



**Doctoral School of Business and
Management**

THESIS SYNOPSIS

Orsolya Herr

**Examining the characteristics associated with
the career paths of professional women's
handball players**

Ph.D. dissertation

Supervisors:

**Krisztina András, Ph.D, associate professor
Alexandra Köves, Ph.D, associate professor**

Budapest, 2025

**Institute of Entrepreneurship and Innovation
Department of Business Economics
Operations and Decisions Program**

THESIS SYNOPSIS

Orsolya Herr

**Examining the characteristics associated with
the career paths of professional women's
handball players**

Ph.D. dissertation

Supervisors:

Krisztina András, Ph.D, associate professor

Alexandra Köves, Ph.D, associate professor

© Orsolya Herr

Contents

1.	Research history and justification of the topic	2
1.1.	Research questions	3
1.2.	The conceptual model of research.....	5
2.	The research methodology	6
2.1.	Autoethnography research methodology	8
2.2.	Narrative research methodology	9
2.3.	Thematic analysis	10
2.4.	Validity, reliability, generalisability.....	10
3.	Scientific results of the article-based dissertation	12
3.1.	First article.....	12
3.2.	Second article	13
3.3.	Third article	15
3.4.	Conclusion of the article-based dissertation.....	16
4.	Main references	19
5.	Own publications related to this topic.....	22

1. Research history and justification of the topic

I have had a wonderful and adventurous career as an athlete. Wonderful because I have achieved the kind of success I dreamed of as a little girl sitting in front of the television, adventurous because during my sporting career I quickly got a taste of what it is like to ride the roller coaster. Throughout my active sporting career, I have often thought that a professional career was not a great challenge, but when I looked around me (watching players my age), I found that in some ways it was very difficult. Many times you can see the result of a player stopping at one level, even if his talent and path to a professional career has a solid foundation. My personal opinion is that my career would have taken a different course if certain factors had not developed in the way that they eventually did.

The examination of an athlete's career can be done at a wide range of scales and levels (e.g. different career transitions, unsuccessful or successful career paths, drop-outs, burn-outs, etc.). My personal interest in this topic can be interpreted as a kind of therapy as a former athlete and future researcher. As much as I was consciously preparing for life after sport, the switch also left me with challenges and questions. Thus, I was interested in the presentation of successful career paths, and to examine the decisions and the relationships that occur during an athlete's career in the field of athlete career management.

Career research and its specificity to athletes present a number of challenges in different topics and scientific fields (such as career development, career transitions, career

decisions; (sport) psychology, sociology, anthropology, behavioural sciences). I have identified the following *research problems*: On the one hand, the athlete's career is finite (short); the difficulties of transition can be facilitated by a supportive environment, which is often lacking (when the bubble bursts, loss of value). On the other hand, active athletes are not sufficiently aware of the management and planning of sport careers and post-sport careers. Thirdly, athletes encounter different life decisions and decision-makers during different career transitions, which can affect career development. Fourthly, the development of sport has led to an intensification of economic processes in the sport industry. The impact of this can also be felt in the players market. Sports organisations may make decisions on many occasions, which may be justified from a management point of view, but which lead to the materialisation of human values (tangible values). Thus, players can be negative actors in the life of a club, which can have an impact on the development of their sporting careers. Finally, there is little literature on handball-related career research. Furthermore, the 2021 sport strategy (2022-2028) of the Hungarian Handball Federation (MKSZ) defines targets that justify the need for studies related to key stakeholders, handball players.

1.1. Research questions

Based on the foregoing, my research focus is to examine the characteristics and challenges associated with sport careers through the example of retired Hungarian female handball players, with a focus on the areas of career management and career decision-making. Thus, my overall aim is to

understand the sport career-related tendencies of successful Hungarian women's handball players and to illustrate critical intervention points, thus facilitating the task of conscious career management.

During my doctoral studies I planned to write an article-based dissertation based on three studies. I handle the research questions for the articles as *sub-questions* of my doctoral research:

Article 1 research question: What are the main factors and situations that characterise the whole career and experience of a Hungarian women's handball player in professional sport (from the beginning until a few years after retirement)?

