

MANAGEMENT COMPETENCY
DEVELOPMENT IN SPORT
AND PHYSICAL EDUCATION

Earle F. Zeigler

Gary W. Bowie

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Management Competency Development In Sport And Physical Education

Earle F. Zeigler, Gary W. Bowie



Management Competency Development In Sport And Physical Education:

Management Competency Development in Sport and Physical Education Earle F. Zeigler, Gary W. Bowie, 1983

Management Competency for Physical Activity Education and Sport Earle F. Zeigler, Gary W. Bowie, 2007-08-24 The introduction of this combined text and laboratory workbook with its tear out sheets on which to complete specific experiences is a first in the field It can be employed either by itself or in connection with a standard text that has limited or no practical exercises included If desirable also the instructor could amplify what is offered here by the addition of other laboratory experiences developed from the listing in Part I of well over 100 desirable experiences under the five broad categories included A comprehensive analysis of management science literature indicated the need to introduce a step by step plan for management skill or competency attainment In doing so the authors built on Katz s Harvard tripartite categorization of skills and expanded it to five subdivisions so as to cover also the personal attributes needed by the prospective manager as well as those conjoined skills gained through a combinatorial process that the individual is required to employ on the job What Katz calls human skills we now call interpersonal skills so as to distinguish this category from personal skills No 1 below These subdivisions or categories are therefore as follows 1 Personal skills or developing one s own individual competencies prior to concentrating of the managerial task 2 Interpersonal skills or acquiring the skills needed to influence people positively to work toward accomplishment of organizational objectives and goals 3 Conceptual skills or learning to formulate ideas and plans while on the job as a manager 4 Technical skills or acquiring the various skills and techniques needed to cope with the various organizational details and problems that arise 5 Conjoined skills or developing the various managerial skills in some combination or proportion to achieve both immediate and long range objectives and goals Granting that Katz s categories of human interpersonal as we call it conceptual and technical managerial skills along with our additional subdivisions of so called personal and conjoined skills are not mutually exclusive this plan enables the teacher and the students to move selectively from theory to practice within each of the five categories described The method for working toward the achievement of the specific competencies or skills is 1 through the provision of statements describing the objectives of the modules used to develop the competencies 2 to offer knowledge statements introducing the trainee to the theoretic bases of the competencies and their roles and functions in the management process and 3 by recommending selected laboratory exercises for achieving a degree of success at least based on involvement in a variety of problem solving experiences After the student comprehends the problem to be met or solved a questioning process determines 1 what needs to be known 2 where this information may be obtained 3 how to organize the actual learning experience 4 what the probable result will be and 5 how to evaluate the level of competency attainment where such is possible The teaching and learning process employed by the instructor is designed therefore to include a variety of laboratory experiences The tear out sheets for each laboratory experience are to be completed and handed in as indicated by the course instructor In addition to

standard lecture and discussion techniques that we assume will be included by the instructor other learning devices available can include use of the case method role playing independent study interaction with a personal computer elementary theory formulation response to questionnaires and self testing devices individual projects small discussion groups etc When the instructor wishes and there is class time available he or she can introduce action or applied research based independent investigation e g survey game theory debates internship experiences panels forums and so forth Basically a fivefold learning process is recommended This process employs three steps 1 understanding of the objective of the learning experience module 2 reading and comprehension of a knowledge statement or lecturette about the particular skill involved and 3 skill learning through analysis and practice Thus the instructor can 1 assess initial student status 2 introduce selected experiences to strengthen areas of possible weakness and subsequently 3 evaluate competency attainment *Competency Development in Sport and Physical Education Management* Earle F. Zeigler, Gary W. Bowie, Ronald H. Paris, 1988

Management Competency Development for Physical Activity Education and Sport Earle F. Zeigler, Gary Bowie, 2007 The introduction of this combined text and laboratory workbook with its tear out sheets on which to complete specific experiences is a first in the field It can be employed either by itself or in connection with a standard text that has limited or no practical exercises included If desirable also the instructor could amplify what is offered here by the addition of other laboratory experiences developed from the listing in Part I of well over 100 desirable experiences under the five broad categories included A comprehensive analysis of management science literature indicated the need to introduce a step by step plan for management skill or competency attainment In doing so the authors built on Katz's Harvard tripartite categorization of skills and expanded it to five subdivisions so as to cover also the personal attributes needed by the prospective manager as well as those conjoined skills gained through a combinatorial process that the individual is required to employ on the job What Katz calls human skills we now call interpersonal skills so as to distinguish this category from personal skills No 1 below These subdivisions or categories are therefore as follows 1 Personal skills or developing one's own individual competencies prior to concentrating of the managerial task 2 Interpersonal skills or acquiring the skills needed to influence people positively to work toward accomplishment of organizational objectives and goals 3 Conceptual skills or learning to formulate ideas and plans while on the job as a manager 4 Technical skills or acquiring the various skills and techniques needed to cope with the various organizational details and problems that arise 5 Conjoined skills or developing the various managerial skills in some combination or proportion to achieve both immediate and long range objectives and goals Granting that Katz's categories of human interpersonal as we call it conceptual and technical managerial skills along with our additional subdivisions of so called personal and conjoined skills are not mutually exclusive this plan enables the teacher and the students to move selectively from theory to practice within each of the five categories described The method for working toward the achievement of the specific competencies or skills is 1 through the provision of statements describing

