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# Trends Related to Premiership Managerial Appointments in Football Association

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## **Executive Summary**

Managerial changes or sacking in the Premiership League is a regular, constant and very common issue since its inception. By the end of October 2001, just three months into the 2001/ 2002 football season 21 managers were sacked, Resigned in the English Premiership league. Thus through this report first we will analyse the sacking or appointment trend seen in the Premiership League for the managers. Then we will find out what impact the sacking has on the football club managers. The impact of managers sacking on the management and the team is also studied in this report. The role of managers in the English football clubs is very important, but sackings at such vast level are not the solution for enhancing the clubs performance. Therefore, we have recommended that by adopting the bootstrapping model we can find out what is the right time to sack any manager.



## Table of Contents

Executive Summary .....	2
1. Introduction.....	<b>Error! Bookmark not defined.</b>
1.1 About Premier League.....	5
1.2 Past Five Seasons of Premiership Managerial Positions .....	6
1.2 Managerial Appointments or Sackings.....	7
1.2.7 2012/2013 Season.....	7
1.2.8 2013/2014 Season.....	8
1.3 Pressure On Managers .....	8
2. Assessment of Competing Pressures on Premiership Managers .....	10
2.1 Consequences of Sackings/ Appointments on the Club and League .....	11
2.2 Role of Managers and Management in Premiership .....	12
3. Recommendations .....	17
4. Conclusions.....	18
Bibliography .....	20
Appendix A: Managerial Sackings for All seasons for PL .....	23
1998/1999 Season .....	25
1999/2000 Season .....	26
2000/2001 Season .....	26
2001/2002 Season .....	27
2002/2003 Season .....	27
2003/2004 Season .....	27
2004/2005 Season .....	28
2005/2006 Season .....	28
2006/2007 Season .....	29
2007/2008 Season .....	30
Appendix B.....	30
1.2.1 1992-93 Season .....	30
1.2.2 1993-94 Season .....	31
1.2.3 2008/2009 Season.....	31
1.2.4 2009/2010 Season.....	31
1.2.5 2010/2011 Season.....	32



Academic Assist

1.2.6 2011/2012 Season..... 32



## 1. Introduction

Football is the game which has turned from pastime into business and has real wide and great significance in international arena covering the social, economic, and political role played by football. Therefore for this case study we have chosen football as a sport which is organised at international, national, local as well as regional level and is quite familiar. Since Football as a sport has global reach which can be seen from 650 million homes receiving Premier League match broadcasts and more than 40% of the Premier League Broadcast values are being delivered from the international rights sales (McTeer et al. , 1995).

The FA is aware of the negative publicity it faces due to very high rate of sacking of the Premiership managers. Thus there is huge concern regarding the short term and result oriented approach which is having quite negative impact on the industry. Being a business consultant my task is to identify as well as analyse the trends which are found in the Premiership managerial appointments. By analysing the sacking trends for the managers in PL for past seasons we will try to develop a relevant context. Through this report we will assess the competing pressure that is being placed on the premiership managers and drawing upon the role of management and managers we will find out how it can be applied to the Premiership managers, while keeping in mind any unique constraints or the modes of operations like club ownership, fan base, revenue stream, global reach etc.

### 1.1 About Premier League

Premier League was established in 1992-93 and comprises of 20 football clubs together which play 38 Premiership games every season and based upon these games played points are being awarded. The results are being ranked accordingly and the teams that occupy the top four positions directly get an entry into European Champions League and the bottom three lowest ranked teams are just relegated to the lower division. Since its inception there have been many changes in the Premier League which has a shareholder, The Football Association (FA) who's recently appointed chairperson is Greg Dyke. He wants to convert FA into an efficient and professional organisation for delivering greater good of the English football (Clark, 2010).

The Premier League is highly competitive industry which operates in highly dynamic market for both the players and the managers too. However there is no restriction on the salaries of the players or managers and depicts higher turnover rates which indicate that there is very tough talent war in the Premier League. For managerial appointments there is no regulation; however the managerial appointments mainly occur in between the seasons so as to avoid instability in the team. But the managers are hired as well as fired all through the playing season mainly when there are no positive results. The managerial changes are seen mainly during the time when the clubs form is declining. Thus it can be seen that the role of manager in Premier League is of chronic insecurity (Premier League's 10 shortest managerial reigns, 2014).

### **1.2 Past Five Seasons of Premiership Managerial Positions**

Premier League being the most fiercely competitive leagues in the world is associated with a high price too as the managerial decisions are under scrutiny constantly and the club supporters depict an army of football managers, who have different tactics, players and formations. Losing successive games comes at price as the game board will sack you or replace the manager faster than one can spell Premier League and this phenomenon is evident from the past five seasons or before that trend shown by Premiership League managers (The Sack Race, 2014).

With the new Premiership League season fast approaching for 2014-15 the top 20 managers are getting prepared for another very compelling campaign. Last season saw 10 managerial changes and in the upcoming crusade also there will be numerous departures as the likes of Alan Irvine, Sam Allardyce and Alan Pardew are seen to be under pressure for the word go. During the 2013-14 season whopping number, 10 managers from the top-flight were sacked. The most controversial manager who became the first victim of the Premier League sack race was Paolo Di Canio in September and just few months later Ian Holloway, the Crystal Palace boss had to depart. In the month of December four bosses Andre Villas Boas, Martin Jol, Malky Mackay and Steve Clarke had to depart. The February season saw the sacking of Michael Laudrup as well as Rene Meulenstein who were shown doors by Swansea and Fulham respectively. March was dull as no sacking took place however April Chris Hughton was dispensed off from Norwich while David Moyes was sacked by Manchester United.