Article 2 research question: What variables influence the long-term performance of team athletes during the transition phases of their careers? What intervention points can be identified where conscious career management can influence long-term performance?

Article 3 research question: What makes the business management of players as a workforce at the professional level in women's handball special?

In summary, my article-based dissertation is an exploratory research that aims to understand the challenges associated with the career paths of Hungarian women's handball players and seeks to answer the following *overall research question*:

What factors within the culture of the sport of handball can be identified in terms of career management that determine

players' career paths and what traits characterise their career paths and key decisions at the end of a successful career?

The theoretical background of my PhD research is primarily provided by the literature of sport business economics and decision sciences and the sport psychology approaches of career research. Thus, I focus on the different disciplinary orientations that explain career management and development frameworks and career decision-making situations. Therefore, I will not go into detail on the explanation of sport psychology approaches, but I will describe the valuable contexts and models that fit well with the strategic approach of sport business economics. With all this, my aim was to look from the handball players' point of view at the main areas that are determinants in the development of their careers, answering the overall research question.

1.2. The conceptual model of research

In writing *my first article*, I set out the criteria that informed the research topic I chose for my doctoral period. The application of autoethnography research methodology is interesting and unique in itself, and its value for future research lies in the fact that a gap in the literature found in my previous research is somewhat filled by the macro-level study, which focuses on handball athletes. Furthermore, the consideration of the five pillars identified in this article can provide valuable inputs to practice for athletes, federations and sport companies.

The *second article* is a query on the situation of Hungarian women's handball, following on from the first article. The use of autoethnography and narratives are complementary enough, so my co-author and I aimed in this article to use narrative research methodology with other ex-athletes to present a more comprehensive picture of the career-related processes in handball, which we believe is under-researched in this sport.

The *third article* provides a different approach to the analysis of athletes' careers. My co-author and I conducted the research using thematic analysis, which gave us the opportunity to create themes using thematic codes. One of our goals was to get at the logic of player selection (Ofoghi et al., 2013) that may influence a handball player's career path.

Table 1 identifies the three research methodologies used, details the connections between the three articles, briefly describes the themes of the studies and the key roles.

2. The research methodology

My article-based dissertation is based on qualitative research methods (autoethnography, narrative research, thematic analysis) where the focus is on observations, I did not start from hypotheses, I avoided outlining preliminary concepts, I only focused on finding connections and relationships to develop theories (Babbie, 2008, p 415). All this in order to identify the main correlations between the career and theories.

Article I.		
<u>Autoethnography research</u>		
Topic:		
Taking the athlete's experience as a starting point, the important factors in the athlete's career that can form the basis for future doctoral research are presented, which in turn can reveal the specificities of the sporting culture, the tone of which can be enjoyed by the reader.		
Role of the article:		
- Reed-Danahay's (1997) analytic theory of autoethnography in the world of sport is presented:		
The combination of the components of auto (the self), ethnos (culture) and graphic (the research process) gives the personal experience of the self embedded in culture.		
- The career path of the Hungarian women's handball player (challenges, choices, specificities) is inductively established.		
Article II.		
<u>Narrative research</u>		
Topic:		
Examining the effects associated with the performance of women's handball players' career transitions that may have long-term implications for the development of athletes' careers.		
Role of the article:		
- The use of autoethnography and narratives are sufficiently complementary to each other to present both the next research direction of Article I and a new goal of using narrative research methodology with ex-athletes to present a more comprehensive picture of career-related processes in handball.		
- The variables that influence the long-term performance of an athlete in a strong sample of handball sport successes in specific career transitions were investigated. This identified points where conscious career management can intervene.		
Article III.		
<u>Thematic analysis</u>		
Theme:		
The trends in the employment of sportspeople are investigated by interviewing managers.		
The role of the article :		
- An exploratory research to present the solutions and experiences of senior managers. Their roles and involvement in career transitions are reflected and can influence and affect players' career paths.		
- From a managerial perspective, it explores the decisions and experiences of coaches and managers when dealing with athletes as a workforce in the life of a sports club.		

Table 1: The linkage of the articles

Source: own edited

As a consequence, I did not make any prior propositions.

