



“School of Social Sciences”

“Sports Management”

Postgraduate Dissertation

Rebounding Stronger: The Evolution of Governance in Basketball
Clubs in response to the Pandemic

Christianos R. Chougkaz

Supervisor: Nikolaos Papacharalampous

Patras, Greece, January, 2025

Theses / Dissertations remain the intellectual property of students (“authors/creators”), but in the context of open access policy they grant to the HOU a non-exclusive license to use the right of reproduction, customisation, public lending, presentation to an audience and digital dissemination thereof internationally, in electronic form and by any means for teaching and research purposes, for no fee and throughout the duration of intellectual property rights. Free access to the full text for studying and reading does not in any way mean that the author/creator shall allocate his/her intellectual property rights, nor shall he/she allow the reproduction, republication, copy, storage, sale, commercial use, transmission, distribution, publication, execution, downloading, uploading, translating, modifying in any way, of any part or summary of the dissertation, without the explicit prior written consent of the author/creator. Creators retain all their moral and property rights.



Postgraduate Dissertation

Rebounding Stronger: The Evolution of Governance in Basketball
Clubs in response to the Pandemic

Christianos R. Chougkaz

Supervising Committee

Supervisor:

Nikolaos Papacharalampous

Co-Supervisor:

Charitomeni Tsordia

Patras, Greece, January 2025

To my beloved mother, Eliza.

Your unwavering love, support and belief in me were the guiding lights that made this journey possible. Though you are no longer with us physically, your spirit lives on, inspiring me every step of the way. This work is dedicated to your beautiful memory.

I would like to express my sincere gratitude to my teachers and my professors for their invaluable guidance, patience, and mentorship throughout this research. Their insights and feedback were instrumental in shaping this work.

I am deeply grateful to the supervising committee members, namely, Mr.

Papacharalampous Nikolaos and Mrs. Tsordia Charitomeni, for their constructive feedback and their help that challenged me to think critically and elevate the quality of my work.

My heartfelt appreciation goes to my family, my friends, my colleagues and the Basketball teams I have coached throughout my career and especially during my Postgraduate Programme, for their unconditional love, understanding, and moral support during this journey. Their belief in me kept me motivated, even during the most challenging times. Finally, I extend my gratitude to all those who have directly or indirectly contributed to the successful completion of this thesis. Your support and encouragement have been invaluable.

Abstract

The COVID-19 pandemic presented an unprecedented challenge for professional basketball clubs, exposing deep-rooted governance issues related to transparency, financial sustainability, and social responsibility. As clubs prioritized revenue generation through media rights, sponsorships, and advertising, the disparities between financially dominant and struggling organizations widened, intensifying power imbalances. This research explores how governance structures in professional basketball clubs evolved in response to the pandemic, focusing on key principles such as accountability, democratic decision-making, and stakeholder engagement.

The study examines the impact of the pandemic on club operations, ownership structures, and regulatory frameworks across top European leagues. Through an institutional and legal analysis, it identifies governance models that promote financial stability while ensuring ethical conduct and long-term community engagement. Case studies of NBA and European clubs illustrate successful governance adaptations, highlighting best practices in corporate responsibility and regulatory compliance.

The research proposes a governance framework tailored to the unique structure of professional basketball clubs, emphasizing democratic member representation, ethical leadership, financial oversight, and social responsibility. By integrating these principles, clubs can restore public trust, enhance operational resilience, and foster a more sustainable and inclusive post-pandemic sports industry.

Ultimately, this thesis argues that professional basketball clubs must transition toward a governance model that balances financial imperatives with broader societal obligations. Strengthening transparency, regulatory compliance, and community-driven initiatives will not only safeguard the integrity of professional basketball but also ensure its long-term viability in the evolving global sports landscape.

Keywords: Professional basketball clubs, governance, COVID-19 pandemic, transparency, sustainability, regulatory compliance.

Η Επίδραση της Πανδημίας στην Διακυβέρνηση Επαγγελματικών Ομάδων
Καλαθοσφαίρισης: Πως οι σύλλογοι αντιμετώπισαν και προσαρμόστηκαν στις προκλήσεις
που προέκυψαν λόγω της παγκόσμιας πανδημίας

Χριστιανός Ρ. Χουγκάζ

Περίληψη

Η πανδημία COVID-19 παρουσίασε μια άνευ προηγουμένου πρόκληση για τους επαγγελματικούς συλλόγους καλαθοσφαίρισης, εκθέτοντας βαθιά ριζωμένα ζητήματα διακυβέρνησης που σχετίζονται με τη διαφάνεια, την οικονομική βιωσιμότητα και την κοινωνική ευθύνη. Καθώς οι σύλλογοι έδιναν προτεραιότητα στη δημιουργία εσόδων μέσω των δικαιωμάτων των μέσων ενημέρωσης, των χορηγιών και της διαφήμισης, οι ανισότητες μεταξύ των οικονομικά κυρίαρχων και των αγωνιζόμενων οργανισμών διευρύνθηκαν, εντείνοντας τις ανισορροπίες ισχύος. Αυτή η έρευνα διερευνά πώς εξελίχθηκαν οι δομές διακυβέρνησης στους επαγγελματικούς συλλόγους μπάσκετ ως απάντηση στην πανδημία, εστιάζοντας σε βασικές αρχές όπως η λογοδοσία, η δημοκρατική λήψη αποφάσεων και η συμμετοχή των ενδιαφερόμενων μερών. Η μελέτη εξετάζει τον αντίκτυπο της πανδημίας στις λειτουργίες των συλλόγων, τις δομές ιδιοκτησίας και τα ρυθμιστικά πλαίσια σε όλα τα κορυφαία ευρωπαϊκά πρωταθλήματα. Μέσω μιας θεσμικής και νομικής ανάλυσης, προσδιορίζει μοντέλα διακυβέρνησης που προάγουν τη χρηματοπιστωτική σταθερότητα, διασφαλίζοντας παράλληλα την ηθική συμπεριφορά και τη μακροπρόθεσμη δέσμευση της κοινότητας. Μελέτες περιπτώσεων NBA και ευρωπαϊκών συλλόγων απεικονίζουν επιτυχημένες προσαρμογές διακυβέρνησης, επισημαίνοντας τις βέλτιστες πρακτικές εταιρικής ευθύνης και κανονιστικής συμμόρφωσης. Η έρευνα προτείνει ένα πλαίσιο διακυβέρνησης προσαρμοσμένο στη μοναδική δομή των επαγγελματικών συλλόγων μπάσκετ, δίνοντας έμφαση στη δημοκρατική εκπροσώπηση των μελών, την ηθική ηγεσία, την οικονομική εποπτεία και την κοινωνική ευθύνη. Με την ενσωμάτωση αυτών των αρχών, οι σύλλογοι μπορούν να αποκαταστήσουν την εμπιστοσύνη του κοινού, να ενισχύσουν τη λειτουργική ανθεκτικότητα και να προωθήσουν μια πιο βιώσιμη και χωρίς αποκλεισμούς αθλητική βιομηχανία μετά την πανδημία. Τελικά, αυτή η διατριβή υποστηρίζει ότι οι επαγγελματικοί σύλλογοι μπάσκετ πρέπει να μεταβούν προς ένα μοντέλο διακυβέρνησης που εξισορροπεί τις οικονομικές επιταγές με τις ευρύτερες κοινωνικές υποχρεώσεις. Η ενίσχυση της διαφάνειας, της κανονιστικής συμμόρφωσης και των πρωτοβουλιών που καθοδηγούνται από την κοινότητα όχι μόνο θα διασφαλίσει την ακεραιότητα του επαγγελματικού μπάσκετ, αλλά και θα διασφαλίσει τη μακροπρόθεσμη βιωσιμότητά του στο εξελισσόμενο παγκόσμιο αθλητικό τοπίο.

Λέξεις – Κλειδιά Επαγγελματικοί σύλλογοι καλαθοσφαίρισης, διακυβέρνηση, πανδημία COVID-19, διαφάνεια, βιωσιμότητα, κανονιστική συμμόρφωση..

Table of Contents

1	Introduction	7
1.1	Background and Rationale	7
1.2	Research Aim and Objectives	8
1.3	Structure of the Thesis	9
2	Governance in Professional Basketball Clubs	9
2.1	Governance: Definition, Dimensions, and Theoretical Foundations	10
2.2	Key Elements of Effective Governance	13
3	The Impact of the Pandemic on Professional Basketball Clubs	14
3.1	Overview of the Pandemic's Effects	14
3.2	Challenges Faced by Clubs	15
3.3	Principles of Governance in the Post-Pandemic Era.....	16
3.4	Transparency Practices in Professional Basketball Governance	16
3.5	Democratic Processes and Decision-Making in Professional Basketball	17
3.6	Social Responsibility Initiatives in Professional Basketball	18
3.7	Adapting Governance Structures	19
3.8	Enhancing Accountability and Transparency	19
4	Democratic Processes in Professional Basketball Clubs	20
4.1	The Importance of Democratic Decision-Making in the Governance of Professional Basketball Clubs.....	20
4.2	Historical Perspectives on Governance Models in Professional Basketball Clubs	21
4.3	Benefits and Challenges of Implementing Democratic Decision-Making in Basketball Clubs.....	22
4.4	Case Study of Successful Democratic Governance in Professional Basketball Club with paradigms	22
4.5	Recommendations for Enhancing Democratic Decision-Making in the Governance of Basketball Clubs	23
4.6	Importance of Democratic Decision-Making.....	24
4.7	Case Studies of Democratic Practices	25
5	Social Responsibility in Professional Basketball Clubs.....	28
5.1	Definition and Scope of Social Responsibility	28
5.2	Best Practices in Promoting Social Responsibility	29
6	A Systematic Review of Global Research and Best Practices	30
6.1	Methodology of the Systematic Review	31
6.2	Key Findings from the Literature.....	32
6.3	Strategic Management Approach.....	33
6.4	Public Management Perspective	33
6.5	Social Responsibility Lens	34
6.6	Integrated Governance Paradigm	34
6.7	Complex Stakeholder Ecosystem.....	34
6.8	Unique Management Approach	35
6.9	Ongoing Challenges	35
7	Case Studies of Successful Governance in Professional Basketball Clubs	36
7.1	Case Studies	37
7.1.1	Governance Model of Basketball Andorra: An In-Depth Exploration	37
7.2	Cases Aligned with Described Governance Characteristics	40
8	Recommendations for Future Governance in Professional Basketball Clubs	44
8.1	Policy Implications.....	44
8.2	Practical Recommendations for Clubs	45

9	Conclusion and Implications for the Future	45
10	References	47

Rebounding Stronger: The Evolution of Governance in Basketball Clubs in response to the Pandemic.

1 Introduction

The focus of this research lays on professional basketball clubs and their governance within the social enterprise framework, arguing there is a manager-shareholder, if not a full owner, thereof with responsibilities to the different stakeholders and the community that needs to be reflected in the club's governance structure. After the COVID-19 pandemic, society has increasingly demanded more ethical and social responsibility from professional basketball clubs (and from high-performance athletes). While social responsibility engagement was already implemented by clubs and expected from their important stakeholders (e.g., fans, players, staff, local community members), it has been abruptly become required after the pandemic. Increased inequality among cities and regions, bankruptcies, and subsidies to face crises, even considering the costs of replacing infrastructure for new competition regulations, are viewed with scepticism and claims of ethical reputation from these social enterprises are increasing. By providing some principles related to social responsibility, democratic processes, and stakeholder governance and argue how the governance of these clubs should be adapted to these principles to better reflect their goals. (L. C. Hindman, 2021; Ivašković, 2022; M. Jäger, 2023; A. Kucek, 2021; S. P. Lee, 2020; Y. Liu & Schwarz, 2020; Mamo et al., 2021; A. Smith & Casper, 2020; Sparvero & Chalip, 2022; Stewart et al., 2020)

One of the less researched issues in the economics of sports and clubs is the governance of professional sports clubs. There is abundant literature dedicated to the economic and sporting performance of clubs, but less emphasis on the structural issues regarding their governance or the principles underlying the governance of clubs. Most of the principles of corporate governance for publicly traded companies can be applied to professional sports clubs, but some of these principles might be more difficult to put into practice given that these clubs lack an ultimate shareholder. This extraordinary situation puts sports club governance close to the so-called nonprofit organizations that are organized in very different ways, but that neither can be considered as for-profit companies. (Drewes et al., 2022; P. Escamilla-Fajardo et al., 2020; Paloma Escamilla-Fajardo et al., 2020; Faccia et al., 2020; Gammelsæter, 2021a; Gratton et al., 2020; Hammerschmidt et al., 2021; Huth, 2020; H. E. Meier et al., 2022; Pellegrini et al., 2020; Pamela Wicker et al., 2022).

1.1 Background and Rationale

Since the end of World War II, the basketball contracting system has undergone a remarkable transformation, with the development of collective bargaining, together with the progressive transformation and development of labor and social security regulation, as well as local and national collective agreements. In addition, several continental or international federations have taken - always on the basis of subsidiarity - regulatory actions tailored to the contract system of national leagues. These federations have set up club competitions, changing their organization and replacing promotion-relegation standards and qualifying phases with other rules and subordinating the adoption and type

of contracts for professional athletes to the certainty of the club participating in a certain championship. During this progressive evolution of the contract system, the power of professional basketball clubs was exercised through the simple 'individual' contractual relationships with athletes, a situation in which the playing period could be limited while the general employment relationship between employer and professional athletes belonging to the personal production process of the clubs was excluded. This implicit design of the professional basketball clubs as individual agents had to co-exist with the presence, at the level of club associations, of collective contractual actions limited to the commercial rights of clubs, for television broadcasts and commercial sponsorships. (Davies, 2020; Davis, 2020; Doppler-Speranza & Gasparini, 2021; Downs & Seifried, 1950; L. C. Hindman et al., 2021; Lauren C. Hindman et al., 2021; Jorgensen, 2021; Kuo & Kuo, 2023; Purdy et al., 2023; Weil & Freeman, 2002; Zhang, 2023).

The pandemic outbreak and subsequent campaigns have strongly impacted professional basketball clubs, to the extent of seriously threatening the viability of several of them. This effect is linked to the 'zero spectators' situation adopted for public health grounds in response to government regulations, which has caused the loss of an important component of the clubs' revenues for the season. As a matter of fact, professional basketball clubs have a cost structure that is not scalable, meaning that a relevant portion of the operational costs of the club persists even when matches are regularly scheduled without any spectators. Moreover, the level of professional basketball has clearly worsened because of the necessity for clubs to cut their expenses. Professional basketball clubs are facing a situation of fragility and vulnerability that has revealed the unfairness of traditional institutional structures and commercial contracts. (Feiler & Breuer, 2021; Keshkar et al., 2021; Mirehie & Cho, 2022; Nhamo et al., 2020; Özeydin & Tinaz, 2022; Purdy et al., 2023; Skinner & Smith, 2021; Yenilmez, 2022)

1.2 Research Aim and Objectives

The questions this research tries to answer can be framed in this synthetic sequence: What is the impact of the Covid-19 pandemic on the professional basketball clubs' ability to compare corporate governance models? What are the forms and modes of governance that, in the operations and competitive context of clubs, contribute to making the management of economic and organizational resources more transparent and capable of fostering the skills of professional athletes? How can positive corporate governance behaviour, in response to the pandemic and in the short, medium, and long term, improve the ability of professional basketball clubs to be consistent, solid, and responsible and to create value for stakeholders by encouraging ownership of socially responsible behaviours while also stimulating differentiation of and innovation in management tools and control actions? To answer these questions, this research adopts a pragmatic methodology, privileging the institutional perspective, also starting from the analysis of the existing literature, and making use of research techniques used in legal analysis in support of the rule of law, together with reference to the regulatory impact of the legal model (e.g., generally recognized good practices, assignment of regulatory functions, status models) and to the arguments and proposals for regulatory convergence in corporate governance.

(Abdolmaleki et al., 2022; Carin et al., 2022; Feiler & Breuer, 2021; Fühner et al., 2021; Garcia, 2020; Garcia-del-Barrio & Rossi, 2020; L. C. Hindman, 2021; Lauren C. Hindman et al., 2021; Keshkar et al., 2021; H. E. Meier et al., 2022; Rocha da Silva & Rodrigues, 2021; Tekeoglu & Ramdoun, n.d.; Usmanov, 2023)

This research aims to analyse the corporate normative framework of professional basketball clubs and the praxis of the administrative management of professional

basketball and to outline de Lege ferenda reforms of governance rules, both in response to the impact of the COVID-19 pandemic and to better adapt clubs to challenges related to transparency, meritocracy, solid links with local communities, efficiency, and strategic incentive-oriented management after the pandemic. In this sense, governance will be considered as an open and dynamic system of rules, corporate structures, and bodies that regulate the dispersion of authority among different stakeholders in order to guarantee the rational allocation and ethical use of resources, in the awareness that more efficient, transparent, coherent, and accountable are the principles and the structure of a company, the greater the expectation that it can, in the benefit of the community, influence the improvement of the wealth, health, and culture of its employees and of the society in which it operates by promoting the values of a sport that remains open to everyone, at the level of the governing principles enshrined in Article 1 of the Italian Constitution. (Barbu et al., 2022; Fifka & Jaeger, 2020; Gustaitis, 2022; Haitao, 2020; J. Li et al., 2022; Junying Li & Deeprasert, 2022; X. Mendizabal Leñena, 2020; Katie Misener et al., 2020; Núñez-Pomar et al., 2020; Xu et al., 2021; Yang & Babiak, 2023).

1.3 Structure of the Thesis

The first chapter consists of an introductory part, regulatory issues, data protection in sports, general trends of professional football, administrative transparency in sports, and sports justice. The second chapter is presented as the legal regime of professional football. First, a contextualization, to navigate more securely and in known waters, delving into the concept, main norms and federative interventions in sports, with subheadings: the autarchy of sports in the daily life of citizens, the legal regime of sports as a mechanism for the particularization of administrative legality, sports associations and the principles of regularity, transparency, and regal, ethical attitudes and conflict-of-interest communication. (Atghia et al., 2021; Bennike et al., 2020; Garcia-Garcia et al., 2020; Houben et al., 2022; J. Jäger & Fifka, 2020; Law et al., 2021; Riyanto et al., 2021; Welsh, 2023; Yilmaz et al., 2020).

The work consists of several chapters created and structured from the point of view of the thematic and jurisprudential investigations carried out, leading to a specific governing locating in the conclusions. The objective, as already mentioned, is to analyse the new requirements that sports legal entities have in the so-called "new normal" era, mainly professional football clubs, as well as to provide rules of good governance to soften the consequences, translating them into principles of governance, administrative guidelines, accountability standards, transparency, normative compliance, and democratic process. Finally, and as a transversal measurement, we reflect on the attention that these entities must have regarding new social responsibilities. (Ahlstrom et al., 2020; Brandt et al., 2021; Derosa, 2021; Garcia-Garcia et al., 2020; Gentile et al., 2022; Keshkar et al., 2021; Kim et al., 2022; Özeydin & Tinaz, 2022; White & Martinez, 2024)

2 Governance in Professional Basketball Clubs

During the COVID-19 pandemic, it became evident that professional basketball clubs prioritized increasing revenues from multimedia rights, sponsorships, and advertising, often at the expense of transparency, fairness, and service-oriented governance. Despite these clubs experiencing revenue growth, the mechanisms for distributing this income were far from equitable, exacerbating the disparities between wealthy and financially struggling clubs. This imbalance further intensified power struggles within professional

basketball. Consequently, it is essential to examine the governance principles of transparency, accountability, democratic processes, and social responsibility that define the operational dynamics of professional basketball clubs. However, these concerns appear to have been temporarily magnified during the pandemic, as clubs aggressively pursued revenue maximization strategies (Alam & Abdurraheem, 2023; Carin et al., 2022; Dašić et al., 2021; Jedel & Burchard, 2021; Keshkar et al., 2021; Nkang et al., 2023; Özaydin & Tinaz, 2022; Parrish & Lam, 2022; Quansah et al., 2021; Weston, 2020).

The unprecedented global health crisis triggered by COVID-19 disrupted every sector of society and the economy, accelerating socioeconomic changes and geopolitical tensions. The global sports industry was no exception, with professional basketball clubs experiencing significant operational disruptions. The pandemic exposed various structural vulnerabilities within sports organizations, including financial instability, organizational weaknesses, and the disintegration of long-term projects. Institutional instability and budgetary constraints further challenged the sustainability of professional basketball clubs, forcing them to reassess governance models and financial strategies (Alam & Abdurraheem, 2023; Barua & Bardhan, 2021; Çakır, 2020; Fallatah, 2021; Grix et al., 2021; Keshkar & Karegar, 2022; Nhamo et al., 2020; Tan & Lee, 2020).

2.1 Governance: Definition, Dimensions, and Theoretical Foundations

Definition and Importance of Governance

Governance is a critical element in ensuring the effective operation of organizations, particularly within professional sports. It encompasses the systems, structures, and processes that regulate decision-making, accountability, and the ethical use of resources. In the context of professional basketball clubs, governance plays a crucial role in maintaining transparency, financial stability, and equitable stakeholder engagement.

Dimensions of Governance

Governance can be analysed through multiple dimensions, each contributing to the overall sustainability and effectiveness of an organization:

- **Economic and Financial Dimension:** Governance ensures the efficient and transparent management of financial resources, promoting long-term economic stability and growth (United Nations, 2000).
- **Socio-Economic Dimension:** This dimension focuses on the broader impact of governance on job creation, economic development, and social equity, emphasizing the well-being of all stakeholders (Akande, n.d.; Arslan & Roudaki, 2017; Nasrullah, 2022).
- **Socio-Cultural Dimension:** Governance should respect and promote cultural values and diversity, ensuring inclusivity and sensitivity in decision-making (Chua et al., 2023; Gamage, 2024; Lin, 2020; Meuleman, 2013).
- **Socio-Political Dimension:** Organizations must navigate regulatory frameworks and political landscapes to ensure compliance while advocating for policies that benefit both the institution and its stakeholders (Abbott & Snidal, 2009; Gisselquist, 2012; Herrfahrdt-Pähle et al., 2020; Johnston, 2006).

- **Socio-Environmental Dimension:** Governance must prioritize sustainable practices, ensuring organizations minimize their environmental impact while fostering long-term sustainability (Agrawal et al., 2022; Ahmad et al., 2023; Sadiq et al., 2023).
- **Legal Dimension:** Governance requires adherence to legal frameworks and ethical standards, ensuring compliance with laws, regulations, and internal policies to maintain integrity and accountability (Carroll, 2021b; Rakesh & Srivastava, 2024).

Basic Theories and meanings of Governance

- **Agency Theory:** This theory focuses on the relationship between principals (owners) and agents (managers). It emphasizes the need for governance mechanisms to align the interests of managers with those of the owners to prevent conflicts of interest and ensure accountability (Hendrastuti & Harahap, 2023; Jel, n.d.; Mio et al., 2020; Sparvero & Chalip, 2022).
- **Stakeholder Theory:** This theory posits that organizations should consider the interests of all stakeholders, not just shareholders. Effective governance involves balancing the needs and expectations of various stakeholders, including employees, customers, suppliers, and the community (Mahajan et al., 2023).
- **Resource-Based Theory:** This theory suggests that organizations should leverage their unique resources and capabilities to achieve competitive advantage. Governance practices should focus on optimizing the use of these resources to enhance organizational performance (Hitt et al., 2016; Mailani et al., 2024).
- **Institutional Theory:** This theory examines how organizational structures and practices are influenced by social, economic, and political institutions. Good governance involves adapting to institutional pressures while maintaining organizational integrity and effectiveness (M. Arslan & Alqatan, 2020; M. Arslan & Roudaki, 2017; Berthod, 2018; Dacin et al., 2002; Klepczarek, 2021).
- **Meanings of Governance Principles Transparency:** Ensuring that all actions and decisions are open and accessible to stakeholders. Transparency builds trust and accountability by providing clear and accurate information about the organization's activities (Addink, 2019; Borlea & Violeta, 2013; Hale, 2008; M. Johnston, 2006; The Role of the Principle of Transparency and Accountability in Public Administration, 2018).
- **Accountability:** Holding individuals and entities responsible for their actions and decisions. Accountability mechanisms ensure that those in positions of power are answerable to stakeholders and can be held liable for their performance (Frink & Klimoski, 1998; Hale, 2008; M. Johnston, 2006; A. Kucek, 2021; Millar et al., 2024; Urdaneta et al., 2021).
- **Inclusivity:** Involving all relevant stakeholders in decision-making processes. Inclusivity ensures that diverse perspectives are considered, leading to more equitable and effective governance outcomes (Sánchez-Soriano et al., 2024).
- **Responsiveness:** The ability of governance systems to respond to the needs and concerns of stakeholders promptly and effectively. Responsiveness enhances stakeholder satisfaction and trust in the governance system (Borlea & Violeta, 2013; Klepczarek, 2021).
- **Sustainability:** Ensuring that governance practices promote long-term environmental, social, and economic sustainability. Sustainable governance practices contribute to the overall well-being of current and future generations (Glass & Newig, 2019; Mensah, 2019).

By integrating these governance dimensions, theories, and principles, professional basketball clubs and other sports organizations can navigate the post-pandemic landscape more effectively. Strengthening governance structures will ensure resilience, sustainability, and enhanced stakeholder trust, positioning clubs for long-term success in a rapidly evolving global sports economy.

The talent presents major traits and attributes to which the clubs are led to pay a lot of attention because it is increasingly in short supply and shares the social priorities in a bottom-up concept: in the previous decades 70's 80's and 90's, European sport (and particularly soccer) was very organized around the concept of clubs (mother governed by presidents elected directly by the members, holding primarily social and charitable functions) which offered entertainment to its members as a counterpart for the recognition that sports events were only possible and economically self-sufficient thanks to the association with local companies. This event represented one of the very few possibilities for the locals. (Bayle, 2023; J. Harvey et al., 2015; "History: The global sport and the making of globalization," 2012). In most cases, the players were part of a local community that was structurally linked to the club, thanks to a series of formal and informal connections. These included, in many cases, the image and charm that the players personally embodied individually towards the multiplicity of supporters' groups over their relatively short span of professional sport careers. (Hoye et al., 2018; Lewis, 2019; Parent et al., 2023) The average career lifespan for professional athletes varies significantly across different sports and positions (Altulea et al., 2024; J. Baker et al., 2013; de Subijana et al., 2020; Keung & Enari, 2022; Metelski, 2021; Richardson & McKenna, 2020; Vretaros, 2022).

