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conclusion; Chapter 4 Individual and group behaviour; 4.1 Introduction; 4.2 Historical context of individual and group performance; 4.3 The development of organisational theory; 4.4 The nature of groups and group behaviour; 4.5 Individual motivation 4.6 Summary and conclusionChapter 5 The changing nature of sport management and the personal skills required by sport managers; 5.1 Introduction; 5.2 Defining competencies and skills; 5.3 Historical overview of sport management and its changing skill requirements; 5.4 Contemporary sport management skills; 5.5 Skills development and National Occupational Standards in sport; 5.6 Management of self and personal skills for sport management; 5.7 Developing self-awareness; 5.8 Reflection; 5.9 Summary and conclusion; Chapter 6 Recruitment and selection in sport and leisure; 6.1 Introduction 6.2 Overview and definitions6.3 Job analysis; 6.4 Job descriptions, person specifications and role profiles; 6.5 Recruitment; 6.6 Shortlisting; 6.7 Selection; 6.8 Summary and conclusion; Chapter 7 Learning, training and development; 7.1 Introduction; 7.2 Learning, training and development at a national level; 7.3 Investors in People; 7.4 Using sport for training and development; 7.5 Definition of terms; 7.6 The learning process; 7.7 Learning and development in organisations; 7.8 Assessing learning and development needs; 7.9 Planning, delivery and evaluation 7.10 Continuing professional development7.11 Summary and conclusion; Chapter 8 Evaluation and performance appraisal in sport and leisure organisations; 8.1 Introduction; 8.2 The context of performance appraisal; 8.3 What is performance?; 8.4 The characteristics of performance indicators and SMART objectives; 8.5 Lifting the lid on the 'black box' of performance appraisal, evaluation and development; 8.6 Methods of performance appraisal; 8.7 Stakeholder analysis; 8.8 Summary and conclusion; Chapter 9 Organisational development and the management of change; 9.1 Introduction 9.2 Organisational development

Sommario/riassunto

"HRM in the Leisure and Sport Industry provides a comprehensive course textbook and reference for students of HRM, business, sports and leisure management. By its very nature service, leisure and sport are staff intensive sectors, making effective human resource management and development central to understanding the business, and to business success. Containing wide ranging industry specific case studies and full explanation of all key HR issues, this text provides a unique resource to help students develop their understanding of strategic HR theory and practice. HRM in the Leisure and Sport Industry is a dependable and comprehensive resource for students and professionals in the sport and leisure business"--