At the same time, we know that the main value of qualitative research methodologies is that they focus on gaining a deeper, richer understanding of a given topic. I can ask interviewees about the information and lived experiences they bring to my research, recognising the value of participants' unique perspectives, which can only be fully understood in the context of their experiences and worldviews (Yin, 2015).

Descriptiveness is a characteristic of qualitative approaches, which gives the researcher a tool to build a holistic picture of a natural environment (Creswell, 2007) through its abductive nature (Blaikie, 2000).

2.1. Autoethnography research methodology

The presentation of an athlete's career path is best illustrated by the method of autoethnography, because, as Reed-Danahay (1997) states with his analytical theory of autoethnography, the combination of the components of auto (the self), ethnos (culture, in my case sports culture) and graph (the research process) gives the embedding of the self's personal experience in culture. With this method, access to information and data is easier and simpler, there are no ethical considerations, and fieldwork is clearly easier, since autoethnography researches "showcase concrete action, dialogue, emotion, embodiment, spirituality, and self-consciousness (Ellis, 2004, p 38)."

Many researchers have turned towards it and used it in the world of sport.

The research methodology of autoethnography is considered suitable for presenting factors relevant to a

professional athlete's career. There is a research gap between the Hungarian sample and the sport relationship and, apart from methodological criticisms and drawbacks, it has several advantages (as discussed in detail in the first article).

2.2. Narrative research methodology

As Hunter (2010) states, the analysis phase of narrative research presents its own challenges, as finding the most appropriate data analysis method and presenting the findings takes time and effort. Care must therefore be taken to make the best use of the data collected and to present the participants' stories in a coherent and meaningful way. Chase (2005 in: Hunter, 2010) presents five analytical lenses used in narrative research: „*The first lens focused on the narrative as a vehicle for the uniqueness of human actions, the second on the narrator's voice and the verbal action and choices made by the narrator. The third lens focused on the ways in which the narrative was constrained by social circumstances; whereas the fourth lens treated narratives as socially situated, interactive performances between the researcher and the participant. The final lens focused on researchers as narrators and can be seen in autoethnographic research.*” (Hunter, 2010, p 47). In writing my second article, my aim is to include the first and third glasses, where participants can share their thoughts, experiences and decisions about their successful professional sporting career paths, and to show how these narratives are represented in the social context of the time. The narrative approach both enriches the methodological repository of management studies and provides a more human perspective on the problems that

arise, which can be used to generate practical solutions. (Horváth & Mitev, 2015).

2.3. Thematic analysis

Braun and Clarke (2006, p 79) define thematic analysis as: *"a method for identifying, analysing and reporting patterns (themes) within data."* It is a useful method to organise and describe data sets with minimum dimensions and detail, while reducing the data and fitting in with other data analysis methods (Vaismoradi et al, 2013). A key aspect of a good thematic analysis is to make the research question say something important, to make its themes emerge consistently, and to describe in detail how the dominant themes emerged from the data sets. (Braun & Clarke, 2006). It should be highlighted that researchers often develop a thematic map to visually represent themes, codes and their relationships, allowing them to place the themes in the broader context of the phenomenon (Kuckartz, 2013; Castleberry & Nolen, 2017). My co-author and I paid attention to these aspects, and the transcripts were thematically coded, so the analysis was inductive, which allowed us to create a thematic map of the dataset.

2.4. Validity, reliability, generalisability

For the articles included in this thesis, my co-authors and I used deductive and/or inductive approaches to analyse the articles, complemented by the use of NVivo. The latter helped to make explicit the implicit knowledge from the interviews (which, incidentally, could then be further captured, analysed, transcribed and made transparent at the same time). On the

other hand, the dialogue with my co-authors on continuous and up-to-date data and analysis was also useful. This helped to consolidate qualitative procedures and improve the dependability and quality of our qualitative research (Sinkovics et al., 2008).