Meanwhile Tom Sherwood and Pepe Mel have been shown doors by Tottenham and West Brom since the campaign is drawing closer (The Sack Race, 2014).

On the other hand the 2012-13 seasons saw 7 sackings of managers. The first top flight manager to lose his job during this season was Roberto Di Matteo when Chelsea sacked him on 21<sup>st</sup> November in 2012. Followed by a gap of 48 hours the QPR boss Hugh Marks also was sacked when the board decided that a change was necessary for the survival and boosting the club. Niguel Adkins of Saints was the shocking third topmost flight sacking when Muaricio Pochettino was brought in by the South Coast after axing Adkins. During March Brian McDermott was the next manager to be sacked in the season of Reading and by March ends Sunderland sacked martin O'Neil. May 8<sup>th</sup> was a bad day for Sir Alex Ferguson when Manchester United announced that he will be retiring by the campaign ends. David Noyes belonging to Everton was brought as his replacement by the 2013-14 season start. On May 13<sup>th</sup> Robert Mancini was being sacked, who led Man City to the final Premier League title. By the season ended Tony Pulis said goodbye to Stoke through a mutual consent followed by seven years stint with Britannia (Victor, 2014).

## **1.2 Managerial Appointments or Sackings**

Since the inception of PL it has been a rollercoaster ride for managers and on an average at least eight top flight managers of the teams are changed whether it's a resignation or sacking. Below is the whole list of managerial departures that Premier League saw in each season. Managers have been dismissed or they have resigned or have departed from clubs due to health reasons, and this has been officially announced by the respective clubs as the appointments being permanent be it till the end of the season or on a long term contract.

### **1.2.7 2012/2013 Season**

Just two years back this season saw in total nine managerial sackings or removals starting with sacking of Roberto Di Matteo of Chelsea being sacked and manager Mark Hughes belonging to Queens Park Rangers being sacked in November 2012. In January 2013, Nigel Adkins manager of Southampton was sacked., Followed by two managerial sackings in March 2013, that of manager Brian McDermott of Reading and manager Martin O'Neil belonging to Sunderland being sacked. In May 2013 while manager Roberto Mancini well known manager of Manchester City was sacked, Sir Alex Ferguson of Manchester United retired and David Moyes belonging to Everton left the club and joined Manchester United,

while Rafa Benitez of Chelsea didn't have his interim contract renewed (The sack race, 2014).

### **1.2.8 2013/2014 Season**

The concern of PL for managerial sackings has recently been on the rising trend as this season saw the maximum sacking or managerial changes that are in total there have been 13 managerial changes so far in this season. The sacking season started off with Paolo Di Canio of Sunderland who was sacked in September 2013. Followed by closely in October 2013 when manager Ian Holloway belonging to the Crystal Palace was being sacked. In December 2013 there were continuous four managerial sackings of Martin Jol of Fulham, Steve Clarke of West Brom, André Villas-Boas belonging to the Tottenham and Malky Mackay of the well known Cardiff City. In February 2014 again two managers Michael Laudrup belonging to the Swansea City was being sacked along with Rene Meulenstein of Fulham who was also sacked. In April 2014 Chris Hughton the manager of Norwich City was being sacked and even David Moyes the very famous manager of Manchester United was being sacked. In May 2014 manager Pepe Mel left the club West Bromwich Albion through mutual consent, while Tim Sherwood of Tottenham Hotspur was again sacked followed by resignation of Mauricio Pochettino manager of club Southampton. Thus in total the managerial changes (so far) this season is 13 in number (The sack race, 2014).

### **1.3 Pressure on Managers**

Starting from post room to board rooms the football managers have the immense pressure of managing outrageous talent, they have to inspire loyalty from the team players, they have to undergo the pressure of turning around the whole team during the situation of crisis as revealed by many famous football managers in the book "The Manager: Inside the Minds of Football's Leaders (Carson, 2013).

Sometimes the team managers are found much paranoid about buying the incorrect or inapt player for example Joey Barton would not have faced any type of trouble in getting a good club had he been perceived a good lad by the team managers, rather he has been viewed as a loose cannon. Therefore managers have to be very cautious and have to steer clear from such kind of players. It is expected from the coach or manager that they will be getting best out of the player and it is the duty of manager to find out how it ticks and this is what is expected from the great coaches and at the same time the team managers show very paranoid as well as curious response towards the realists as they do not prefer to take

someone else's rejected player in their team. Therefore choosing the right player and making him perform is another pressure that managers have to face (Anonymous, 2013).

It has been seen that the most prevalent leadership style in professional football is mainly based on dictatorial and authoritarian style, in which both the staff as well as players visualise the leader as someone whom they should feel afraid of or fear from the manager and he is regarded as a strong disciplinarian (RElvas et al 2010). However research also shows that some football managers have also emerged as mavericks or charismatic leaders, who have used their force of personality along with various idiosyncratic attributes and have turned out to be effective leaders by being convincing as well as persuasive motivators by developing closer relationship with the players and fans.

