interview	Despite thinking good governance is important, National Sport Federations administrators feel they don't have enough skills and competencies to implement it.

Perceived leadership styles of sport administrators and the relationship with organisational effectiveness	Naidoo, P., Coopoo, Y., & Surujlal, J. (2015) South Africa	Investigate which are the most used leadership styles and their relation with organizational effectiveness / 140 sport administrators and 300 coaches of Higher Education Institutions (public sector).	Questionnaire (Multifactor Leadership Questionnaire)	Most of sport administrators are between 26 and 35 years old, are men, working in their profession for 10 to 12 years. Transformational leadership style is the most applied by sport administrators, both male and female, according to them and coaches. There is a positive relation between transformational style and organizational effectiveness.
Structural Equation Modeling of Classification Managers Based on the Communication Skills and Cultural Intelligence in Sport Organizations	Rasool, N., & Zahra, S. (2015) Iran	Study cultural intelligence and communication skills of sport managers by developing a structural equation model / 207 provincial sport managers (private sector).	Questionnaire	The analyzed sport managers are almost half men, half women. Approximately half of them have a bachelor and 51% have less than 5 years of experience. Cultural intelligence is positively related with transformational leadership style. Managers have to improve their communication skills.
Investigation of the Emotional Intelligence and Metaprogram Levels of Sports Administrators	Turksoy, A., Yanci, H. B. A., & Güder, İ. (2015) Turkey	Determine levels of emotional intelligence and meta-programs (thinking models underlying the behaviors) of sport managers / 100 sport administrators working at the General Directorate of Sport and at the Provincial Directorate of Youth Services and Sports (public and private sector).	Questionnaire	Impulse control, reality testing and independence are the highest ranked sub- dimensions of emotional intelligence. Irregular, extrovert and approaching are the ones with the highest means among meta-program sub-dimensions. Men have higher scores in emotional intelligence sub-dimensions.
Relationship of organizational justice and organizational commitment of the staff in general directorate of youth and sports in Chahar Mahal Va Bakhtiari Province	Mohammadi, S., Yektayar, M., & Dehkordi, F. (2016) Iran	Understand the type of relation between organizational justice and organizational commitment / 150 managers and experts of the Department of Sports and Youth (public sector).	Questionnaire	The studied sport managers are mainly female, with an associate degree and less than 30 years of age. Organizational injustice causes lack of commitment and satisfaction.

The sports managers' skills: a case study in Novo Hamburgo	Sordi, J., & Theobald, R. (2017) Brazil	Search for development needs of sport managers / 10 sports companies owners (private sector).	Structured interviews and questionnaires	Sport managers need to improve / acquire financial, marketing and human resources skills. On the other hand, they already have good strategic planning skills and relationship marketing.
Some Sports Managers' Views about Values Education through Sports	Balci, V., & Erdeveciler, Ö. (2017) Turkey	Perceive the extent to which sports managers use sport as a means of transferring the right values / 41 presidents and vice-chairmen of amateur sport clubs (private sector).	Semi-structured interview	The age group of 55 to 64 years is the most represented among managers, with half of them having 35 or more years of experience. Managers describe themselves as hardworking, supportive and tolerant and consider tolerance, love, sharing, diligence, communication and dignity as their main values, despite having to improve the transfer of these values.
Profile of sports clubs manager in the city of Recife – Pernambuco - Brasil	Miranda, Y., de Queiroz Pedroso, C., Rodrigues Silva, V., Barros Filho, M., & Samico Rocha, V. (2017) Brazil	Draw a profile of sport managers from Recife / 6 sport managers (private sector).	Questionnaire	Sport managers are predominantly male, in the age group of 40 to 49 years, with bachelors in law, management or physical education and postgraduate degrees. Half of the sport managers have no more than five years in the office and are all former athletes.
Upper Echelons in Professional Sport: The Impact of NBA General Managers on Team Performance	Juravich, M., Salaga, S., & Babiak, K. (2017) USA	Study the relation between general managers characteristics, human resources hiring decision making and organizational performance / 82 NBA general managers (private sector).	Descriptive data	General managers have, on average, 50 years, a bachelor's degree, six years on their current job and five years as NBA players. The amount of player experience as a positive impact, until a certain point, on organizational performance. General managers with higher education levels tend to increase the organizational performance. Elite players also increase organizational performance.

