

Staudohar, Paul D. *The Sports Industry and Collective Bargaining*. Ithaca, New York: New York State School of Industrial and Labor Relations, Cornell University, 1986. Pp. viii, 195. Figures, tables, notes, index.

The measure of a good teacher or a good writer is the ability to explain complex subjects in such a way that the uninitiated can understand, yet, at the same time, not lose or misrepresent to the student or to the reader the inherent complexities of the subject. Paul D. Staudohar's, *The Sports Industry and Collective Bargaining*, accomplishes this ideal goal. Written for the fan, the uninitiated in sports labor relations, the book functions as a short course in *collective bargaining* processes and issues within the sports industry. There are reasons for Staudohar's success.

First, Staudohar's background: professor of business administration at California State University, Hayward; extensive reading in the areas of industrial and labor relations, sports finance, management and labor, the collective bargaining process and the legal aspects of labor relations; extensive writing on employee relations in the public sector; and experience as an arbitrator permits the kind of interdisciplinary approach that an analysis of collective bargaining in the sports industry requires.

Second, Staudohar operationalizes the topic for the reader through the use of a finely tuned blueprint. The central feature of the blueprint is a model of labor relations in the sports industry. The fine tuning derives from Staudohar's explanation of the model within the context of industrial relations models in general and the larger entertainment industry in particular. Tactically, this approach allows Staudohar to explain the basics of industrial relations systems, to connect industrial relations systems to environmental constraints of the larger society which influence how the systems function (technology, market constraints, and societal power), to demonstrate the interactions among systems, environment and the actors (government, management, and labor) and finally, within the above context, to present the important questions all collective bargaining systems must answer. Significantly, the blueprint ends with key issues that all collective bargaining agreements are designed to address.

Third, once developed, the blueprint is applied in individual chapters to baseball, football, basketball, and hockey. Chapter outlines follow the predetermined model: economics of the sport are explained, the structure of employment is discussed, the development of the bargaining process (the actors, the environment, and the system) are outlined, and key issues and questions related to the collective bargaining process are discussed. Similarities and differences between and among sports as they influence the collective bargaining process are noted. More importantly, Staudohar demonstrates that the differences among sports derive from how the actors applied or emphasized different aspects of the blueprint presented in chapter one.

Finally, the last chapter continues the process of applying the blueprint. Unresolved issues are highlighted within the context of the labor relations system employed, the environment, and the actors. The importance of this approach is that it makes current issues understandable and adds weight to Staudohar's pronouncements about likely reactions and future issues.

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