It is visualised that within the Premiership League since the demands from the managers are totally different from the ones expected from the lower league managers, the Premiership Managers undergo high level of pressure. They have to face the pressure and have to deal with multicultural make-up of the squads, the backroom staffs are huge, there are massive financial incentives that create pressure on managers. Last but not the least the undying interest of media in the game also pressurises the leader to be successful and possess certain specific set of skills and qualities.

According to Paul Lambert, manager of Aston Villa, people outside football never realise how tough job this is, they just see that it is all about fancy cars and fancy houses. The 44 year old Glaswegian football manager insisted that being the manager in Premier League is all about coping up with varied types of pressures and not about fancy houses and fancy lifestyles. He admitted that he had to face sleepless nights due to psychological pressure before important matches. He also admitted that the management of Premiership League also plays very tough and hard role before sacking the managers. Being a manager according to him is a tough job that needs a lot of hard work. There is pressure of expectancy level of playing crucial football matches and winning them as well (Kendrick, 2014).

It is constantly heard that Premier League managers are being put under constant and intolerable stress as they are being paid enormous amount of money approximately £3 million per year. The stress is more than Vanessa Feltz's waterbed and the managers are being subjected to superhuman ordeals that are considered to be a thankless job because the

game is supposed to be very demanding that Gerard Houllier was being whisked to the hospital many a times because of the health problems. The types of stresses that are involved can be seen during the matches as there is huge surge in the manager's adrenaline, there are emotional highs and lows, rising dependence on alcohol and a sudden short or rise in the blood pressure. Therefore back in 1990's Keeny Dalglish had announced that the job of being football manager can carry along health warnings (Kelly, 2011).

## **2. Assessment of Competing Pressures on Premiership Managers**

As studied the role of managers in the Premier League is that of intense pressure and holds high level of insecurity as can be seen from the past trends that have been mentioned in the previous section (Jones et al, 2010). This is mainly attributed to the higher financial rewards that are being given to consistent high-on performance. It is mostly seen that if the performance of the club declines immediately the manager is either replaced, asked to resign or is sacked. By the end of the business season of PL every single point and every single result counts for the club managers and there are many Premiership managers who start feeling the pressure because their respective club's performance seems as if they will end in failure or disappointment to fulfil the demands that have been placed on them by the boardroom members and this can cost them their jobs by the season ends. These managerial casualties develop high competing pressure on the Premiership managers (Bridgewater, 2012).

It has been analysed that nearly half of the England's football teams managers are suffering from significant heart problems as they have to undergo life consuming and very high pressure jobs that are responsible for creating potential disaster for them. The statistics are really alarming that indicate almost 44 percent of the managers suffer from cardiovascular risk factors, while some need instant attention. In a survey conducted by The Independent on the football managers it was revealed that they worked for almost 80 hours every week that might even rise to 87.5 hours in the Premiership. Thus being a manager adds a hell lot of stress for the managers due to continuous sacking and resignations that creates fear of job insecurity constantly in their minds. The football managers are under constant scrutiny as their every move is being examined, that puts them under constant pressure (Harris, 2005).

## **2.1 Consequences of Sackings/ Appointments on the Club and League**

There is very impactful and prevalent cost for premier league like professional football clubs and that is due to hiring and firing of the management teams and managers. Therefore, acquiring the perfect manager is very important for club's success on-field (Brady et al. 2008). On the other hand the appointment and the subsequent resignation or sacking of the wrong manager proves to be extremely costly for the club as the managers are entitled to a compensation if in case the contract gets terminated before the due date as per the contract. For example Rafael Bentiz the former Liverpool manager had been paid £ 6 million for resigning from his position in 2010 (Herbert, 2011). Moreover followed by the sacking of former head coach of Chelsea Luiz Felipe Scolari, he was given a golden parachute worth £12.6 million in 2009 (Fifield, 2010) and the same Chelsea club had to pay the former manager Jose Mourinho also £ 18 million as part of his compensation due to early dismissal in 2007 (Burt, 2007).

Thus if we see the average tenure of managers in the English Professional league from 1992 to 2005 has been just 2.19 years (Bridgewater, 2009). Sackings are embedded in the culture of the football game. In a study that has been conducted on the top tier club player and their wage bills as well as the salaries of the head coach continuously for 22 seasons from 1981/82 to 2002/ 2003 done in German Bundesliga has shown the expenditure on the managerial as well as playing talent together helps in improvement of the performance of the league (Frick and Simmons, 2007). When the impact of management change is being analysed it is seen that the main reason for dismissals are: breakdown in relationships between the directors and the managers, media speculation, bad performance on-field as well as intensity (Salomo and Teichmann, 2000).

Appointing a new manager has an adverse outcome or no impact at all on the performance of the team cannot be said as universal outcome. There has been research that suggests that a new manager's appointment has positive although very short-term effect on the results of the team (Bridgewater, 2009). The reason behind this fact is that the players of the team will try their level best to impress the newly appointed manager so as to keep them within the team as players. However this boost in the spirits of the players does not last very long rather the honeymoon period is very short that is between 18 to 12 games just after the appointment of new manager. Once the honeymoon period is over the accumulation of points that is

beneficial for the managerial change gets completely lost. Thus finally the changes in managers through sacking or resignation at the football clubs do not at all result in improved performance in the longer term (Bridgewater, 2009). Even Hughes et al (2010) also supports that the results for football clubs will deteriorate in the longer period. It is only during some exceptional circumstances that the team's performance is found to be improving on the basis of the "new culture" that is being instilled by the manager like in the case of Guus Hiddink and South Korea that occurred in the 2002 World Cup (Brady et al., 2008).