The researcher bias is a sensitive issue for autoethnography research methodology. In my research, a very specific form of subjective personal ('researcher') introspection appears. Although no one else can see inside my head, I have accurate and important data at my fingertips. I can perhaps proudly say that the Ericsson et al. (1993) principle of deliberate practice (10,000 hours over 10 years) has been doubly implemented during my 20 years of professional, successful sporting career. Thus, by using the autoethnography method in my case, my aim was to focus on the relationship between myself and the sporting culture, which is otherwise ignored by critics. "Recollection is an introspective process of remembering. According to Gould (1995), personal recollection provides much more and more direct data (Horváth & Mitev, 2012, p 5-6)". Thus, I can apply the autoethnography method to better understand the perspectives of myself and the stakeholders influencing my sporting career by aiming for lifelikeness and verisimilitude as opposed to objectivity (Ellis, 2004). This view is corroborated by Jones et al. (2016, p 33): „autoethnography does not claim to produce better or more reliable, generalizable and/or valid research than other methods, but instead provides another approach for studying cultural experience”.

The majority of qualitative research findings are not generalisable (Tacconi, 1998), and it is a fact that the research conditions cannot be replicated in exactly the same way (Castleberry & Nolen, 2017). One of the limitations of the generalisability of my research is that a sample of people surveyed in a particular era shared their career experiences with me and my fellow authors. The results of interviewing a new group of people a few years later may highlight completely different factors for successful career development. As our interviewees have pointed out, different generations think differently. A limitation may also be that in a different cultural context, completely different emphases may emerge as outcomes than in the Hungarian sample or even in a completely different sport. Nevertheless, it is interesting to highlight that the results presented in the study by Ekengren et al. (2020a; 2020b) can be compared with our own research findings to draw general conclusions. At the same time, due to the descriptive nature of my research, my aim is to present the specificities as a representation of generalisable results. This is because solutions are needed for practice and the competitive and innovative environment is pushing decision-makers to change continuously.

3. Scientific results of the article-based dissertation

3.1. First article

It has been shown that the role of career influencers has a major impact (parents, coaches, etc.) on career development at a young age. On the other hand, a local talent development

environment is essential for a young athlete. After all, the social embeddedness of the sports club in the sporting environment is a given, where the young person gets to know the sport and establishes his or her social contacts both within and outside the world of sport (Henriksen et al., 2010). Third, it is not possible to prove causality between random events and life course variation, but it can be argued that life course variation has several determinants even if they are random events (Shanahan & Porfeli, 2006). Fourthly, performance-centricity can "force" athletes to become obsessed with their sport, to the detriment of their other interests, thus jeopardising their future success in other areas of life. However, research shows that sport and learning pathways are compatible and should be seen as complementary. It should be remembered that athletes are not machines pulling the wagon for performance expectations, so they cannot afford to allow the 'train wreck' narrative to ultimately prevail (Douglas & Carless, 2009) because sport is a station in their lives. Finally, my research confirms the view that conscious planning can facilitate the transition to civilian life. However, the pain point of bursting the bubble when an athlete leaves the sporting world can be demonstrated, which takes time to process.

3.2. Second article

My co-author and I aimed to provide a systematic overview of the experiences of Hungarian women's handball players through the variables of two career transitions (*"from development to mastery"* and *"from mastery to discontinuation"*). We identified which internal or external

factors inhibit or support the athlete's performance. Table 4 in the second article shows in detail the grouped variables (individual, interpersonal, organisational and socio-cultural level) where the use of different managerial approaches is justified, so that conscious career management can be responsible for the practical application of the results obtained.

Research by Taylor et al. (2022b) reports that, *at the individual level*, the strength of internal beliefs, values and motivators (club culture, tradition, atmosphere, value, i.e. a sense of belonging to the right environment) were compared with the strength of external motivators (e.g. winning and money) that determined their career choice.

At the interpersonal level, the nature of the relationships with the four stakeholders (support or inhibition) was observed: family, coach, employer and teammates Mooney et al. (2019) also highlight the many sacrifices between family and career, while the opposite sense of why it is all worth doing is also present. We have found that our research results are similar to the above. *At the organisational level*, it is clear that the majority of athletes have a need to learn, so an organisational issue that arises alongside club support is how higher education can provide flexibility for athletes to gain alternative qualifications. *At the socio-cultural level*, the important role of the community. Opportunity (in school, opportunity available, opportunity to change) appears at all career levels and seems to be closely related to the strength of community. According to Barabási (2018, p 28), success is a collective phenomenon: "success is never about you, or

even about your performance. Success is about us and how we perceive your performance". Thus, the task of successful career management is also to create and strengthen these communities.