Title	Author / Country	Objective / Sample	Instrument	Results
The Role of Management Skills in the Selection of Management Model by Sports Managers	Nazari, R. (2018) Iran	Investigate the influence of management skills in the selection of a management model / 199 sport managers (public and private sector).	Questionnaire	Management skills have an influence in the selection of the management model. Perceptual skills, which have the strongest effect, human skills, technical skills and political skills are the ones that affect the selection of the managerial model by sport managers.
Sports advisory services in public areas of the city of Rio de Janeiro: socioeconomic profile of managers and entrepreneurial opportunities	Ribeiro, C., Telles, S., Cavalcante, E., & Delgado, H. (2018) Brazil	Describe the socioeconomic profile of managers and map sports advisory services in public areas / 141 sport managers (private sector).	Questionnaire	Sport managers are mostly men with 37 years old, on average, and more than 10 years of training. The majority of them don't have a postgraduate degree. They work preferably in the night, during five days of the week.
The Relationship between the Serving Leadership and Ability of Managers with Organizational Trust of Sport Clubs Staffs in Erzurum	Burmaoglu, G. (2018) Turkey	Study if serving leadership style influences the organizational trust / 140 sport club managers (private sector).	Questionnaire	Serving leadership subscales have a positive influence on organizational trust. Therefore it was concluded that this type of leadership increases the employees trust in the organization.
The relationship between problem solving levels with decision making styles of sport managers (sports Istanbul sample)	Ersoy, A., Atasoy, T., & Pekel, A. (2018) Turkey	Study the relationship between problem solving skills and decision making styles adopted by sport managers / 141 senior and middle level sport managers (public sector).	Questionnaire	All sport managers have a degree, 55% have between 6 and 11 years of professional experience and between 11 and 15 years of sport experience. Decision making styles of sport managers and their problem solving skills are at a good level. There is a moderate relationship between decision making styles and problem solving skills.
The importance of the manager's qualities in developing the sports organization	Neferu, F. (2018) Romania	Understand which are the main qualities and characteristics that sport managers should have.		The skills, character and temperament of sport managers influence their performance.

Despite being a recent area, sport management is very specific and has its own set of needed competencies to succeed. However, perhaps because of being recent, people working in it still have a lack of competencies and knowledge that would better qualify them to work as sport managers (Anoceto et al., 2015; Kartakoullis et al., 2015; Barra et al., 2016; and Cárdenas et al., 2017). This absence of competencies is also originated by the fact that many of those are not professional, but volunteer instead (Agnew & Pill, 2016). Thus, it's no surprise that Rasool and Zahra (2015) had pointed out the need for sport managers to improve their communication skills, which are better in last year students (Iždonaitė-Medžiunienė et al., 2008), that Sordi & Theobald (2017) highlighted the need to improve financial, marketing and human resources skills and that Eksteen et al. (2013), after hearing other professionals, in this case coaches, concluded that they think sport managers are not competent enough in their tasks.

It's clear that professionalization increases staff costs, but it can be compensated by an increased organizational performance. Esteve et al. (2011) realized that when the board of directors spends more time managing the club, which is facilitated by professionalization, it attracts more financial resources. According to Barros & Lucas (2001) clubs with younger administrators and more members are able to attract more subsidies.

Therefore, it is important to understand which the main competencies sport managers must have are. Several authors divide those in categories and then identify which are the major of each group. Retar et al. (2013) opted for a division in general and specific competencies, Seyedinejat et al. (2014) in technical, conceptual and human factors and Çiftçi & Mirzeoğlu (2014) in personal characteristics, knowledge, interpersonal relation and decision making competencies. Barcelona & Ross (2004) divided them in sport programming, management techniques, theoretical perspectives and business administration and Mello & Silva (2013) in knowledge related, skills related and attitudes related.