the objectives of the modules used to develop the competencies 2 to offer knowledge statements introducing the trainee to the theoretic bases of the competencies and their roles and functions in the management process and 3 by recommending selected laboratory exercises for achieving a degree of success at least based on involvement in a variety of problem solving experiences After the student comprehends the problem to be met or solved a questioning process determines 1 what needs to be known 2 where this information may be obtained 3 how to organize the actual learning experience 4 what the probable result will be and 5 how to evaluate the level of competency attainment where such is possible The teaching and learning process employed by the instructor is designed therefore to include a variety of laboratory experiences The tear out sheets for each laboratory experience are to be completed and handed in as indicated by the course instructor In addition to standard lecture and discussion techniques that we assume will be included by the instructor other learning devices available can include use of the case method role playing independent study interaction with a personal computer elementary theory formulation response to questionnaires and self testing devices individual projects small discussion groups etc When the instructor wishes and there is class time available he or she can introduce action or applied research based independent investigation e g survey ga

Management Theory and Practice in Physical Activity Education (Including Athletics)

F. Zeigler Earle F. Zeigler, Earle Zeigler, 2010 A new text in management thought theory and practice applied to physical activity education and athletics required justification Management Theory and Practice in Physical Activity Education Including Athletics has been planned primarily for administrators of physical education and athletics at several levels of educational institutions However much that is included here can be very helpful as well to the sport and physical recreation manager in public and or commercial sport and physical activity In other words it is the underlying thought theory and practice that is fundamentally important The twentieth century has been characterized as a transitional one in human history Moving into the twenty first century we start down the path to finding the answer to this assumption At any rate changing times are occasioned by the impact of a variety of social forces on society Additionally such change has its accompanying but often unsteady influence on the professional training of leaders in the large number of fields that make up the society in which such change occurs The caliber of young people recruited into the field within education is paramount as is the way they are prepared for leadership roles as managers teachers coaches performers supervisors or exercise specialists This is OUR responsibility We should carry out these assignments in a way that is comparable to that used in the finest professions

Fundamentals of Organization and Administration in Physical Education and Sports Dr. Ranjeet Singh

Sandhu, 2025-07-07 **Socio-cultural Foundations of Physical Education & Educational Sport** Earle F. Zeigler, 2003 This text is designed to help the reader develop an understanding of the socio cultural foundations of developmental physical activity as they relate to the developing profession of physical education and educational sport These foundations all lead in the direction of developing a better understanding of life and living Such understanding should be of the past as well as the

present Additionally it should continue on as we peer into an unknown future Philosophy of Physical Activity Education (Including Educational Sport) F. Zeigler Earle F. Zeigler, Earle F. Zeigler, 2010 Philosophy of Physical Activity Education Including Educational Sport is designed to help you develop an early philosophic perspective of physical activity education including educational sport In the process you will also come to understand selected aspects of the field s historical background as a developing academic field and discipline The field is called sport and physical education in the United States currently However as we move along in the 21st century it is still designated as physical and health education in Canada The term used most often to name the field worldwide is physical education and sport Despite its obvious importance there has been a gradual decline of physical activity education philosophy including educational sport within the professional curricula of physical activity educators and coaches This appears to have taken place since the adoption in the 1970s of an almost pure analytic philosophical approach to the detriment of almost any applied philosophic endeavor As you develop an understanding about your chosen life work the author hopes that you as a prospective professional educator will be stimulated to examine yourself and your beliefs more carefully than ever before If you will do this conscientiously the result will be an under girding personal philosophy that is sound consistent and logical *Sports Management and Administration* David Watt, 2004-04-28 Sport is a growing industry with enormous numbers of people now involved in the management and administration of sports fitness and exercise Whether voluntary public or commercial sectors all can benefit by improving the practice and delivery of the management of sport and its organisations This text is designed to help all those delivering sport to deliver it better and includes What s different and special about sports management The voluntary sector Event management and marketing Marketing fundraising and sponsorship Managing staff and volunteers Organisational management principles Legal issues including health and safety Case studies both local and national Full of practical examples this book reveals sports management in action showing how good management helps us to deliver better sports participation at all levels This book is a must for undergraduates as well as an invaluable tool for professionals in sport management and administration in the private public and voluntary sectors *Applied Ethics for Sport and Physical Activity Professionals* Earle F. Zeigler, 2007 This text is designed to provide the sport and physical activity professional with an introduction to ethical decision making It can apply readily to the reader s personal professional and environmental or societal lif if such a division can be established in connection with ethics and morality in one s life pattern In the final analysis of course everything is personal Any new book being recommended for use by a great many people needs solid justification In *Applied Ethics Sport and Physical Activity Professionals* an excellent case can be made for use of this basic multi phased 1 2 3 4 approach to ethical decision making offered here Faced with the prevailing ethical chaos of the early 21st century and keeping firmly in mind the vital need to preserve our individual freedom and civil liberties it starts in a relatively simple fashion in Phase One Actually the three steps offered here might actually do it for the reader and for the