According to the Scapegoating Theory that is short term impact the managerial changes does not have any impact on the performance. The managers are being replaced as a part of rituals that gives a signal to the board that they have taken required action for addressing the poor performance, however the managers are rarely blamed for the poor team performance (Khanna & Poulsen 1995). The reason being the managers do not make the decisions that are value-destroying. The CEOs and the excess of PL try to protect their own position by simply putting the whole blame on the managers. This does not address the underlying weakness that persists within the underperforming teams.

## **2.2 Role of Managers and Management in Premiership**

The managers in the Premiership are contested terrain as that are being defined by the context rather than content. The football managers within varied contexts in the whole organisational processes (Riach, 2012). The actions and events are not determined by just one individual. The football managers of PL are characterised mainly by fluidity and improvisation. With the clubs becoming highly modernised their organisational structure is also becoming highly complex as they are striving to gain financial, administrative, legal as well as marketing expertise. Some football managers are found to be resistant to modernisation and they still follow the traditional style of management and their managerial authority is being based upon authoritarian style or they follow authoritarianism and that is why the role of such football managers remains organisationally vague (Kosowski et al.,

2006). Such type of football managers depicts high level of autonomy and they are very powerful and insecure.

Some of the typical characters that are found in the football managers are:

- They show practical orientation.
- They believe in learning by doing as opposed to training and formal qualifications.

Since their style of management and leadership is mainly based on personal experience it is very difficult to assess. It is very difficult to classify, or codify or teach them the principles of good practices. Thus in case of football managers it is very tough to challenge or pin point any particular managerial style (Gonzalez-Gomez et al., 2011).

- Any attempts that are made to professionalise through training and qualifications are being resisted by football managers.
- More value is given to the earlier playing experience as major managers are ex-football professionals.
- Their job descriptions seem to be very vague as compared to other sectors their duties, obligations and rights are very not clearly defined and success is ambiguous factor.
- They have to work under clearly specified job descriptions that constrain the manager's authority sometimes and sometimes limit the power of clubs for terminating the contracts (Hughes et al., 2010).

There are many evidences that have been collected from top three tiers of the Belgian Football from 1998/99 to 2002/ 2003 season have shown results that if the clubs performance was declining over a period of 2 months, the coach is bound to be sacked., Moreover the analysis also showed that the deterioration of the on-field performance occurred after the appointment of new manager as compared to the teams that were performing in same manner (Balduck and Buelens, 2007). In a study that examined that whether the sacking or dismissal of managers in Netherlands helps in enhancing the results making them better for the clubs and the study was conducted on clubs between the period 1988 to 2000 and during this period there were 125 managerial sackings. The results obtained indicated that the sackings are followed once the team's performance starts declining and

that is followed by improvement of performance of teams, this at first glance shows that a new managerial appointment helps in improving the results of the team. But the case was totally different when the performance of similar clubs was compared who did not sack their managers. It suggested that it was not due to the sacking of manager the outcomes of the poor performing teams improved rapidly, rather sacking a manager seems to be neither effective nor very efficient in improving the team's performance (Bruinshoofd and ter Weel, 2003).

Even a study conducted on analysis of team performance of Italian football after managerial sackings also supported Bruinshoofd & ter Weel (2008) results that changing or sacking the manager neither improves nor declines the performance of the teams (De Paola and Scoppa, 2008). In a very comprehensive study that was conducted for the English Football in which every Premier League game as well as the UK Football League game was being examined for the period 1972/73 to 1999/2000 so as to assess the impact of managerial change on the performance of the team (Audas et al., 2002). With the help of the match results obtained a parametric model was being developed, that helped in analysing the short term impact of the managerial changes or alterations. There have been many studies in the past that were based on the whole season instead of partial parts of season. Therefore during the sample period there had been more than 700 cases of managerial changes during the season. On running ordered orbit regression it was found that all the clubs that change their managers in between the season were found to perform worst than the clubs that did not change the managers (Audas et al., 2002).

Development of football's management depicts the various purposes of the clubs and to certain extent the role played by managers is being given a shape with the changing nature of the consumption of football. During 19<sup>th</sup> century the duties of management were being carried down by Board of directors, fore-runners of managers, and the secretaries. Their powers however increased in gradual manner and they gained some responsibilities for the players. Built with increasing competition in the game required a scapegoat to blame the declining results. Thus the management culture emerged that had long-term implications for the role of managers. Therefore football management never carried a job description along with it. British adopted a laissez-faire attitude towards football management and thus they adopted the procedure of choosing anyone they found good as team manager.