The latter highlighted leadership in the skills-related competencies, what is in line with other authors [e.g. Joaquim et al., 2011; Naidoo et al., 2015 and Burmaoglu, 2018] that also attributed great importance to leadership. Naidoo et al. (2015) concluded that the transformational leadership style was the most used among sport administrators and, inclusively, it has a positive impact on organizational effectiveness. Burmaoglu (2018) studied how a serving leadership, characterized by attitudes of serving others and not the usual of being served, can improve organizational trust of employees, concluding that adopting this style increases it. More important than the type of division made by some authors, are the competencies considered crucial. One of them is integrity (Joaquim et al., 2011; Arnold et al., 2012; Çiftçi & Mirzeoğlu, 2014 and Retar et al., 2013). This is very

important to raise the level of sport in general. And it has to be pointed, that having those moral standards is much more than just being aware of rules and regulations, what Seyedinejat et al. (2014) considered as a competence to have.

Despite of its importance, is obvious that being honest is not enough to be competent, it is also necessary to have specific knowledge of the area (Horch & Schutte, 2003; Koustelios, 2005; Joaquim et al., 2011; Çiftçi & Mirzeoğlu, 2014 and Retar et al., 2013). One of those important knowledges, that can be also considered a competence, is resource allocation, indicated by Joaquim et al. (2011), Çiftçi & Mirzeoğlu (2014) and Retar et al. (2013) as very relevant. Delegation of authority is other operational competence deemed as important (Case & Branch, 2003; Retar et al., 2013 and Seyedinejat et al., 2014) and besides being, in some extent, related to resources allocation, it is also related with the motivation of employees, which is also considered nuclear in a good sport manager (Çiftçi & Mirzeoğlu, 2014 and Arnold et al., 2012) and can be included in a broader group of important competencies denominated human resources management referred by Horch & Schutte (2003) and Koustelios (2005). When sport managers are not satisfied in their job, their organizational commitment decreases (Mohammadi & Dehkordi, 2013), what is a predictor of turnover (Cuskelly & Boag, 2001).

Along with those competencies, the capability of having strategic thinking is also mentioned (Arnold et al., 2012; Seyedinejat et al., 2014 and Çiftçi & Mirzeoğlu, 2014) and refers to designing an action plan to achieve a certain goal in the future. This is not an easy thing to do, only the best sport managers can foresee what is going to happen, preparing themselves and their organization for what is coming, potentially creating a competitive advantage. This can also be created by applying innovative methods, which is a very valued competence (Retar et al., 2013 and Seyedinejat et al., 2014).

3.4. Sport Manager's Tasks/Responsibilities

Approximately, one third focused their studies on sport managers' tasks and responsibilities (18 studies), this is, what they do in order to fulfill their professional duties in a satisfactory way (table 2).

Table 2. Sport Manager's Tasks/Responsibilities

Title	Author/Year/Context	Purpose/Sample	Data Collection Tools	Main Outcomes
Traditional Managerial Activities and Interscholastic Athletic Directors: Examining the Differences, Similarities, and Connections between Engagement, Gender, and Success of High School Sports Administrators	Whisenant, W., & Pedersen, P. (2004) United States	Understand how much time athletic directors spend in specific managerial activities / 334 interscholastic athletic directors (public sector).	Questionnaire	It was concluded that athletic directors spend more time in traditional managerial activities like planning and coordinating program activities, decision making and monitoring activities. In second comes human resources management and then there is communications management and networking. Differences between genders are not significant.
The profile of the directors of health & fitness clubs for municipal youth & sport organizations (MYSO): preliminary results	Tripolitsioti, A. (2005) Greece	Examine the demographic profile of sport directors and the time they spent in each task / 18 directors of health & fitness clubs (public sector).	Structured interview and questionnaire	Directors are, mainly, men in their forties, with almost 10 years of experience for men and around 6 for women. The most time consuming tasks are managerial activities for the figurehead, stuffing, leadership, coordination and evaluation.
Student Employees and Recreational Sports Administrators: A Comparison of Perceptions	Miller, G., & Grayson, T. (2006) United States	Study the perceived differences in the tasks and responsibilities of student employees / 85 student employees and recreational sports administrators (public and private sector).	Concept mapping	Tasks / competencies related to customer service, safety and emotional competencies are the most important and have a close relationship between them. Tasks / competencies related to customer service, routine tasks and emotional competencies are the most performed.
Conceptual paper: An exploration of time and its management for sport event managers	Emery, P., & Radu, A. (2007) Australia	Understand how a sport events manager manages his time.		Sport events managers' activities during an event can be divided into four groups: match day programme, management functions/activities, communications and other activities. They spend more time with communication activities, like talking on the phone or verbally speaking to seek/disseminate information. In the second place is management functions / activities, like supervising/watching the game or solving problems.
The role of the sports	Nanu, M. (2008)	Acknowledge what a modern		Sports managers have to create conditions for an

