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THE CHANGING FACE OF
SPORT MANAGEMENT

A Study of a Provincial Rugby Union facing Professionalization and Corporatization

A thesis presented in partial fulfilment of the requirements for the degree of Master of Business Studies in Sport Management and Coaching.

Christopher (Kit) David McConnell
1996
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Abstract

Sport is an integral part of New Zealand society. Dominating the sportscape of New Zealand is the national game of rugby, which in the past decade has been subjected to a variety of forces of change.

The purpose of this research was to examine the management of New Zealand rugby at the elite provincial level. This was done in order to determine the profile of people involved and the manner in which elite provincial rugby unions have been affected by the two most prominent change forces, professionalization and corporatization. The historical forces shaping rugby management, particularly the ethos of amateurism and the counterforce of professionalism, were examined.

Within the case study method, the qualitative research tool of the interview was the main data collection tool, with a range of rugby managers providing data to the research. In addition qualitative data was provided by the completion of questionnaires.

The research concluded that forces of change have had significant affects on governance and management structures of provincial rugby unions, and changed the roles and profiles of managers involved in these structures.
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<td>AGM</td>
<td>Annual General Meeting</td>
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<tr>
<td>All Blacks</td>
<td>The national representative rugby team of New Zealand</td>
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<td>BMB</td>
<td>Boys Management Board</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CoD</td>
<td>Council of Delegates, the governance structure of club rugby in the subject union</td>
</tr>
<tr>
<td>IPC</td>
<td>International Provincial Competition, proposed for 1996 involving South Africa, Australia and New Zealand which was later to be named the Super-12</td>
</tr>
<tr>
<td>IRB</td>
<td>International Rugby Board, the international governing body of rugby</td>
</tr>
<tr>
<td>JMB</td>
<td>Junior Management Board</td>
</tr>
<tr>
<td>NPC</td>
<td>National Provincial Championship, the New Zealand domestic provincial rugby competition</td>
</tr>
<tr>
<td>NZRFU</td>
<td>New Zealand Rugby Football Union, the governing body of rugby in New Zealand</td>
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<tr>
<td>RFU</td>
<td>Rugby Football Union</td>
</tr>
<tr>
<td>SANZA</td>
<td>The name given to the provincial and tests series involving South Africa, Australia and New Zealand which was sold to News Ltd</td>
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<tr>
<td>Springboks</td>
<td>The national representative rugby team of South Africa</td>
</tr>
<tr>
<td>Super-12</td>
<td>The provincial competition between Australia, New Zealand and South Africa for 1996, the television rights of which were sold to News Ltd</td>
</tr>
<tr>
<td>Wallabies</td>
<td>The national representative rugby team of Australia</td>
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<tr>
<td>WRC</td>
<td>World Rugby Corporation, the proposed rugby competition which emerged in 1995 to recruit players to a professional rugby competition</td>
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