author too in most situations Then it moves progressively and sequentially through Phases Two Three and Four that are assuredly desirable but optional Although it says optional it is true that using one or more of them could serve to confirm or negate the reader's Phase One decision Interestingly and importantly nevertheless all four phases of this approach to ethical decision making can be carried out successfully by a reasonably intelligent person Phase Four a case method technique can be pursued best in a group discussion of the issue at hand by those concerned It is argued here basically for several reasons that the young person in society today is initially missing out completely on a sound experiential introduction to ethics and morality This is true whether reference is made to that which typically takes place in the home the school system or the church actually an experience that doesn't take place adequately In fact the truth is that typically no systematic instruction in this most important subject is offered at any time And the author refuses to accept the often heard osmosis stance i.e. that such knowledge is better caught than taught In Part I in an effort to improve the prevailing situation the reader learns initially how this all came about how and why such a terrible gap exists Where previously for many at least a relatively strong orthodox religious indoctrination prevailed and was of some help the situation has steadily deteriorated in our present multi ethnic secular culture to a point where confusion reigns as to ethical conduct see Chapters 1 This topic will be elaborated still further through a brief narrative explaining how such a confusing miasma came into existence on the topic of ethical values and problems in our society today Chapter 2 Next the good and the bad will be explained briefly in historical perspective in Chapter 3 Next because this subject can become confusing unless the terms used are understood and one's reasoning is sound elementary reasoning i.e. informal logic or critical thinking was planned for Chapter 4 but it is now in the Appendix for ease of reference So Chapter 4 offers now instead a quick look at six of the major ethical routes or approaches extant in today's confusing Western world scenario Finally in Part I it is explained how a person's ethical outlook should be an implicit explicit experiential approach that necessarily moves daily from personal to professional ethics Chapter 5 In Part II one basic philosophic approach to applied ethics a three step one is offered as Phase One of a total four phase experiential plan that may be applied to a specific problem solving ethical situation Chapter 6 This plan of attack moves sequentially from the time proven thought of three great philosophers of the past i.e. proceeds from Kant to Mill to Aristotle Then a second legal or

"Finding One's Self" in Sport and Physical Activity Earle F. Zeigler, 2012-10-01 A dual citizen of Canada and the United States Dr Zeigler has taught coached researched and administered programs at four universities Western Ontario twice Illinois UIUC Michigan Ann Arbor and Yale He has published 55 books and 432 articles The top six awards in his field in North America have been bestowed on him He has received three honorary doctorates and is listed in Whos Who in Canada Whos Who in America and Whos Who in the World In this monograph Dr Zeigler draws on his seventy years of experience with the field of sport and physical activity education including athletics to offer some advice to the counselor and young person either considering entry or just starting out as a young professional After discussing the decision to enter the

field he explains the five stages of philosophical development that the individual might experience in the course of a career in the field Initially he explains the need for self evaluation with the introduction of a self evaluation checklist for the prospective teacher to complete e g educational aims and objectives the educative process ethics This is followed by a self evaluation questionnaire concerning the persons sociopolitical beliefs e g freedom of speech and press environmental crisis war and peace Next the teacher coach is introduced to decision making in sport and physical activity education through the introduction of a case method technique where detailed analysis might occur including the possibility of an ethical dimension when needed The subject of administrator evaluation by faculty members is presented next through use of an appraisal guide This is followed by an explanation of program assessment through the introduction of strategic market planning Finally the professional person is offered a test for self evaluation of his or her RQ or recreation quotient All in all these several self testing evaluative devices and further discussion could be most helpful to the young professional entering the field of sport and physical activity in the twenty first century

