

Paul D. Staudohar, *The Sports Industry and Collective Bargaining*. ILR Press, Ithaca, 1986. pp.viii+195.

In early 1986, Berry, Gould and Staudohar published a work entitled *Labor Relations in Professional Team Sports* (reviewed in *Sporting Traditions* November 1986). Given this it might appear to be somewhat surprising that one of these authors, Paul Staudohar, published, at the end of 1986, a work entitled *The Sports Industry and Collective Bargaining*. However, on reading the two works it is clear that they are intended for different audiences. The triumvirate were concerned with an analysis of the structural and legal underpinnings of major North American professional team sports, and provided an extensive analysis of the relevant case law (as well as interesting historical asides and nuances associated with each of the respective sports). Staudohar's objective, in writing alone, is to provide a more inter-disciplinary approach for the sport fan (p.vii). As a result the *Sports Industry* is more descriptive, rather than analytical, and approximately two-thirds of the length of *Labor Relations*.

The Sports Industry and Collective Bargaining is organised into six chapters. The first chapter provides a general introduction to the peculiarities of the sports industry and the legal environment in which North American industrial relations is conducted. Staudohar then provides, in turn, an analysis of industrial relations in baseball, football, basketball and ice-hockey. The approach in each chapter is to begin with an examination of the economies of each industry, identify the major industrial relations players, and then provide an account of the major events and/or struggles which have occurred over the last 20 to 30 years. The last chapter (which falls somewhat flat) provides a summary and seeks to identify the key factors which will influence the future direction of sports industrial relations.

This is a clearly and lucidly written work and Staudohar has provided his readers with a wealth and breadth of information. Besides providing accounts of industrial relations in each of the respective sports Staudohar has also drawn attention to some of the more unsavory aspects associated with professional team sports such as drug abuse, violence and gambling, and examines the responses within the respective sports to combating these issues.

In his concluding chapters Staudohar makes it clear that he would like to see a more co-operative relationship develop between the parties to enhance the long term survival and maintenance of fan interest in sports. In espousing this view he places the major onus for co-operation onto the respective player associations. He writes that 'it would be too much to expect that the unions would put aside their weapons and embrace management in wide-spread accommodation' (p.155). In developing this stance Staudohar, surprisingly, does not appear to be aware that co-operation is a two-way street. Many of the major struggles and confrontations in professional sports-strikes/lock-outs in football and baseball, and major court battles in all of the sports (with the possible exception of ice-hockey), have been due as much (if not more) to the intransigence of the leagues and owners as to the desire of player associations to improve the economic position of professional sportsmen.

Moreover, it is not clear that a lack of labor-management co-operation, per se, has adversely harmed the respective sports. Baseball and football have been characterised by more acrimonious industrial relations than either basketball and ice-hockey, yet the former appear to enjoy a more secure economic base and future than the latter two sports. Could it be that in both sporting and industrial relations terms professional sports are stronger and more economically viable when the competition is most intense?

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