Thus the traditional relationship survived between the manager of any English football club and its directors and its effect can be analysed through Chandler's Model of managerial capitalism. According to this model there is complete disconnect between ownership and control and this permits all the forms of management that can be undertaken by the professionals. For example the three tiered structure of American baseball and footballs management hierarchy appears to be similar. Over the time the position of the football manager has also evolved and he is responsible for more than the team results. Manger has to move in conjunction with the media developments and currently the mangers have turned out to be emblematic figures for their clubs. Traditionally managers are considered to be the links for any reporter with their football clubs and eth performance of any particular team is being reported through the actions taken by the managers. Media mainly created the rising interest in the game and the competition turned out fiercer. Directors were not ready to take the onus of poor performance of team and thus increasingly replaced the managers.

Therefore with the heightened media interest the perception of football fans regarding the powers of the managers increased, resulting in rising stature of the managers. Unlike other areas of business and industry just few of eth football managers prepare their career resume or fully complete their application forms, rather they simply prefer to network with the others. There are just few clubs that have written job descriptions for football managers deifying their clear accountabilities and as suggested by Perry (2000) the conditions and expectations are ill-defined as well as localised has been combined with the own responsibility of the managers, this precisely dictates the tasks performed by the managers. Thus it has been suggested that there is need for a more rigorous selection policy, along with induction programmes that will result in prepare efficient football managers at all the levels and might also cause fewer turnovers amongst the football managers delivering more required success on the field (Perry, 2000). The most critical aspect attached with the role of football managers is considered to be that of maintaining key stakeholders relationship, but that too without any type of formal training, thus it is more unlikely that the football managers will achieve success in maintaining and achieving winning results along with building confidence.

It has been suggested by Davakos (2006) that training should be made an integral part of the sport organisation's strategic planning and it should not be just for the participants or players;

it should be for trainers, managers, coaches as well (Davakos, 2006). Since the economy is very turbulent in current times, training is one such tool that helps an organisation in delivering better and quality products even with declined resources and personnel, moreover it also helps in adding value to both the employees and the organisation as well. The example can be quoted of Tottenham Hotspur who were almost halfway through the league season 2008-2009, but due to lack of HR planning, right recruitment, training, induction and selection processes that had to face disastrous results. Although their manager Juande Ramos was highly successful with various other football teams, but due to lack of person-environment fit between the appointment of Ramos and the team's language as his proficiency in working English was weak, it resulted in contractual termination in 2008, October. Thus there is need for clear guidelines regarding various aspects of managerial authority to avoid conflicts between players, head coaches, fans and club owners (Chadwick, 2010).

According to Hope's (2003) model it is assumed that the main objective of the football manager is to simply enhance and maximise the number of points accumulated and the football strategy of club comprises of three core factors in relation to the managerial performance and they are (Hope, 2003):

- Honeymoon: This is the period in which the manager is being exempted from sacking.
- Trapdoor: It is the average number of points that have been accumulated per game and if the manager is found below this figure he will be sacked.
- Weight: It is the weight age that the most recent games will be given for analysis of the performance of the manager.

According to this model it is being presumed that every manager will receive a honeymoon period while he gets appointed. Followed by this period, if the performance drops below the desired points of the club, the manager will be fired and on analysing the Premiership League seasons from 1996/1997 to 2001/2002 it was found that putting 47 percent weight on the final five games makes this model quite efficient. Thus according to the weighing scale the football manager needs to gain on an average 0.74 points per game while bare minimum 56.81 points over the whole course of the season. Thus if the manager's

performance is found to be below 0.74 average the manager should be sacked by the club (Hope, 2003).

### 3. Recommendations

Being motivated by the huge literature that is available on the finding of the skills of mutual fund manager, it is proposed that to evaluate the performance of the managers of football club the bootstrapping methodology is very ideal. The bootstrapping methodology is a technique that will highly suit to the issues that arise at hand once the distribution of pints scored is analysed as well as the residuals of the estimated models that are very highly normal (Hope, 2003). By using the bootstrapping technique we can easily analyse whether the number of points a team scores per game that are secured mainly by the manager are because of the managerial skills or due to the characteristics of the team. Moreover when bootstrapping is used in recursive window it helps in analysing that whether the performance of managers is improving or diminishing, this will help in determining whether the particular manager is weak and thus he should be sacked or fired.

Another recommendation that can be used for sacking the football managers is that according to the Hope's Model (2003) the managers should be sacked if they are unable to show 0.74 points of average performance during the season (Hope, 2003). A bootstrap approach can be used for evaluating the performance of football club manager in real time. This approach is beneficial as it will help in identifying the poorly performing manager that can be targeted for termination of contract before the termination or sacking actually happens. Secondly this model is helpful in identifying from the whole list of managers who have been sacked, the ones in whose case the decision was made prematurely as per the bootstrap analysis.

The PL can also go for implementing the Newer Model for effective team management and to avoid such high rate of sackings that take a toll on the manager, team and the management. By adopting the European Style of management the football clubs can add stability in the period of high turnover. The main issues that can be of concern while implementing European Style of management within the clubs are there can be tension between traditional approaches adopted by football managers and commercialisation of football. Managers currently prefer having authority in defining the roles as well as deciding the team matters. They will eventually lose this control in the European Style of Management and they would

be judged on the basis of team performance and they will not be able to control the appointments of team players (Arnulf, Mathisen and Haerem, 2012).