manager in the professional activity	Romania	sport manager needs to succeed.		efficient use of resources. For that they need to plan everything. Leadership is very important for every manager. More sport management studies are needed to create conditions to form sport managers prepared to face their tasks.
The role of the manager in the sport activities	Vesna, J. (2009) North Macedonia			Sport managers should have theoretical knowledge of sport. Their tasks are planning, organizing, managing and controlling.
Examining Fairness Perceptions of Financial Resource Allocations in U.S. Olympic Sport	Dittmore, S., Mahony, D., Andrew, D., & Hums, M. (2009) United States	Analyze the perceptions of fairness in the distribution of financial resources / 37 executive directors and presidents of the 39 National Governing Bodies (NGB) (public sector).	Survey (questionnaire)	According to NGB administrators the fairest way to distribute resources is considering the amount of money needed to be competitive (specially, the ones from smaller NGB's), while considering the medals won is the most likely to be used. In what concerns to television programming, there are differences between most successful and unsuccessful NGB's. The latter prefers equality of treatment in this point.
Empirical Evidence of Stakeholder Management in Sports Clubs: The Impact of the Board of Directors	Esteve, M., Di Lorenzo, F., Inglés, E., & Puig, N. (2011) Spain	Study how the management of stakeholders impacts their contributions for non-profit sports organizations / 978 sport managers (private sector).	Interview	Contributions from stakeholders are bigger when the relationship with a sports club is better. When the board of directors spends more time in managing their club, it tends to have more financial resources.
Time management of sport managers in fitness centers	Fernández, J., Fernández Gavira, J., & Lago Hidalgo, J. (2011) Spain	Realize how much time is spent by directors in each of their tasks, according to their experience and to the size and number of members of the center / 37 sport directors or coordinators of private fitness centers (private sector).	Questionnaire	In bigger centers, directors spend more time on administrative and human resources management and meetings. More experienced directors spend more time in meetings and technical tasks. More members means more time spent in marketing, administrative and human resources management, meetings and planning of new services.

The functional profile of competencies of Sports Managers Case study of the High Sport Technicians in Viseu	Carvalho, M. (2013) Portugal	Establish a competencies profile of High Sport Technicians (HST) who work in local entities / 50 HST in the extensive stage and 10 of them in the intensive one (public and private sector).	Questionnaire and structured interview	HST give greater importance to teaching and planning / organization roles. Teaching and information are the roles in which they spend more time. Their perception of competence is based in a personalist perspective.
Constructing Taipei City Sports Centre Performance Evaluation Model with Fuzzy MCDM Approach Based on Views of Managers	Chen-Yang, W., Pei-Hsuan, T., & Hu, Z. (2013) Taiwan	Create an evaluation model for Taipei sports centers / 12 academic and professional sports management experts (private sector).	Interview	When evaluating sports centers' performance, service prices, site conditions and operations management are the most important factors. Special discounts, professional facilities, membership benefits, safety maintenance, and transport facilities are the most relevant evaluation indices.
Sports and marketing in High Education institution: the case of managers participating in University Olympics	Mandarino, J., Figueiredo da Silva, C., Capinussú, J., & de Vasconcellos Ribeiro, C. (2013) Brazil	Analyze the profile of sport managers of higher education private institutions (IHE) that participate in College Olympic Games between 2005 and 2009 / 5 sport managers of IHE that participate in College Olympic Games (private sector).	Questionnaire and semi-structured interview	Some IHE sport managers have a degree in physical education and others in management. Their main role is, through sport events, spread the brand of their IHE and their job designation varies from director to manager or coordinator.
"I Think It's Going To Save Lives" Sport Administrator Perspectives on Youth Development Through Sport	Agnew, D., & Pill, S. (2016) Australia	Investigate the value, effectiveness and applicability of sport development programs for youth / 3 sport clubs administrators (private sector).	Semi-structured interview	Youth development programs aren´t worthless. They can make a positive change on behaviors, not only of young people, but also of adults. Since many of the clubs are mainly composed of volunteers, more support by authorities and other organizations is required.
Public sports policy: A formative experience for sports administrators based on the logical framework approach	Barra, A., Silva, S., & Vitorino, M. (2016) Brazil	Analyze the use of the Logical Framework Approach in the implementation of public sports policies / 1 Municipal Secretary of Sports, 2 department heads, 1 sports coordinator and 3 physical education teachers (public	Semi-structured interview	The Logical Framework Approach is useful to plan, monitor and evaluate public policies. Municipal sports administrators are not well prepared to implement effective and structured public policies due to their academic education and experience in the job.