3.3. Third article

The data extracted from the interviews was organised and listed into three main themes related to the research question. Important aspects were considered to be sport-specific (as training related to the different stakeholders is an area for improvement), other influencing situations (the increasing role of player managers, 'constraints' and money) and aspects related to the handball players themselves. In the latter case, the human qualities of the players and their ability to fit into the environment should be highlighted as a measure of their value in the selection process.

Two themes were identified and evaluated through the methodology used. These were: to present the conceptual framework of the medium (Article 3, Figure 2) and to illustrate the value typology model for the type of athlete (Article 3, Figure 3). Finally, the elements of Figure 3 of Article 3 are compared with the roles that can be identified along the behavioural dimensions in handball (Table 1 of Article 3). In both cases, the participants' narratives are presented. This gives a clear picture of where the athlete is positioned and what internal and external environmental factors surround her in handball. On the other hand, we can gain insight into the logic of player selection, which is mainly based on value-price (with tangible and intangible parameters). The construction of this model was inspired by

Henderson's (1970 in: www.bcg.com) four-cell growth/share product portfolio matrix. Thus, the grouping of athletes is based on the degree of market value of the athlete to the sports company and the human factor nature of the athlete. Finally, the suggestion of Driskell et al. (2017) to compare team roles with team profile models (Article 3, Table 1) is fulfilled.

3.4. Conclusion of the article-based dissertation

The added value of an article-based dissertation is highlighted in several aspects. On the one hand, the chosen topic focuses on a timely problem, where holistic research on the business economics and management issues of professional athletes' careers is conducted. On the other hand, through my personal life story and observations, I was able to bring unique value to the research on this topic. In addition, the relevance of my findings may appear in the future to achieve the objectives of certain areas outlined in the sport strategy of the Hungarian Handball Federation. Thirdly, I would like to highlight that the three studies contribute to the existing literature and the methodologies used, as already highlighted above, reveal a current phenomenon in a real context, relevant to international career research (Andersen & Wagtmann, 2004). Finally, I see as an added value the fact that in my research the athlete as a stakeholder is not objectified, by consciously applying the athlete's perspective a different perspective is revealed.

The research propositions of my article-based dissertation are as follows:

On the one hand, in a sporting career, attention must be paid to the activities of influencers, the existence of a local

sporting culture, unexpected and rapidly changing situations (e.g. study, losing, winning and injury), for which professional and emotional solutions must be prepared and the possibility of a new start after sport must be ensured.

On the other hand, the findings call for stakeholders to move from a closed and one-sided perspective to a systemic way of thinking when dealing with athletes (by understanding the interconnections of a system map: Barbrook-Johnson & Penn, 2022). One of the key findings of my research is that by summarising the variables that determine career development and illustrating their interconnections, a network that at first sight seems complex is drawn out.

Thirdly, the athletes can become successful professional sportsmen and sportswomen from other internal motivations (self-fulfilment, humility, hard work, achievement of goals) in addition to their need for wages. This calls for the attention of sport managers not only to motivate them with other models of pay incentives (the motivational role of money is more likely to appear in the pre-retirement period to facilitate the transition from being an athlete to being a non-athlete), but also to think in more holistic solutions (athlete as a whole person => the importance of mentoring programmes => the involvement of other professionals who can prepare athletes to be able to perform positively in the face of external influences and noise, with the appropriate knowledge).

Fourthly, attention should be paid to human factors when working with players. In practice, the integration and selection of players in the local milieu is a very important

factor, sometimes even taking precedence over professional sports aspects.

Fifthly, for practice, the models and frameworks published in the articles can be used to help athletes or leaders make the right decisions to achieve their goals.

The main limitation of research is also the originality of the research. The unique sample included participants from the most successful eras of Hungarian handball. The research thus gives a picture of a positive performance trajectory. However, I cannot pass up the unique position of having access to successful professional handball players through my contacts made over the years in the sport that no other researcher would have. A limitation is the methodological characteristic that the query is not repeatable, generalisable to a certain extent. However, the research process itself and the results prompted me to identify further research directions for the future. For example, comparing my results with other generations or athletes in other sports; or looking in more detail at the role of certain stakeholders; or launching other research that could be fitted into the models or framework of the article-based dissertation; or systematically analysing the wider context of athletes' careers (drop-out, unsuccessful careers).