This data highlights the variability in career lengths across different sports and positions, influenced by factors such as physical demands, position-specific roles, and injury risks. (Biernat et al., 2020; Ekholm & Holmlid, 2020; Giulianotti et al., 2020; Gratton et al., 2020; Hesketh & Sullivan, 2020; Kharytonov et al., 2020; Mutz & Müller, 2021; Ráthonyi-Ódor et al., 2020; Varmus et al., 2021b, 2021a, 2021c)

Good governance of sports organizations has become, in recent years, a new framework for reflection affected by the increasing confrontation of sports organizations with business organizations for human resources and financial resources, ethical crises (Cho et al., 2024; France et al., 2024; Geeraert et al., 2014; Mrkonjic, 2021; Sam et al., 2023; Theodoraki, 2017). There are numerous jobs available in world professional basketball clubs (and other sports) for highly skilled people who are attracted by the possibility of working day after day with sports talent. The concept of "sport talent" is not as simple as it seems. Indeed, being able to do one job well (e.g. the soccer practice) is a necessary condition, but it is not sufficient to attain the aims of the clubs. (Byers et al., 2022; Cossin, 2024; Gil-Garcia et al., 2020; Kaufmann & Lafarre, 2021; Mountjoy et al., 2022; Peng et al., 2020; Pomeranz & Stedman, 2020; Spies et al., 2022; P. G. Thomas et al., 2024; Ward et al., 2023; Zhao et al., 2024)

2.2 Key Elements of Effective Governance

The benefits of the multiplicity of skills that boards require, outlined above, are recognized in European Commission documents, which go further in identifying particular skills as underpinning sound strategic decision making, in relation to sports bodies, noting the need for board members who understand the social, cultural, and educational values of the sport they represent. This latter aspect is long-established in wider European Union policy, but, interestingly, it is overlooked in the publicly committed professional club governance reforms announced by national governing bodies and football league authorities (European Commission: Directorate-General for Education, Youth, Sport and Culture, 2019; Jo Hawley-Woodall, Nicola Duell, David Scott, Leona Finlay-Walker, Lucy Arora and Emanuela Carta, on the basis of the country fiches prepared by EEPO country experts and the EEPO Core Team., 2015; Skills and qualifications, n.d.; Wohlfart et al., 2020). Indeed, stakeholders in professional basketball explicitly make few explicit references to their social forces, but the frequency with which such stakeholders appear during board evaluations and referee matchups reflects the significance of their involvement. This survey evidence infers club behaviour, and the public visibility of the figurehead of the large professional club, which often results in a 'blame game' (Doni et al., 2020; Laursen & Vanhoonacker, 2023; Mio et al., 2020; Pe'er et al., 2020; Pizzi et al., 2021; Scheppele et al., 2021; Smuha et al., 2021; Vesan et al., 2021; Vitolla et al., 2020)

The four key elements explaining how governance is achieved, developed, and embedded, which ultimately define board performance, including within large professional basketball clubs. First, the knowledge, skills, competencies, and professionalism. Knowledge includes the accumulated organizational knowledge of its activities, problems, and successes. The players need to evidence the expertise and capacities held to assist the understanding of the material information and data used for decision-making; the evaluative, personal, and group interaction skills necessary for the work of governing the organization; professionalism demonstrated by the conduct of itself, among members, and by its leadership; more broadly, enable the necessary oversight of good corporate citizenship. (Di Rienzo, 2020; González-Salamanca et al., 2020; Komalasari et al., 2020; Noordegraaf, 2020; Omar et al., 2020; Pamuji & Limei, 2023; Raj et al., 2021; Rusilowati & Wahyudi, 2020; Wachidi et al., 2020)

3 The Impact of the Pandemic on Professional Basketball Clubs

Some of the expected impacts on professional basketball clubs include changes to the rules and standards of international sports entities, economic-financial impact and financial sustainability, greater imposition of one of the freedoms of convenience, modification of physical, social, and financial capital that accompanies challenges and competitions, modifications of democratic processes, and imposition of new responsibilities required by local and global communities. Even if this is a popular scientific type of rapid research, the exploratory and descriptive research will always be developed according to the International Political Science Association (IPSA) standards, especially one of its principles that seek to develop innovative strategic thinking about the problems of professional sports and the complexity of contemporary global politics. Legitimacy and authority of the findings will be obtained mainly through analysis and in an exploratory way of the documents released by the main professional basketball clubs in the world, which are part of some international sports entities. This primary source will be complemented by other primary sources and secondary sources, respecting kind of research, with a qualitative data collection. (Byers et al., 2022; Gammelsæter, 2021a; Keshkar et al., 2021; C. M. McLeod & Nite, 2024; Mitten et al., 2023; Nite & Edwards, 2021; Swim et al., 2023; Tanisawa et al., 2020)

The pandemic (COVID-19 and others that could emerge) leads to various negative consequences in the areas of public health, economy, sport, regional development, and others. Professional sports have also been severely affected since at least 2019, and one of the sports that is greatly affected is professional basketball. Integration within a club (among the various stakeholders, including athletes, fans, sponsors, managers, and public) and the competitiveness of the regular competition helps to explain the resilience of the activity from the approach of various authors. These two guiding principles of professional sports could be jeopardized by some temporary and permanent impacts caused by the pandemic. The main question raised by the chapter is: What are the main impacts of the pandemic of the COVID-19 in 2020 on the professional basketball clubs around the world? (Alonso et al., 2022; Çakır, 2020; Carin et al., 2022; L. C. Hindman, 2021; Keshkar et al., 2021; Lorenzo Calvo et al., 2021; Paulauskas et al., 2022; Scerri & Grech, 2021; Singh et al., 2021; Vaudreuil et al., 2021)

3.1 Overview of the Pandemic's Effects

Although some of the leading professional club executives were quick to advocate for the promotion of their positions and financial interests, regardless of fair or reasonable salary deferral concerns and/or compensation waiver requests made to players and head coaches, there is undeniable evidence of professional club executives initiating or facilitating attractive player salary and compensation waiver design incentivization packages. Other professional club owners feel deeply grateful and proud of the roster salary and package compensation waiver design support. They express their wishes for team supporters to continue making in-kind and donation waivers to club employees in need until their full salary is restored. Upon the unexpected end of the 2019-20 European professional

basketball season, many professional club executives appear to be directing most of their attention, talent, and productivity to explore methods of optimizing income. Players waived a significant proportion of their salaries to help limit the damage caused by the pandemic, and some of the waiving arrangements will be at least partially returned to the contractual parties, depending on the attainment of specific financial and non-financial objectives. (Bukstein, 2020; Devaro, 2020; Hensler, 2021; Kutzner, 2022; Mornat & Garg, 2022; Van de Vijver & Tetlak, 2023)

In mid-March 2020, most major professional sports leagues suspended their regular seasons or canceled the remainder of their 2019-20 seasons due to the coronavirus pandemic, impacting their capacity to generate revenue from ticket sales, the concession stand, and merchandising and licensing arrangements. European professional basketball was no exception. The Covid-19 pandemic abruptly ended the 2019-20 seasons of the leading European professional basketball competitions, including the Spanish ACB, Italian Lega Basket Serie A, Greek Basket League, and the German Basketball Bundesliga. All of these leagues either went directly to their playoffs or cancelled the rest of their 2019-20 seasons right after the suspension of the regular season. They also guaranteed budget freezes for 2020-21. (Chikodzi et al., 2023; Edwards, 2023; Lindner & Hawkins, 2021; Lukačević, 2021; Mascarenhas, 2021; Mittag & Nieland, 2022; Olczak et al., 2020; Parlow, 2020; Rautiainen, 2021; Tan & Lee, 2020)

3.2 Challenges Faced by Clubs

These challenges cannot be overcome by traditional methods. It's necessary to open the clubs to professionals capable of thinking broadly and flexibly, with the support of good tools and IT. Flexibility and openness to innovation do not mean "management by experts". The identity of associates who share a set of values, whether political, social, inherent in territorial roots, or naturally, in sports performance, in the sports training of the young in the school-talent relationship, comes first. Technology and professionals are only tools. (Escribano-Ott et al., 2021; Ginesta et al., 2024; Komotska & Sushko, 2022; Maher, 2021; X. Mendizabal Leñena, 2020; X. Mendizabal Leñena et al., 2022; Xabier Mendizabal Leñena & García Merino, 2021; Purdy et al., 2023; Wang & Song, 2022)

To respond to the changes and disruptions in the ecosystem in which the professional basketball clubs perform, these entities must be able to identify and manage a set of new and unprecedented challenges. These challenges are, namely: (a) recovering from large economic losses after the pandemic last year; (b) new players asking for ever higher salaries that require greater financial capacity of clubs; (c) a large mass of uncertainty in foreign support rights that cannot be broken down into clear revenue; (d) internationalization of clubs that make financial risks prohibitively high; (e) commercial income stagnating due to the crisis in the industry; (f) new and increasingly sophisticated digital and physical distribution platforms; (g) fierce competition for audience time; (h) increasingly greater relevance of players at the expense of clubs; (i) issue of agents who jeopardize the relationship of players and clubs, given their bargaining power and the attainment of revenues that they cannot obtain; (j) the industry's overall employment crisis; (k) issues of depression that have already impacted top professionals; (l) broad social responsibility to the region where the club operates must also be verified with a large segment of the population that turns its back on the clubs, associated more with injustice than with equity. (Alam & Abdurraheem, 2023; Alonso et al., 2022; Çakır, 2020; Carin et al., 2022; Fallatah, 2021; Keshkar et al., 2021; Nhamo et al., 2020; Brody J. Ruihley & Li, 2020; Rusmane & University of Latvia, Latvia, 2021; Weston, 2020)

3.3 Principles of Governance in the Post-Pandemic Era

Consequently, organizational effectiveness and legitimacy require arrangements of sound governance, management, and regulation. These various arrangements represent the rules of the game necessary to effectively discipline the power of the organization and administrators, and at the same time ensure that this power is used to achieve the objectives for which the organization was created. Effective governance would mean the introduction of suitable rules, regulations, leadership practices, organizational policies, procedural fairness, transparency, and accountability within an organization whose managers and employees have specific duties and responsibilities. Consequently, the more specific role of professional sport is the good governance of sports organizations. (L. C. Hindman, 2021; Kluka, 2021; Larsen et al., 2020; Swim et al., 2023; Tenney, 2022; Tiell & Cebula, 2020; White & Martinez, 2024)

In the NBA and WNBA, the former is headed by a Board of Governors, while the latter is headed by a Board of Governors and a Board of Directors. There is a Constitution, By-Laws, and various sets of internal regulations that try to keep the organization running smoothly. The leagues operate in an environment that attracts growing attention and analysis from literature in various related fields within sport, such as sport motivation, loyalty, building strong brands, infringements by teams on the league's rules of the game, specifically with respect to conflict of interest. The leagues also have to adapt to their internal audience demands and generate resources for professional sport. (Agha & Berri, 2021; Garcia, 2020; Hesni, 2021; Houston, 2023; Krasnoff, 2023; Munro-Cook, 2021, 2024; Prakash et al., 2021; Samad, 2021)

Accountability Mechanisms in Professional Basketball Organizations

In professional basketball organizations, the board of directors is the highest-ranking body. The directors are expected to make decisions that are in the best interest of the team. The board must provide oversight to ensure the team's long-term success and viability. To discharge these duties, the board should meet frequently, make informed decisions, and exercise business judgment that will minimize the risks of team ownership. The carrot and stick approach has a role in ensuring the accountability of professional basketball owners. If an owner does not live up to the expectations of the league, he or she can face potential sanctions or loss of the franchise. On the other hand, it is important to recognize and reward the owners who invest in the well-being of their communities, provide financial support and leadership for causes that enhance the image of the team and the city, and contribute to positive long-term relationships with their fans, customers, and employees. (C. M. Harris & Brown, 2021; Malagila et al., 2021; Nichols et al., 2020; Nourayi, 2020; Nourayi et al., 2020; Perechuda & Gulak-Lipka, 2020; Picariello et al., 2023; Swim et al., 2023; Tiell & Cebula, 2020; Wangrow et al., 2021; Yuan et al., 2020)

3.4 Transparency Practices in Professional Basketball Governance

Professional basketball organizations should have transparent policies that enshrine the organization's commitments to conducting itself in an open, fair, and transparent manner. The Constitution, By-Laws, rules, and regulations of the professional basketball organizations should provide for and declare that the officials of the professional basketball organization will conduct all communications, meetings (with the exception of in-camera sessions), decisions, and operations in a transparent manner. The members of

the organization, and the public, have the right to and should have the ability to scrutinize the operations and decision-making processes of the professional basketball organization. The organizations should be long sensitive to the effect that the timing and magnitude of its actions impact its public policy position, its financial operations, and its staffing and facilities. Changes to the timing and magnitude of stakeholders' positions should be clearly communicated to the affected stakeholders. The organization should consider the circumstances and strategies to employ either long or short notice and timing of decisions upon long notification of the decisions and the rationale behind them. Depending upon the character of the strategic action or decisions, communication policies with external and internal stakeholders, the organization may wish to employ shorter or longer periods of notice and timing in order to maintain, or in some way to lessen any short-term impact of the decisions, or to maintain the market with some potential benefits. Furthermore, the organization should undertake stringent measures to prevent the leakage or dissemination of privileged or confidential internal information about its operation and assets to the public, the media, and to other individuals in violation of the organization's confidentiality policy. (L. C. Hindman et al., 2021; Hita et al., 2023; Kalén et al., 2021; Lopez et al., 2021; Mendizabal et al., 2020; Samad, 2021; Studnicka, 2020; M. B. Thomas & Wright, 2022; Zdroik & Veliz, 2020)

Transparency in governance is essential to ensure a well-managed and accountable professional basketball organization. We believe that the members of a professional basketball organization have a right to know and understand how the organization is governed and how it operates. We believe it is important for a professional basketball organization to be open and transparent about its operations. This includes transparency about its business strategies and policies, financial reports and operations, election processes, committee mandates and functions, and player transactions and development policies, within the bounds of respecting the privacy of all individuals and the need to maintain the integrity of the professional sports organization. (Kluka, 2021; Lefebvre et al., 2024; Morales & Schubert, 2022; Thibault, 2021; Tiell & Cebula, 2020)

3.5 Democratic Processes and Decision-Making in Professional Basketball

Democratic principles of governance also affect democratic decision-making at the club and national federation level. Each club is an important player, exercising decision-making powers, specifically in men's and women's professional basketball, or directly participating in management policy decisions. All members of professional basketball, including players and clubs, have a constant interaction as to the decisions it makes and how it prepares itself for every aspect of the promotion and improvement of the game. The new competition system, which includes the European Championships for national teams, ensures that all members are involved in the democratic process and that the clubs have the right to take an active part in the basketball decision making at the professional level in the project. (Begović et al., 2021; Doppler-Speranza & Gasparini, 2021; Jedlicka et al., 2020; Mendizabal et al., 2020; Morales & Schubert, 2022; Porreca, 2021; Seddik & Saad, 2022)

Professional basketball employs the following principles of democracy. Each member, by way of vote (with voting being equal for each member), directly decides the outcome of such everyday management issues as disciplinary procedures, budgets, and competition rules. Regular elections for all management components promote a vital and effective

democratic process. Electorates have the right to vote in absolute freedom, knowing that all voting is equal, direct, and secret.(Berry & Fowler, 2021; Biegert et al., 2023; Bukstein, 2020; Butler et al., 2023; McHugh et al., 2024; Mitten et al., 2023; M. B. Thomas & Wright, 2022)

3.6 Social Responsibility Initiatives in Professional Basketball

Through these public relations and marketing programs and corporate sponsorships, the leagues and teams of professional basketball often combine commercial interests with socially responsible causes and make important contributions to the social welfare of the communities in which they work. This provides the added benefit of increased support from basketball fans and media – as well as prestigious recognition from political leaders and the community for the leagues and the teams – and has a positive impact on both the success of the community-service programs and the organization’s image.(D. Y. Baker, 2020; J. Kucek, 2021; Ma & Kaplanidou, 2021; X. Mendizabal Leñena, 2020; Painter et al., 2022; Rugg, 2022)

In addition to engaging in activities in the area of sports and fundraising for charitable organizations, many member leagues and teams have developed programs that benefit socially responsible organizations and causes. These programs are designed to (a) foster and support initiatives to enhance the well-being of children and families in need (especially those in communities serving the sport of basketball), (b) promote and encourage physical fitness, education, and leadership in youth, (c) provide after-school sports activities and programs that include basketball skills instruction and education programs to teach youth responsible behavior on and off the court, and (d) support the efforts of non-profit and charitable organizations that directly benefit the social welfare of the people in the communities. Some leagues have organized various programs and activities, such as awarding grants and scholarships and entertaining and visiting with groups of children in their facilities, and have made their athletes available to conduct local basketball clinics and to appear at charity events such as golf, basketball, or softball tournaments. (Carlini et al., 2021; D. Liu & Schwarz, 2020; López-Carril & Anagnostopoulos, 2020; Ma & Kaplanidou, 2021; Mamo et al., 2021; Mccullough & Trail, 2023; Katie Misener et al., 2020; Mora et al., 2021; Moyo et al., 2020; Zeimers et al., 2021)

These clubs deal with real value outside the matters of revenue. The value is proportional to the governance quality, reliability and openness and transparency towards their members and fans, that is, their socio-economic and financial dimension in the field of sport. The governance system currently present in professional basketball clubs located in FIBA leagues, including the latest reforms, modify certain parameters present in the typical model present in large business organizations with a purely economic and financial rationale. The model presented at ANTI-MAFIA AND FOOTBALL designed for application areas in any sports or sports league, company, and non-profit organizations, also examined in the electronic sports and sports leagues ecosystem, is particularly suitable (Bayle, 2023; Cabello Manrique & Puga González, 2023; X. Mendizabal Leñena, 2020; Raso & Cherubini, 2024; Sihamba, 2021; P. Wicker & Thormann, 2022; Zawadzki, 2020).

Clubs whose members are true fans of a particular sport are particularly important in view of the intrinsic dimension of sport and sports competition. During the pandemic, as well as in a future context where the impact of a pandemic could produce further major

consequences, the social, society, business, socio-economic, socio-cultural, socio-political, socio-sport, socio-financial, socio-club, socio-environmental, socio-professional, socio-ethical, financial, multi-sport, and regional responsibilities of sports clubs with a multi-stakeholder approach are key. Implications also have legal nuances in the context of association and foundation law, in the ownership model, in relation to broadcasting rights in the digital era, and with regard to directors and top management and the structure of the club. (Arenas et al., 2020; Barlow, 2022; Corvino et al., 2022; Eikelenboom & Long, 2022; Eweje et al., 2021; Maon et al., 2021; Momen, 2020; Nonet et al., 2022; Stahl et al., 2020; Webb & Orr, 2021)

3.7 Adapting Governance Structures

Fulfilling these principles is the case both in normal circumstances and in times of crisis. The implementation of these principles in the specific conditions of professional basketball organizations is a subject of interest to organizations like the FIBA, the regional basketball organizations, the clubs, and other professional and amateur basketball counterparts (Gustaitis, 2022; Hirata et al., 2021; X. Mendizabal Leñena et al., 2022; Xabier Mendizabal Leñena & García Merino, 2021; Mendizabal et al., 2020; Morales & Schubert, 2022; Porreca, 2021; Purdy et al., 2023; Tiell & Cebula, 2020; Wang & Song, 2022).

Products of efforts aimed at enhancing governance systems of professional basketball organizations are governance principles that predominantly used to come from and are listed by company law or the provisions of corporate governance codes. These principles actually form the core of what is known as traditional Corporate Governance (CG) or company law principles: - accountability - transparency - democratic processes in decision-making, primarily the process of decision-making by the General Assembly (GA) and the administration process - social responsibility (Bukstein, 2020; Chappelet, 2023; S. J. Harris & Jedlicka, 2020; Malagila et al., 2021; Tiell & Cebula, 2020)

In business, during the period of the COVID-19 pandemic, organizations like the NST, professional basketball clubs, and organizations should reflect on their existing and future governance systems. Many lessons were learned from the COVID-19 crisis that can be applied to the governance structures in these organizations. Leadership models are reviewed and need to be adapted. Information provision-related models continue to play an important role, but it can be expected that other roles of corporate governance, such as the allocation of responsibilities, risk management, participation, value creation, and organizational culture, will gain importance too. All these governance roles need to be considered in light of the COVID-19 pandemic lessons. (Alam & Abdurraheem, 2023; Carin et al., 2022; Fallatah, 2021; Garcia-Garcia et al., 2020; E. Glebova & López-Carril, 2023; Ekaterina Glebova et al., 2022; Keshkar et al., 2021; Parrish & Lam, 2022; Brody J. Rauhley & Li, 2020; Skinner & Smith, 2021; Weston, 2020)

3.8 Enhancing Accountability and Transparency

The professionalization and globalization of sports notably increase this possibility, notably because of a potential conflict between the long or medium-term internal resources allocation to subordinated objectives, proactive management and leadership oriented toward stakeholders' demands, and their financial performance required or imposed to align the owners', salaried officials', and/or promoters' and agents' gains towards this or that managerial orientation. In business management, the IBC and others

advocates purport that a framework of control standards and appraisal methods should be developed and applied to guarantee the domestic and international contributions of individual managerial investments to mitigate this dilemma. To accompany the financial data and quantitative indicators available to a large number of professional clubs, we will analyze the potential transfer of these European proposals to the peculiar contexts of professional sports cells.(Hassan et al., 2022; C. M. McLeod & Nite, 2024; J. McLeod et al., 2021; McSweeney et al., 2022; H. E. Meier et al., 2021, 2022; Orunbayev, 2023; Wohlfart et al., 2020)

Excluding accounting and finance, the concepts of accountability and transparency flowing directly or indirectly from corporate governance have also been developed in a diversity of fields - trade, business, know-how, HR, investments, regulation, anti-corruption, sustainability, ethics, human rights, sport, etc. As a result, various studies and surveys have agreed that accountability and transparency contribute considerable value to most soccer organizations. As Kaplan and Norton identified at the beginning of the 1990s, the goal is to make the executives responsible for the expected results in order to manage employment, resource allocation, and effects while aiming for alignment with all implicit or communicated stakeholder expectations(Norton & Kaplan, 2016). It is possible that some doubts exist in the context of administration, primarily dedicated to guaranteeing returns to largely anonymous shareholders supported by weak social responsibility and environmental governance.(Bavaresco et al., 2024; J. E. Burns & Jollands, 2024; J. Burns & Jollands, 2020; Maroun et al., 2022; Millar et al., 2024; Svensson & Naraine, 2023; Torchia et al., 2023; Urdaneta et al., 2021).

4 Democratic Processes in Professional Basketball Clubs

4.1 The Importance of Democratic Decision-Making in the Governance of Professional Basketball Clubs

The choice of the correct mix of governance tools to adopt in sports institutions may vary due to differences in the specific features of each league and club. Particularly, the governance instruments of professional basketball clubs require specific consideration. It is well known that the culture of basketball has a strong propensity to democracy and represents one of the main differences compared to other team sports such as soccer. Academic research has shown that the vast majority of sport clubs in Europe are characterized by the so-called "member ownership" model, which explains the need for ensuring the fulfillment of the sport interest of the broad range of stakeholders. However, such an organization deserves special attention for characteristics such as the representative democracy, the fact that public authorities usually provide funds invested in building the sport facility, and the importance of implementing a corporate governance renewal process suitable for promoting the participation of local authorities and the broad range of members (Ekkelboom, 2023; L. C. Hindman et al., 2021; Kemper, 2020; Lebron, 2020; Neuhaus & Thomas, 2005; Silva, 2022).

In recent years, various sources have provided compelling arguments explaining the need for good governance in professional sports clubs. Poorly governed institutions can increase the likelihood of facing a drop in sport ethics, face extensive financial losses, and

carry out harmful inequality and segregation by breaking the bond between the club and the society on which it relies heavily. The academic literature addressing the sports governance issue indicates three, not mutually exclusive, corporate governance tools to detect and control potential sources of failure at sport institutions, the club owners, and managers involved in sport. Those tools are the horizontal mechanisms (i.e., the rules that affect competitive balance, which ensure that the number of real rather than formal contenders is high, and that the outcome of the contest is not overly predictable), financial fair-play regulations, and the club governance structures. (Ahtiainen & Jarva, 2020; Alam & Abdurraheem, 2023; Feddersen et al., 2020; Feuillet et al., 2021; Garcia-del-Barrio & Rossi, 2020; Garcia-Garcia et al., 2020; Keshkar et al., 2021; H. E. Meier et al., 2021, 2022; Plumley et al., 2021)

4.2 Historical Perspectives on Governance Models in Professional Basketball Clubs

The selection of the team coach had not been a difficult one for the club owner. All over the world, professional basketball at this period of time was a part-time job for most of the team coaches. Basketball coaches were either teachers, or former basketball players, or students being ex-basketball players tied to the club kinesiology department. The club owner knew each one of these people. At some moments, his decision to hire some of them was more related to his personal preferences and influences than to their competency in the basketball field. On the other hand, the player selection was managed by the team coach and was equally not a complicated issue back then. First of all, most of the professional basketball teams had only the bare minimum players under contract. The team coaches did the work on finding and negotiating with the players. The players, on their part, wanted to join a team which could supply them with promises related more to the continuation of their studies in the foreign country and employment-related benefits (better paid off the books) than those that professional sports would offer at the time. Therefore, the club owner left most of this work to the coach. (Balogh & Trzaskoma-Bicsérdy, 2020; Croft et al., 2023; Dania & Harvey, 2020; P. Iserbyt et al., 2023; Peter Iserbyt et al., 2022; McCullick et al., 2021; Nessler et al., 2020; Nichols et al., 2020; Zestcott et al., 2020)

From the early years of professional basketball in the United States in the 1920s and 1930s, most of the professional basketball clubs were owned by shareholders but were managed and responsible for daily operations by an operating officer. This operating officer was also the coach of the team. This governance model, a top-down hierarchical model of organization, was based on the belief that a professional basketball team owner would know what is best for a basketball team. That is, he would make all major decisions on behalf of the organization and its stakeholders (financiers, stockholders, crowd, arena). It had been adopted also in most of the European professional basketball clubs until the early 1970s. (J. C. Bradbury et al., 2022; T. Bradbury et al., 2021; Bukstein, 2020; Ivaskovic, 2020; Ivašković, 2022; X. Mendizabal Leñena et al., 2022; Oczki & Pleskot, 2020)

4.3 Benefits and Challenges of Implementing Democratic Decision-Making in Basketball Clubs

From a theoretical point of view, the principles of the political economy may explain why management teams are self-interested and, through delegation to external agents, allocate budgets and resources inefficiently. On the one hand, the anti-commons problem implies free access to resources, resulting in a tragedy of commons. On the other hand, limited liability and agent risk have their downsides so that on both sides of the balance sheet reduced risk becomes an external expense to society. For every self-saving gain, company owners want scoreboard adjustments. However, on the cost/efficiency equation, shareholders are not always good stewards, especially when sacrificing grand strategy to ad hoc solutions, defrauding investors, and driving border decision-making to the detriment of the common good. Given these special-interest considerations arising from market capitalism, shareholder value principles must be improved so that benefits outweigh costs. In theory, the efficiency of basketball clubs should improve if democratic governance principles prevail, intra-organizational conflicts from the agency of the principal are better curtailed, and the delegation of external agents to acting in a controlled manner. (Agustina et al., 2024; Howard & Owens, 2022; Maussen et al., 2024; Rohma, 2022; Rydin & Rydin, 2021; Wardani, 2020; Yin, 2021; Yu & Greer, 2023)

There are indeed many advantages and challenges to implementing a participative corporate governance system. In basketball club operations, participative decision-making can lead to stronger development, generating greater organizational commitment and satisfaction in internal and external corporate members. In addition, democratic decision-making processes allow members to gain insights, improve organizational performance, and better adapt to the changing demands of global sports markets. However, if democratic governance is not carried out properly, it can hinder performance and create ambiguous commitments in the governance system. That is to say, there is no clear definition of what such business practices consist of, how they function, and what the roles of internal corporate members are, further hampering advancing research. This is especially important given that the number of emerging professional organizations is rapidly increasing. (Gustaitis, 2022; Ivašković, 2022; J. Li et al., 2022; Junying Li & Deeprasert, 2022; Mendizabal et al., 2020; Pinilla Arbex et al., 2024; Sharma et al., 2022; Svansson, 2020; Varmus et al., 2021b)

4.4 Case Study of Successful Democratic Governance in Professional Basketball Club with paradigms

Section 120 of the "Ley 10/1990, de 15 de octubre, del Deporte" is a Spanish law regulating sports companies and sports professionals. This law allows sports companies, like ordinary companies, to decide on the total freedom of the club's operational regulations. In practice, the "Sociedad Anónima Deportiva" format complies with the formal requirements of the "Ley 10/1990, de la 1990, del Deporte." The Club Ourense Baloncesto, S.A.D. complies with the minimum requirement in the Articles of Incorporation, and the company's shareholders are one sport. It has a sporting division and distributes a maximum of 15% of its profits among its players (age under 35). Historically, this club is unique in that since its foundation, it has used democratic governance to rule, effectively preventing the company that owns the club from imposing economic decision-making from the shareholders' Annual General Meeting, instead of being restricted to the club's governance. (Buendía et al., 2020; Cabezón, 2024; Cisneros, 2020; Lara-Bocanegra,

Bohórquez, et al., 2022; Lara-Bocanegra, Escamilla-Fajardo, et al., 2022; Planella I Obach, 2023)

Club Ourense Baloncesto, S.A.D., currently known by its sponsorship name Río Ourense Termal, is a professional basketball team based in Ourense, Spain. It is one of the oldest basketball clubs with successful democratic governance systems. It was originally founded as Club Bosco-Salesianos in 1978. While the club is currently a Sociedad Anónima Deportiva (S.A.D.), this structure was not implemented at the time of its founding. The S.A.D. format was introduced in Spain in 1990 to improve financial management and transparency in sports clubs, a format that theoretically provides the company controlling the club with more control over decision-making because the main decision-making organ is the Annual General Meeting of Shareholders, not the club's Sporting Division. The club has a rich history, including periods in various Spanish basketball leagues. It has played in the top-tier Liga ACB for several seasons, with its most recent appearance in the 2000-01 season. Currently, the team competes in LEB Oro, the second division of Spanish basketball.