		sector).		
Sport manager competences perceptions according to the professional experience	Batista, P., Joaquim, B., & Carvalho, M. (2016) Portugal	Ascertain if there is any relation between professional experience and the perceptions of time spent in each task and the value municipal sports managers attribute to their roles / 50 high sport technicians (public and private sector).	Questionnaire	High sport technicians are, mostly, men, between 26 and 53 years old (32 years on average) with a degree on physical education and an average of 6 years of experience. Tasks related to teaching, planning/organization and coordination/evaluation are the most important, while those related to teaching, information and coordination/evaluation take more time from managers. Experience has only greater bigger influence on the perception of importance and time spent of the teaching dimension. More experienced managers are the ones that give less importance and spend less time in it. On the other side are managers with 5-9 years of experience. The dimension planning/organization is the only one in which time spent and perceived importance don't coincide.
Research regarding the managers' behavior towards employees within sports organizations	DragoS, P., & Cristea, D. (2016) Romania	Understand how actions related to human resources management influence their motivation and performance / 51 sport managers and 127 employees (private sector).	Questionnaire	Most managers are men, have a bachelor's degree and are between 46 and 55 years old. Most managers consider their employees to be specialists needed for an efficient activity. Employees also think they are treated that way. As far as employee training is concerned, 59% of managers consider it as a necessary investment, while half of the employees view it as a way of progress for organization. The vast majority of managers and employees agree that the most used method of relation is collaboration.
Studying the Relationship between Sports Directors Familiarity with Sports Rights Concepts and Risk Management Behaviors	Cheraghi, S., & Veisi, K. (2017) Iran	Investigate the type of relationship between sports directors familiarity with sports rights concepts and risk management behaviors / 150	Questionnaire	When sport director's familiarity with sports rights concepts increases, risk management also increases. There is the same relation between sport director's familiarity with sports rights concepts and applied medical problems, applied transportation and applied

		sport directors (private sector)		safety and facilities.
Difficulties and challenges of professional action of sport managers	Cárdenas, A., Guisi Feuerschütte, S., da Rosa Wernke, P., & de Almeida Pimenta, R. (2017) Brazil	Find out which are the main challenges faced by sport managers / 3 sport managers, 1 technical analyst, 1 owner, 3 presidents, 1 promotor and 1 executive director (public and private sector)	Semi-structured interview	More than half of the sport managers have academic education in physical education, while other represented areas are law and administration. On average they are 41 years old. The main difficulties faced by sport managers are: absence of experience, lack of some specific knowledge, accumulation of tasks, relationship with stakeholders and the struggle to find financial and qualified human resources.

Whisenant & Pedersen (2004) and Tripolitsioti (2005) mentioned coordination as one of the most important tasks. The first ones also highlighted planning and monitoring, like Vesna (2009) and decision making in the first row and then networking and communication, which was also chosen by Emery & Radu (2007). This authors and Horch & Schutte (2003) added problem solving and supervising as tasks to take in consideration.

In two Portuguese studies about municipal organizations the conclusions were similar. Both Carvalho (2013) and Batista et al. (2016) concluded that teaching and planning/organization roles, with the first adding coordination/evaluation, were the most important for high sport technicians. In terms of time spent, those researchers found that teaching, information and coordination/evaluation were the most time consuming tasks. Those findings are according to the aforementioned about importance, because, in general, the tasks coincide, this is, in sport managers' perception they spend more time in the most important tasks, namely, teaching and coordination/evaluation. The only exception, still according to the same authors, is planning/organization, in which they don't spend much time, despite considering it important.