Overall, the characteristics of the career paths of the Hungarian women's handball players I studied are in line with international literature concepts that map and frame career stages in terms of career development and career transitions. Furthermore, it demonstrates the career support or career modification decisions and actions that can be detected from

the stakeholder's groups network that can help or guide women's handball players' athletic and post-sport career trajectories.

4. Main references

- Andersen, P. H., & Wagtmann, M. A. (2004). Ensuring validity in qualitative international business research. In *Handbook of qualitative research methods for international business* (pp. 464–485). Cheltenham, UK: Edward Elgar Publishing.
- Babbie, E. (2008): *A társadalomtudományi kutatás gyakorlata*. Balassi Kiadó, Budapest
- Barabási, A.L. 2018. „*A képlet. A siker egyetemes törvényei*” [Formula. The Universal Laws of Success]. Budapest, Hungary: Libri Press.
- Barbrook-Johnson, P., & Penn, A.S. (2022). *Systems Mapping: How to build and use causal models of systems* (p. 186). Springer Nature.
- Blaikie, N. (2000). *Design social research: the logic of anticipation*. Cambridge: Polity, 36.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Castleberry, A., & Nolen, A. (2017). Methodology matters: Thematic analysis of qualitative research data: Is it as easy as it sounds. *Currents in Pharmacy Teaching and Learning*.
- Creswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Douglas, K., & Carless, D. (2009). Abandoning the performance narrative: Two women's stories of transition from professional sport. *Journal of applied sport psychology*, 21(2), 213-230.
- Driskell, T., Driskell, J. E., Burke, C. S., & Salas, E. (2017). Team roles: A review and integration. *Small Group Research*, 48(4), 482-511. <https://doi.org/10.1177/1046496417711529>

- Ekengren, J., Stambulova, N., Johnson, U., & Carlsson, I.M. (2020b). Exploring career experiences of Swedish professional handball players: Consolidating first-hand information into an empirical career model. *International Journal of Sport and Exercise Psychology*, 18(2), 156-175. <https://doi.org/10.1080/1612197X.2018.1486872>
- Ekengren, J., Stambulova, N.B., Johnson, U., Carlsson, M., & Ryba, T.V. (2020a). Composite vignettes of Swedish male and female professional handball players' career paths. *Sport in society*. <https://doi.org/10.1080/17430437.2019.1599201>
- Ellis, C. (2004). *The ethnographic I: A methodological novel about autoethnography*. Rowman Altamira.
- Ericsson, K. A., Krampe, R. T., & Tesch-Römer, C. (1993). The role of deliberate practice in the acquisition of expert performance. *Psychological review*, 100(3), 363.
- Gould, S. J. (1995). Researcher introspection as a method in consumer research: Applications, issues, and implications. *Journal of consumer research*, 21(4), 719-722.
- Henriksen, K., Stambulova, N., & Roessler, K. K. (2010). Holistic approach to athletic talent development environments: A successful sailing milieu. *Psychology of sport and exercise*, 11(3), 212-222.
- Horváth, D. & Mitev, A. (2015). *Alternatív Kvalitatív Kutatási Kézikönyv*. Mitev, A. (Szerk.), Budapest, Alinea Kiadó, pp. 25-75.
- Horváth, D., & Mitev, A. Z. (2012). Csillagok háborognak: Kutatói introspekción és az introspekción egyéb formái a tudományos vita keresztüzében. *Marketing & Menedzsment*, 46(4), 4-13.
- Hunter, S. V. (2010). Analysing and representing narrative data: The long and winding road. *Current narratives*, 1(2), 44-54.
- Jones, S. H., Adams, T. E., & Ellis, C. (2016). *Handbook of autoethnography*. Routledge.
- Kuckartz, U. (2013). Qualitative text analysis: A guide to methods, practice and using software. *Qualitative Text Analysis*, 1-192.