The Management of Sport Bonnie L. Parkhouse,1991 Manuel didactique couvrant les bases du management du sport et plus pr cid ment la comptabilit la finance le droit la communication le management et le marketing Diff rents auteurs examinent des domaines d application Cibl plut t pour les tudients

Sensibilit am ricaine *Management of Sports Development* Vassil Girginov,2009-06-04 Management of Sports Development is the first book to offer a holistic approach to a field which has been growing in importance for some years Although many books exist on various aspects of development never before has there been a text which addresses the process of development in such a comprehensive manner This book offers eveything needed to develop an understanding of the process of sports development The book provides comprehensive coverage of the major themes in the process of sports development with contributions from an internationally renowned author team These themes include models of sports development funding of sports development mega sporting events networks and partnerships in sports development sports development and social change It is also supplemented with a dedicated accompanying website featuring updates and extra material This accessible book is essential reading for students or lecturers in the field of sports development and is set to be a vital contribution to the literature in this area *Through the Eyes of a Concerned Liberal* Earle F. Zeigler,2004-09-23

Through the Eyes of a Concerned Liberal argues that the socio political position of liberalism is the only one that can get us back on course toward the now vanishing enlightenment ideal This was the vision of the founding fathers looking to a time when all of the conditions of life social political moral and intellectual as well as material would be realized for everyone the American dream Taking a hard look at the present social political situation in North America Dr Zeigler offers a self evaluation test for the reader to determine his her socio political political stance on a spectrum from far right to far left Other tests serve to evaluate respectively both one s philosophy of life and or religion and recreational quotient RQ The United States the author asserts simply does not appreciate that its current imperial status will be sorely tried in the 21st century

The U S A must now prove that its brand of capitalism and democracy one that purports to offer a maximum of individual freedom within a democratic political system is the best approach for the entire world to emulate However capitalism and ecology have become social forces on a collision course in this evolving cultural matrix The individual citizen in this setting must be fully informed and must serve actively and responsibly to implement a liberal agenda The author offers 49 short essays columns and self evaluation devices that reflect his position In the final analysis each person should choose a life purpose based on 1 a comprehensive philosophy of life 2 a concurring socio political stance and 3 a search for the good life in a hopefully free society *Sports* Donald L. Deardorff,2000-09-30 This guide to the available literature on sports in American culture during the last two decades of the 20th century is a companion to Jack Higg s *Sports A Reference Guide* Greenwood 1982 The types of individual or team sports included in this volume include those that are viewed as physical contests engaged in for physical emotional spiritual or psychological fulfillment With a focus on books alone chapters review the available literature regarding sports and each concludes with a bibliography Academic journals likely to contain articles on the topics discussed are listed at the end of each chapter Twelve chapters discuss sports and American history business and law education ethnicity and race gender literature philosophy and religion popular culture psychology science and technology sociology and world history This reference and guide to further research will appeal to scholars of popular culture and sports An index and two appendixes are included one listing important dates in American sports from 1980 through 2000 and one listing sports halls of fame museums periodicals and websites *Assessing Sport and Physical Education* Earle F. Zeigler,1986 [The Canadian Who's who](#) ,2001 **Athletic Administration for College, High School, Youth, and Club Sport** Dina Gentile,2019-03-28 The ideal text for many courses offered within the Sport Management curriculum Athletic Administration for College High School Youth and Club Sport incorporates the analysis of prominent issues that administrations are challenged to resolve in their specific sport setting Students looking for careers outside of professional sports will learn from both the content supplied throughout the text and through the highlighted practical case studies Topics covered include Role of Athletic Administrators Facility Management Fundraising Risk Management Staff Management and more **Sport Education in Physical Education** Dawn Penney,2005 Click on the link below to access this title as an e book Please note that you may require an Athens account **Proceedings of the 9th Movement, Health and Exercise Conference** Mohd Hasnun Arif Hassan,Ahmad Munir Che Muhamed,D. Maryama Ag Daud,Toby Mündel,Narihiko Kondo,2024-12-14 This book gathers papers presented at the 9th International Conference of Movement Health and Exercise MoHE 2023 held at Kota Kinabalu Sabah Malaysia The content covers the following topics exercise science human performance physical activity sports medicine sports nutrition management and sports engineering technology The articles published will be of interest to researchers and practitioners from the field of rehabilitation exercise medicine and sports technology

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