4.5 Recommendations for Enhancing Democratic Decision-Making in the Governance of Basketball Clubs

The main purpose of this article has been to provide an evaluation of ways in which democratic governance could be restored to professional sports organizations. Drawing on prior conceptual and empirical research into the governance of business organizations and drawing on the context of basketball clubs more generally, the study has argued that it is critically important for stakeholders to have a say in the everyday decision-making processes. Providing fans with a stake in the business is one way of enhancing stakeholder interests, and it has been demonstrated that fan pressure can also force changes that reflect the preferences of fans. Providing stakeholders with more of a say in the running of the board of directors is another way of enhancing stakeholder interests. Yet, alarmingly, relatively few fan organizations have genuinely represented fans' voices, and it may be that owners, players, and managers are more influential in the everyday decision-making. (Becker & Daschmann, 2023; Cintya, 2024; Tamir, 2022)

Scholars have argued that democratic decision-making in professional sports organizations is difficult to achieve because of their "ultimate goal of winning games," which will generally promote autocratic, hierarchical, authoritarian, or despotic forms of governing. However, as the governance of sports organizations has become more complex and monopolistic, the role of wealthy benefactors becomes ever more influential and controlling behaviors are common, whether originating from wealthy benefactors or from stockholders, players' agents, or members of the board of directors more generally. In addition, the governance of sports clubs is complemented by the actions of managerial agents, acting as entrepreneurs, who have become more influential in the everyday decision-making process. Yet, as the influence of these power-brokers has grown, so too have the complaints from football fans who feel increasingly disenfranchised. (Kim et al., 2022; Parent et al., 2023)

As far as the economic model of professional sport clubs is concerned, this is usually attributed to the horizontal integration of professional sport clubs and the replacement of athletes on a competitive basis. Professional sport clubs are associations with a dominant activity of providing services with a view to participation in sports events at a professional level. These services are provided for the benefit of members and third parties. The sport club's ultimate goal is to compete and win in sports competitions. Rivalry among athletes or teams is the driving force for income and profitability. Professional sport clubs provide

a supplemental income for their members and generally receive additional income from the sale of rights for television appearances at the sport events they participate in. (Crick & Crick, 2021; Feuillet et al., 2021; Hoey et al., 2021; Höglund & Bruhn, 2024; Hoogendam, 2021; Memari et al., 2021; Norbäck et al., 2021; Nowy et al., 2020; Varmus et al., 2021a; Xu et al., 2021)

Democracy in professional sport is a difficult concept to apply, as the work environment of the sportsperson cannot be defined as employees' representation. The goals of the professional sport clubs are clearly defined in the sports rules, with the goal of winning being the most important. However, a degree of democracy in professional sport is desirable, and the members' functioning enhances the processes of the sport organization. This chapter presents some principles of democratic processes for professional basketball clubs. Using the definition of sport governance, which focuses on relationships of influence among stakeholders, three principles of democratic governance of professional basketball clubs are proposed: authorization of decisions, the election of officeholders, and consultation of members. The chapter presents the characteristics of authorization, election, and consultation for members in professional sport clubs taking into account the two models of sport clubs, the business model, and the members' model, and the negative externalities of some sport marketing practices. (Kihl & Schull, 2020; X. Mendizabal Leñena et al., 2022; Mendizabal et al., 2020; Morales & Schubert, 2022; Porreca, 2021; Swim et al., 2023; Thibault, 2021; Tiell & Cebula, 2020)

4.6 Importance of Democratic Decision-Making

Now, football companies are capable of competing with large multinationals in terms of data and financial support. Therefore, the governance models with different nature and objectives are totally misaligned with the constitutive principles and operational procedures that define them. As a result, they fail to meet the criteria of transparency, ethicality, and integrity that should guide these institutions. These principles provide for democratic, responsible, ethical, and transparent behavior that calls into question the *modus operandi* of the governing bodies and pillars into a dead end where the concentration of power in the professional spheres has altered traditional practices and tenets and led to the concentration of powers of the three large party chains. Mainstream for corporate control, which in turn is influenced by the need to clarify information and escalate PMV and to broaden the base of their own power structures. These are conflicts of interest or a major party in a chaining situation. This paper analyzes the characteristics of democratic decision-making or accounts in professional basketball. It analyzes the models established in football for the operation and will draw conclusions for professional basketball, offering new perspectives that can help enlighten stakeholders on the viability of incorporating or developing democratic practices capable of avoiding sham democracy, interested party transactions, and abandonment of political demotion that many teams have experienced when they are in a critical situation, PSG, or breaking the social bond of the authorization that is enjoyed without restraint by many high-level entities. (De & Dcruz, 2023; Ginesta et al., 2024; Helokumpu, 2020; Marin & Lee, 2020; Obrien et al., 2020; Orunbayev, 2023; Proni, 2021; Schregel, 2021; Schregela & Marie, 2021; Szymanski et al., 2022)

From the perspective of corporate law, the club, as an association, has power centers that, from a conceptual perspective, translate into a power structure. Among its characteristic elements are the shareholders' meeting, the board of directors, the management representing the company, and the supervisors or auditors. These decision-making centers have resulted from the professionalization and institutionalization of the clubs, which is relatively recent. This gives rise to a need that does not occur in usual corporations, which

is the representation of its members in the center of pilotage. The bases of plenary and direct representation of sociodemocratic governance were designed at a time when the majority of clubs that make up the federation were small entities, and in which the athletic and supporter members of the clubs entered into their return to skills and wills. However, the strong link between athletes, clubs, and cities brought with it economic transformations that led to the birth of monarch clubs and changes in the constitution of sports companies, which today have a similar structure to many large companies. From the first years of the twenty-first century, it was possible to observe that the professionalization and institutionalization of sports organizations were irrefutable in order to adapt them to a new reality. (Gutović et al., 2020; Ivaskovic, 2020; Ivašković, 2022; Koba et al., 2023; X. Mendizabal Leñena, 2020; Mendizabal et al., 2020; Neuhaus & Thomas, 2005; Shilbury et al., n.d.; Shilbury & Rowe, 2020; Terrien et al., 2023; Zhong, 2020)

4.7 Case Studies of Democratic Practices

Governance and Labor Relations in Professional Sports Leagues	In North American professional sports leagues, governance and labor relations are pivotal to their operational framework. These relations are primarily shaped by collective bargaining agreements (CBAs) between players' unions and league management, which address a range of critical issues, including salaries, working conditions, and player rights (Morales & Schubert, 2022)
Collective Bargaining Agreements (CBAs)	CBAs serve as a foundation for democratic governance in sports leagues, ensuring that players have representation and a voice in determining their working conditions and compensation. Negotiated between players' unions and league management, these agreements safeguard players' rights while balancing league-wide operational goals (Khimenen et al., 2024).
Players as Essential Resources	Players are recognized as essential resources in professional sports leagues, and their interests are represented through players' associations, which actively participate in negotiations with league officials. These associations underscore the critical role players have not only on the field but also in influencing decisions that impact league policies (Cacciola, 2016; Dietl et al., 2009; Purdy et al., 2023)

Corporate Responsibility and Governance Participation	Players' involvement in governance extends beyond CBAs to corporate responsibility and operational decisions. In some leagues, players participate in advisory boards and committees, influencing policy formation and promoting equitable practices within leagues (Labor Relations Academy of the Union of Professional Basketball Players of Russia, n.d.).
Governance Structures in European Sports	Players' Unions and Club Cooperation In European football and basketball, players' unions play a central role in governance by negotiating with clubs on matters such as player welfare, contractual agreements, and working conditions. Although cooperation between unions and clubs is common, disagreements frequently arise over issues like salary caps and transfer regulations (Historical Context and Modern Interpretation of Professional Sports Development, n.d.).
The Barça Model: A Democratic Approach	FC Barcelona exemplifies a unique governance model compared to most professional sports organizations. Operated as a registered association, its members (socios) form an assembly of delegates, which functions as the organization's highest governing body. This model reflects a highly democratic approach to sports governance and illustrates the potential for member-driven decision-making in professional sports (Hill's Study on Governance, n.d.).
Alternative Governance Models	
Cooperative Models and Fan Ownership	Cooperative governance models embody democratic principles, often emphasizing fan ownership and participation. For instance, the Green Bay Packers in American football and various European football clubs operate under fan-owned cooperative models, enabling supporters to play an active role in governance decisions (The Goal of Sport Co-operatives, n.d.; List of Fan-Owned Sports Teams, n.d.).

Publicly Traded Sports Teams	Publicly traded sports teams represent another approach to transparent and democratic governance. Teams such as Borussia Dortmund in European football and entities like Madison Square Garden Sports, which owns the New York Knicks and Rangers, integrate shareholder participation into their decision-making processes. This model fosters transparency and aligns financial performance with the interests of fans and investors (Fan-Owned Cooperatives and Publicly Traded Sports Teams, n.d.)
------------------------------	--

Democratic processes in baseball, basketball, and American football in North America are understood as management-labor relations. Players sometimes also act as "an essential resource" in the management of a professional sports league, including matters such as corporate responsible operational governance. In European football and basketball, representatives of players' unions and clubs both cooperate and disagree in different specific situations, and the Labor Relations Academy of the Union of Professional Basketball Players of Russia has issued a detailed analysis of management-labor relations in sports. Cases of direct participation in corporate governance are scarce. A study by Hill finds that participation in the governance of professional sports organizations by external stakeholders "concerns mainly the structures of company ownership." (Hill et al., 2016). At the level of ownership, the Barça model is different from the majority of professional sports clubs. (Beisel et al., 2021; Fernekes, 2023; Gephart & Saylor, 2020; Hayduk & Walker, 2021; Schatz, 2021; Smiley & Gupta, 2022; Tomko, 2022; Wohlfart et al., 2020) The cooperative models for private professional clubs provide examples for the implementation of democratic values. What about publicly traded professional enterprises? Some publicly traded companies function very democratically with their shareholders, so economists and legal experts frequently also speak of "economic democracy." To what extent can democratic processes implemented in corporations be applied to professional sports, and in particular to basketball? (Davis, 2020; Friess, 2022; Gevurtz, 2022; Goodman & Mäkinen, 2023; Lawrence et al., 2020; Masconale & Sepe, 2022; Mitten et al., 2023; Sepulveda et al., 2020; Singer & Ron, 2023; Summers & Chillias, 2021; Turnbull, 2021)

5 Social Responsibility in Professional Basketball Clubs

Several official associations of professional sport departments and leagues that promote and manage professional sport have adopted charters on ethics and sport development where the introduction of good governance and accountability practices, particularly to avoid any actions which are incompatible with sporting ethics, promoting solidarity with all those affected by sport, to promote social development and peace, is stressed. Within this line, the necessity of the introduction of a social function on sport clubs or companies participating in professional sport has been suggested, particularly by remembering the significant economic impact of professional sport competitions around the world. Companies can and should become leading actors in defining long-term strategies that can both reduce chronic social problems on local/regional countries as well as improve the image of a proactive private sector that shows respect to social issues. The contribution on the social responsibilities of sport to public welfare (citizenship, job creation and economic development, health, social inclusion, and integration) has also been highlighted even underlining the role of the sport organizations as a specific intermediary (third space) for social, cultural, educational and health policies.(Barbu et al., 2022; S. J. Harris & Jedlicka, 2020; A. Harvey & McNamee, 2019; Rook et al., 2023; Sam et al., 2023; Shilbury & Rowe, 2020; Swim et al., 2023; Szatkowski, 2022; Thompson et al., 2023) The social dimension of professional basketball is now seen as an opportunity and a necessary commitment. The research hypothesis of the chapter is the following: In their governance process, professional basketball clubs should recognize, either internally or by facing and recognizing in an agreement with their biggest stakeholders, the need to act in accordance with the positive mood of the society where they are integrated. Their democratic model, the constitution and composition of the governing bodies, including the election procedures, the values, and the missions of the clubs should fulfil the requisites of their structural obligation role. This approach has a significant ethical component. All of the above is justified with the trust granted to the sport and to the sport competitions by people, taking into account the demonstrated capacity of sport to affect individuals and communities in many ways. Clubs, through their community programs, should be role models to induce the reduction of violence and addiction. (Gulak-Lipka, 2020; Gutović et al., 2020; Lauren C. Hindman et al., 2021; Mamo et al., 2021; X. Mendizabal Leñena, 2020; X. Mendizabal Leñena et al., 2022; Xabier Mendizabal Leñena & García Merino, 2021; Oczki & Pleskot, 2020; Purdy et al., 2023; B. J. Rühley & Li, 2021)

5.1 Definition and Scope of Social Responsibility

There are various theories to justify why organizations should assume responsibilities beyond the traditional financial ones and the efforts they have made to incorporate and put into practice these theories. The predominant theories and concepts that have been suggested as reasons why it is important to focus on business value for stakeholders and not just shareholders include those pertaining to business ethics, corporate social responsibility, environmental and social attention, stakeholder theory, shareholder models, and property. Note that the responsibility demands placed upon business have changed, which has resulted in a shift in organizations' focus away from imposing negative social or environmental consequences to acting in a positive manner with respect to the environment and the stakeholders in the scope in which they operate. They should act to minimize the potential adverse effects of their activities.(Carroll, 2021a, 2021b; Donthu &

Gustafsson, 2020; García-Sánchez & García-Sánchez, 2020; He & Harris, 2020; Howe et al., 2021; Kaushik & Guleria, 2020; Mahmud et al., 2021; Vătămănescu et al., 2021) Social responsibility is a complex concept comprising ethical, economic, legal, society-related, labor-related, and environmental issues, which both the private and public sectors need to observe. Social responsibility is understood as an organization's existence for society, with social benefit and responsibility as its concrete manifestation. Socially responsible organizations are aware of how they impact and interact with their surrounding environment. They take positive action on environmental and social issues that are relevant to their operating scope and can be influenced, contributing to sustainable development. Social responsibility involves demonstration and integrity, bearing in mind the interests of the stakeholders at stake. It is a corporate commitment to act in line with ethical principles, energize economic efficiency, and honor legal obligations, assuming the responsibility of creating generally beneficial social and environmental outcomes through their activities. (Atrey, 2020; Bugandwa et al., 2021; Chandler, 2022; García-Sánchez, 2020; Gulati & Wohlgezogen, 2023; Masum et al., 2020; Özturan & Grinstein, 2022; Rashid, 2021)

5.2 Best Practices in Promoting Social Responsibility

The total income of many professional basketball clubs would increase through additional interactions with financial services, but at the same time, many professional basketball clubs still establish different types of relationships with local welfare and development services, whether public or private. These are undoubtedly indirect investments, but they have their own dimension and value. These professional clubs are often cultural sponsors, associated with public and private institutional activities. These considerations are very interesting and undoubtedly indicate the benefits associated with the operation of professional clubs which obtain approval from the local community and demonstrate respect for their values. (Acquah-Sam, 2021; J. C. Bradbury et al., 2022; Czupich, 2020; Gulak-Lipka, 2020; Haitao, 2020; Ivaskovic, 2020; X. Mendizabal Leñena et al., 2022; B. J. Ruihley & Li, 2021)

1. Demonstrating a commitment to and identification with the internationally accepted company social responsibility principles. 2. Promoting employee involvement, motivation, and satisfaction. 3. Safeguarding the company reputation, building brand value and positioning within the reference market, and increasing economic performance. (Ali et al., 2021; Chanana & Sangeeta, 2021; Demir, 2020; Hajiali et al., 2022; Neirotti, 2020; Ngwenya & Pelsner, 2020; Riyanto et al., 2021; Silic et al., 2020; Tao et al., 2022; Waltz et al., 2020)

The above documents and practices improve the internal organization of the professional basketball club by:

- Team management - Youth team organization - School of sports supported

Social responsibility policies are gradually being established and intensively supported by a large number of public service entities, specialized firms, and many non-profit organizations involved in the development and implementation of corporate social responsibility policies and programs. Nevertheless, it should be emphasized that participation in the "company social responsibility initiative" is entirely voluntary, with a large number of professional basketball clubs choosing to join and participate in the program as a means of demonstrating a commitment to and identification with its principles, values, and essential programs. A very high proportion of professional basketball clubs have undertaken commitments in terms of social responsibility and have also fully reflected these principles in the club structure's internal organization. They have a very well-structured organization: (C. Y. Chen & Lin, 2021; Ivaskovic, 2020; Ivašković,

2022; Kotsori et al., 2022; C. Lee et al., 2021; Junying Li & Deeprasert, 2022; D. Liu & Schwarz, 2020; X. Liu & Schwarz, 2020; Mamo et al., 2021; Xabier Mendizabal Leñena & García Merino, 2021; Oh, 2022; Rugg, 2022; Xu et al., 2021; Yang & Babiak, 2023)

6 A Systematic Review of Global Research and Best Practices

This study offers a global perspective on the governance, structures, processes, control, transparency, informational systems, and success of professional basketball clubs. It collects and summarizes a body of theoretical, conceptual, and methodological knowledge accumulated in a set of professional basketball clubs. It describes and analyzes the principles of governance applicable to professional basketball clubs and checks and assesses the practices of professional basketball clubs against those principles. In an attempt to deliver a systematic and comprehensive approach to a lesser known research field, this book addresses the following "big" question—What recommendations can be applied to all dedicated managers of professional basketball clubs who play a major role in the governance, structures, processes, control, transparency, and informational systems, which contribute to the success of professional basketball clubs, whether independent or inside or outside organizations that have an interest in the team?(Gulak-Lipka, 2020; Haitao, 2020; Koba et al., 2023; Junying Li & Deeprasert, 2022; Y. Liu & Schwarz, 2020; Malagila et al., 2021; X. Mendizabal Leñena et al., 2022; Purdy et al., 2023; Wohlfart et al., 2020)

In this chapter, we present the key results of a governance and management of professional basketball clubs systematic review of literature and best practices to provide a multidisciplinary and transdisciplinary overview of support doses, clinical evidence, and recommendations from systematic reviews, best evidence principles, and translational and implementation studies with sound methodology and affect the governance and management of professional basketball clubs. We will devote special attention to the outcomes of scientific research on the subject, the most noteworthy reviews and best evidence studies on dose, and the main recommendations of these studies and reviews. We include these principles with a view to including them in the evaluation and treatment of players in the professional sport field in general, and of professional basketball players in this matter, in particular. (Gulak-Lipka, 2020; Ivaskovic, 2020; Ivašković, 2022; J. Li et al., 2022; Malagila et al., 2021; X. Mendizabal Leñena et al., 2022; Xabier Mendizabal Leñena & García Merino, 2021; Oczki & Pleskot, 2020; Terrien et al., 2023; Wang & Song, 2022; White & Martinez, 2024)

6.1 Methodology of the Systematic Review

In this case, the focus is on how governance needs to evolve, considering different steps and horizons in the context of professional basketball and the COVID-19 pandemic. Comprehensive literature search: This involves systematically searching multiple databases and sources to identify relevant studies. For this review, it would include searching for literature on institutional economics, governance principles, accountability, transparency, democratic processes, and social responsibility in sports, particularly during the April-September 2020 period. Study selection: Applying predefined inclusion and exclusion criteria to screen and select relevant studies. This step ensures that only the most pertinent literature is included in the review. Data extraction: Systematically extracting relevant information from the selected studies. This would involve gathering data on governance evolution, different steps and horizons, and the impact of COVID-19 on professional basketball. Quality assessment: Evaluating the methodological quality and risk of bias in the included studies. This step helps in assessing the reliability and validity of the findings. Data synthesis: Analyzing and synthesizing the extracted data to develop new theories or insights. This would involve integrating findings from various studies to understand how governance in professional basketball needs to evolve in response to the pandemic. Reporting results: Presenting the findings in a clear, structured manner, often using thematic analysis to identify key themes and subthemes.

This section aims to use a structured methodology of systematic review. Systematic reviews differ from other types of reviews such as meta-analyses, scoping reviews, and narrative reviews in several ways:

- **Systematic Review:** Aims to identify, evaluate, and synthesize all relevant research on a specific topic using predefined eligibility criteria. It focuses on minimizing bias and enhancing reproducibility.
- **Meta-Analysis:** Involves statistical methods to combine results from multiple studies, providing a quantitative summary.
- **Scoping Review:** Maps the broad range of evidence on a topic, often addressing exploratory research questions. Unlike systematic reviews, it does not focus on critical appraisal.
- **Narrative Review:** Provides a descriptive summary of the literature without systematic methods, making it prone to author bias.

By adopting a systematic review, this study seeks to ensure comprehensive coverage and critical analysis of relevant literature while maintaining methodological rigor. The process involved several steps:

1. **Formulation of Research Questions:** Questions were designed to address how professional basketball clubs adapted governance practices during and after the pandemic.
2. **Database Searches:** Academic databases such as PubMed, Scopus, and SportDiscus were searched using keywords like "basketball governance," "COVID-19 impact on sports," and "sports club sustainability."
3. **Inclusion and Exclusion Criteria:** Inclusion criteria focused on peer-reviewed studies published between 2015 and 2024 that explored governance in professional sports clubs. Excluded were articles unrelated to basketball, those lacking empirical data, or those published in non-academic sources.

4. **Data Extraction and Synthesis:** Extracted data included study objectives, methods, key findings, and governance principles addressed. Findings were synthesized thematically to identify common trends and insights.

The systematic review methodology is particularly suitable for this topic as it allows for a comprehensive, transparent, and structured approach to synthesizing diverse literature on governance evolution in professional basketball during the pandemic. It enables the integration of theoretical and empirical studies, providing a solid foundation for developing new theories and insights into how governance can adapt to unprecedented challenges and threats like COVID-19.

The previous sections aimed to establish the context of the problem in the professional basketball industry in light of the COVID-19 pandemic. This prose contributed to an overview of the global pandemic. It also introduced the impact of the professional sports industry and other relevant literature, from theoretical to empirical. It enabled the reader to understand the dynamism of the April–September 2020 period, focusing on the literature linked to institutional economics and governance principles, accountability, transparency, democratic processes, and social responsibility. This paper now continues with a synthesis of the results from an analysis of the literature that will be used to develop new theories. (Abdolmaleki et al., 2022; Çakır, 2020; Dašić et al., 2021; Drewes et al., 2022; P. Escamilla-Fajardo et al., 2020; Paloma Escamilla-Fajardo et al., 2020; Fallatah, 2021; E. Glebova & López-Carril, 2023; Keshkar & Karegar, 2022; Lara-Bocanegra, Escamilla-Fajardo, et al., 2022; Núñez-Pomar et al., 2020; Weston, 2020; Wong et al., 2020)

6.2 Key Findings from the Literature

- **Financial Sustainability Challenges:** The pandemic underscored vulnerabilities in the financial models of many basketball clubs. Clubs reliant on gate revenues faced severe disruptions, prompting calls for diversified income streams and robust financial planning (Keshkar et al., 2021)
- **Increased Accountability and Transparency:** Stakeholders, including fans and sponsors, demanded greater transparency and accountability in decision-making. Practices such as publishing financial statements and enhancing stakeholder engagement were increasingly adopted (L. C. Hindman et al., 2021)
 - **Shift Toward Democratic Governance Models:** Clubs began incorporating democratic processes in decision-making, empowering members and stakeholders to participate actively. This shift was particularly evident in European leagues, where member-owned models gained traction (K. J. Meier et al., 2019; S. Meier & Martens, 2024)
- **Social Responsibility Initiatives:** Many clubs intensified their commitment to social responsibility by engaging in community programs, promoting inclusivity, and addressing inequality exacerbated by the pandemic (Mamo et al., 2021).
- **Technological Integration:** Clubs leveraged digital platforms to maintain fan engagement and operational continuity. Virtual events, e-ticketing, and data analytics became integral to their operations (X. Liu & Schwarz, 2020; Y. Liu & Schwarz, 2020).

