

國立臺灣師範大學 104 學年度碩士班招生考試試題

科目：專業論文解析

適用系所：運動休閒與餐旅管理研究所
-運動休閒管理組

注意：1.本試題共 4 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則不予計分。

一、請依據下面所附的論文摘要，回答下列問題。

本研究主要探討碧潭風景特定區自行車騎士與步行遊客之間的遊憩衝突程度及相關影響因素之情形，正式問卷發放期間為 2014 年 4 月 1 日至 30 日，回收自行車騎士有效問卷 245 份、步行遊客 272 份，共計 517 份。結果發現：一、自行車騎士與步行遊客彼此之間存在遊憩衝突，均認為對方未禮讓路權及經過時過於靠近，另遊憩衝突具有不對稱現象，前者認為後者行為有衝突的比例略高於後者認為前者行為有衝突的比例。二、不同人口背景變項的自行車騎士及步行遊客分別在遊憩衝突程度、活動型態、資源特性、經驗模式、生活型態容忍度的部分題項達顯著差異。三、在自行車騎士及步行遊客方面，資源特性均正向影響遊憩衝突程度，生活型態容忍度則均對遊憩衝突程度有負向且較大的影響程度。四、在自行車騎士及步行遊客方面，「兼具人際衝突與社會價值觀衝突」類型在遊憩衝突程度各題項多分別高於「社會價值觀衝突」、「人際衝突」類型。本研究於實務應用方面建議主管機關可依據自行車騎士與步行遊客遊憩衝突情形研議採取相關強化作為，妥適檢視改善戶外遊憩區域過度重疊之使用空間並落實經營管理與安全維護工作，另建議後續研究可從內、外部團體及不同遊憩衝突類型的角度進一步探討自行車騎士與步行遊客之間的遊憩衝突情形。

(一) 請寫出此篇論文之適當題目。(10 分)

(二) 請寫出適合此篇論文之中文關鍵字四個。(20 分)

(三) 請詳細條列出此篇論文之主要發現與貢獻。(20 分)

二、請依據下面所附的摘要與結論的部分，回答下列問題。節錄自: Morrow, S. & Howieson, B (2014).

The New Business of Football: A Study of Current and Aspirant Football Club Managers, *Journal of Sport Management*, 28(5), 515-528.

(一) 論文主要的研究問題為何?(10 分)

(二) 可能採用什麼樣的研究方法?(10 分)簡述其可能進行的研究步驟為何?(10 分)

(三) 職業或業餘運動的隊伍，管理者 (managers) 都扮演相當重要的角色，妳/你覺得此篇研究可以提供臺灣棒球、籃球或足球界的管理上什麼樣的省思與建議呢?(20 分)

The New Business of Football: A Study of Current and Aspirant Football Club Managers

Abstract

Professional football (soccer) in Europe has changed dramatically in the past two decades, largely due to the escalation of media rights deals. Many professional football clubs are now complex businesses, intrinsically concerned with financial matters. Within the rapidly changing business context of football, the aim of this research is to further understand the main issues that are related to a career as a manager. This paper has five sections: (1) we offer an appraisal of the

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general literature as it applies to professional football management; (2) we introduce the theoretical focus of the article with specific reference to the “career” and describe the context and background to the research; (3) we describe the research methodology and present and discuss the research results, which center on the career development of the manager; the position of a manager in organizational structures, and how the changing organization affects the role of manager; (4) we set out the conclusions and implications of our research; and (5) we offer our plans to progress this research, enabling a new body of knowledge to be developed on this specialized role.

Contribution

Conclusion

Although inevitably there is overlap between the role of a coach and that of a football manager, it is clear from this study that management encompasses functions beyond coaching, most visibly around leadership and people management. Importantly, this is not restricted merely to the management of players, however important this is, but is cognizant of the central role of the manager within a club’s organizational structure and its distinct power framework and hence includes the management of support staff and, vitally, of a club’s directors and executives. Although this article has greatly enhanced our understanding of the role and responsibilities of a manager, an opportunity exists through our follow-up research to build a more comprehensive typology of football management.