Furthermore, Batista et al. (2016) and Fernández et al. (2011) investigated if there was any influence of professional experience in time spent in tasks and both concluded there was. The first realized that older managers spend least time in teaching roles and the latter that more experienced sports managers are more occupied with meetings and technical tasks. Moreover, it was concluded that organization's size and number of members influenced the time spent in each task. More members require more marketing, administrative and human resources

management, meetings and technical tasks, while bigger organizations require more time spent on administrative and human resources management and meetings.

Miller & Grayson (2006) opted for a different approach. They did not indicate specific tasks, but the areas to which they were related. They studied recreational sport administrators and concluded that customer service and safety were two of the most important and customer service and routine tasks two of the most performed.

Other studies (Chen-Yang et al., 2013; Balci and Erdeveciler, 2017 and Agnew & Pill, 2016), even though related somehow with sport managers' responsibilities, defined slightly different objectives. They opted to analyze a very specific task. Were the cases of the researches of Dittmore et al. (2009), who studied the distribution of financial resources to National Governing Bodies, of Chen-Yang et al. (2013), which aimed to create an evaluation model for sport centers, giving insights about what is most valuable for sport managers or Balci and Erdeveciler (2017) who tried to understand if managers use sport to transfer important life values, what gains special importance when we realize having moral and ethical standards is indicated as an important competence. Agnew and Pill (2016) also concluded that sport can be used as a vehicle of positive transformation in the behaviors.

Whether it is in the long term or in the short term, every task has an organizational goal in mind. It could be simply related with sport performance or, for example, spreading the brand of institutions (Mandarino et al., 2013). Like other professionals, sport managers face many difficulties in their job, like the relationship with stakeholders and the struggle to find financial resources (Cárdenas et al., 2017), which can be diminished, respectively, when they are well treated by clubs and sport managers spend more time managing the club (Esteve et al., 2011). Other barriers are low pay, low or declining budgets, gender bias (for women, especially) and lack of institutional support, respect, and recognition (Ross & Schurger, 2007).

4. DISCUSSION

It was observed that the studies were geographically dispersed, which, in fact, highlights the universal interest in sport management. Almost all of them were empirical studies with a predominance of the questionnaire as instrument for collecting data. One possible explanation for the greater use of questionnaires is their application easiness, giving the fact that those don't require the physical presence of the respondents. Also, normally, they are easy to answer, what may increase the predisposition of people to participate.

Considering the language in which these studies were written, we realized there is a dominancy of English and that Portuguese comes in second. The first is one of the most spoken languages and is

considered universal (Mélitz, 2007), not to mention that is often an inclusion criterion in scientific journals and magazines, so this overrepresentation is no surprise. However, the number of studies published in Portuguese is also worth of being mentioned, not only for being an historical language, since it has many centuries of existence and is one of the most spoken languages in the world, but also because it continues to have a good representation in scientific papers, mainly due to the growing interest of Brazilian authors in sport management.

The predominance of the English is due to its universality and because it is most of the time mandatory, what can prejudice non-natives of English speaking countries, since many of them are not familiar with the language (Huang, 2010).

To understand where scientific production has flourished more in recent years, we counted the number of appearances in terms of where the analysis took place. From that ranking it is worth of highlight the apparent greater interest of Brazilian authors (Brazil is the country with more studies) in sport management, and more specifically, in the competencies, characteristics and tasks of sport managers. As Filho et al. (2013), Barra et al. (2016), Sordi & Theobald (2017), Cárdenas et al. (2017) and Miranda et al. (2017) refer in their works, sport management in Brazil is still in need of professionalization and adequate academic education, thus this current interest can perhaps be explained by the will to change and improve performance in sport organizations. To create efficient and professional sport managers you need to teach and train them well, but before you must know in-depth what competencies they need and which tasks they are going to do.

Other important aspect of the list of countries where researches happened, is the appearance of at least one country of every continent, what is not only a proof of the worldwide interest in sport management, but also something that strengthens our work and makes it more universal and inclusive.