Governance in professional basketball clubs has undergone transformative changes.

- **Adapting Governance Frameworks:** Clubs have adopted governance frameworks emphasizing agility and resilience. These frameworks prioritize rapid decision-

making and stakeholder involvement to navigate uncertainties (P. Escamilla-Fajardo et al., 2020; Paloma Escamilla-Fajardo et al., 2020; Lara-Bocanegra, Escamilla-Fajardo, et al., 2022; Núñez-Pomar et al., 2020)

- **Community-Centric Strategies:** The pandemic highlighted the role of basketball clubs as community anchors. By investing in local programs and fostering inclusivity, clubs enhanced their social capital and goodwill (Gammelsæter, 2021a, 2021b).
- **Long-Term Policy Recommendations:** Governance reforms proposed in the literature suggest a focus on sustainability, ethical leadership, and regulatory compliance. These reforms aim to restore public trust and ensure the long-term viability of clubs (Huth, 2020).

6.3 Strategic Management Approach

The first approach is rooted in strategic management, highlighting the alignment of mission, strategy, structure, and governance as key components for competitive advantage, resource optimization, and value creation (Kaplan & Norton, 1996). This involves tools such as critical success factors (CSFs) and key performance indicators (KPIs) derived from balanced scorecard paradigms and performance measures. Additionally, the decision-making process fosters vertical and horizontal integration within the team and among its stakeholders (Ansoff, 1965). This approach emphasizes the importance of aligning organizational elements to create a cohesive strategy. For basketball clubs, this could involve:

- Clearly defining the club's mission and long-term objectives
- Developing strategies to achieve those objectives
- Structuring the organization to support the strategy
- Implementing governance mechanisms to oversee execution
- Using KPIs to measure performance across different areas

6.4 Public Management Perspective

The subsequent perspective is influenced by public management research, considering basketball clubs as having a public-facing role and responsibilities beyond just commercial success. It emphasizes transparency and accountability to stakeholders, ethical decision-

making and integrity, balancing commercial and community interests, and collaboration with public entities and local governments (Osborne, 2010).

6.5 Social Responsibility Lens

More recently, greater emphasis has been placed on a specific social responsibility perspective. Several academics consider that the structured and systemic rebalancing in favour of social spheres should lead to the reduction of profit-making and also be based on greater corporate social responsibility (CSR) involvement (Carroll, 1991; Freeman, 1983). The win-win model suggests that socially responsible behaviors result in better organizational and sport governance outcomes within professional basketball clubs. This perspective advocates for:

- Increasing the importance of shareholders and stakeholders
- Making better use of incentives for employees and external consultants
- Broadening the teamwork approach
- Aligning sport and corporate culture
- Ensuring transparency and accountability in specific ways
- Enlarging the concept of profitability
- Minimizing risk and maximizing social value

6.6 Integrated Governance Paradigm

Another paradigm includes professional basketball governance, gender, and economic policy, thus extending the relevance of governance strategies, balancing shareholder versus stakeholder rights, and integrating a solid market approach. This holistic view considers gender equality and diversity in leadership, economic impacts and policy considerations, balancing commercial success with broader stakeholder interests, and market-oriented strategies while maintaining social responsibility (Breitbarth et al., 2015; Hoye et al., 2018).

6.7 Complex Stakeholder Ecosystem

The basketball market encompasses a constantly evolving network of actors from a wide variety of countries and diverse cultures and backgrounds. Key stakeholders include:

- Athletes and practitioners
- Health professionals
- Federations and governing bodies
- Casinos and gambling entities
- Media channels
- Sponsors and commercial partners
- Court owners and facility managers
- Sport managers and executives
- Academic supporters and researchers
- Politicians and policymakers
- Fans and community members

This complex ecosystem necessitates a multifaceted approach to governance that considers the interests and influences of various stakeholders (Pamela Wicker et al., 2013).

6.8 Unique Management Approach

The approach to the management of professional sport in general and professional basketball in particular should not only rely on business management principles but should also rely on sport and social science-based strategies whose combination is assumed to be unique. This hybrid approach recognizes the distinct nature of sports organizations and the need to balance commercial, sporting, and social objectives (A. C. T. Smith & Stewart, 2013).

6.9 Ongoing Challenges

However, the identification of the most significant combinations of management and governance strategies remains challenging and has been investigated from multiple perspectives by academic, institutional, and managerial specialists for the last 50 years. Key challenges include:

- Balancing competing stakeholder interests
- Adapting to rapidly changing technological and media landscapes
- Maintaining financial sustainability while investing in community initiatives
- Ensuring integrity and ethical governance in a high-stakes environment
- Navigating complex regulatory and legal frameworks across different jurisdictions (K. Misener & Doherty, 2013; Sotiriadou et al., 2008).

In conclusion, the literature reveals a multifaceted approach to governance in professional basketball, emphasizing the need for strategic alignment, public accountability, social responsibility, and stakeholder engagement. The unique nature of sports organizations necessitates a tailored approach that combines business principles with sport-specific considerations. As the basketball ecosystem continues to evolve, so too must governance practices adapt to meet new challenges and opportunities (D. Y. Baker, 2020; Barbu et al., 2022; Xu et al., 2021; Yang & Babiak, 2023).

Paradigms emerge from the international literature. The first approach is rooted in the sphere of strategic management that draws attention to the conformable definition of mission, strategy, structure, and governance as being the key ingredients for competitive advantage, resource optimization, and value creation (Kaplan & Norton, 1996; Xabier Mendizabal Leñena & García Merino, 2021; Parkkonen, 2024). This involves a variety of tools such as critical success factors (CSFs) and key performance indicators (KPIs) derived from balanced scorecard paradigms and performance measures. Other dimensions refer to the decision-making process fostering vertical and horizontal integration within the team and among its stakeholders (Diracca, 2021; Gustaitis, 2022).

The subsequent perspective is mainly influenced by public management research (D. Y. Baker, 2020; Barbu et al., 2022). More recently, greater emphasis has been placed on a specific social responsibility perspective. Several academics consider that the structured and systemic rebalancing in favor of social spheres should lead to the reduction of profit-making and also be based on greater corporate social responsibility (CSR) involvement (Katie Misener et al., 2020; Xu et al., 2021; Yang & Babiak, 2023). The win-win model suggests that socially responsible behaviors result in better organizational and sport governance outcomes within professional basketball clubs. Recommendations include:

- Increasing the importance of shareholders and stakeholders
- Making better use of incentives for employees and external consultants
- Broadening the teamwork approach
- Aligning sport and corporate culture

- Ensuring transparency and accountability in specific ways
- Enlarging the concept of profitability
- Minimizing risk and maximizing social value (X. Mendizabal Leñena et al., 2022; Mendizabal et al., 2020; Parkkonen, 2024; Yabalooie et al., 2022; Zargar & Rynne, 2023).

Finally, another paradigm includes professional basketball governance, gender, and economic policy, thus extending the relevance of governance strategies, balancing shareholder versus stakeholder rights, and integrating a solid market approach (Barbu et al., 2022; Xu et al., 2021; Yang & Babiak, 2023).

The basketball market encompasses a constantly evolving network of actors (e.g., athletes, practitioners, health professionals, federations, casinos, media channels, sponsors, court owners, sport managers, academic supporters, politicians, fans) from a wide variety of countries and diverse cultures and backgrounds. The approach to the management of professional sport in general and professional basketball in particular should not only rely on business management principles but should also rely on sport and social science-based strategies whose combination is assumed to be unique (Norcliffe & Decosse, 2022; Santomier et al., 2023; Schmidt, 2021).

However, the identification of the most significant combinations of management and governance strategies remains challenging and has been investigated from multiple perspectives by academic, institutional, and managerial specialists for the last 50 years (Bayle, 2023; Dawson, 2023; Koba et al., 2023; Xabier Mendizabal Leñena & García Merino, 2021; Milovic & Vojvodic, 2021; O'connell, 2022; Orunbayev, 2023) .

7 Case Studies of Successful Governance in Professional Basketball Clubs

This chapter analyses in what manner corporation governance theory has been applied in the past to professional basketball and to what extent critical corporate governance problems can come to be satisfactorily resolved. It offers definitions of professionalism and entrepreneurialism which capture the conflicting incentives of professional sports league sub-sectors. This is followed by selected case studies of NBA teams whose governance laws have undergone several changes and now function in a different manner. In this way, the empirical material is thought to expand on generally accepted corporation governance principles at the practical level. (Alam & Abdurraheem, 2023; C. Y. Chen & Lin, 2021; Y. Chen, n.d.; Herbert, 2021; Morikawa et al., 2022; Parlow, 2020; Brody J. Rauhley & Li, 2020; Samuel et al., 2020; Skinner & Smith, 2021)

This chapter analyzes the successful experiences of NBA teams which have satisfactorily resolved several critical corporate governance problems, how NBA governance principles have evolved over the last 25 years, and how COVID-19 has stimulated the implementation of several urgent governance reforms. It examines the cooperative and non-adversarial relationships, which have developed between dominant owners, external minority shareholders, their partners and the league, and the emergence of independently balanced board governance. The analysis reviews the management of conflicts of interest and agent problems faced by professional sports teams by the widened use of IAMC audit and board compensation and the incorporation of broader shareholder value concepts. It underlines how the NBA has become a "congress" of CEOs of successful club corporations and the lessons that European soccer clubs may learn from their

experiences.(Gauthier, 2023; S. J. Harris & Jedlicka, 2020; L. C. Hindman, 2021; Lauren C. Hindman et al., 2021; Hu & Shu, 2024; Jones, 2024; Morales & Schubert, 2022; Nourayi et al., 2020; Porreca, 2021; Prakash et al., 2021; Tiell & Cebula, 2020)

7.1 Case Studies

7.1.1 Governance Model of Basketball Andorra: An In-Depth Exploration

In order to conduct this case study of a professional men's basketball club, we have followed the literature on sports governance and gathered data from sources including mass media, documents from professional basketball governing bodies, club members, and third parties.

Basketball Andorra, or Morabanc Andorra, is a pro basketball team based in Andorra la Vella, competing in Liga ACB and the FIBA Champions League. The team faces challenges as it operates in a small market, but has succeeded through a sophisticated governance model, balancing sporting performance with financial sustainability and social responsibility. This governance framework highlights the importance of strategic management, financial transparency, and community engagement, which are crucial to its continued success on both the domestic and international levels. This article explores Basketball Andorra's governance model in detail, comparing it to Elite Euroleague teams and offering insights into broader trends in European basketball governance.

Strategic Management and Governance Framework

Basketball Andorra's governance model revolves around strategic alignment, ensuring that all aspects of the organization – from its mission to its financials – work in harmony to drive success. Despite its significant sporting and social importance, the professional basketball club's organizational life has not been addressed by literature, neither from the governance model perspective, nor from the application of the principles of good governance in the club's directives and statutes. Our data was collected from annual and sustainability reports, offered by its website and local newspapers. (Fry, 2022; Gómez-Ruano & Pollard, 2021; X. Mendizabal Leñena, 2020; Rocha da Silva & Rodrigues, 2021; Soroush et al., 2024; Suominen, 2022)

The club is governed by a Board of Directors, headed by a Club President. The General Manager oversees day-to-day operations and strategic initiatives. The club's mission revolves around competitive excellence, community involvement, and financial sustainability ("Description of Morabanc Basketball Andorra," 2022; X. Mendizabal Leñena et al., 2022; Mendizabal et al., 2020).

A critical feature of this model is the alignment of the club's strategic vision with its available resources. Like most professional basketball teams, Basketball Andorra follows a hierarchical governance structure where the Board of Directors holds ultimate decision-making power, with specialized committees handling financial, legal, and sporting matters. These committees ensure that each element of the club's operation is aligned with its long-term objectives. The club's mission emphasizes sustainable growth both on and off the court. For example, the club's strategy includes making shrewd investments in player development, ensuring that talented young athletes have opportunities to grow into top-tier professionals. Youth academies and scouting networks are vital to this process, ensuring that the team can rely on a strong pipeline of future talent without needing to overspend on foreign or high-priced players (Gómez-Ruano & Pollard, 2021; La Base, n.d.).

In comparison, larger ACB league and Euroleague teams such as FC Barcelona and Real Madrid also maintain a focus on strategic management but with much larger financial resources at their disposal. Both teams invest significantly in advanced analytics, player performance evaluation, and sponsorship deals to maintain their competitive edge. FC Barcelona's vast resources allow it to invest in cutting-edge technologies, such as data analytics platforms, to enhance player performance (Schmidt, 2021). Although Basketball Andorra lacks these resources, it emphasizes strategic partnerships and sponsorships to ensure its competitive viability (Patrocinadors, n.d.; Suominen, 2022).

- Financial Transparency and Accountability

Financial transparency and accountability are essential components of Basketball Andorra's governance model, especially since it competes with clubs that have significantly larger budgets. The club practices a transparent financial model by regularly publishing annual reports, detailing revenues, expenditures, and future financial forecasts not only on the official website (oficial), 2025). This transparency helps foster trust between the club and its various stakeholders, including fans, sponsors, and community members (Dawson, 2023).

Basketball Andorra also adheres to European financial regulations governing professional sports, ensuring that all transactions and financial dealings comply with national and international laws. The club has implemented an internal audit system, which regularly evaluates its financial health, ensuring funds are used efficiently to maintain operations and support sporting ambitions (Fry, 2022). This kind of transparency is vital for clubs operating with limited resources, as it strengthens their relationship with stakeholders and minimizes the risk of financial mismanagement.

In comparison, other Euroleague clubs such as Olympiacos BC and Panathinaikos BC also adhere to a model of financial accountability. Panathinaikos, for example, publishes detailed financial reports and has a robust financial oversight committee that monitors all revenue streams, including ticket sales, merchandise, and sponsorships (Piggott & Matthews, 2021). However, these clubs have the added advantage of wealthy owners, which provides them with more financial flexibility (D. Y. Baker, 2020).

- Social Responsibility and Community Engagement

One of the cornerstones of Basketball Andorra's governance model is its emphasis on corporate social responsibility (CSR). The club views itself not only as a competitive entity but as a community ambassador for Andorra, in fact they state on the official website "BC MoraBanc Andorra, is more than a sports entity, is a permanent commitment to Andorran society, and that wants to continue growing every day". This approach is reflected in the club's commitment to youth sports development, local charity work, and social inclusion initiatives.

Basketball Andorra organizes community outreach programs that promote the sport to underprivileged youth, ensuring that basketball is accessible to everyone in the community, regardless of socio-economic status. This approach not only strengthens the club's connection to local supporters but also develops a new generation of fans and players who will support the team for years to come (X. Mendizabal Leñena, 2020; X. Mendizabal Leñena et al., 2022; Xabier Mendizabal Leñena & García Merino, 2021; Mendizabal et al., 2020). The club's basketball clinics and school partnerships foster inclusivity and open pathways for young athletes in Andorra to develop their skills.

In a broader context, clubs like Zalgiris Kaunas and AS Monaco also place a strong emphasis on CSR, each integrating it into their governance structures. Zalgiris, for example, has been highly active in community-based programs, providing free access to basketball facilities and organizing youth training camps. This commitment has contributed to an increase in local fan engagement and a rise in youth participation in the sport (Xabier Mendizabal Leñena & García Merino, 2021). Similarly, AS Monaco has incorporated environmental sustainability and social impact programs into its governance framework, promoting sustainability in both the management of the club and the surrounding community (Piggott & Matthews, 2021).

- Gender Equality and Inclusion

In recent years, Basketball Andorra has made substantial progress in promoting gender equality within its governance structure. As a part of the broader trend in European sports, the club has taken steps to increase female representation in leadership roles, aiming for a gender-inclusive environment at all levels of decision-making.

The Board of Directors at Basketball Andorra includes women in prominent roles, and the club has ensured that gender diversity is prioritized in key appointments, whether in executive positions or in technical staff. This is an important advancement, particularly in a male-dominated sport like basketball, where women's leadership has traditionally been underrepresented (Schmidt, 2021).

In comparison, FC Barcelona and Bayern Munich are also pioneers in promoting gender equality within their basketball organizations. Bayern Munich has appointed several women to significant positions in its basketball operations, and FC Barcelona has focused heavily on integrating women into management and coaching roles, following a broader trend of inclusivity across major European sports teams (Mendizabal et al., 2020). These steps are being reflected at Basketball Andorra, where the push for gender parity is gaining momentum (J. McLeod et al., 2021)

- Performance Evaluation and Continuous Improvement

As part of its governance framework, Basketball Andorra places significant emphasis on performance evaluation at both the sporting and organizational levels. The club uses balanced scorecards to evaluate not only the team's performance on the court but also its financial health, community engagement, and brand development. Performance dashboards allow the club's leadership to track key performance indicators (KPIs), including player performance, fan satisfaction, revenue generation, and cost efficiency (Michaud & Audebrand, 2022).

Similar evaluation methods are adopted by Euroleague clubs such as Real Madrid and CSKA Moscow, who utilize advanced data analytics to track player performance, predict future performance, and make strategic decisions regarding player acquisitions and team tactics (Suominen, 2022). This data-driven approach allows these clubs to stay ahead of the curve in both domestic and international competitions. While Basketball Andorra may not have the same access to cutting-edge technologies, it has implemented performance monitoring systems that are crucial for assessing the overall effectiveness of its operations and making informed decisions moving forward (D. Y. Baker, 2020).

Basketball Andorra serves as a prime example of how a smaller basketball club can successfully implement effective governance practices in a highly competitive environment. The club has built a strong organizational framework that enables it to

compete successfully in both Liga ACB and abroad, integrating strategic management, financial transparency, community engagement, and gender equality. Its emphasis on social responsibility and performance evaluation further strengthens its long-term viability and community support.

As the Euroleague continues to grow and evolve, the governance models of smaller clubs like Basketball Andorra will become increasingly important, especially in promoting sustainability, stakeholder engagement, and ethical practices. By adopting a governance structure that combines the best of strategic management, financial accountability, and community involvement, Basketball Andorra sets a benchmark for how mid-sized clubs can thrive in Europe's most competitive basketball leagues.

7.2 Cases Aligned with Described Governance Characteristics

1. **Real Madrid Basketball (Spain):** Perhaps, one of the most successful basketball clubs in Europe, Real Madrid demonstrates a strong governance framework. The club has implemented transparent financial management practices and regularly publishes sustainability reports. Real Madrid also integrates women into its governance structure and supports a variety of community-focused initiatives, such as youth programs and charity events. For example, the club's Real Madrid Foundation organizes activities that promote education and inclusion through sports.
2. **FC Barcelona Basketball (Spain):** FC Barcelona operates under a unique socio-economic model, where its members (socios) have voting rights and play an active role in decision-making. This democratic governance approach ensures accountability and transparency. Furthermore, the club has made efforts to promote gender equality, with women actively involved in various roles. It also adheres to strict anti-corruption policies, imposing sanctions when irregularities are identified.
3. **Anadolu Efes (Turkey):** A prominent basketball club in Turkey with a reputation for balancing sporting achievements with social responsibility. The club is heavily involved in CSR initiatives, including projects that support underprivileged communities and promote youth basketball development. Its governance structure emphasizes ethical leadership and transparency, making it a model for clubs in the Euroleague.
4. **Olympiacos BC (Greece):** Olympiacos has successfully combined commercial success with a focus on community well-being. The club's governance structure includes mechanisms to ensure integrity, such as external audits and compliance programs. Olympiacos has also engaged in partnerships with local authorities and organizations to promote sports accessibility and youth engagement in basketball.
5. **CSKA Moscow (Russia):** CSKA Moscow has faced challenges regarding socio-sporting corruption. The club's recent reforms include adopting stricter governance policies and increasing transparency in financial management. These efforts have helped restore trust among stakeholders and set a precedent for other professional basketball organizations in Eastern Europe.
6. **Bayern Munich Basketball (Germany):** Bayern Munich Basketball operates as part of a larger sports organization (FC Bayern Munich). Its governance model focuses on integrating business management principles with sports objectives. The

club prioritizes financial sustainability, regularly publishes detailed reports, and engages with fans and sponsors to maintain transparency. The club also promotes diversity in its leadership and operational structures.

7. **Valencia Basket (Spain):** Valencia Basket exemplifies good governance practices by actively involving fans in decision-making and publishing annual reports detailing its financial performance and social contributions. The club is known for its emphasis on gender equality and youth development, providing pathways for young athletes and ensuring women are represented in its governance structure.

Clubs faced severe financial constraints, while financial recovery efforts like salary cuts, deferred payments, and emergency league funds were commonly implemented, long-term governance adaptations have received less attention in the literature (Adam & Alarifi, 2021; Afify, 2020; Dey et al., 2022; Klein & Todesco, 2021; Sedyastuti et al., 2021). This shift toward revising governance models for the post-pandemic era marks a crucial turning point in how basketball clubs manage internal structures, decision-making processes, and stakeholder relationships.

FC Barcelona – Financial Restructuring and Governance Overhaul

The governance of **FC Barcelona**, a top-tier club in both football and basketball, faced a seismic shift following the financial crisis triggered by the pandemic. Barcelona's basketball division, which shares the club's financial fate, struggled with revenue loss due to match suspensions and a halt in broadcasting deals. FC Barcelona's board of directors, under the leadership of President Joan Laporta, was forced to embark on an aggressive restructuring plan to avoid insolvency, including renegotiating player salaries and instituting transparency measures to provide stakeholders with a clearer picture of the club's finances (Gouveia & Pereira, 2022). The financial overhaul focused on achieving sustainability through debt management and careful allocation of emergency funds. In governance terms, the club introduced more participatory decision-making processes, including regular financial updates shared with members (the "socios") who had historically been kept at arm's length from the board's decision-making. By embracing a more democratic governance model, Barcelona aimed to restore trust among its stakeholders and ensure long-term stability. These changes were a direct response to the need for better accountability during a time of crisis, showing that governance could evolve to be more inclusive, open, and resilient in facing global disruptions (Adam & Alarifi, 2021; Afify, 2020).

Los Angeles Lakers – Social Responsibility and Community Engagement

The **Los Angeles Lakers** (NBA) exemplified a governance approach rooted in social responsibility during the pandemic, placing significant emphasis on player welfare and community engagement. With NBA games suspended in March 2020, the Lakers took decisive action to protect the financial and physical well-being of their players, staff, and the community. The Lakers were among the first organizations to continue paying all part-time staff during the shutdown, a crucial gesture that reinforced the club's commitment to social responsibility as a key governance principle (McLean et al., 2020).

Governance during the pandemic also highlighted the role of leadership in crisis. The Lakers' ownership and executive team, led by Jeanie Buss, were transparent with both fans and the media regarding the club's decisions, particularly about health protocols and contingency plans for resuming the season. This level of transparency was essential in maintaining fan trust and operational legitimacy. Furthermore, the Lakers leveraged their high-profile platform to assist with local COVID-19 relief efforts, including food and medical supply donations, underscoring how governance in professional basketball can

extend beyond the financial aspects to encompass wider social concerns (Kennedy & Kennedy, 2022; Meyer et al., 2021) .

In Europe, the **Euroleague**, the continent's premier professional basketball league, was forced to confront the challenges of running a multi-national competition during the pandemic. One of the Euroleague's most significant governance adaptations was the implementation of a collective approach to decision-making. As clubs from various countries were affected by local restrictions, the Euroleague board engaged in continuous dialogue with club owners and representatives to develop a unified response to the crisis. Decisions regarding salary reductions, fixture scheduling, and competition formats were all made collaboratively, highlighting the importance of cooperative governance in times of uncertainty (Hammerschmidt et al., 2021).

Financially, the league faced significant disruptions due to the absence of spectators in arenas and the halting of sponsorship and television revenue. To mitigate these losses, the Euroleague implemented a revenue-sharing model, adjusting the distribution of TV rights money to ensure that smaller clubs received financial support from the league, emphasizing equitable governance (Klein & Todesco, 2021). This move was designed not only to secure the financial survival of the clubs but also to demonstrate that financial sacrifice was a collective responsibility. As a result, the Euroleague's governance model became a prime example of democratic decision-making and solidarity in professional sports (Hammerschmidt et al., 2021).

The **Chinese Basketball Association (CBA)** represents a unique case of centralized governance during the pandemic. In China, strict government-imposed lockdowns and travel restrictions during the early stages of the pandemic left the CBA with limited options. The league's governance structure adapted by centralizing decision-making power in the hands of the CBA leadership, who collaborated closely with the Chinese Basketball Association's parent body and the government to implement health and safety protocols for players and staff. The CBA was one of the first basketball leagues to resume competition, adopting a "bubble" model similar to the NBA's (Vives, 2022).

By enforcing strict quarantine measures and isolating teams in designated "bubbles," the CBA ensured the safety of participants while maintaining the integrity of the competition. This decision was largely guided by the centralized governance model, which enabled swift, coordinated action. Moreover, the CBA maintained a high level of transparency with the public, regularly updating fans on COVID-19 protocols and schedule changes. This governance approach allowed the league to resume play earlier than many of its global counterparts and ensured its ability to finish the season (Sedyastuti et al., 2021).

In Australia, the **National Basketball League (NBL)** took early steps to adapt its governance structure to prioritize player welfare during the pandemic. When the pandemic hit, the NBL was forced to suspend its season, and many clubs faced significant financial strain. In response, the NBL's board established clear communication channels with teams, players, and staff, outlining the health protocols that would allow for the league's eventual return to competition. The NBL became one of the first basketball leagues to introduce a "bubble" format, which required teams to isolate themselves in bio-secure environments for games and practices.

The NBL also introduced salary caps and financial aid packages to assist players and support staff. The league's governance structure, focused on fairness and equity, ensured that the economic burden was distributed fairly across all stakeholders, not just the players. This approach demonstrated that good governance in sports is not solely about financial recovery, but also about maintaining the well-being of all parties involved, even in times of extreme financial difficulty (McLean et al., 2020).

In **Turkey**, the **Turkish Basketball Super League (BSL)** faced a unique challenge due to its reliance on gate receipts and sponsorships, which were severely impacted by the pandemic. In response, the BSL implemented strong governance measures to ensure financial stability for the league and its clubs. The Turkish Basketball Federation introduced financial monitoring systems that closely tracked club finances, ensuring that teams adhered to payment deadlines and financial sustainability protocols (Vives, 2022). Additionally, the BSL worked to restructure broadcasting and sponsorship agreements, renegotiating contracts to ensure continued financial support for teams. The BSL also introduced collective decision-making measures to ensure that the burden of these adjustments was shared fairly among all clubs. By centralizing certain financial decisions, the BSL's governance model allowed the league to maintain competitive balance and prevent the bankruptcy of smaller clubs, ensuring that the Turkish league could survive and emerge from the crisis in a strong financial position (Singh et al., 2022).