According to the Tenure and Life-Cycle Theories it is the new manager who developed the new processes, fresh strategy as well as new team. This helps in improvement of teams for longer term as the managers get time to learn and adapt (Flint, Plumley and Wilson, 2014). An approach needs to be developed and implemented for evaluating the football club managers in the real time. It is quite evident that the performance of the managers can be easily and effectively gauged after just 10 games and the outperforming manager's start shining right from the beginning, while the underperforming managers are rarely able to reverse their team's bad performance. Thus it is evident that the managers who perform below the PL boards expectations will remain the same way and it is optimal to sack or remove or replace them from the office sooner or later, while the managers who have been a bit disappointing in their performance should be given some time so as to develop their teams (Arnulf, Mathisen and Haerem, 2012).

## 4. Conclusions

After studying the English Premiership profile and the sackings and the appointments it is evident that there has been constant pressure on the managers for performing otherwise their jobs are under fear of getting sacked. The board thinks that removing , replacing or appointing new managers will help in improving the team performance but it is not so . The team's performance is not at all enhanced by the sacking and bringing in new managers for football club it has been suggested by many researches. Keeping this fact in mind it clearly indicates that to increase the performance of the football teams or clubs sacking and replacing the manager is not the solution. Therefore bootstrap technique has been suggested that will help in finding out that what is the right time, after analysing manager's performance, to sack him. The three criterions that can be chosen for analysing whether it is apt to sack a manager or not are: the honeymoon period; level of the trapdoor and weight given to the recent games as compared to the previous ones. Sacking is quite a familiar pattern in the Premier League

that impacts the performance of teams for short term; it also has negative impact on the managers as they start suffering from very high level cardiovascular diseases because of high level of stress. To handle these pressures the managers can get help from sports psychologists who can help the managers to acquire the required skills and qualities through reading carefully selected readings regarding good role models from various other high performing areas for example professional sports and business.



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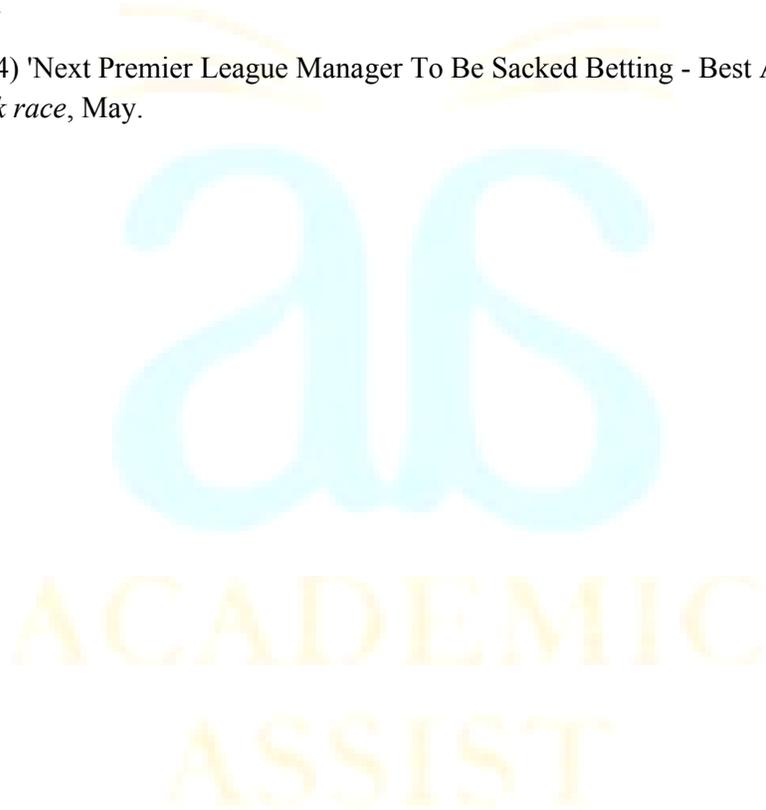
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## **Appendix A: Managerial Sackings for All seasons for PL**

### **1994-95 Seasons**

August 1994

Billy Bonds - West Ham (resigned)

November 1994

Ossie Ardiles - Tottenham Hotspur (sacked)

Mike Walker - Everton (sacked)

Gerry Francis - Queens Park Rangers (left to move to Tottenham)

Ron Atkinson - Aston Villa (sacked)

Brian Little - Leicester City (resigned to join Aston Villa)

December 1994

John Lyall - Ipswich Town (resigned)

February 1995

Phil Neal - Coventry City (sacked)

George Graham - Arsenal (sacked)

April 1995

John Deehan - Norwich City (resigned)

May 1995

Alan Smith - Crystal Palace (sacked)

Trevor Francis - Sheffield Wednesday (sacked)

Brian Horton - Manchester City (sacked)

June 1995

Kenny Dalglish - Blackburn Rovers (retired)

July 1995

Alan Ball - Southampton (left to join Man City)

Managerial Changes for the entire season = 15

1995-96 Season



## Academic Assist

January 1996

Roy McFarland - Bolton Wanderers (sacked)

May 1996

Glenn Hoddle - Chelsea (left to take the England job)

June 1996

Dave Merrington - Southampton (sacked)

Managerial Changes for the entire season = 3

1996-97 Season

August 1996

Bruce Rioch - Arsenal (sacked)

September 1996

Howard Wilkson - Leeds United (sacked)