The evidence presented in this article suggests that football management is seen as a career, related to but separate from coaching, in which institutional barriers in the shape of prior playing experience continue to be seen as important. Although the concept of a career embraces the notion of development and of progression, with some logic to the linkages between positions over time (Adamson et al., 1998), in much of professional football this simply does not apply. Some structure is provided to the concept of a football management career through the accreditation courses provided by organizations such as the SFA, although career progression is suggested by the requirement that candidates cannot complete the Pro License (with its emphasis on management) until they have completed coaching-focused courses lower down in the qualification pyramid. But it remains the case that there is often little apparent logic to an individual’s progression to a manager’s position or at times their readiness for this progression. The evidence presented here indicates an appetite for a more structured and supported career pathway for aspirant managers.

Implications

These preliminary interviews with participants on the SFA Pro License course have demonstrated that, notwithstanding the challenging context of football management, there remain a committed group of individuals who are driven by a desire to test themselves. Although it is acknowledged that education has its limits, the evidence from this study shows that it has a key role to play in helping to prepare aspirant managers for challenges that they accept lie ahead. The positive attitude and enthusiastic response of the interview cohort to the management education that

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they have received to date suggests that much more could, and should, be done in this area to increase their skills and to educate them to better deal with the challenges that they will face as managers in the business of football. At the same time, support should also be offered to managers and aspirant managers on contemporary career thinking and career development, drawing on sport-specific and more generic literature. For governing bodies and football player associations, it is important to understand further the need for qualifications in general and for careers support, and to recognize the influence these may have on managerial success and turnover.

Suggestions for Further Research

The significantly underdeveloped literature around football management provides numerous opportunities for further research arising from this study. In terms of our study, opportunities exist for more detailed study on (a) qualifications, education, and training and (b) assuming a managerial identity. Four of the cohort of interviewees in this project had formal academic qualifications. Longitudinal research, particularly a comprehensive educational-needs analysis, will further help in understanding whether qualifications in general, and formal education and training in particular, considerably influence managerial success and turnover. More generally, when the successful applicant is appointed as a manager, this individual almost accepts a stereotypical identity: the look, the talk, the walk, how they are perceived by the directors, media, fans, and, more importantly, the players. This assumption of behavior and attitude will be explored in terms of aspirant managers, with an opportunity to contrast former players with those with no experience of professional football in general or the dressing room culture in particular.

Final Thoughts

The contemporary football club and football industry has contrasting faces. One face is of an unchanging activity. Many of today's clubs came into existence when the sport first professionalized. For communities, such clubs are an enduring and stable presence; for fans, supporting a club continues to be about long-term commitment. On the field of play, the rules of the game are largely unaltered. Yet the other face is of a rapidly changing activity: Its clubs and its players are increasingly concerned and dominated by business and financial matters and by modernization agendas. The manager remains a pivotal figure in almost all British football clubs. Interestingly, academic literature on the role played by the manager and on the implications thereon of football's changing context remains underdeveloped. Yet more than anyone else, the manager is faced with the challenge of keeping both faces of football content. The increased focus on the business of football, ranging from escalating revenue streams to financial sustainability, places distinct pressures on the manager.

Today's managers have to be responsive to these challenges, accepting of their potential implications for the nature of their role, acquiescent to the media and public scrutiny of their performance, yet at the same time cognizant of the constant insecurity of their position. Ultimately, the manager's principal objective, one that he/she continues to be solely accountable for, remains

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what it always has been winning football matches in an extraordinarily competitive environment in which there will always be many more losers than winners. By definition, team sport is a zero sum game—even if all managers become better managers and leaders, the same number will continue to fail in terms of the principal objective of winning games and competitions (Gammelsater, 2013). The belief among many directors and many supporters, articulated directly and indirectly through new and old media, that managerial change will make it easier to achieve that overriding objective is akin to a structural weakness in the football industry. Football club owners and directors are crucial gatekeepers in football management. The evidence from this research should act as an encouragement to these individuals to reflect more critically on their recruitment and retention decision making, including greater consideration of institutional barriers around gender and race and of weaknesses in the career support offered, in terms of both progression from player to manager and subsequent support. Central to this is a need for greater awareness of the risks to the long term success of any football organization from an overemphasis on short-term external success criteria (football victories).