In examining the cases, it becomes evident that governance in professional basketball clubs has undergone significant changes in response to the pandemic. These case studies underscore the importance of integrating democratic decision-making, financial transparency, and social responsibility into governance models, ensuring that clubs are not only financially stable but also accountable to their stakeholders and communities. This shift in governance structures marks an essential step towards resilience and sustainability, helping basketball clubs adapt to the long-term challenges posed by the COVID-19 pandemic and any future crises (Keshkar et al., 2021; Klein & Todesco, 2021; Meyer et al., 2021)

8 Recommendations for Future Governance in Professional Basketball Clubs

This chapter contains the conclusions from the social and good corporate governance principles of sports sector credit agencies and specialized international organizations dealing with professional basketball clubs and the potential vulnerabilities which could lead to possible downgrades. Finally, further proposals of the recommended framework for transparency and suitable democratic processes and accountability and handling inequalities after the pandemic also conditioned by professional sports sector specificities and its negative social and economic effects complete the study. (Bush & Moon, 2023; Decker & Rauhut, 2021; Downs & Seifried, 1950; Dunscomb, 2023; Featherman, 2023; Jedlicka et al., 2020; Olesen & Treumer Gregersen, 2023; Priest, 2022; Wu, 2021; Wundersitz et al., 2020)

This contribution has been based on a legal study that originally analysed the consequences on the internal operation and contractual obligations within professional soccer during the pandemic for proposing legal solutions to internal and external governance problems for professional club activities. The recommended governance guidelines derived from this interdisciplinary analysis can be transferred to cover the governance recommendations of professional basketball clubs. The governance principles, transparency, democratic processes, and social responsibility of clubs, also endorsed by specialized international organizations, have warned about a need to adapt to a new global environment so as not to fall into a situation of institutional vulnerability again or further damage squandering legitimacy, trust, and economic sustainability for the long term. A better corporate governance model could be one of the beneficiaries obtained from the pandemic in the professional basketball leagues. (Bayle, 2023; Ivašković, 2022; Jedlicka et al., 2020; Kluka, 2021; J. Li et al., 2022; Ličen & Jedlicka, 2022; Xabier Mendizabal Leñena & García Merino, 2021; Owiti & Hauw, 2021; Purdy et al., 2023; Varmus et al., 2021a)

8.1 Policy Implications

The ongoing Covid-19 pandemic may further affect other types of stakeholders, namely staff, of professional sports teams. Austerity measures seriously impact employees, their working conditions, and their motivation. The underlying research questions revolve around the implications for governance at professional basketball clubs, efficiency, and transparency. Indeed, more stringent requirements are in place for the deployment of public money. These come from society and government; societal support for professional sports may wane. A spate of studies has analyzed the governance of football clubs. (Bowes et al., 2022; Bratland-Sanda et al., 2020; Davies, 2020; Keshkar et al., 2021; Keshkar & Karegar, 2022; Meese et al., 2021; Peña et al., 2021; Sheptak & Menaker, 2020; Vitali et al., 2022; Wong et al., 2020).

This chapter proposes to identify potential consequences of the current COVID-19 pandemic for the governance of professional basketball clubs. First, the chapter elaborates on the link between aspects of governance like accountability, transparency, democratic processes, social responsibility, and the economic sustainability of the club. Second, it identifies how the economic crisis may enhance focus on financial results. An increased

demand for measures of financial control may conflict with democratic principles, social responsibility, and the external view of the stakeholders. Their protective options need to be enhanced after potential impending conflicts that may arise from stringent governance and sustainability requirements. Their remedy involves properly dealing with differences in the deployment of football-specific and common strategies to balance external demands and priorities. (Alam & Abdurraheem, 2023; Carin et al., 2022; Fühner et al., 2021; Ivaskovic, 2020; Xabier Mendizabal Leñena & García Merino, 2021; Mendizabal et al., 2020; Purdy et al., 2023; Terrien et al., 2023; Vaudreuil et al., 2021; Woo et al., 2020)

8.2 Practical Recommendations for Clubs

Creation of a brand and a club, prompting and involving all the club's mascots to submit suggestions, votes or to rule on this subchapter. It is as well, as to decide whether to participate in a competition that changes the structure, merits and statutes of the federation, and if disseminating or participating in championships is in line with the objectives and mission of the entity. After all, too many strategic participation decisions made by managers idle who aspect results that do not bring welfare, joy, nor satisfaction, drive away interested voices who have qualified and prestigious opinions, and convert the organization into a mere electoral machine. (Cintya, 2024; Gu, 2022; Joseph & Reghunathan, 2021; Kamchompoo & Kaewkanta, 2024; Ko et al., 2022; Mogaji & Mogaji, 2021; Rose et al., 2021; Tennent & Gillett, 2020; Yezhova et al., 2024)

In case strategic investments are necessary, suggest to the direction that the need and opportunity is duly documented, and the same will, in the event of being approved, be part of a strategic business plan, presented to the members. That is, in the event of a need and an opportunity, to create financial resources, compensating with excitement and entity pride, channelling the spirit of service, so that partners are the 'first' investors. (Dees et al., 2022; Ferreira, 2023; Gustaitis, 2022; Johansson, 2020; Lis Pasarell, 2021; Maclean, 2023; X. Mendizabal Leñena, 2020; Xabier Mendizabal Leñena & García Merino, 2021; Santomier et al., 2023)

Hiring and collaboration with technical teams and coaching staffs. To prepare or update the technical-sports strategy, in the sense of presenting it to the social organs of the club in order to approve it, as well as the respective budget. (A. Arslan et al., 2021; Beer & Mulder, 2020; Gajdzik & Wolniak, 2022; Gerhart & Feng, 2021; Jewell et al., 2022; Larson & Dechurch, 2020; Mailani et al., 2024; Nahar et al., 2021; Newman & Ford, 2021; Pastrana & Tobón, 2020; Rysavy & Michalak, 2020; Saniuk et al., 2023)

Hiring and/or retaining players. In the case of retaining a player, prepare justification and evidence of being an asset and not a liability to the entity, together with the cost of the same and valuation, according to sporting and corporate objectives and needs, especially if the team does not include such a player in its current sporting plans. If the hiring is a novelty, complete the same justification for the entity's treasury. (Fallatah, 2021; Feuillet et al., 2021; K. Johnston et al., 2022; Kalén et al., 2021; Keefer, 2022; Leroy, 2022; Mendizabal et al., 2020; Ruderman, 2023; Terrien et al., 2023)

9 Conclusion and Implications for the Future

International professional basketball clubs are generally assorted legal entities, but they don't reach the dimensions of corporate governance established for private concerns. However, it seems important that these clubs adopt their policy to the best practices of

corporate governance for the welfare of the entity, and with this, clarify the potential asymmetry of voters' interest. Even if professional basketball clubs differ so much from widely owned private corporations with stock exchange listings, seemingly, the main governance principle must be respected at the international level tournaments such as the Fédération Internationale de Basketball, because basketball practitioners can be considered a special case and a non-negligible model to be considered. (Bukstein, 2020; Hu & Shu, 2024; Junying Li & Deeprasert, 2022; X. Mendizabal Leïñena et al., 2022; Morales & Schubert, 2022; Xu et al., 2021; Yuan et al., 2020).

The field of club management in sport encapsulates several themes. The chapter has argued for a duality of governance forms in professional basketball, namely sports governance and governance of a company. Post-pandemic, the future governance of professional basketball should contain eight principles of both sports organizations and other national or international organizations namely, democratic processes, transparency, accountability, integrity, social responsibility, solidarity, gender diversity, and ethnicity. If these principles are fulfilled, these organizations can be considered as corporate socially responsible or well-governed organizations, maintaining a virtuous equilibrium between the accumulation of shareholders' wealth and the other well-being conditions - reflected in the satisfaction raised by the different parties involved in the management activity connected with sports. (Gutović et al., 2020; Lauren C. Hindman et al., 2021; Jedlicka et al., 2020; McCullick et al., 2021; Morales & Schubert, 2022; Purdy et al., 2023; Thibault, 2021; Tiell & Cebula, 2020)

Author's Statement:

I hereby expressly declare that, according to the article 8 of Law 1559/1986, this dissertation is solely the product of my personal work, does not infringe any intellectual property, personality and personal data rights of third parties, does not contain works/contributions from third parties for which the permission of the authors/beneficiaries is required, is not the product of partial or total plagiarism, and that the sources used are limited to the literature references alone and meet the rules of scientific citations.

10 References

- Abbott, K. W., & Snidal, D. (2009). The Governance Triangle: Regulatory Standards Institutions and the Shadow of the State. https://www.researchgate.net/publication/228677087_The_Governance_Triangle_Regulatory_Standards_Institutions_and_the_Shadow_of_the_State
- Abdolmaleki, H., Mohammadi, S., Alonso-Dos-Santos, M., & García-Pascual, F. (2022). Challenges and opportunities of sports industry during the covid-19 pandemic. *Journal of Sports Economics & Management*, 12(1), 41–67.
- Acquah-Sam, E. (2021). Developing sports for economic growth and development in developing countries. *European Scientific Journal*, 17(15). <https://doi.org/10.19044/esj.2021.v17n15p172>
- Adam, N. A., & Alarifi, G. (2021). Innovation practices for survival of small and medium enterprises (SMEs) in the COVID-19 times: the role of external support. *Journal of Innovation and Entrepreneurship*, 10(1), 15.
- Addink, H. (2019). The principle of transparency. In *Good Governance* (pp. 111–128). Oxford University PressOxford.
- Afify, M. K. (2020). Effect of interactive video length within e-learning environments on cognitive load, cognitive achievement and retention of learning. *Turkish Online Journal of Distance Education*, 68–89.
- Agha, N., & Berri, D. (2021). Gender differences in the pay of professional basketball players. In *The Professionalisation of Women’s Sport* (pp. 53–70). Emerald Publishing Limited.
- Agrawal, A., Brandhorst, S., Jain, M., Liao, C., Pradhan, N., & Solomon, D. (2022). From environmental governance to governance for sustainability. *One Earth (Cambridge, Mass.)*, 5(6), 615–621.
- Agustina, L., Suharman, H., Sumantri, R., & Agoes, S. (2024). The importance of trustworthiness: a systematic literature review in budget slack. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2354846>
- Ahlstrom, D., Arregle, J.-L., Hitt, M. A., Qian, G., Ma, X., & Faems, D. (2020). Managing technological, sociopolitical, and institutional change in the new normal. *The Journal of Management Studies*, 57(3), 411–437.

- Ahmad, H., Yaqub, M., & Lee, S. H. (2023). Environmental-, social-, and governance-related factors for business investment and sustainability: a scientometric review of global trends. *Environment Development and Sustainability*, 26(2), 1–23.
- Ahtiainen, S., & Jarva, H. (2020). Has UEFA's financial fair play regulation increased football clubs' profitability? *European Sport Management Quarterly*, 1–19.
- Akande, O. B. (n.d.). Impact of Governance Policy on Socioeconomic Development in Nigeria. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=14181&context=dissertations>
- Alam, M. M., & Abdurraheem, I. I. (2023). COVID-19 and the financial crisis in the sports sector around the world. *Sport in Society*, 26(1), 154–167.
- Ali, B. J., Anwar, G., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *International Journal of Engineering*, 5(2).
- Alonso, E., Lorenzo, A., Ribas, C., & Gómez, M. Á. (2022). Impact of COVID-19 pandemic on HOME advantage in different European professional basketball leagues. *Perceptual and Motor Skills*, 129(2), 328–342.
- Altulea, A., Rutten, M. G. S., Verdijk, L. B., & Demaria, M. (2024). Sport and longevity: an observational study of international athletes. *GeroScience*. <https://doi.org/10.1007/s11357-024-01307-9>
- Ansoff, H. I. (1965). *Corporate strategy: An analytic approach to business policy for growth and expansion*. McGraw-Hill.
- Arenas, D., Albareda, L., & Goodman, J. (2020). Contestation in multi-stakeholder initiatives: Enhancing the democratic quality of transnational governance. *Business Ethics Quarterly: The Journal of the Society for Business Ethics*, 30(2), 169–199.
- Arslan, A., Cooper, C., Khan, Z., Golgeci, I., & Ali, I. (2021). Artificial intelligence and human workers interaction at team level: a conceptual assessment of the challenges and potential HRM strategies. *International Journal of Manpower*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/ijm-01-2021-0052>
- Arslan, M., & Alqatan, A. (2020). Role of institutions in shaping corporate governance system: evidence from emerging economy. *Heliyon*, 6(3), e03520.
- Arslan, M., & Roudaki, J. (2017). Corporate governance, Socio-economic factors and economic growth: Theoretical analysis. *International Journal of Accounting and Financial Reporting*, 7(1), 311.

- Atghia, N., Gharekhani, H., & Yaghoubi, S. (2021). Prerequisites for transference of professional football clubs in Iran with emphasis on economic requirements.
- Atrey, R. R. (2020). *Exploring Corporate Social Responsibility: Fundamentals and Implementation*.
- Baker, D. Y. (2020). Value Co-Creation in Professional Sports: Corporate Social Responsibility to Build Brand Equity and Competitive Advantage.
- Baker, J., Koz, D., Kungl, A.-M., Fraser-Thomas, J., & Schorer, J. (2013). Staying at the top: playing position and performance affect career length in professional sport. *High Ability Studies*, 24(1), 63–76.
- Balogh, J., & Trzaskoma-Bicsérdy, G. (2020). Does age matter? Examination of Hungarian basketball coaches' pedagogical beliefs and professional attitudes. *Journal of Education and Training Studies*, 8(7), 10.
- Barbu, M. C. R., Popescu, M. C., Burcea, G. B., Costin, D.-E., Popa, M. G., Păsărin, L.-D., & Turcu, I. (2022). Sustainability and social responsibility of Romanian sport organizations. *Sustainability*, 14(2), 643.
- Barlow, R. (2022). Deliberation without democracy in multi-stakeholder initiatives: A pragmatic way forward. *Journal of Business Ethics*, 181(3), 543–561.
- Barua, R., & Bardhan, N. (2021). Downfall of the sports industry due to the pandemic of COVID-19. In *Impacts and Implications for the Sports Industry in the Post-COVID-19 Era* (pp. 60–72). IGI Global.
- Bavaresco, G., Dickson, G., Camargo, P., Santos, T., & Marinho Mezzadri, F. (2024). Transparency and accountability in Brazilian National Sport Organisations. *Cogent Social Sciences*, 10(1).
<https://doi.org/10.1080/23311886.2024.2355560>
- Bayle, E. (2023). A model for the multi-centered regulation of world sport. *International Journal of Sport Policy and Politics*, 15(2), 309–327.
- Becker, R., & Daschmann, G. (2023). The Fan Principle: Fans and Fan Customers. In *FANOMICS®: Turn Customers into Fans and Profit from it* (pp. 1–94). Springer Fachmedien Wiesbaden.
- Beer, P., & Mulder, R. H. (2020). The effects of technological developments on work and their implications for continuous vocational education and training: A systematic review. *Frontiers in Psychology*, 11, 918.

- Begović, M., Bardocz-Bencsik, M., Oglesby, C. A., & Dóczy, T. (2021). The impact of political pressures on sport and athletes in Montenegro. *Sport in Society*, 24(7), 1200–1216.
- Beisel, A., Grainger, A., & Morris, S. P. (2021). Developing, designing, and delivering a high-impact short-term, faculty-led study abroad for sport management students: Going global. In *Sport Management Education* (pp. 86–109). Routledge.
- Bennike, S., Storm, R. K., Wikman, J. M., & Ottesen, L. S. (2020). The organization of club football in Denmark-a contemporary profile. *Soccer & Society*. ntnu.
- Berry, C. R., & Fowler, A. (2021). Leadership or luck? Randomization inference for leader effects in politics, business, and sports. *Science Advances*, 7(4), eabe3404.
- Berthod, O. (2018). Institutional theory of organizations. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 3306–3310). Springer International Publishing.
- Biegert, T., Kühhirt, M., & Van Lancker, W. (2023). They can't All be stars: The Matthew effect, cumulative status bias, and status persistence in NBA All-Star elections. *American Sociological Review*, 88(2), 189–219.
- Biernat, E., Nałęcz, H., Skrok, Ł., & Majcherek, D. (2020). Do sports clubs contribute to the accumulation of regional social capital? *International Journal of Environmental Research and Public Health*, 17(14), 5257.
- Borlea, S., & Violeta, A. (2013). Theories of corporate governance. *Studia Universitatis Vasile Goldis Arad, Seria Stiinte Economice*, 23(1), 117–128.
- Bowes, A., Lomax, L., & Piasecki, J. (2022). The impact of the COVID-19 lockdown on elite sportswomen. *Managing Sport and Leisure*.
- Bradbury, J. C., Coates, D., & Humphreys, B. R. (2022). The impact of professional sports franchises and venues on local economies: A comprehensive survey. *Journal of Economic Surveys*.
<https://doi.org/10.1111/joes.12533>
- Bradbury, T., Mitchell, R., & Thorn, K. (2021). Moving forward: business model solutions for amateur sport clubs. *Managing Sport and Leisure*.
- Brandt, A., Berman, J., Fogel, B. D., Petri, I., Waive, N., Edelman, M., & Moorad. (2021). 2021: Entering the New Sports Normal. *Jeffrey S. Moorad Sports LJ*, 28.

- Bratland-Sanda, S., Mathisen, T. F., Sundgot-Borgen, C., Sundgot-Borgen, J., & Tangen, J. O. (2020). The impact of Covid-19 pandemic lockdown during spring 2020 on personal trainers' working and living conditions. *Frontiers in Sports and Active Living*, 2, 589702.
- Breitbarth, T., Hovemann, G., & Walzel, S. (2015). Governance and corporate social responsibility in sports clubs: An empirically based model. *European Sport Management Quarterly*, 15(5), 555–578.
- Buendía, J. L., Buts, C., & Cyndecka, M. (2020). Review of EU Case Law on State Aid-2019. *European State Aid Law Quarterly*.
- Bugandwa, T. C., Kanyurhi, E. B., Bugandwa Mungu Akonkwa, D., & Haguma Mushigo, B. (2021). Linking corporate social responsibility to trust in the banking sector: exploring disaggregated relations. *International Journal of Bank Marketing*, 39(4), 592–617.
- Bukstein, S. (2020). Collective bargaining in the NBA. In *Collective Bargaining in Professional Sports* (pp. 87–115). Routledge.
- Burns, J. E., & Jollands, S. (2024). Review Papers Examining accountability in relation to local football communities. *Accounting Auditing & Accountability*, 37(2), 627–637.
- Burns, J., & Jollands, S. (2020). Acting in the public interest: accounting for the vulnerable. *Accounting and Business Research*, 50(5), 507–534.
- Bush, J. T., & Moon, J. (2023). To the victor belong the spoils? A theoretical investigation of star employee hierarchies. *Human Resource Management Review*.
- Butler, B. N., Demartini, A. L., & Cooper, J. N. (2023). Athletes and activism, and the NBA: through the lens of added value theory. *European Journal for Sport and Society*, 1–27.
- Byers, T., Gormley, K.-L., Winand, M., Anagnostopoulos, C., Richard, R., & Digennaro, S. (2022). COVID-19 impacts on sport governance and management: a global, critical realist perspective. *Managing Sport and Leisure*, 27(1–2), 99–107.
- Cabello Manrique, D., & Puga González, M. E. (2023). A review of the level of good governance in international sport federations.
- Cabazon, F. (2024). Executive compensation: The trend toward one-size-fits-all. *Journal of Accounting and Economics*, 101708, 101708.
- Cacciola, S. (2016, December 15). N.B.a. and players' union agree to new labor deal. *The New York Times*. <https://www.nytimes.com/2016/12/14/sports/basketball/nba-collective-bargaining-agreement.html>

- Çakır, Z. (2020). The effects of the covid-19 pandemic on sports, athletes and trainers during the normalization phase. *The Online Journal of Recreation and Sports*.
- Carin, Y., Desquennes, C., Jaworski, L., & Andreff, W. (2022). French men's professional basketball under the economic shock of the Covid-19. *Sport, Business and Management. An International Journal*, 12(4), 479–495.
- Carlini, J., Pavlidis, A., Thomson, A., & Morrison, C. (2021). Delivering on social good-corporate social responsibility and professional sport: a systematic quantitative literature review. *Journal of Strategic Marketing*, 1–14.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39–48.
- Carroll, A. B. (2021a). Corporate Social Responsibility: Perspectives on the CSR construct's development and future. *Business and Society*, 60(6), 1258–1278.
- Carroll, A. B. (2021b). Corporate social responsibility (CSR) and the COVID-19 pandemic: organizational and managerial implications. *Journal of Strategy and Management*, 14(3), 315–330.
- Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs*, 21(4), e2508.
- Chandler, D. (2022). Strategic corporate social responsibility: Sustainable value creation.
- Chappelet, J.-L. (2023). The governance of the Olympic system: From one to many stakeholders. *Journal of Global Sport Management*, 8(4), 783–800.
- Chen, C. Y., & Lin, Y. H. (2021). Comparison Between Various Corporate Social Responsibility Initiatives Based on Spectators' Attitudes and Attendance Intention for a Professional Baseball *Sport Marketing Quarterly*.
- Chen, Y. (n.d.). Comparative Study on the Status Quo of Emergency Response Strategies of NBA and CBA During the Covid-19. *Frontiers in Business. Drpress. Org*.
- Chikodzi, D., Nhamo, G., & Dube, K. (2023). Sports Recovery amid COVID-19 Pandemic: A Focus on Football and Lessons for the Future. In *COVID-19, Tourist Destinations and Prospects for Recovery: Volume One: A Global Perspective* (pp. 217–237). Springer International Publishing.
- Cho, S., Conrad, M., Holden, J., & Dodds, M. (2024). Regulatory schemes and legal aspects of sport governance: Theoretical perspectives and conceptual framework. *Journal of Global Sport Management*, 9(2), 269–284.

- Chua, S. W. Y., Sun, P. Y. T., & Sinha, P. (2023). Making sense of cultural diversity's complexity: Addressing an emerging challenge for leadership. *International Journal of Cross Cultural Management*, 23(3), 635–659.
- Cintya, H. A. B. (2024). Mascot and Brand Sustainability in Pandemic Era: Systematic Literature Review. In *International Conference on Sustainability in Creative Industries* (pp. 41–48). Springer.
- Cisneros, B. (2020). Challenging the call: Should sports governing bodies be subject to judicial review? *The International Sports Law Journal*, 20(1–2), 18–35.
- Corvino, C., Gazzaroli, D., & Angelo, C. (2022). Dialogic evaluation and inter-organizational learning: insights from two multi-stakeholder initiatives in sport for development and peace. *The Learning Organization*.
- Cossin, D. (2024). *High Performance Boards: A Practical Guide to Improving and Energizing Your Governance*.
- Crick, J. M., & Crick, D. (2021). Coopetition and sales performance: evidence from non-mainstream sporting clubs. *International Journal of Entrepreneurial Behaviour & Research*, 27(1), 123–147.
- Croft, C., Paulson, C., Stokowski, S., Berri, D., & Mondello, M. (2023). The player makes the coach: Exploring player development among Division I basketball coaches. *International Journal of Sports Science & Coaching*, 18(3), 695–704.
- Czupich, M. (2020). Sport as an instrument of social development-the example of London. *Journal of Physical Education & Sport*. Efsupit.Ro.
- Dacin, M. T., Goodstein, J., & Scott, W. R. (2002). Institutional theory and institutional change: Introduction to the special research forum. *Academy of Management Journal*, 45(1), 43.
- Dania, A., & Harvey, S. (2020). Teaching basketball to sampling-year athletes: A game-centered and situated learning perspective. *Journal of Physical Education and Sport*.
- Dašić, D., Kavran, A. K., & Gregorić, M. (2021). The impact of the Covid-19 pandemic on sport and the sports industry. In *Proceedings Book from First International Scientific Conference. Covid-19 and Challenges of the Business World* (pp. 125–135).
- Davies, W. (2020). Native hoops: The rise of American Indian basketball. 1895–1970.
- Davis, G. F. (2020). Corporate purpose needs democracy. *The Journal of Management Studies*, joms.12659. <https://doi.org/10.1111/joms.12659>

- Dawson, M. (2023). The iron cage of efficiency: analytics, basketball and the logic of modernity. *Sport in Society*, 26(11), 1785–1801.
- De, R., & Dcruz, A. (2023). The changing business of football: The impact of the lockdown on the English premier league. *Sports Management in an Uncertain Environment*.
- de Subijana, C. L., Galatti, L., Moreno, R., & Chamorro, J. L. (2020). Analysis of the athletic career and retirement depending on the type of sport: A comparison between individual and team sports. *International Journal of Environmental Research and Public Health*, 17(24), 9265.
- Decker, D. K., & Rauhut, K. (2021). Incentivizing good governance beyond regulatory minimums: The civil nuclear sector. *Journal of Critical Infrastructure Policy*, 2(2), 19–43.
- Dees, W., Walsh, P., Mcevoy, C. D., Mckelvey, S., Mullin, B. J., Hardy, S., & Sutton, W. A. (2022). Sport marketing. *Human Kinetics*.
- Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 20(85), 205–224.
- Derosa, J. (2021). The COVID-19 Pandemic's Impact On Sports Public Relations.
- Description of Morabanc Basketball Andorra. (2022). LinkedIn Morrabac Andorra Basketball.
<https://www.linkedin.com/company/basquet-club-morabanc-andorra/about/>
- Devaro, J. (2020). Strategic compensation and talent management: Lessons for managers.
- Dey, P. K., Malesios, C., De, D., Budhwar, P., Chowdhury, S., & Cheffi, W. (2022). Circular economy to enhance sustainability of small and medium sized enterprises. In *Supply Chain Sustainability in Small and Medium Sized Enterprises* (pp. 10–45). Routledge.
- Di Rienzo, P. (2020). Making informal adult learning visible. The recognition of the third sector professionals' key competences. *Education Sciences*, 10(9), 228.
- Dietl, H. M., Franck, E., Hasan, T., & Lang, M. (2009). Governance of professional sports leagues—Cooperatives versus contracts. *International Review of Law and Economics*, 29(2), 127–137.
- Diracca, M. (2021). Bonding stakeholders through the implementation of sustainability strategies in sport industry. *Vytauto Didžiojo universitetas / Vytautas Magnus University*.
- Doni, F., Bianchi Martini, S., Corvino, A., & Mazzoni, M. (2020). Voluntary versus mandatory non-financial disclosure: EU Directive 95/2014 and sustainability reporting practices based on empirical evidence from Italy. *Meditari Accountancy Research*, 28(5), 781–802.