October 1996

Ray Harford - Blackburn (resigned) Ron Atkinson - Coventry City (moved to role of Director of Football)

December 1996

Frank Clark - Nottingham Forest (resigned)

January 1997

Kevin Keegan - Newcastle United (resigned)

March 1997

Joe Royle - Everton (resigned)

June 1997

Graeme Souness - Southampton (resigned)

Managerial Changes for the entire season = 8

**1997-98 Season**



## Academic Assist

October 1997

David Pleat - Sheffield Wednesday (sacked)

November 1997

Gerry Francis - Tottenham Hotspur (resigned)

February 1998

Brian Little - Aston Villa (resigned)

Ruud Gullit - Chelsea (sacked)

March 1998

Steve Coppell - Crystal Palace (moved to role of Director of Football)

July 1998

Howard Kendal (resigned)

**Total managerial changes for the season - 8**

**1998/1999 Season**

August 1998

Kenny Dalglish - Newcastle United (sacked)

September 1998

Christian Gross - Tottenham (sacked)

October 1998

George Graham - Leeds United (left to join Tottenham)

November 1998

Roy Hodgson - Blackburn Rovers (sacked)

Roy Evans - Liverpool (resigned)

January 1999

Dave Bassett - Nottingham Forest (sacked)

March 1999

Joe Kinnear - Wimbledon (stepped down due to health problems)

**Total managerial changes for the season - 7**

**1999/2000 Season**

September 1999 Ruud Gullit - Newcastle (resigned)

January 2000

Dave Jones - Southampton (Gardening Leave)

March 2000

Danny Wilson - Sheffield Wednesday (sacked)

May 2000

Egil Olsen - Wimbledon (sacked)

June 2000

Martin O'Neil - Leicester City (left to join Celtic)

Paul Jewell - Bradford City (left to join Sheff Wed)

**Total managerial changes for the season - 6**

**2000/2001 Season**

September 2000

Gianluca Vialli - Chelsea (sacked)

November 2000

Chris Hutchings - Bradford City (sacked)

March 2001

George Graham - Tottenham (sacked)

Glenn Hoddle - Southampton (left to join to Spurs)

May 2001

Joe Royle - Manchester City (Sacked)

Bryan Robson - Middlesbrough (resigned)

Harry Redknapp - West Ham Untied (sacked)

**Total managerial changes for the season - 7**

**2001/2002 Season**

October 2001

Jim Smith - Derby County (sacked)

Peter Taylor - Leicester City (sacked)

Gérard Houllier - Liverpool (took time off due to health problems but returned) Stuart Gray - Southampton (sacked)

January 2002

John Gregory - Aston Villa (resigned)

March 2002

Walter Smith - Everton (sacked)

April 2002

Dave Bassett - Leicester (sacked)

June 2002

David O'Leary - Leeds United (sacked)

**Total managerial changes for the season - 8**

**2002/2003 Season**

October 2002

Peter Reid - Sunderland (sacked)

March 2003

Terry Venables - Leeds United (sacked)

April 2003

Jean Tigana - Fulham (sacked)

Glenn Roeder - West Ham (sacked)

**Total managerial changes for the season - 4**

**2003/2004 Season**



## Academic Assist

September 2003

Glenn Hoddle - Spurs (Sacked)

November 2003

Peter Reid - Leeds United (sacked)

March 2004

Gordon Strachan - Southampton (resigned)

May 2004

Eddie Gray - Leeds United (sacked)

Gérard Houllier - Liverpool (sacked)

Claudio Ranieri - Chelsea (sacked)

**Total managerial changes for the season - 6**

**2004/2005 Season**

August 2004

Sir Bobby Robson - Newcastle United (sacked)

Paul Sturrock - Southampton (sacked)

September 2004

Graeme Souness - Blackburn Rovers (left to join Newcastle)

October 2004

Gary Megson - West Bromwich Albion (Sacked)

November 2004

Harry Redknapp - Portsmouth (sacked)

Steve Wrigley - Southampton (Sacked)

Jacques Santini - Tottenham Hotspur (resigned)

March 2005

Kevin Keegan - Manchester City (sacked)

**Total managerial changes for the season - 8**

**2005/2006 Season**

November 2005

Alain Perrin - Portsmouth (sacked)

February 2006

Graeme Souness - Newcastle United (sacked)

March 2006

Mick McCarthy - Sunderland (sacked)

May 2006

Alan Curbushley - Charlton Athletic (resigns)

Steve McClaren - Middlesbrough (left to become England manager)

July 2006

David O'Leary - Aston Villa (sacked)

**Total managerial changes for the season - 9**

**2006/2007 Season**

November 2006

Iain Dowie - Charlton Athletic (sacked)

December 2006

Alan Padrew - West Ham United (sacked)

Les Reed - Charlton Athletic (sacked)

April 2007

Chris Coleman - Fulham (sacked)

Sam Allardyce - Bolton Wanderers (resigned)

May 2007

Stuart Pearce - Manchester City (sacked)

Glenn Roeder - Newcastle United (resigned)

Neil Warnock - Sheffield United (resigned)

Paul Jewell - Wigan Athletic (resigned)

**Total managerial changes for the season - 9**

## 2007/2008 Season

September 2007

Jose Mourinho - Chelsea (mutual consent)