In terms of demographic data, it was concluded that sport managers are, predominantly, men in their thirties and forties. Especially today, when the debate about gender inequalities is more intense, it is necessary to enhance the data about gender representation. Despite the growing of women's participation (Filho et al., 2013), sport management still has a long way to go in terms of gender equality, because inequality cannot be explained solely by a smaller interest of women in sport. If we look only to top positions, we can also realize that women are underrepresented in sport related organizations (Sonia & Vasilica, 2019). There are some differences in general between the two genders. Women are more emotionally instable and men tend to avoid more monotony and seek new experiences (Maria et al., 2010). Women are better in task and ego orientation and the physical self-concept of men is higher (Turksoy, 2012). These don't seem to be differences that justify the

overrepresentation of men, since they don´t show that one is more competent than the other but rather that they are, in general, different.

Sport managers have, on average, less than ten years of experience. This is consistent with the data related to age since we observed people working in sport management tend to be young. The study of Balci & Erdeveciler (2017) in which higher values for age were observed (55 to 64 years), also had the higher values for years of experience (majority had more than 35 years of experience), what is logical.

Most of the studies aimed to identify the main competencies and tasks of sport managers and, with that intention in mind, they, mainly, used samples composed by sport managers, defined in that way. Others integrated people working in sport management but with different job designations (directors, administrators, coordinators and others), even though their functions are similar, what is consistent with literature. Like was pointed out by Mandarino et al. (2013) and Joaquim et al. (2011) that variation in job designation happens in sport management. The inexistence of a well-established designation could be a sign of the youth of sport management.

But that variation isn't the biggest problem. A bigger one is the lack of professionalization in the area (Agnew & Pill, 2016). Many sport organizations are still governed by volunteers, what is not very productive, since they can't be completely focused in improving their institution's productivity. Sometimes, this volunteerism is added to an absence of specific education.

In fact, the dominant academic education among sport managers is a degree in physical education (Filho et al., 2013; Mello & Silva, 2013; Batista et al., 2016 and Cárdenas et al., 2017). While it is a positive sign that sport managers have higher education, it is not that positive the fact of most of them not having specific education in management and, ideally, in sport management. It is important that professionals working in sport management start to have specific and complete academic education, since it will, certainly, improve their performance, as well as the organization's efficiency and efficacy (Jovanova-Simeva, 2015 and Juravich et al., 2017) and, ultimately, the social importance of sport in society.

The most substantial competencies for people working in that area, according to the studies, are, firstly, and in common with all scientific areas, integrity. A good sport manager has to follow certain moral rules (Arnold et al., 2012; Răzvan Barbu, 2013 and Retar et al., 2013), in order to be followed and appreciated by his counterparts, either they are employees or external professionals. Then, of course, specific knowledge is required and it can only be acquired through specific education (Mirzeoğlu, 2014 and Retar et al., 2013). That would also, certainly, help improving other

important skills like resource allocation, authority delegation, employees' motivation, human resources management and leadership.

Indeed, a successful manager must be able to allocate in an efficient way all types of resources (human, physical and financial) to pursue pre-established organizational objectives. It is impossible to achieve them alone, therefore sport managers have to delegate some tasks (Seyedinejat et al., 2014), what will also contribute to the performance of employees, since people feel more empowered and motivated when their hierarchical superiors trust in their capacities, and aren't afraid to give them some authority and important tasks (Swank & Bauke, 2007). And that's what describes a good leader, this is, someone capable of maintaining others motivated and taking the best out of them (Shultz, 2003 and Cruz, 2017).

Last, but equally important, high level sport managers need to be capable of thinking outside the box, of foreseeing, in order to define strategies and apply creative methods, which enable organizations to gain competitive advantages. In an, each day, more competitive world, being the leader, this is, being the one with the most innovative technology or idea, assumes a greater relevance (Negulescu, 2019).

Sport managers need the aforementioned competencies in order to perform their tasks/responsibilities in a satisfactory way. Some researchers [e.g. Batista et al. (2016), Carvalho (2013) and García Fernández et al. (2011)] identified which are those tasks. Planning/organization, coordination/evaluation, decision making, communication, problem solving and teaching were the most referenced. If the first six are tasks commonly attributed to sport managers, it is not possible to say the same about teaching, which was mentioned in the studies about high sport technicians. That could not be generalized for all the professional area, since many of the high sport technicians studied physical education and because there aren't enough personnel to allow specialization, these specific sport managers have to complete their managerial tasks with giving classes.