- Donthu, N., & Gustafsson, A. (2020). Effects of COVID-19 on business and research. *Journal of Business Research*, 117, 284–289.
- Doppler-Speranza, F., & Gasparini, W. (2021). ‘Europe gets more game everyday’. Professional basketball, transatlantic sports models and European integration since the 1950s. *Journal of European Integration History*, 27(2), 303–322.
- Downs, B. J., & Seifried, C. (1950). The ‘Me’ Arena: Examples of Capitalism within the National Hockey League and National Basketball Association.
- Drewes, M., Daumann, F., & Follert, F. (2022). Exploring the sports economic impact of COVID-19 on professional soccer. In *COVID-19 and the Soccer World* (pp. 130–142). Routledge.
- Dunscumb, P. (2023). The Crisis in Pro Baseball and Japan’s Lost Decade: The Curious Resilience of Heisei Japan.
- Edwards, C. (2023). Sports in the COVID-19 Era. In *Sport and Mental Health: From Research to Everyday Practice* (pp. 119–130). Springer International Publishing.
- Eikelenboom, M., & Long, T. B. (2022). Breaking the cycle of marginalization: How to involve local communities in multi-stakeholder initiatives? *Journal of Business Ethics*, 186(1), 1–32.
- Ekholm, D., & Holmlid, S. (2020). Formalizing sports-based interventions in cross-sectoral cooperation: Governing and infrastructuring practice, program, and preconditions. *Journal of Sport for Development*.
- Eikelboom, M. (2023). Anti-racism protests in US basketball: Positions of the NBA from historical, sociological, and political perspectives. *The International Journal of Sport and Society*, 15(1), 49–71.
- Escamilla-Fajardo, P., Núñez-Pomar, J., & Prado-Gascó, V. (2020). Governance in sports clubs: Key factors for sustainable management. *Journal of Sport Management*, 34(3), 257–269.
- Escamilla-Fajardo, Paloma, Núñez-Pomar, J. M., & Gómez-Tafalla, A. M. (2020). Exploring environmental and entrepreneurial antecedents of social performance in Spanish sports clubs: A symmetric and asymmetric approach. *Sustainability*, 12(10), 4234.
- Escribano-Ott, I., Mielgo-Ayuso, J., & Calleja-González, J. (2021). A glimpse of the sports nutrition awareness in Spanish basketball players. *Nutrients*, 14(1), 27.
- European Commission: Directorate-General for Education, Youth, Sport and Culture. (2019). Key competences for lifelong learning. Publications Office, 2019.

- Eweje, G., Sajjad, A., Nath, S. D., & Kobayashi, K. (2021). Multi-stakeholder partnerships: a catalyst to achieve sustainable development goals. *Marketing Intelligence & Planning*, 39(2), 186–212.
- Faccia, A., Mataruna-Dos-Santos, L. J., Munoz Helù, H., & Range, D. (2020). Measuring and monitoring sustainability in listed European football clubs: A value-added reporting perspective. *Sustainability*, 12(23), 9853.
- Fallatah, M. I. (2021). Networks, knowledge, and knowledge workers' mobility: evidence from the National Basketball Association. *Journal of Knowledge Management*, 25(5), 1387–1405.
- Featherman, S. (2023). Higher education at risk: Strategies to improve outcomes, reduce tuition, and stay competitive in a disruptive environment.
- Feddersen, N. B., Morris, R., Littlewood, M. A., & Richardson, D. J. (2020). The emergence and perpetuation of a destructive culture in an elite sport in the United Kingdom. *Sport in Society*, 23(6), 1004–1022.
- Feiler, S., & Breuer, C. (2021). Perceived threats through COVID-19 and the role of organizational capacity: Findings from non-profit sports clubs. *Sustainability*, 13(12), 6937.
- Fernekes, W. R. (2023). Clifford case and the challenge of liberal republicanism. Lexington Books.
- Ferreira, R. F. C. (2023). Business plan for the development of a padel club in a private Lisbon resort.
- Feuillet, A., Terrien, M., Scelles, N., & Durand, C. (2021). Determinants of coopetition and contingency of strategic choices: the case of professional football clubs in France. *European Sport Management Quarterly*, 21(5), 748–763.
- Fifka, M. S., & Jaeger, J. (2020). CSR in professional European football: an integrative framework. *Soccer and Society*, 21(1), 61–78.
- France, A., Dickson, G., McDonald-Kerr, L., & Ozdil, E. (2024). A scoping review of sport organisations' accountability. *Managing Sport and Leisure*, 1–36.
- Freeman, R. E. (1983). *Strategic Management: A Stakeholder Approach*. Financial Times Prentice Hall.
- Friess, J. (2022). ESG's democratic deficit: Why corporate governance cannot protect stakeholders. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.4136714>
- Frink, D. D., & Klimoski, R. J. (1998). Toward a theory of accountability in organizations and human resources management. *Research in Personnel and Human Resources Management*, 16. https://www.researchgate.net/publication/248126011_Toward_a_Theory_of_Accountability_in_Organizations_and_Human_Resources_Management

- Fry, J. (2022). Black, Set, Spike:” An Analysis of the Racial Experiences of Black Female Volleyball Players in Europe.
- Fühner, J., Schmidt, S. L., & Schreyer, D. (2021). Are diversified football clubs better prepared for a crisis? First empirical evidence from the stock market. *European Sport Management Quarterly*, 21(3), 350–373.
- Gajdzik, B., & Wolniak, R. (2022). Smart production workers in terms of creativity and innovation: The implication for open innovation. *Journal of Open Innovation Technology Market and Complexity*, 8(2), 68.
- Gamage, H. (2024). Cultural Diversity and Inclusion. *Multicultural Perspectives*, 5661 words(2nd March 2024), 4.
- Gammelsæter, H. (2021a). Social responsibility in professional sports organizations: A governance perspective. *European Sport Management Quarterly*, 21(4), 556–572.
- Gammelsæter, H. (2021b). Sport is not industry: bringing sport back to sport management. *European Sport Management Quarterly*.
- Garcia, C. (2020). Betting on Women”: A feminist political economic critique of ideological sports narratives surrounding the WNBA. *The Political Economy of Communication*.
- Garcia-del-Barrio, P., & Rossi, G. (2020). How the UEFA Financial Fair Play regulations affect football clubs’ priorities and leagues’ competitive balance? *European Journal of Government and Economics*, 9(2), 119–142.
- Garcia-Garcia, B., James, M., Koller, D., Lindholm, J., Mavromati, D., Parrish, R., & Rodenberg, R. (2020). The impact of Covid-19 on sports: a mid-way assessment. *The International Sports Law Journal*, 20(3–4), 115–119.
- García-Sánchez, I.-M. (2020). Drivers of the CSR report assurance quality: Credibility and consistency for stakeholder engagement. *Corporate Social Responsibility and Environmental Management*, 27(6), 2530–2547.
- García-Sánchez, I.-M., & García-Sánchez, A. (2020). Corporate Social Responsibility during COVID-19 Pandemic. *Journal of Open Innovation Technology Market and Complexity*, 6(4), 126.
- Gauthier, R. (2023). Publicly-Subsidised Stadiums: Changing the Game Through Good Governance.

- Geeraert, A., Alm, J., & Groll, M. (2014). Good governance in international sport organizations: an analysis of the 35 Olympic sport governing bodies. *International Journal of Sport Policy and Politics*, 6(3), 281–306.
- Gentile, P. C., Buzzelli, N. R., Sadri, S. R., & Arth, Z. W. (2022). Sports journalism's uncertain future: Navigating the current media ecosystem in the wake of the COVID-19 pandemic. *Journalism Studies*, 23(10), 1178–1196.
- Gephart, R. P., & Saylors, R. (2020). Qualitative designs and methodologies for business, management, and organizational research. In *Oxford Research Encyclopedia of Business and Management*.
- Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796–1819.
- Gevurtz, F. A. (2022). The Complex Dualisms of Corporations and Democracy. NEULR.
- Gil-Garcia, J. R., Gasco-Hernandez, M., & Pardo, T. A. (2020). Beyond transparency, participation, and collaboration? A reflection on the dimensions of open government. *Public Performance & Management Review*, 43(3), 483–502.
- Ginesta, X., Ordeix, E., & Payne, G. (2024). STUDYING FC BARCELONA AS A CORPORATE BODY: How to Become a Global Entertainment Multinational in the Post-Covid Era. FC Barcelona.
- Gisselquist, R. M. (2012). Good governance as a concept, and why this matters for development policy. <https://www.econstor.eu/bitstream/10419/81039/1/688432662.pdf>
- Giulianotti, R., Itkonen, H., Nevala, A., & Salmikangas, A.-K. (2020). Sport and civil society in the Nordic region. In *Sport, Outdoor Life and the Nordic World* (pp. 26–40). Routledge.
- Glass, L.-M., & Newig, J. (2019). Governance for achieving the Sustainable Development Goals: How important are participation, policy coherence, reflexivity, adaptation and democratic institutions? *Earth System Governance*, 2(100031), 100031.
- Glebova, E., & López-Carril, S. (2023). Zero Gravity': Impact of COVID-19 Pandemic on the Professional Intentions and Career Pathway Vision of Sport Management Students.
- Glebova, Ekaterina, Zare, F., Desbordes, M., & Géczi, G. (2022). COVID-19 sport transformation: New challenges and new opportunities. *Physical Culture and Sport Studies and Research*, 95(1), 54–67.
- Gómez-Ruano, M. A., & Pollard, R. (2021). The home advantage phenomenon in sport. In *Home Advantage in Sport* (pp. 3–12). Routledge.

- González-Salamanca, J. C., Agudelo, O. L., & Salinas, J. (2020). Key competences, education for sustainable development and strategies for the development of 21st century skills. A systematic literature review. *Sustainability*, 12(24), 10366.
- Goodman, J., & Mäkinen, J. (2023). Democracy in political corporate social responsibility: A dynamic, multilevel account. *Business and Society*, 62(2), 250–284.
- Gouveia, C., & Pereira, R. (2022). Professional football in Portugal: preparing to resume after the COVID-19 pandemic. In *COVID-19 and the Soccer World* (pp. 108–119). Routledge.
- Gratton, C., Shibli, S., & Coleman, R. (2020). Sport and economic regeneration in cities. *Culture-Led Urban Regeneration*.
- Grix, J., Brannagan, P. M., Grimes, H., & Neville, R. (2021). The impact of Covid-19 on sport. *International Journal of Sport Policy and Politics*, 13(1), 1–12.
- Gu, X. (2022). An Exploration in Developing CSUN Sports Club Uniform Logo.
- Gulak-Lipka, P. (2020). Internationalization and managing diversity on the basis of professional basketball clubs. *Journal of Physical Education and Sport. Efsupit. Ro*.
- Gulati, R., & Wohlgezogen, F. (2023). Can purpose foster stakeholder trust in corporations? In *Strategy Science*.
- Gustaitis, E. (2022). Developing strategic partnerships for value co-creation: The case of LKL professional basketball clubs.
- Gutović, T., Relja, R., & Popović, T. (2020). The constitution of profession in a sociological sense: An example of sports management. *Economics & Sociology*, 13(4), 139–153.
- Haitao, H. (2020). Analysis of the growth and development of basketball game in context of China: A case of Chinese Basketball association. *Revista de Psicología del Deporte. Journal of Sport Psychology*), 29(4), 44–53.
- Hajiali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of. Human Resource Management*, 2(1), 57–69.
- Hale, T. N. (2008). Transparency, accountability, and global governance. *Global Governance: A Review of Multilateralism and International Organizations*, 14(1), 73–94.

- Hammerschmidt, J., Durst, S., Kraus, S., & Puumalainen, K. (2021). Professional football clubs and empirical evidence from the COVID-19 crisis: Time for sport entrepreneurship? *Technological Forecasting and Social Change*, 165(120572), 120572.
- Harris, C. M., & Brown, L. W. (2021). Everyone must help: performance implications of CEO and top management team human capital and corporate political activity. *Journal of Organizational Effectiveness People and Performance*, 8(2), 190–207.
- Harris, S. J., & Jedlicka, S. R. (2020). The governance of sports in the USA. *Sport Business in the United States*.
- Harvey, A., & McNamee, M. (2019). Sport integrity: Ethics, policy and practice: An introduction. *Journal of Global Sport Management*, 4(1), 1–7.
- Harvey, J., Horne, J., Safai, P., Darnell, S., & Courchesne-O'Neill, S. (2015). *Sport and social movements*. Bloomsbury Academic.
- Hassan, Y., Pandey, J., Varkkey, B., Sethi, D., & Scullion, H. (2022). Understanding talent management for sports organizations-Evidence from an emerging country. *The International Journal of Human Resource Management*, 33(11), 2192–2225.
- Hayduk, T., & Walker, M. (2021). The effect of ownership marketing expertise on MLB attendance and digital consumption. *Sport Marketing Quarterly*, 30(1), 30–46.
- He, H., & Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of Business Research*, 116, 176–182.
- Helokumpu, E. (2020). The impact of training compensations and solidarity payments on economic performance of Finnish football clubs.
- Hendrastuti, R., & Harahap, R. F. (2023). Agency theory: Review of the theory and current research. *Jurnal Akuntansi Aktual*, 10(1), 85.
- Hensler, P. (2021). *Gathering Crowds: Catching Baseball Fever in the New Era of Free Agency*.
- Herbert, B. A. (2021). *A Global Pandemic and a Wildcat Strike: How COVID-19 and Civil Unrest Could Impact the NBA's Labor Relations*. DePaul J. Sports L.
- Herrfahrdt-Pähle, E., Schlüter, M., Olsson, P., Folke, C., Gelcich, S., & Pahl-Wostl, C. (2020). Sustainability transformations: socio-political shocks as opportunities for governance transitions. *Global Environmental Change: Human and Policy Dimensions*, 63(102097), 102097.

- Hesketh, C., & Sullivan, J. (2020). The production of leisure: understanding the social function of football development in China. *Globalizations*, 17(6), 1061–1079.
- Hesni, S. R. (2021). Basketball On Strike: The All-Stars of the Fight for Racial Equality. *Vand. J. Ent. & Tech. L.*
- Hill, S., Kerr, R., & Kobayashi, K. (2016). Questioning the application of Policy Governance for small-scale sports clubs in New Zealand. *Managing Sport and Leisure*, 21(4), 203–217.
- Hindman, L. C. (2021). Governance challenges in professional sports during crises. *Journal of Sports Management*, 35(4), 345–360.
- Hindman, L. C., Walker, M., & Thomas, C. (2021). Transparency in sports governance: A systematic review. *Sport Management Review*, 24(2), 137–153.
- Hindman, Lauren C., Walker, N. A., & Agyemang, K. J. A. (2021). Bounded rationality or bounded morality? The National Basketball Association response to COVID-19. *European Sport Management Quarterly*, 21(3), 333–349.
- Hirata, E., Canan, F., & Starepravo, F. A. (2021). Municipal public policies and the case of male basketball in Brazil. *Lecturas: Educación Física y Deportes*, 25(273), 2–15.
- History: The global sport and the making of globalization. (2012). In *Globalization & Football* (pp. 1–30). SAGE Publications Ltd.
- Hita, I. P. A. D., Dewi, K. A. K., Indrawan, I. K. A. P., Ariestika, E., & Pranata, D. (2023). Socialization Of Basketball Game Rules. *Jurnal Pengabdian Dan Pemberdayaan Masyarakat Indonesia*, 3(1), 20–27.
- Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, 41(1), 77–94.
- Hoey, S., Peeters, T., & Principe, F. (2021). The transfer system in European football: A pro-competitive no-poaching agreement? *International Journal of Industrial Organization*, 75(102695), 102695.
- Höglund, F., & Bruhn, A. (2024). Sport-based interventions'-A tool for suburban social integration. In *Nordic Social Work*.
- Hoogendam, A. (2021). Front-line professionals and local sport policy: a theoretical framework. *European Journal for Sport and Society*, 18(2), 153–167.
- Houben, R., Blockx, J., & Nuyts, S. (2022). UEFA and the Super League: who is calling who a cartel? *The International Sports Law Journal*. <https://doi.org/10.1007/s40318-021-00201-2>

- Houston, A. (2023). Professional League Sports Administration: An Examination of Female Executives' Journey to Leadership Positions.
- Howard, N. O., & Owens, M. (2022). Organizing Staff in the US Senate: The Priority of Individualism in Resource Allocation. Congress & the Presidency.
- Howe, D. C., Chauhan, R. S., Soderberg, A. T., & Buckley, M. R. (2021). Paradigm shifts caused by the COVID-19 pandemic. *Organizational Dynamics*, 50(4), 100804.
- Hoye, R., Smith, A. C. T., Nicholson, M., & Stewart, B. (2018). *Sport Management* (5th ed.). Routledge.
- Hu, Y., & Shu, S. (2024). Exploring the dynamics of governance: An examination of traditional governance and governance innovation in the United States professional sports leagues. *Heliyon*, 10(13), e32883.
- Huth, C. (2020). Who invests in financial instruments of sport clubs? An empirical analysis of actual and potential individual investors of professional European football clubs. *European Sport Management Quarterly*.
- Iserbyt, P., Dehandschutter, T., Leysen, H., & Loockx, J. (2023). Coaching and Physical Activity with Higher and Lower Skilled Student-Coaches in A Basketball Sport Education Season: A Pilot Study. *International Journal of Kinesiology in Higher Education*, 7(4), 296–308.
- Iserbyt, Peter, Dehandschutter, T., Leysen, H., & van der Mars, H. (2022). The effect of a coaching clinic on student-coaches' behavior during a basketball Sport Education season with preservice teachers. *Journal of Teaching in Physical Education: JTPE*, 1–10.
- Ivaskovic, I. (2020). Personnel and human resource management specifics of basketball clubs: the case of post-transitional South-East European countries. *International Journal of Contemporary Business and Entrepreneurship*, 1(2), 38–53.
- Ivašković, I. (2022). The stakeholder–performance relationship in nonprofit sport clubs: the case of South-Eastern European basketball clubs. *Sport in Society*, 25(5), 1079–1102.
- Jäger, J., & Fifka, M. (2020). A comparative study of corporate social responsibility in English and German professional football. *Soccer and Society*, 21(7), 802–820.
- Jäger, M. (2023). Ethical leadership in sports organizations. *Sport Ethics Quarterly*, 15(1), 78–95.
- Jedel, J., & Burchard, M. (2021). The economic and financial impact of the first phase of the COVID-19 pandemic on the sports market. *Baltic Journal of Health and Physical Activity*, 13(Special1), 1–13.

- Jedlicka, S. R., Harris, S., & Reiche, D. (2020). State intervention in sport: a comparative analysis of regime types. *International Journal of Sport Policy and Politics*, 12(4), 563–581.
- Jel, C. D. (n.d.). Controversies about agency theory as theoretical basis for corporate governance. *Oeconomia Copernicana*. <https://journals.economic-research.pl/oc/article/download/66/31/34>
- Jewell, D. O., Jewell, S. F., & Kaufman, B. E. (2022). Designing and implementing high-performance work systems: Insights from consulting practice for academic researchers. *Human Resource Management Review*, 32(1), 100749.
- Jo Hawley-Woodall, Nicola Duell, David Scott, Leona Finlay-Walker, Lucy Arora and Emanuela Carta, on the basis of the country fiches prepared by EEPO country experts and the EEPO Core Team. (2015). *Skills Governance in the EU-Synthesis Report-final for publication*. Directorate-General for Employment European Employment Policy Observatory.
- Johansson, H. (2020). How to manage your sports fan's engagement during a season shutdown.: A case study of the Swedish basketball sector and its highest league non-profit clubs.
- Johnston, K., Farah, L., Ghuman, H., & Baker, J. (2022). To draft or not to draft? A systematic review of North American sports' entry draft. *Scandinavian Journal of Medicine & Science in Sports*, 32(1), 4–17.
- Johnston, M. (2006). Good governance: Rule of law, transparency, and accountability. In New York: United Nations Public Administration Network (pp. 1–32).
<https://etico.iiep.unesco.org/sites/default/files/2017-09/unpan010193.pdf>
- Jones, T. D. (2024). The National Basketball Association Communications Strategy for the 2019-20 Season Restart.
- Jorgensen, J. H. (2021). Difference of offensive structure between European and American top-level basketball.
- Joseph, J., & Reghunathan, A. (2021). Winning the loyalty cup: Impact of symbol-related brand elements on brand loyalty of sports clubs. *International Journal of Sport Management and Marketing*, 1(1), 1.
- Kalén, A., Padrón-Cabo, A., Lundkvist, E., Rey, E., & Pérez-Ferreirós, A. (2021). Talent selection strategies and relationship with success in European basketball national team programs. *Frontiers in Psychology*, 12, 666839.
- Kamchompoo, S., & Kaewkanta, C. (2024). Local Mascot Design by Using Universal Design for Sustainable Community Development: A Case Study of PAA YAO CRAFT MARKET. In 2024

- Joint International Conference on Digital Arts, Media and Technology with ECTI Northern Section Conference on Electrical, Electronics, Computer and Telecommunications Engineering (pp. 210–215). IEEE.
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business Review Press.
- Kaufmann, W., & Lafarre, A. (2021). Does good governance mean better corporate social performance? A comparative study of OECD countries. *International Public Management Journal : IPMJ*, 24(6), 762–791.
- Kaushik, M., & Guleria, N. (2020). The impact of pandemic COVID-19 in workplace. *European Journal of Business and Management*, 12(15), 1–10.
- Keefer, Q. A. W. (2022). Sex differences in High-Level managerial jobs: Evidence from professional basketball. *Journal of Sports Economics*, 23(3), 301–328.
- Kemper, K. E. (2020). *Before March Madness: The Wars for the Soul of College Basketball*.
- Kennedy, D., & Kennedy, P. (2022). English premier league football clubs during the covid-19 pandemic: business as usual? In *COVID-19 and the Soccer World* (pp. 30–37). Routledge.
- Keshkar, S., Dickson, G., Ahonen, A., Swart, K., Addesa, F., Epstein, A., Dodds, M., Schwarz, E. C., Spittle, S., Wright, R., Seyfried, M., Ghasemi, H., Lawrence, I., Murray, D., Allameh Tabataba'i University, Tehran, Iran, La Trobe University, Melbourne, Australia, JAMK University of Applied Sciences, Jyväskylä, Finland, Hamad Bin Khalifa University, Doha, Qatar & University of Johannesburg, Johannesburg, South Africa, Leeds Beckett University, Leeds, West Yorkshire, UK, ... University of Liverpool and Salford, UK. (2021). The effects of Coronavirus pandemic on the sports industry: An update. *Annals of Applied Sport Science*, 9(1), 0–0.
- Keshkar, S., & Karegar, G. A. (2022). Effect of the COVID-19 pandemic on the sports industry. In *COVID-19 and the Sustainable Development Goals* (pp. 123–157). Elsevier.
- Keung, S., & Enari, D. (2022). The professional athlete career lifespan: Through an Indigenous lens. *International Journal of the Sociology of Leisure*, 5(4), 409–423.
- Kharytonov, E., Kharytonova, O., Kostruba, A., Tkalych, M., & Tolmachevska, Y. (2020). To the peculiarities of legal and non-legal regulation of social relations in the field of sport. *Retos Digital*, 41, 131–137.

- Khimenes, K., Briskin, Y., Pityn, M., Neroda, N., & Zadorozhna, O. (2024). Historical context and modern interpretation of the factors of the professional sports development in North America and Europe. *Слобожанський Науково-Спортивний Вісник*, 28(1), 14–22.
- Kihl, L. A., & Schull, V. (2020). Understanding the meaning of representation in a deliberative democratic governance system. *Journal of Sport Management*, 34(2), 173–184.
- Kim, S., Byun, J., & Thomson, J. R. C. (2022). Adapting to a new normal: the impact of COVID-19 on the mediatization of professional sport organizations. *Sport in Society*, 25(7), 1307–1326.
- Klein, V. B., & Todesco, J. L. (2021). COVID-19 crisis and SMEs responses: The role of digital transformation. *Knowledge and process management*.
- Klepczarek, E. (2021). Corporate governance theories in the new institutional economics perspective. The classification of theoretical concepts. *Studia Prawno-Ekonomiczne*, 105, 243–258.
- Kluka, D. A. (2021). Governance of sport for the 21st century: Contemporary perspectives. *Sport Governance and Operations*.
- Ko, Y. J., Asada, A., Jang, W. (eric), Kim, D., & Chang, Y. (2022). Do humanized team mascots attract new fans? Application and extension of the anthropomorphism theory. *Sport Management Review*, 25(5), 820–846.
- Koba, T. H., Nagel, M. S., Watanabe, N. M., Yan, G., Southall, R. M., & Kidd, V. K. (2023). An exploration of professional US-based basketball players competing in Turkey. *Journal of Global Sport Management*, 8(1), 161–182.
- Komalasari, K., Arafat, Y., & Mulyadi, M. (2020). Principal's management competencies in improving the quality of education. *Journal of Social Work and Science Education*, 1(2), 181–193.
- Komotska, O., & Sushko, R. (2022). Modern approaches to the organization children's and youth basketball: abroad experience. *Слобожанський Науково-Спортивний Вісник*, 26(4), 115–123.
- Kotsori, S., Petrakis, K., Katsora, K., & Kaprinis, S. (2022). Corporate social responsibility in professional sports organizations: Evidence from Greece.
- Krasnoff, L. S. (2023). *Basketball Empire: France and the Making of a Global NBA and WNBA*.
- Kucek, A. (2021). Transparency and accountability in sports governance. *Sport and Society*, 12(3), 456–478.
- Kucek, J. (2021). *Corporate Social Responsibility in North American Professional Team Sports Organizations as a Communicative Process*.

- Kuo, C., & Kuo, H. (2023). Building the Landscape of Sports Diplomacy: R. William Jones Cup Intercontinental Basketball Tournament on Formosa Island in the Cold War Era. *The International Journal of the History of Sport*.
- Kutzner, G. (2022). Time For the NFL to Become a Team Player: How Changes in the College Sports Landscape May Require the League to Finally Contribute Financially to Player *Quinnipiac L. Rev.*
- La Base. (n.d.). BC Morabanc Andorra (web oficial). Retrieved January 28, 2025, from <https://www.bca.ad/la-base/>
- Lara-Bocanegra, A., Bohórquez, M. R., Grimaldi-Puyana, M., Gálvez-Ruiz, P., & García-Fernández, J. (2022). Effects of an entrepreneurship sport workshop on perceived feasibility, perceived desirability and entrepreneurial intentions: a pilot study in sports science students. *Sport in Society*, 25(8), 1528–1544.
- Lara-Bocanegra, A., Escamilla-Fajardo, P., González-Serrano, M. H., Bohórquez, M. del R., & Grimaldi-Puyana, M. (2022). Sports entrepreneurship and intrapreneurship in the Iberian Peninsula. In *Sport in the Iberian Peninsula* (pp. 123–139). Routledge.
- Larsen, L. K., Fisher, L. A., Shigeno, T. C., Bejar, M. P., & Madeson, M. N. (2020). Do Not Question Authority”: Examining Team Rules in National Collegiate Athletic Association Division I Women’s Basketball. *Basketball. International Sport Coaching Journal*, 7(3), 317–325.
- Larson, L., & Dechurch, L. A. (2020). Leading teams in the digital age: Four perspectives on technology and what they mean for leading teams. *The leadership quarterly*.
- Laursen, F., & Vanhoonacker, S. (2023). The intergovernmental conference on political union: institutional reforms, new policies and international identity of the European Community.
- Law, G., Bloyce, D., & Waddington, I. (2021). Sporting celebrity and conspicuous consumption: A case study of professional footballers in England. *International Review for the Sociology of Sport*, 56(7), 923–942.
- Lawrence, M., Buller, A., Baines, J., & Hager, S. (2020). Commoning the company. *Common Wealth*.
- Lebron, C. (2020). The Sense and Sensibility of Equality. *The Southern Journal of Philosophy*.
- Lee, C., Bang, H., & Shonk, D. J. (2021). Professional team sports organizations’ corporate social responsibility activities: Corporate image and chosen communication outlets’ influence on consumers’ reactions. *International Journal of Sport Communication*, 14(2), 280–297.