October 2007

Sammy Lee - Bolton Wanderers (mutual consent)

Martin Jol - Tottenham (sacked)

November 2007

Chris Hutchings - Wigan (sacked) Steve Bruce - Birmingham City (left to join Wigan)

Billy Davies - Derby County (sacked)

December 2007

Lawrie Sanchez - Fulham (sacked)

January 2008

Sam Allardyce - Newcastle United (sacked)

May 2008

Avram Grant - Chelsea (sacked)

June 2008

Sven-Göran Eriksson - Man City (sacked)

Mark Hughes - Blackburn Rovers (left to join Manchester City)

**Total managerial changes for the season - 11**

## Appendix B

Managerial Appointments / sackings

### 1.2.1 1992-93 Season

During the first season of PL during Feb 1993, Ian Portfield was sacked from the Chelsea club. This was followed by May 1993 resignation of Steve Coppell from Crystal Palace. Followed by retirement of Brian Clough belonging to Nottingham Forest and then sacking of the two top right managers of Tottenham Hotspur, Doug Livmore & Ray Clemence. Thus

in total this starting season itself witnessed 4 managerial Changes for the entire season (The sack race, 2014).

### **1.2.2 1993-94 Season**

In August 1993 Peter Reid of Man City was sacked followed by resignation of Bobby Gould of Coventry City in December 1993. The in December itself Howard Kendal from Everton resigned and Mike Walker of Norwich City left the club to shift to Everton. In January 1994 Ian Branfoot of the famous Southampton was sacked followed by Graeme Souness's sacking from Liverpool. During this season in February 1994, Mick McGiven belonging to Ipswich was being demoted to assistant manager in the club. Therefore the entire second season saw in total 7 managerial changes for the entire season (The Sack Race, 2014).

### **1.2.3 2008/2009 Season**

The 2008-2009 seasons saw total 12 managerial changes in the entire season starting from September 2008, when Alan Curbishley of the West Ham resigned along with the manager of Newcastle, Kevin Keegan who also resigned. In October 2008 Juande Ramos of Tottenham was being sacked from the club and Harry Redknapp belonging to Portsmouth had left the club to join Spurs. While in December 2008 manager Roy Keane belonging to Sunderland had resigned and Paul Ince of the Blackburn was being sacked. In February 2009 Tony Adams the topmost manager of Portsmouth was being sacked followed by Luiz Felipe Scolari of Chelsea being sacked and Joe Kinnear manager of Newcastle United who just stepped down because of some type of health problems. In May 2009 Guus Hiddink the manager of Chelsea returned to the role as manager of Russia, while manager Ricky Sbragia belonging to the Sunderland had resigned. The season's June 2009 was last managerial change where Steve Bruce manager of Wigan Athletic left the club and joined Sunderland (The sack race, 2014).

### **1.2.4 2009/2010 Season**

The 2009-2010 seasons for Premier League started off with its first sacking in November 2009 of Paul Hart belonging to Portsmouth club. Followed by sackings of manager Mark Hughes of Manchester City and Gary Megson the top most manager of Bolton Wanderers in December 2009. By January 2010 Owen Coyle left Burnley to join Bolton Wanderers. In March 2010 manager Phil Brown had to undergo the pain of sacking from Hull City, while in May 2010, Gianfranco Zola had to face the pain if getting sacked from West Ham United.

In June 2009 Rafa Benitez left the famous Liverpool through mutual consent, while manager Roy Hodgson of Fulham left the club and joined Liverpool. Thus the total managerial changes for the season were eight (The sack race, 2014).

### **1.2.5 2010/2011 Season**

This season of 2010-2011 was again full of several managerial sackings and appointments starting from August 2010 when manager Martin O'Neil of the Aston Villa Club resigned. Then for few months the PL was a bit on silent side, but in December 2010 again there were two sackings of Chris Hughton of Newcastle United and manager Sam Allardyce belonging to Blackburn Rovers who was also sacked. In January 2011 another manager named Roy Hodgson – who was with Liverpool was sacked followed by sacking of Roberto Di Matteo of West Bromwich Albion in February 2011 (The sack race, 2014). In May 2011 again there were two sackings that were witnessed, Avram Grant of West Ham was being sacked along with Carlo Ancelotti of famous Chelsea. In June 2011 again there were two resignations that were very surprising Gérard Houllier of Aston Villa and Mark Hughes of Fulham resigned. Thus the **total managerial changes for the season were 9**.

### **1.2.6 2011/2012 Season**

In November 2011 the season saw its first sacking that of Steve Bruce of Sunderland followed by sacking of Neil Warnock manager of Queens Park Rangers in January 2012. Just close after in February 2012 again manager Mick McCarthy was being sacked from Wolverhampton Wanderers. Then again next month in March 2012 André Villas-Boas manager of Chelsea was sacked. In May 2012 first manager Roy Hodgson left West Brom to become England manager, while manager Alex McLeish of Aston Villa was being sacked and also Kenny Dalglish of Liverpool was sacked. In June 2012 Brendan Rodgers manager of Swansea City just left the club to join Liverpool, while Paul Lambert manager of Norwich City had left the club to join Aston Villa and on the other hand Harry Redknapp of Tottenham Hotspur was being sacked. Therefore the total managerial changes for the season were again 10 (The sack race, 2014).