- MKSZ (2021). *A Magyar Kézilabda Szövetség sportági stratégiája 2022-2028.*
- Mooney, A., C. Hickey, D. Ollis, and L. Harrison. 2019. Howzat! Navigating gender disruptions in Australian young women's cricket. *Journal of Australian Studies* 43(1): 71-86. <https://doi.org/10.1080/14443058.2018.1545139>.
- Ofoghi, B., Zeleznikow, J., MacMahon, C., & Dwyer, D. (2013). Supporting athlete selection and strategic planning in track cycling omnium: A statistical and machine learning approach. *Information Sciences*, 233, 200-213.
- Reed-Danahay, D. (1997). *Auto/ethnography: Rewriting the self and the social* (New York, Berg).
- Shanahan, M. J., & Porfeli, E. J. (2006). Chance events in the life course. *Advances in Life Course Research*, 11, 97-119.
- Sinkovics, R. R., Penz, E., & Ghauri, P. N. (2008). Enhancing the trustworthiness of qualitative research in international business. *Management international review*, 48, 689-714.
- Tacconi, L. (1998). Scientific methodology for ecological economics. *Ecological Economics*, 27(1), 91-105.
- Taylor, T., H. Fujak, C. Hanlon, and D. O'Connor. (2022b). A balancing act: Women players in a new semi-professional team sport league. *European Sport Management Quarterly* 22(4): 527-547. <https://doi.org/10.1080/16184742.2020.1815821>
- Vaismoradi, M., Turunen, H., & Bondas, T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing & health sciences*, 15(3), 398-405.
- Yin, R. K. (2015). *Qualitative research from start to finish*. Guilford publications.
- <https://www.bcg.com/publications/1970/strategy-the-product-portfolio> downloaded: 17.03.2023.

5. Own publications related to this topic

- Herr, O. (2019). *Az azonosítható sikertényezők és trendek hatása és alkalmazhatósága a kézilabda sportág utánpótlás-nevelésében és működtetésében*. MA/MSc szakdolgozat, BCE Gazdálkodástudományi Kar, Üzleti Gazdaságtan Tanszék.
- Herr, O. (2020). A női kézilabda utánpótlás-nevelésében kimutatható sikertényezők – a 2019-es év kutatási eredményeinek bemutatása. *Magyar Sporttudományi Szemle*. 21(2): 3-11
- Herr, O., & András, K. (2025). A sportvezetők és edzők foglalkoztatáshoz kapcsolódó, a női kézilabda-játékosokra mint alkalmazottakra vonatkozó nézőpontjainak vizsgálata. *Vezetéstudomány-Budapest Management Review*, 56(2), 55-67.
- Herr, O., & Köves, A. (2024). Achieving while looking forward: variables influencing performance in the transitory career phases of professional women's handball. *International Journal of Performance Analysis in Sport*, 1-19.
- Köves, A., Szathmári, A., & Herr, O. (2021). The vision of sustainable sport in a backcasting research. *Society and Economy*, 43(4), 314-330.

Conferences

- Herr, O. (2019). Az azonosítható sikertényezők és trendek hatása és alkalmazhatósága a kézilabda sportág utánpótlás-nevelésében és működtetésében. In: *Fiatal Sporttudósok VII. Országos Konferenciája*. Budapest (2019.11.29. - 2019.11.30.), p 53.
- Herr, O., & András, K. (2022). Technikai vagy taktikai hiba? : A kézilabda játékosok személyiségi jegyei figyelembevételének gazdasági jelentősége a sportszervezetek szempontjából. In: *Matthias Corvinus Collegium (MCC) (szerk.)*. III.

Vállalkozáskutatási konferencia. Budapest, (2022.11.17. - 2022.11.18.). p 37-39.

Herr, O., & András, K. (2024). A sportvezetők és edzők foglalkoztatásához kapcsolódó, a női kézilabda-játékosokra mint alkalmazottakra vonatkozó nézőpont vizsgálata. in Magyar Sporttudományi Szemle (1586-5428): 25 (108). 21. Országos Sporttudományi Kongresszus; "Sporttudomány az egészség és a teljesítmény szolgálatában". Székesfehérvár, Magyarország 2024.05.29. - 2024.05.31. pp 64-64