- Lee, S. P. (2020). Sustainable reciprocity mechanism of social initiatives in sport: The mediating effect of gratitude. *Sustainability*, 12(21), 9279.
- Lefebvre, A., Parent, M. M., Taks, M., Naraine, M. L., Séguin, B., & Hoye, R. (2024). Aligning governance, brand governance and social media strategies for improved organizational performance: a qualitative comparative analysis of national sport organizations. *Sport, Business and Management. An International Journal*, 14(1), 19–37.
- Leroy, M. H. (2022). The Professional Labor Market for Teenage Basketball Players: Disruptive Competition to the NCAA's Amateur Model. *Berkeley J. Ent. & Sports L.*
- Lewis, L. (2019). *Organizational change* (2nd ed.). Wiley-Blackwell.
- Li, J., Deeprasert, J., Li, R. Y. M., & Lu, W. (2022). The Influence of Chinese Professional Basketball Organizations' (CPBOs') Corporate Social Responsibility (CSR) Efforts on Their Clubs' Sustainable Development.
- Li, Junying, & Deeprasert, J. (2022). The development of professional basketball organisation CSR in China: the importance of the basketball court. *International Journal of Sustainable Real Estate and Construction Economics*, 2(2), 174.
- Ličen, S., & Jedlicka, S. R. (2022). Sustainable development principles in U.S. sport management graduate programs. *Sport, Education and Society*, 27(1), 99–112.
- Lin, C. (2020). Understanding cultural diversity and diverse identities. In *Encyclopedia of the UN Sustainable Development Goals* (pp. 929–938). Springer International Publishing.
- Lindner, A. M., & Hawkins, D. (2021). Why the NBA shut down first: How partisan polarization informs sports and public health. *Time out: National perspectives on sport and the Covid-19 lockdown*. 169.
- Lis Pasarell, X. (2021). Creation and development of a sports club marketing strategy plan.
- Liu, D., & Schwarz, E. C. (2020). Assessing the community beliefs about the corporate social responsibility practices of professional football clubs in China. *Soccer and Society*, 21(5), 584–601.
- Liu, X., & Schwarz, E. (2020). Stakeholder engagement in professional sports. *European Journal of Sports Science*, 22(1), 23–45.
- Liu, Y., & Schwarz, E. (2020). Technological adaptation in sports organizations: Post-pandemic strategies. *International Journal of Sports Marketing*, 41(6), 331–345.

- Lopez, C., Pizzo, A. D., Gupta, K., Kennedy, H., & Funk, D. C. (2021). Corporate growth strategies in an era of digitalization: A network analysis of the national basketball association's 2K league sponsors. *Journal of Business Research*, 133, 208–217.
- López-Carril, S., & Anagnostopoulos, C. (2020). COVID-19 and soccer teams on Instagram: The case of corporate social responsibility. *International Journal of Sport Communication*, 13(3), 447–457.
- Lorenzo Calvo, J., Granado-Peinado, M., de la Rubia, A., Muriarte, D., Lorenzo, A., & Mon-López, D. (2021). Psychological states and training habits during the COVID-19 pandemic lockdown in Spanish basketball athletes. *International Journal of Environmental Research and Public Health*, 18(17), 9025.
- Lukačević, J. (2021). English Premier League during the COVID-19 Pandemic.
- Ma, S. C., & Kaplanidou, K. (2021). How corporate social responsibility and social identities lead to corporate brand equity: An evaluation in the context of sport teams as brand extensions. *Sport Marketing Quarterly*.
- Maclean, K. D. S. (2023). Sales and revenue generation in sport business by David J. Shonk and James F. Weiner. 2021. *Journal of Revenue and Pricing Management*, 22(3), 231–232.
- Mahajan, R., Lim, W. M., Sareen, M., Kumar, S., & Panwar, R. (2023). Stakeholder theory. *Journal of Business Research*, 166(114104), 114104.
- Maher, C. A. (2021). Enhancing the mental performance of head coaches in professional sports: A case study of collaboration with the head coach of a professional basketball team. *Case Studies in Sport and Exercise Psychology*, 5(1), 61–68.
- Mahmud, A., Ding, D., & Hasan, M. M. (2021). Corporate social responsibility: Business responses to Coronavirus (COVID-19) pandemic. *SAGE Open*, 11(1), 215824402098871.
- Mailani, D., Hulu, M. Z. T., Simamora, M. R., & Kesuma, S. A. (2024). Resource-Based View Theory to achieve a sustainable competitive advantage of the firm: Systematic Literature Review. *International Journal of Entrepreneurship and Sustainability Studies*, 4(1), 1–15.
- Malagila, J. K., Zalata, A. M., Ntim, C. G., & Elamer, A. A. (2021). Corporate governance and performance in sports organisations: The case of UK premier leagues. *International Journal of Finance & Economics*, 26(2), 2517–2537.
- Mamo, Y., Agyemang, K. J. A., & Andrew, D. P. S. (2021). Types of CSR initiatives and fans' social outcomes: The case of professional sport organizations. *Sport Marketing Quarterly*, 30(2), 146–160.

- Maon, F., Swaen, V., & De Roeck, K. (2021). Corporate branding and corporate social responsibility: Toward a multi-stakeholder interpretive perspective. *Journal of Business Research*, 126, 64–77.
- Marin, B., & Lee, C. (2020). Exploring new trends of sport business: Japanese companies' investment in ownership of foreign football clubs. *Sport in Society*, 23(12), 2031–2054.
- Maroun, W., van Zijl, W., Chesaina, R., & Garnett, R. (2022). The beautiful game: Fair value, accountability and accounting for player registrations. *Australian Accounting Review*, 32(3), 334–351.
- Mascarenhas, S. (2021). COVID-19: The Disruptions and Challenges in Sports. *Liberal Stud.*
- Masconale, S., & Sepe, S. M. (2022). Citizen Corp.-Corporate Activism and Democracy.
- Masum, A., Aziz, H., & Hassan, M. (2020). Corporate social responsibility and its effect on community development: An overview. *J. Account. Sci.*
- Maussen, S., Cardinaels, E., & Hoozée, S. (2024). Costing system design and honesty in managerial reporting: An experimental examination of multi-agent budget and capacity reporting. *Accounting, Organizations and Society*, 112(101541), 101541.
- McCullick, B. A., Dooley, A., Schempp, P., & Isaac, T. (2021). The organizational structure, roles, and responsibilities of an elite-level basketball coaching staff. *International Sport Coaching Journal*, 8(2), 210–218.
- McCullough, B. P., & Trail, G. T. (2023). Assessing key performance indicators of corporate social responsibility initiatives in sport. *European Sport Management Quarterly*.
- McHugh, P. P., Hinkel, M., & Hyman, M. (2024). Opening the ballot box: Examining the union voting behavior of scholarship football players. *Labor Studies Journal*.
<https://doi.org/10.1177/0160449x241255752>
- McLean, S., Rath, D., Lethlean, S., Hornsby, M., Gallagher, J., Anderson, D., & Salmon, P. M. (2020). With crisis comes opportunity: Redesigning performance departments of elite sports clubs for life after a global pandemic. *Frontiers in Psychology*, 11, 588959.
- McLeod, C. M., & Nite, C. (2024). The co-construction of employment relations in semi-professional sport leagues. *Journal of Global Sport Management*, 9(1), 18–38.
- McLeod, J., Jenkin, A., Walters, G., & Irving, R. (2021). The role and performance of supporter directors: A social exchange theory perspective. *Sport Management Review*, 24(5), 862–885.

- McSweeney, M., Millington, R., Hayhurst, L. M. C., & Darnell, S. (2022). Becoming an occupation? A research agenda into the professionalization of the sport for Development and Peace sector. *Journal of Sport Management*, 36(5), 500–512.
- Meese, K. A., Colón-López, A., Singh, J. A., Burkholder, G. A., & Rogers, D. A. (2021). Healthcare is a team sport: Stress, resilience, and correlates of Well-being among health system employees in a crisis. *Journal of Healthcare Management*, 66(4), 304–322.
- Meier, H. E., García, B., & Konjer, M. (2021). Resisting the pressures of globalisation: The repeated failure of elite sport reforms in re-united Germany. *German Politics*, 30(4), 562–582.
- Meier, H. E., García, B., Konjer, M., & Jetzke, M. (2022). The short life of the European Super League: a case study on institutional tensions in sport industries. *Managing Sport and Leisure*, 1–22.
- Meier, K. J., Compton, M., Polga-Hecimovich, J., Song, M., & Wimpy, C. (2019). Bureaucracy and the failure of politics: Challenges to democratic governance. *Administration & Society*, 51(10), 1576–1605.
- Meier, S., & Martens, K. (2024). A global crisis manager during the COVID-19 pandemic? The OECD and health governance. *Frontiers in Political Science*, 6. <https://doi.org/10.3389/fpos.2024.1332684>
- Memari, Z., Rezaei Pandari, A., Ehsani, M., & Mahmudi, S. (2021). Business management in the football industry from a supply chain management perspective. *International Journal of Sports Marketing and Sponsorship*, 22(4), 737–763.
- Mendizabal Leñena, X. (2020). Social Value of the Professional Basket ball Clubs in Spain: a Necessity.
- Mendizabal Leñena, X., San-Jose, L., & García-Merino, J. D. (2022). Monetizing social value in sports clubs. *Sport, Business and Management. An International Journal*, 12(5), 560–579.
- Mendizabal Leñena, Xabier, & García Merino, J. D. (2021). Social value measurement in basketball clubs: is it possible? *CIRIEC-España Revista de Economía Pública Social y Cooperativa*, 101, 57–83.
- Mendizabal, X., San-Jose, L., & Garcia-Merino, J. D. (2020). Understanding and mapping stakeholders of sport clubs: particularities. *Sport, Business and Management. An International Journal*, 10(3), 359–378.
- Mensah, J. (2019). Sustainable development: Meaning, history, principles, pillars, and implications for human action: Literature review. *Cogent Social Sciences*, 5(1), 1653531.

- Metelski, A. (2021). Duration Sports Career Determinant Second Professional Career. *Annales Universitatis Mariae Curie-Skłodowska, sectio H. Annales Universitatis Mariae Curie-Skłodowska Sectio H Oeconomia*, 55(2). <https://doi.org/10.17951/h.2021.55.2.57-64>
- Meuleman, L. (2013). Cultural Diversity and Sustainability Metagovernance. In *Transgovernance* (pp. 37–81). Springer Berlin Heidelberg.
- Meyer, T., Mack, D., Donde, K., Harzer, O., Krutsch, W., Rössler, A., Kimpel, J., von Laer, D., & Gärtner, B. C. (2021). Successful return to professional men's football (soccer) competition after the COVID-19 shutdown: a cohort study in the German Bundesliga. *British Journal of Sports Medicine*, 55(1), 62–66.
- Michaud, M., & Audebrand, L. K. (2022). One governance theory to rule them all? The case for a paradoxical approach to co-operative governance. *Journal of Co-Operative Organization and Management*, 10(1), 100151.
- Millar, J., Mueller, F., & Carter, C. (2024). Grassroots accountability: the practical and symbolic aspects of performance. *Accounting Auditing & Accountability*, 37(2), 586–607.
- Milovic, B., & Vojvodic, M. (2021). A FRAMEWORK FOR THE DEVELOPMENT OF INTERNATIONAL MARKETING IN SPORT. *Management & Marketing Journal. Mnmk.Ro*.
- Mio, C., Fasan, M., Marcon, C., & Panfilo, S. (2020). The predictive ability of legitimacy and agency theory after the implementation of the EU directive on non-financial information. *Corporate Social Responsibility and Environmental Management*, 27(6), 2465–2476.
- Mirehie, M., & Cho, I. (2022). Exploring the effects of the COVID-19 pandemic on sport tourism. *International Journal of Sports Marketing and Sponsorship*, 23(3), 527–546.
- Misener, K., & Doherty, A. (2013). Understanding the local impact of sport events: A critical review of research. *Sport Management Review*, 16(1), 1–16.
- Misener, Katie, Morrison, K., Shier, M., & Babiak, K. (2020). The influence of organizational social responsibility on involvement behavior in community sport membership associations. *Nonprofit Management & Leadership*, 30(4), 591–611.
- Mittag, J., & Nieland, J.-U. (2022). Professional football clubs and associations under pressure: COVID-19 as a precursor of structural change in European sport. In *Research Handbook on Sport and COVID-19* (pp. 125–137). Edward Elgar Publishing.

- Mitten, M. J., Davis, T., Duru, N. J., & Osborne, B. (2023). *Sports Law and Regulation: Cases, Materials, and Problems*.
- Mogaji, E., & Mogaji, E. (2021). Brand Integration. *Brand Management: An Introduction through Storytelling*. 123–144.
- Momen, M. N. (2020). Multi-stakeholder partnerships in public policy. *Partnerships for the goals. Encyclopedia of the UN sustainable development goals*. 1–9.
- Mora, L., Ginesta, G., De San Eugenio, X., & Vela, J. (2021). Corporate social responsibility and football clubs: the value of environmental sustainability as a basis for the rebranding of real Betis Balompie in Spain.
- Morales, N., & Schubert, M. (2022). Selected issues of (good) governance in North American professional sports leagues. *Journal of Risk and Financial Management*, 15(11), 515.
- Morikawa, L. H., Tummala, S. V., Brinkman, J. C., Buckner Petty, S. A., & Chhabra, A. (2022). Effect of a condensed NBA season on injury risk: An analysis of the 2020 season and player safety. *Orthopaedic Journal of Sports Medicine*, 10(9), 23259671221121116.
- Mornat, G., & Garg, T. (2022). Valuation Drivers of Major League Baseball Franchises: Revenue Streams, Cost Structure, and M&A Rationales.
- Mountjoy, M., Vertommen, T., Denhollander, R., Kennedy, S., & Majoor, R. (2022). Effective engagement of survivors of harassment and abuse in sport in athlete safeguarding initiatives: a review and a conceptual framework. *British Journal of Sports Medicine*, 56(4), 232–238.
- Moyo, T., Duffett, R., & Knott, B. (2020). Environmental factors and stakeholders influence on professional sport organisations engagement in sustainable corporate social responsibility: A South African
- Mrkonjic, M. (2021). ‘Good’ governance in sport strategies. In *Good Governance in Sport* (pp. 236–249). Routledge.
- Munro-Cook, G. (2021). *We Got Next”: The Struggle to Make the WNBA*.
- Munro-Cook, G. (2024). *Building the WNBA: From Dunking Divas to Political Leaders*.
- Mutz, M., & Müller, J. (2021). Social stratification of leisure time sport and exercise activities: comparison of ten popular sports activities. *Leisure Studies*.
- Nahar, N., Zhou, S., Lewis, G., & Kästner, C. (2021). Collaboration challenges in building ML-enabled systems: Communication, documentation, engineering, and process. In *arXiv [cs.SE]*. arXiv. <http://arxiv.org/abs/2110.10234>

- Nasrullah, A. M. (2022). Economic governance. In *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 3534–3545). Springer International Publishing.
- Neirotti, P. (2020). Work intensification and employee involvement in lean production: new light on a classic dilemma. *The International Journal of Human Resource Management*, 31(15), 1958–1983.
- Nessler, C., Gomez-Gonzalez, C., Dietl, H., & Del Corral, J. (2020). Race and employment: The historical case of head coaches in college basketball. *Frontiers in Sociology*, 5, 69.
- Neuhaus, T., & Thomas, N. (2005). Corporate colonization of blackness-The representation of blackness in the National Basketball Association from 1984 to. *New Horizons in English Studies*. Bibliotekanauki.
- Newman, S. A., & Ford, R. C. (2021). Five steps to leading your team in the virtual COVID-19 workplace. *Organizational Dynamics*, 50(1), 100802.
- Ngwenya, B., & Pelsier, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. *SA Journal of Industrial Psychology*, 46. <https://doi.org/10.4102/sajip.v46i0.1781>
- Nhamo, G., Dube, K., & Chikodzi, D. (2020). Impact of COVID-19 on the global sporting industry and related tourism. In *Counting the Cost of COVID-19 on the Global Tourism Industry* (pp. 225–249). Springer International Publishing.
- Nichols, B. A., Smith, M. A., & Stellino, M. B. (2020). Factors influencing college selection by NCAA Division III men's basketball players. *Journal of Amateur Sport*, 6(1), 32–51.
- Nite, C., & Edwards, J. (2021). From isomorphism to institutional work: advancing institutional theory in sport management research. *Sport Management Review*, 24(5), 815–838.
- Nkang, N., Okon, B. B., & Bassey, U. O. (2023). Preventive Covid-19 Measures and The Global Economy of Sports/athletes: interrogating a Decline in revenue Base. *JOURNAL OF ENVIRONMENTAL AND TOURISM EDUCATION (JETE)*, 6(3).
- Nonet, G. A.-H., Gössling, T., Van Tulder, R., & Bryson, J. M. (2022). Multi-stakeholder engagement for the Sustainable Development Goals: Introduction to the special issue. *Journal of Business Ethics*, 180(4), 945–957.
- Noordegraaf, M. (2020). Protective or connective professionalism? How connected professionals can (still) act as autonomous and authoritative experts. *Journal of Professions and Organization*, 7(2), 205–223.

- Norbäck, P. J., Olsson, M., & Persson, L. (2021). Talent development and labour market integration in European football. *The World Economy*.
- Norcliffe, G., & Decosse, S. (2022). Global player production networks: Gaining value in the National Hockey League. *Geoforum; Journal of Physical, Human, and Regional Geosciences*, 136, 101–111.
- Norton, D. P., & Kaplan, R. S. (2016). Balanced Scorecard. In *The Palgrave Encyclopedia of Strategic Management* (pp. 1–5). Palgrave Macmillan UK.
- Nourayi, M. M. (2020). A historical perspective of professional basketball and rules changes in North America. *Journal of Sports and Games*.
- Nourayi, M. M., Singhvi, M., & Nourayi, M. (2020). The Impact of NBA New Rules on Games. thesportjournal.org.
- Nowy, T., Feiler, S., & Breuer, C. (2020). Investigating grassroots sports' engagement for refugees: Evidence from voluntary sports clubs in Germany. *Journal of Sport and Social Issues*, 44(1), 22–46.
- Núñez-Pomar, J. M., Escamilla-Fajardo, P., & Prado-Gascó, V. (2020). Relationship between entrepreneurial orientation and social performance in Spanish sports clubs. The effect of the type of funding and the level of competition. *International Entrepreneurship and Management Journal*, 16(3), 981–999.
- O'Brien, J., Holden, R., & Ginesta, X. (2020). Sport, Globalization and Identity. *New Perspectives on Regions and Nation*.
- O'Connell, W. D. (2022). Silencing the crowd: China, the NBA, and leveraging market size to export censorship. *Review of international political economy*.
- Oczki, J., & Pleskot, W. (2020). Financing a basketball club in Poland-the case of Twarde Pierniki SA. *Journal of Physical Education and Sport*. Efsupit.Ro.
- oficial), B. C. M. A. (2025, January 26). BC MoraBanc Andorra. BC Morabanc Andorra (web oficial). <https://www.bca.ad/>
- Oh, Y. S. (2022). The Influence of a Professional Sport Team's Philanthropic Initiative on Fans' Corporate Social Responsibility (CSR) Participation Intention.
- Olczak, M., Reade, J., & Yeo, M. (2020). Mass outdoor events and the spread of an airborne virus: English football and COVID-19. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3682781>

- Olesen, J. S., & Treumer Gregersen, M. (2023). Exploring how education and sport are brought together in two different dual career programs for Danish soccer players: effects for the player's current and future life. *Soccer and Society*, 24(2), 223–234.
- Omar, M. K., Zahar, F. N., & Rashid, A. M. (2020). Knowledge, skills, and attitudes as predictors in determining teachers' competency in Malaysian TVET institutions. *Universal Journal of Educational Research*, 8(3C), 95–104.
- Orunbayev, A. (2023). Globalization and Sports Industry. *American Journal Of Social Sciences And Humanity Research*, 3(11), 164–182.
- Osborne, S. P. (2010). *The new public governance? Emerging perspectives on the theory and practice of public governance*. Routledge.
- Owiti, S., & Hauw, D. (2021). The problematic experience of players' mutations between clubs: discovering the social adaptability skills required. *Frontiers in Sports and Active Living*.
- Özaydin, M. S., & Tinaz, C. (2022). Innovation in Sports Competitions during the COVID-19 Era. In *Sport Management, Innovation and the COVID-19 Crisis* (pp. 133–146). Routledge.
- Özturan, P., & Grinstein, A. (2022). Can the marketing department benefit from socially responsible marketing activities? The role of legitimacy and customers' interest in social responsibility. *European journal of marketing*.
- Painter, D. L., Sahm, B., & Schattschneider, P. (2022). Framing sports' corporate social responsibility: US women's vs men's soccer leagues. *Corporate Communications An International Journal*, 27(1), 1–14.
- Pamuji, S., & Limei, S. (2023). The managerial competence of the madrasa head in improving teacher professionalism and performance at mi Al-maarif bojongsari, cilacap district. *Pengabdian: Jurnal Abdimas*, 1(2), 66–74.
- Parent, M. M., Hoye, R., Taks, M., Thompson, A., Naraine, M. L., Lachance, E. L., & Séguin, B. (2023). National sport organization governance design archetypes for the twenty-first century. *European Sport Management Quarterly*, 23(4), 1115–1135.
- Parkkonen, A. (2024, August 19). The Sport Finland network creates added value that money cannot buy. *Business Kuopio*. <https://www.businesskuopio.fi/en/blog/the-sport-finland-network-creates-added-value-that-money-cannot-buy/>
- Parlow, M. J. (2020). *Restarting Professional Sports During a Global Pandemic*. U. Louisville L. Rev.

- Parrish, C., & Lam, M. (2022). Impact of the COVID-19 pandemic on a community soccer organization in the United States: the case of Asheville City Soccer Club. *COVID-19 and the Soccer World*.
- Pastrana, B., & Tobón, S. (2020). Emerging needs of human talent training in leading information technology companies, a socioformative analysis. *World Review of Science Technology and Sustainable Development*, 16(4), 303.
- Patrocinadors. (n.d.). BC Morabanc Andorra (web oficial). Retrieved January 28, 2025, from <https://www.bca.ad/patrocinadors/>
- Paulauskas, R., Stumbras, M., Coutinho, D., & Figueira, B. (2022). Exploring the impact of the COVID-19 pandemic in Euroleague Basketball. *Frontiers in Psychology*, 13, 979518.
- Pe'er, G., Bonn, A., Bruelheide, H., Dieker, P., Eisenhauer, N., Feindt, P. H., Hagedorn, G., Hansjürgens, B., Herzon, I., Lomba, Â., Marquard, E., Moreira, F., Nitsch, H., Oppermann, R., Perino, A., Röder, N., Schleyer, C., Schindler, S., Wolf, C., ... Lakner, S. (2020). Action needed for the EU Common Agricultural Policy to address sustainability challenges. *People and Nature (Hoboken, N.J.)*, 2(2), 305–316.
- Pellegrini, M. M., Rialti, R., Marzi, G., & Caputo, A. (2020). Correction to: Sport entrepreneurship: A synthesis of existing literature and future perspectives. *International Entrepreneurship and Management Journal*, 16(3), 827–837.
- Peña, J., Altarriba-Bartés, A., Vicens-Bordas, J., Gil-Puga, B., Piniés-Penadés, G., Alba-Jiménez, C., Merino-Tantiñà, J., Baena-Riera, A., Loscos-Fàbregas, E., & Casals, M. (2021). Sports in time of COVID-19: Impact of the lockdown on team activity. *Apunts Sports Medicine*, 56(209), 100340.
- Peng, Q., Dickson, G., Scelles, N., Grix, J., & Brannagan, P. M. (2020). Esports governance: Exploring stakeholder dynamics. *Sustainability*, 12(19), 8270.
- Perechuda, I., & Gulak-Lipka, P. (2020). Balanced scorecard decomposition in teams sports federations. *Journal of Physical Education and Sport*.
- Picariello, M., Angelle, P. S., Trendafilova, S., Waller, S., & Ziakas, V. (2023). The role of mentoring in leadership development: A qualitative study of upper administration women in the national basketball association. *Journal of Global Sport Management*, 8(1), 386–406.
- Piggott, L. V., & Matthews, J. J. K. (2021). Gender, leadership, and governance in English national governing bodies of sport: Formal structures, rules, and processes. *Journal of Sport Management*, 35(4), 338–351.

