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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.

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1996

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## Acknowledgments

This thesis is dedicated to my father, Robin McConnell, whose selfless sacrifice, personal and professional support and motivation were invaluable at all stages of the project.

I would like to thank Nga for her love and support throughout the research period, and the sacrifices made by her in order to reach the light at the end of the tunnel.

In addition credit for this completed research must go to my mother, Helen Hunter, for her interest and unwavering support throughout the year, and my sister Penny for setting the personal and professional standard for such work then supporting me unquestionably in my research.

My supervisor, Dr Chris Selvarajah, was vital in his support and in developing a professional future beyond the boundaries of the research. The support of the Management Systems Department of the Albany Campus of Massey University was appreciated throughout the year, in particular Cathy Martin who was important in her support and understanding.

I would also like to thank the senior management of the case study organization, especially the former CEO and Marketing Manager for allowing me access to the union. All respondents are thanked for their efforts, especially those who share a vision for the management of rugby in New Zealand and the understanding of how to ensure advancement of the elite rugby game in a professional era.

## 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.

## Key to Technical Terms and Abbreviations

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