About planning, we can say it is a pivotal task. It is estimated that 80% of sport managers' activity can be planned (Nanu, 2008). Indeed, managers can't afford to try to achieve a desired target without planning. The chances of making mistakes are too high. It is right that planning does not eliminate that risk, but, with high certainty, it makes it decrease (Avgerinou, 2017). Other process that can contribute to lowering the risk is evaluation throughout the implementation of the plan. Sometimes some external or internal features change and organizations have to adapt to them, if they want to completely achieve what they have planned (Soriano, 2010). Since it would be a great risk to define a goal and then just look at the results at the end, sport managers have to coordinate/evaluate

during the implementation of the plan (Barr & Hums, 2014), in order to understand if everything is going like planned or if some adjustments have to be done.

On a daily basis sport managers need to take many decisions, in fact, taking decisions that will impact an organization in some way is one of the most important aspects of management (Spicer & Sadler-Smith, 2005). Many of those are taken in order to solve the problems that arise and even if they are taken by an individual, they are based or will affect other people, thus communication assumes great importance in management (Rasool & Zahra, 2015), not only for the inside but also the outside stakeholders.

Considering the time spent in each task, it was concluded that information and coordination/evaluation were the first placed and, additionally, that the time spent in each task varies with professional experience, what is normal, since, in every organization, more experienced people tend to be in higher levels, therefore the nature of their functions varies. Planning/organization was not mentioned by Batista et al. (2016) as one of the most time consuming, what can be alarming, because it could mean sport managers are not spending enough time planning, despite acknowledging its importance. Whisenant & Pedersen (2004) had a different result, since they found planning was one of the most time consuming tasks.

Time spent in each task also varies with the size or the organization and with its public, which is also logical, because different organization's sizes or public require a different response from sport managers, what, obviously, causes a fluctuation on time spent on each specific task (Batista et al., 2016 and Fernández et al. 2011).

When compared with the systematic reviews of Joaquim et al. (2011) and Filho et al. (2013), this one is similar in some aspects, but also has some discrepancies. In all of them the questionnaire was the main collection tool, sport managers, defined in that way, were dominant in the samples and Filho et al. (2013) were the only that did not found a high job designation variety in sport management. Also, in the competencies and responsibilities domain, some similarities were found, namely, the highlight as the most relevant of planning, resources management, leadership, specific knowledge and ethical behavior. The main difference was the provenience of the studies. While on the study of Joaquim et al. (2011) the lead was occupied by Canada and USA, with zero representatives of Africa, in ours that place was occupied by Brazil, with all continents represented. Filho et al. (2013) included only studies from Brazil and only analyzed the demographic profile of sport managers and not their competencies and tasks.

5. CONCLUSION

The main purpose of this literature review is to map the literature from January of 2000 to January of 2019, related with sport managers' competencies and tasks, in order to highlight the profile of these professionals.

Summing up, the current sport managers are, usually, in their thirties or forties, with an experience of less than ten years. They lack specific education in sport management, which is an aspect to improve in the future, along with more professionalization, since many of them are still working as volunteers. It was also noted a discrepancy in terms of gender. There are much more men than women working in sport management.

Looking to the studies type, the empirical one dominated, questionnaires took the lead in the collection tools, English in the writing language, Brazil in the place where the studies were carried and sport managers in the subjects of study. In respect with the latter, it was concluded that there isn't a common job designation for similar functions in sport management.

In terms of competencies or characteristics to have, we acknowledged that leadership, integrity, allocation of resources, delegation of authority, motivation of employees, human resources management, having specific knowledge and creative thinking are the most relevant. Those are used while performing tasks like decision-making, problem solving, communication, planning or evaluating that are considered the most important.

Hereafter, more studies incorporating other people's opinions, namely coaches, players or other employees, would add valuable information regarding sport managers' competencies and tasks and would improve sport management literature, in the sense, that they can give other perspectives. Due to the gap between competencies-related and tasks-related studies, it would be interesting to increment the amount of the latter.

It is necessary that investigation about the theme keeps flourishing in order to provide universities and other education institutions a greater basis to create appropriate courses, which will, ultimately, capacitate in a better way sport managers.

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AUTHOR CONTRIBUTIONS

All authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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