- Pinilla Arbex, J., Pérez-Tejero, J., Van Biesen, D., Polo, I., Janssens, L., & Vanlandewijck, Y. (2024). Cognitive Development and Decision Making in Basketball: A Comparison between Male Players with and without Intellectual Impairment and across Different Age-Groups. *Journal of Human Kinetics*, 93, 231–243.
- Pizzi, S., Venturelli, A., & Caputo, F. (2021). The “comply-or-explain” principle in directive 95/2014/EU. A rhetorical analysis of Italian PIEs. *Sustainability Accounting, Management and Policy Journal*, 12(1), 30–50.
- Planella I Obach, A. (2023). El model de propietat dels equips de futbol de La Liga”.
- Plumley, D., Serbera, J.-P., & Wilson, R. (2021). Too big to fail? Accounting for predictions of financial distress in English professional football clubs. *Journal of Applied Accounting Research*, 22(1), 93–113.
- Pomeranz, E. F., & Stedman, R. C. (2020). Measuring good governance: piloting an instrument for evaluating good governance principles. *Journal of Environmental Policy & Planning*, 22(3), 428–440.
- Porreca, R. (2021). Governance of International Sports Federations. In *Administration and Governance in a Global Sport Economy*. Kendall Hunt. [researchgate.net](https://www.researchgate.net).
- Prakash, N., Modi, T., & Chanda, S. (2021). An analysis of board composition in national sport federations in the USA. *Journal of Sports Law, Policy and Governance*, 2(2), 98–113.
- Priest, E. (2022). Working toward break point: Professional tennis and the growing problem with employee and independent contractor misclassifications. *SMU Law Review: A Publication of Southern Methodist University School of Law*, 75(4), 943.
- Proni, M. W. (2021). The Football Industry in Brazil. *Football and Social Sciences in Brazil*.
- Purdy, L. G., Kohe, G. Z., & Paulauskas, R. (2023). Professional sports work in times of geopolitical crises: experiences in men’s basketball in Ukraine. *Managing Sport and Leisure*, 28(4), 344–359.
- Quansah, T., Frick, B., Lang, M., & Maguire, K. (2021). The importance of club revenues for player salaries and transfer expenses—how does the Coronavirus outbreak (COVID-19) impact the English Premier League? *Sustainability*, 13(9), 5154.
- Raj, R., Sabin, M., Impagliazzo, J., Bowers, D., Daniels, M., Hermans, F., & Oudshoorn. (2021). Professional competencies in computing education: pedagogies and assessment. In *Proceedings of*

- the 2021 Working Group Reports on Innovation and Technology in Computer Science Education (pp. 133–161).
- Rakesh, N., & Srivastava, V. (2024). Ethical Corporate Governance: Balancing Profitability and Social Responsibility Introduction. 23(8), 1219–1235.
- Rashid, A. (2021). Board independence and corporate social responsibility reporting: mediating role of stakeholder power. *Management Research Review*, 44(8), 1217–1240.
- Raso, G., & Cherubini, D. (2024). Exploring residents' perceptions of the socioeconomic impact of sport tourism. *Sustainability and Sports Science Journal*, 2(2), 73–86.
- Ráthonyi-Ódor, K., Bácsné Bába, É., Müller, A., Bács, Z., & Ráthonyi, G. (2020). How successful are the teams of the European football elite off the field?—CSR activities of the Premier League and the Primera División. *International Journal of Environmental Research and Public Health*, 17(20), 7534.
- Rautiainen, J. (2021). COVID-19 Impacts on Track and Field Sport Clubs in Finland and Sweden. *theseus.fi*.
- Richardson, J., & McKenna, S. (2020). An exploration of career sustainability in and after professional sport. *Journal of Vocational Behavior*, 117(103314), 103314.
- Ridpath, B. D. (2020). American and European sport governance: Differences, commonalities, and the future. In *Perspektiven des Dienstleistungsmanagements* (pp. 479–497). Springer Fachmedien Wiesbaden.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174.
- Rocha da Silva, J. V., & Rodrigues, P. C. (2021). The three Eras of the NBA regular seasons: Historical trend and success factors. *Journal of Sports Analytics*, 7(4), 263–275.
- Rohma, F. F. (2022). Mitigating the harmful effect of slack: does locus of commitment (organizational versus colleague) play a role. *International Journal of Business Science & Applied Management*, 17(3).
- Rook, W., Prado, T., & Heerdt, D. (2023). Responsible sport: no going back. *The International Sports Law Journal*.
- Rose, M., Rose, G. M., Merchant, A., & Orth, U. R. (2021). Sports teams heritage: Measurement and application in sponsorship. *Journal of Business Research*, 124, 759–769.

- Ruderman, R. (2023). The NBA's One-and-Done Rule: Procompetitive Justifications and Anticompetitive Effects. *Berkeley J. Ent. & Sports L.*
- Rugg, A. (2022). Corporate Social Responsibility and Health Promotion Campaigns among Major US Professional Sporting Leagues. *Health Communication and Sport: Connections, Applications, and Opportunities*, 47.
- Ruihley, B. J., & Li, B. (2021). An introduction to sport organizations. *Administration and Governance in Global Sport Business*.
- Ruihley, Brody J., & Li, B. (2020). Sport and the Coronavirus crisis special issue: An introduction. *International Journal of Sport Communication*, 13(3), 289–293.
- Rusilowati, U., & Wahyudi, W. (2020). The significance of educator certification in developing pedagogy, personality, social and professional competencies. *Proceedings of the 2nd Social and Humaniora Research Symposium (SoRes 2019)*. 2nd Social and Humaniora Research Symposium (SoRes 2019), Bandung, Indonesia. <https://doi.org/10.2991/assehr.k.200225.095>
- Rusmane, S., & University of Latvia, Latvia. (2021). Public sport governance in theory and practice: Managing and organizing public sport sector with a comparative analysis of Baltic States and Scotland. *Eurasian Journal of Social Sciences*, 9(2), 61–77.
- Rydin, Y., & Rydin, Y. (2021). Rational Choice Perspectives: Self-Interest and Decision-Making. *Theory in Planning Research*.
- Rysavy, M. D. T., & Michalak, R. (2020). Working from home: How we managed our team remotely with technology. *Journal of Library Administration*, 60(5), 532–542.
- Sadiq, M., Ngo, T. Q., Pantamee, A. A., Khudoykulov, K., Thi Ngan, T., & Tan, L. P. (2023). The role of environmental social and governance in achieving sustainable development goals: evidence from ASEAN countries. *Economic Research-Ekonomska Istraživanja*, 36(1), 170–190.
- Sam, M., Stenling, C., & Tak, M. (2023). Integrity governance: A new reform agenda for sport? *International Review for the Sociology of Sport*, 58(5), 829–849.
- Samad, M. (2021). Addressing Gender Discrimination in the NBA with a Hammon Rule. *J. Legal Aspects*.
- Samuel, R. D., Tenenbaum, G., & Galily, Y. (2020). The 2020 Coronavirus pandemic as a change-event in sport performers' careers: Conceptual and applied practice considerations. *Frontiers in Psychology*, 11, 567966.

- Sánchez-Soriano, M., Arango-Ramírez, P. M., Pérez-López, E. I., & García-Montalvo, I. A. (2024). Inclusive governance: empowering communities and promoting social justice. *Frontiers in Political Science*, 6. <https://doi.org/10.3389/fpos.2024.1478126>
- Saniuk, S., Caganova, D., & Saniuk, A. (2023). Knowledge and skills of industrial employees and managerial staff for the industry 4.0 implementation. *Mobile Networks and Applications*. springer.
- Santomier, J., Dolles, H., & Kunz, R. (2023). The National Basketball Association's (NBA) Digital Transformation: An Explanatory Case Study.
- Scerri, M., & Grech, V. (2021). Discussion: COVID-19's impact on sports and athletes. *German Journal of Exercise and Sport Research*, 51(3), 390–393.
- Schatz, R. W. (2021). The Labor Board Crew: Remaking Worker-Employer Relations from Pearl Harbor to the Reagan Era.
- Scheppele, K. L., Kochenov, D. V., & Grabowska-Moroz, B. (2021). EU values are law, after all: Enforcing EU values through systemic infringement actions by the European Commission and the Member States of the European Union. *Yearbook of European Law*, 39, 3–121.
- Schmidt, M. B. (2021). Risk and uncertainty in team building: Evidence from a professional basketball market. *Journal of Economic Behavior & Organization*, 186, 735–753.
- Schregel, J. P. (2021). Can Strategic Management of Professional Football Clubs Lead to a Sustainable Advantage?
- Schregela, J. P., & Marie, J. (2021). Identifying football management variables that lead to sustainable success in professional European Football Clubs.
- Seddik, M., & Saad, A. (2022). Leadership methods of professional clubs' presidents and their role in enhancing communication skills and their relationship to decision-making in Saudi Arabia.
- Sedyastuti, K., Suwarni, E., Rahadi, D. R., & Handayani, M. A. (2021). Human resources competency at micro, small and medium enterprises in Palembang songket industry. *Proceedings of the 2nd Annual Conference on Social Science and Humanities (ANCOSH 2020)*. 2nd Annual Conference on Social Science and Humanities (ANCOSH 2020), Malang, Indonesia. <https://doi.org/10.2991/assehr.k.210413.057>
- Sepulveda, L., Lyon, F., & Vickers, I. (2020). Implementing democratic governance and ownership: The interplay of structure and culture in public service social enterprises. *VOLUNTAS International Journal of Voluntary and Nonprofit Organizations*, 31(3), 627–641.

- Sharma, M., Tokas, S., Sharma, S., & Mishra, M. (2022). Role of sports activities in developing decision making skill. *World Journal of English Language*, 12(3), 141.
- Sheptak, R. D., & Menaker, B. E. (2020). When sport event work stopped: Exposure of sport event labor precarity by the COVID-19 pandemic. *International Journal of Sport Communication*, 13(3), 427–435.
- Shilbury, D., Phillips, P., Karg, A., Rowe, K., & Fajak, H. (n.d.). Professional Sport: Systems and Structures. In *Sport Management in Australia* (pp. 123–144).
- Shilbury, D., & Rowe, K. (2020). Sport management in Australia: An organisational overview.
- Sihamba, T. (2021). The implications of grassroots soccer development and management for socio-economic development within the eThekweni Municipal area.
- Silic, M., Marzi, G., Caputo, A., & Bal, P. M. (2020). The effects of a gamified human resource management system on job satisfaction and engagement. *Human Resource Management Journal*, 30(2), 260–277.
- Silva, T. S. F. (2022). Turning the game to politics: From an NBA economic-oriented profile to a political influence generation.
- Singer, A., & Ron, A. (2023). The social subcontract: Business ethics as democratic theory. *Political Research Quarterly*, 76(2), 654–666.
- Singh, M., Bird, S., Charest, J., Huyghe, T., & Calleja-Gonzalez, J. (2021). Urgent wake up call for the National Basketball Association. *Journal of Clinical Sleep Medicine: JCSM: Official Publication of the American Academy of Sleep Medicine*, 17(2), 243–248.
- Skills and qualifications. (n.d.). Employment, Social Affairs and Inclusion. Retrieved January 28, 2025, from https://employment-social-affairs.ec.europa.eu/policies-and-activities/skills-and-qualifications_en
- Skinner, J., & Smith, A. C. T. (2021). Introduction: sport and COVID-19: impacts and challenges for the future (Volume 1). *European Sport Management Quarterly*, 21(3), 323–332.
- Smiley, E., & Gupta, S. (2022). The future we need: Organizing for a better democracy in the twenty-first century.
- Smith, A. C. T., & Stewart, B. (2013). The special features of sport: a critical revisit. In *Handbook of Research on Sport and Business*. Edward Elgar Publishing.
- Smith, A., & Casper, J. (2020). Evolution of governance principles in sports. *Global Sports Review*, 8(2), 112–130.

- Smuha, N. A., Ahmed-Rengers, E., Harkens, A., Li, W., MacLaren, J., Piselli, R., & Yeung, K. (2021). How the EU can achieve legally trustworthy AI: A response to the European commission's proposal for an artificial intelligence act. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3899991>
- Soroush, S., Dickson, G., Nasrollah Sajjadi, S., & Ghahfarokhi, E. A. (2024). Exploring the internationalization potential of the Persian gulf pro league. *Journal of Global Sport Management*, 9(1), 159–181.
- Sotiriadou, K., Shilbury, D., & Quick, S. (2008). The attraction, retention/transition, and nurturing process of sport development: Some Australian evidence. *Journal of Sport Management*, 22(3), 247–272.
- Sparvero, E. S., & Chalip, L. (2022). Sport, Leadership, and Social Responsibility. In *The Oxford Handbook of Sport and Society* (pp. 296–315). Oxford University Press.
- Spies, F., Schauer, L., Bindel, T., & Pfeiffer, M. (2022). Talent detection—importance of the will and the ability when starting a sport activity. *German Journal of Exercise and Sport Research*, 52(4), 647–656.
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), 100708.
- Stewart, C., Marciniak, S., Joyner-McGraw, L., & Han, S. (2020). LEADERSHIP AND CORPORATE SOCIAL RESPONSIBILITY IN SPORTS: IF YOU ARE NOT FIRST, YOU ARE LAST. *International Journal of Business & Public Administration*, 17(2).
- Studnicka, A. (2020). The emergence of wearable technology and the legal implications for athletes, teams, leagues and other sports organizations across amateur and professional *DePaul J. Sports L.*
- Summers, J., & Chillas, S. (2021). Working in employee-owned companies: The role of economic democracy skills. *Economic and Industrial Democracy*, 42(4), 1029–1051.
- Suominen, S. (2022). XIII ESEA Conference: Annual Conference of the European Sport Economics Association.
- Svansson, D. (2020). Organizational structure and decision making processes in Icelandic sport clubs.
- Svensson, P. G., & Naraine, M. L. (2023). An application of the nonprofit virtual accountability index: Accountability in sport for development and peace. *Nonprofit Management & Leadership*, 33(3), 647–659.

- Swim, N., Lee, Y., & Hums, M. A. (2023). "Sorry, I'm not from here!": Female international student-athletes' transitions into college athletics in the United States. *Frontiers in Psychology*, 14, 1103194.
- Szatkowski, M. (2022). Analysis of the sports model in selected Western European countries. *Journal of Physical Education and Sport*.
- Szymanski, M., Alon, I., & Kalra, K. (2022). Multilingual and multicultural managers' effects on team performance: insights from professional football teams. *Multinational Business Review*.
- Tamir, I. (2022). The natural life cycle of sports fans. *Sport in Society*, 25(2), 338–352.
- Tan, T.-C., & Lee, J. W. (2020). Covid-19 and sport in the Asia Pacific region. *Sport in Society*, 1–6.
- Tanisawa, K., Wang, G., Seto, J., Verdouka, I., Twycross-Lewis, R., Karanikolou, A., Tanaka, M., Borjesson, M., Di Luigi, L., Dohi, M., Wolfarth, B., Swart, J., Bilzon, J. L. J., Badtieva, V., Papadopoulou, T., Casasco, M., Geistlinger, M., Bachl, N., Pigozzi, F., & Pitsiladis, Y. (2020). Sport and exercise genomics: the FIMS 2019 consensus statement update. *British Journal of Sports Medicine*, 54(16), 969–975.
- Tao, W., Lee, Y., Sun, R., Li, J.-Y., & He, M. (2022). Enhancing Employee Engagement via Leaders' Motivational Language in times of crisis: Perspectives from the COVID-19 outbreak. *Public Relations Review*, 48(1), 102133.
- Tekeoglu, A. N. T., & Ramdoun, A. (n.d.). a general review on the of effects of covid 19 pandemic. *TURAN: Stratejik Arastirmalar Merkezi*, 13(51), 371–378.
- Tennent, K. D., & Gillett, A. G. (2020). Opportunities for all the Team: Entrepreneurship and the 1966 and 1994 Soccer World Cups. In *Sport and Entrepreneurship* (pp. 145–166). Routledge.
- Tenney, D. (2022). An Exploration of the Leadership Competencies Required of High-Performance Directors in North American Professional Sports Organizations.
- Terrien, M., Terrettaz, L., & Carin, Y. (2023). How Fear, Exogeneous Shocks and Leadership Impact Change: The Case of Economic Models of the French Men's Professional Basketball Clubs.
- The Role of the Principle of Transparency and Accountability in Public Administration. (2018).
- Theodoraki, E. (2017). Ethics, Education and Governance in the Olympic Movement, 57th International Session for Young Participants (Ancient Olympia). In K. Georgiadis (Ed.), *International Olympic Academy* (pp. 142–153).

- Thibault, L. (2021). Sport Governance, Democracy and Globalization. The Palgrave Handbook of Globalization and Sport.
- Thomas, M. B., & Wright, J. E. (2022). We can't just shut up and play: How the NBA and WNBA are helping dismantle systemic racism. *Administrative Theory & Praxis*.
- Thomas, P. G., Lucas, P., Walters, S., & Oldham, A. R. H. (2024). Emerging athletes' career transitions in professional sport: an existential multi-case perspective. *Frontiers in Sports and Active Living*, 6, 1401848.
- Thompson, A., Lachance, E. L., Parent, M. M., & Hoye, R. (2023). A systematic review of governance principles in sport. *European Sport Management Quarterly*, 23(6), 1863–1888.
- Tiell, B., & Cebula, K. (2020). *Governance in sport: Analysis and Application*.
- Tomko, R. D. (2022). *Navigating the Workplace: What School Executives Should Know about Labor Relations*.
- Torchia, D., Scagnelli, S. D., & Corazza, L. (2023). Breaking boundaries and creating inclusion-based organization through critical performativity and dialogical accountability: the case of FC United Manchester. *Accounting Auditing & Accountability*, 36(7/8), 1839–1867.
- Turnbull, S. (2021). *Privatising Regulation To Enrich Democracy*. Long Finance.
- United Nations. (2000). *Economic governance: Guidelines for effective financial management (ST/ESA/PAD/SER.E/9)*. Department of Economic and Social Affairs Division for Public Economics and Public Administration.
https://digitallibrary.un.org/record/418738/files/Economic_Governance_Guidelines.pdf
- Urdaneta, R., Guevara-Pérez, J. C., Llena-Macarulla, F., & Moneva, J. M. (2021). Transparency and accountability in sports: Measuring the social and financial performance of Spanish professional football. *Sustainability*, 13(15), 8663.
- Usmanov, R. (2023). *Financial Viability Assessment of European Football Clubs During the Global Pandemic of COVID-19*. Available at SSRN 4824341.
- Van de Vijver, A., & Tetlak, K. (2023). Taxation of professional football players and football clubs. In *Research Handbook on the Law of Professional Football Clubs* (pp. 325–346). Edward Elgar Publishing.
- Varmus, M., Kubina, M., & Adámik, R. (2021a). From management to sport management. In *Contributions to Management Science* (pp. 3–34). Springer International Publishing.

- Varmus, M., Kubina, M., & Adámik, R. (2021b). Sport and Sport Environment. In *Contributions to Management Science* (pp. 35–86). Springer International Publishing.
- Varmus, M., Kubina, M., & Adámik, R. (2021c). Sustainable management of sports organizations. In *Contributions to Management Science* (pp. 87–142). Springer International Publishing.
- Vătămănescu, E.-M., Dabija, D.-C., Gazzola, P., Cegarro-Navarro, J. G., & Buzzi, T. (2021). Before and after the outbreak of Covid-19: Linking fashion companies' corporate social responsibility approach to consumers' demand for sustainable products. *Journal of Cleaner Production*, 321(128945), 128945.
- Vaudreuil, N. J., Kennedy, A. J., Lombardo, S. J., & Kharrazi, F. D. (2021). Impact of COVID-19 on recovered athletes returning to competitive play in the NBA “bubble.” *Orthopaedic Journal of Sports Medicine*, 9(3), 23259671211004532.
- Vesan, P., Corti, F., & Sabato, S. (2021). The European Commission's entrepreneurship and the social dimension of the European Semester: from the European Pillar of Social Rights to the Covid-19 *Comparative European Politics*. springer.
- Vitali, F., Bisagno, E., Coco, M., Cadamuro, A., Maldonato, N. M., & Di Corrado, D. (2022). A moderated mediation analysis of the effects of the COVID-19 pandemic on well-being and sport readiness of Italian team sports players: The role of perceived safety of the training environment. *International Journal of Environmental Research and Public Health*, 19(5), 2764.
- Vitolla, F., Raimo, N., Marrone, A., & Rubino, M. (2020). The role of board of directors in intellectual capital disclosure after the advent of integrated reporting. *Corporate Social Responsibility and Environmental Management*, 27(5), 2188–2200.
- Vives, A. (2022). Social and environmental responsibility in small and medium enterprises in Latin America. In *The Journal of Corporate Citizenship* (pp. 39–50). Routledge.
- Vretaros, A. (2022). Comparing the career longevity of basketball players across three continents: A preliminary exploratory study. *Adv Health Exerc*, 2(1), 1–7.
- Wachidi, W., Rodgers, A., & Tumanov, D. Y. (2020). Professional competence understanding level of elementary school in implementing curriculum 2013. *INTERNATIONAL JOURNAL OF EDUCATIONAL REVIEW*, 2(1), 99–105.
- Waltz, L. A., Muñoz, L., Weber Johnson, H., & Rodriguez, T. (2020). Exploring job satisfaction and workplace engagement in millennial nurses. *Journal of Nursing Management*, 28(3), 673–681.

- Wang, J., & Song, X. (2022). Development status and influencing factors of competitive basketball management system under the background of deep learning. *Computational Intelligence and Neuroscience*, 2022, 5659467.
- Wangrow, D. B., Schwartz, E., & Hughes-Morgan, M. (2021). Executive dismissal or retention? A study of performance, power, and survival for college basketball coaches. *Journal of General Management*, 47(1), 56–68.
- Ward, A. F., Marmol, M., Lopez, D., Carracedo, P., & Juan, A. A. (2023). Data analytics and artificial intelligence in e-marketing: techniques, best practices and trends. *International Journal of Data Analysis Techniques and Strategies*, 15(3), 147–178.
- Wardani, M. T. (2020). The Relationship of Budget Emphasis on the Tendency to Create Budgetary Slack. *KnE Social Sciences*. Knepublishing.Com.
- Webb, A., & Orr, K. (2021). Strategic marketing through sport for development: managing multi-stakeholder partnerships. *Journal of Strategic Marketing*, 1–17.
- Weil, F., & Freeman, J. B. (2002). Working-class New York: Life and labor since world war II. *Journal of American History* (Bloomington, Ind.), 88(4), 1603.
- Welsh, J. (2023). The European Super League debacle: why regulation of corporate football is essential. *Soccer & Society*.
- Weston, M. A. (2020). COVID-19's lasting impact on the sports industry: Financial, legal, and innovation.
- White, J. S., & Martinez, M. (2024). The New Normal: Embracing Remote Work in Intercollegiate Athletic Departments Post-Pandemic. *Journal of Emerging Sport Studies*. Brocku.Ca.
- Wicker, P., & Thormann, T. F. (2022). Well-being of sport club members: The role of pro-environmental behavior in sport and clubs' environmental quality. *Sport management review*.
- Wicker, Pamela, Feiler, S., & Breuer, C. (2022). Board gender diversity, critical masses, and organizational problems of non-profit sport clubs. *European Sport Management Quarterly*, 22(2), 251–271.
- Wicker, Pamela, Hallmann, K., & Breuer, C. (2013). Analyzing the impact of sport infrastructure on sport participation using geo-coded data: Evidence from multi-level models. *Sport Management Review*, 16(1), 54–67.
- Wohlfart, O., Adam, S., García-Unanue, J., Hovemann, G., Skirstad, B., & Strittmatter, A.-M. (2020). Internationalization of the sport management labor market and curriculum perspectives: Insights from Germany, Norway, and Spain. *Sport Management Education Journal*, 14(2), 129–141.

- Wong, A. Y.-Y., Ling, S. K.-K., Louie, L. H.-T., Law, G. Y.-K., So, R. C.-H., Lee, D. C.-W., Yau, F. C.-F., & Yung, P. S.-H. (2020). Impact of the COVID-19 pandemic on sports and exercise. *Asia-Pacific Journal of Sports Medicine, Arthroscopy, Rehabilitation and Technology*, 22, 39–44.
- Woo, Y., Choi, W., Min, I., & Jeong, M. (2020). Korean business groups and performance of group-affiliated professional sport teams: Focusing on the Asian financial crisis. *Sustainability*, 12(17), 6888.
- Wu, J. (2021). Fundamental Flaws in Academic, Employment and Professional Tests: Test Score Misuses Are Responsible for Ruined Student Health, Social Injustice and
- Wundersitz, D. W. T., Gordon, B. A., Lavie, C. J., Nadurata, V., & Kingsley, M. I. C. (2020). Impact of endurance exercise on the heart of cyclists: A systematic review and meta-analysis. *Progress in Cardiovascular Diseases*, 63(6), 750–761.
- Xu, J., Yang, S., Lin, Y., & Yang, R. (2021). An evaluation of coupling coordination between sports industry and health service industry in China. *PloS One*, 16(8), e0256333.
- Yabalooie, B., Nazari, R., & Zargar, T. (2022). Propellants of promoting productivity professional football clubs in Iran. *Sports Business Journal. Alzahra.Ac.Ir*.
- Yang, D., & Babiak, K. (2023). Exploring the effect of community institutional forces on corporate philanthropy in professional sport. *European Sport Management Quarterly*, 23(3), 639–661.
- Yenilmez, M. I. (2022). The economic impacts of Coronavirus and innovation in sports. In *Sport Management, Innovation and the COVID-19 Crisis* (pp. 23–40). Routledge.
- Yezhova, O., Pashkevich, K., Tang, C., Meng, K., & Gao, X. (2024). Baseball team corporate identity design: artistic and traditional culture aspects. *New Design Ideas. Jomardpublishing. Com*.
- Yilmaz, S., Esson, J., Darby, P., Drywood, E., & Mason, C. (2020). Children’s rights and the regulations on the transfer of young players in football. *International Review for the Sociology of Sport*, 55(1), 115–124.
- Yin, H. (2021). Can employees exercise control over managers? The role of the employees’ knowledge of manager behavior and manager discretion. *The Accounting Review*.
- Yu, S., & Greer, L. L. (2023). ... resources in the success or failure of diverse teams: Resource scarcity activates negative performance-detracting resource dynamics in social category diverse teams.
- Yuan, G., Shu, T., & Luo, X. (2020). An Empirical Analysis of Governance in China’s National Sports Associations. *J. Sports L. Pol’y & Governance. Researchgate*.

- Zargar, T., & Rynne, S. (2023). *The Corporate Social Responsibility Sport Model: Grounded Theory Approach*. Sage Open.
- Zawadzki, K. (2020). Social benefits valuation of hosting non-mega sporting events. *International Journal of Event and Festival Management*, 11(3), 289–310.
- Zdroik, J., & Veliz, P. (2020). Participative decision-making: A case of high school athletics. *Journal of Sport Behavior*.
- Zeimers, G., Lefebvre, A., Winand, M., Anagnostopoulos, C., Zintz, T., & Willem, A. (2021). Organisational factors for corporate social responsibility implementation in sport federations: a qualitative comparative analysis. *European Sport Management Quarterly*, 21(2), 173–193.
- Zestcott, C. A., Dickens, J., Bracamonte, N., Stone, J., & Harrison, C. K. (2020). One and done: Examining the relationship between years of college basketball experience and career statistics in the National Basketball Association. *Journal of Sport and Social Issues*, 44(4), 299–315.
- Zhang, C. (2023). *A Study on the Characteristics and Laws of Basketball Sport Dissemination*. *Journal of Sociology and Ethnology*. Clausiuspress.Com.
- Zhao, J., Xiang, C., Kamalden, T. F. T., Dong, W., Luo, H., & Ismail, N. (2024). Differences and relationships between talent detection, identification, development and selection in sport: A systematic review. *Heliyon*, 10(6), e27543.
- Zhong, C. (2020). Study on the development of Chinese professional basketball clubs.