

Let us cooperate with management and organizing through sports

Sports and sports management are handled with perfect combination at present. Many countries in the world have achieved victories and are accomplishing their aims of producing citizens with balanced personality through proper management of sports. For Sri Lanka to achieve such aims, the role played by the school sports managers is very important. You, too, are greatly benefited through proper management of the organization of sports activities conducted under the subject of Physical Education at school.

In previous grades, you learnt the objectives of rules and regulations in sport, the need for such rules and regulations in sport, evolution of the Olympic Games, doping in sports and the tasks involved in the organization of sports at school.

In this chapter you will learn about the roles of the manager and the followers in the organization structure of sports, how contribution is made as a sports manager towards the organization of sports activities conducted at school and also about the organization of sports tournaments.

Organizations

There are various organizations in society. Though they are given different names such as ‘family, school, sports club, etc.’ they can all be called ‘organizations’ in general despite the fact that they differ from one another in terms of aims and objectives.

An organization is “an economic or a social unit which utilizes resources effectively for the achievement of set aims and objectives”.

These organizations perform different functions. There are persons appointed to carry out those functions. They have been assigned with various tasks, and a structure has been formed for the assignment of those tasks and for the performance of those functions. It is called the ‘organizational structure’.

There are several features that are common to organizations. They are;

- having set aims and objectives

- having defined ways of (strategies for) achieving those aims and objectives.
- having persons for the implementation of those strategies.

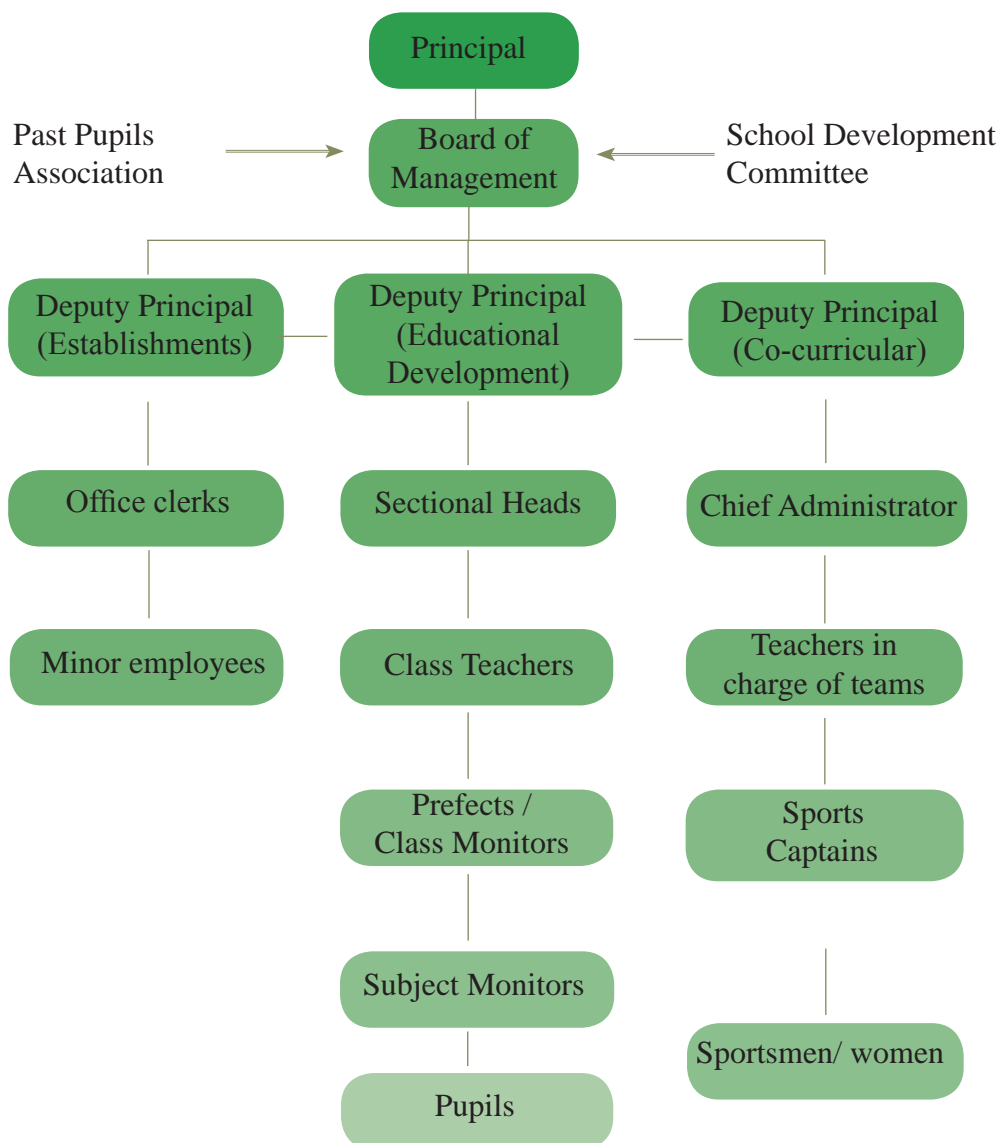


Activity

The school you study at is an organization. What are the aims and objectives of your school? What are the strategies that have been adopted to achieve those aims and objectives? Are there Managers? Illustrate the organizational structure of your school.

Organizational Structure of a School

Diagramme 10.1



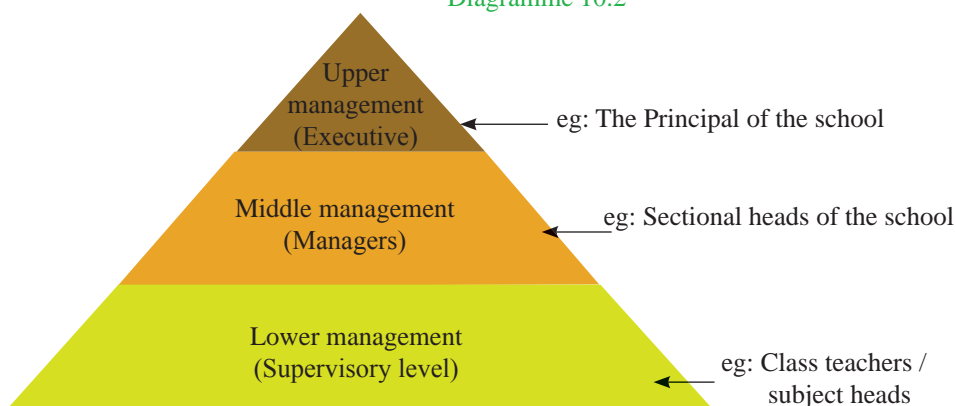
Management and follower-ship of organizations

The Manager

The person who is engaged in the process of coordinating all the resources of an organization in order to achieve the aims and objectives of that organization is called 'manager'. It is the responsibility of the manager of an organization to set aims and objectives for the organization and to formulate policies, strategies and plans to work towards the achievement of those objectives.

Generally, the management of an organization consists of three tiers.

Diagramme 10.2



- Generally, there are managers belonging to different levels of management of different fields in society.
- As far as the school education sector is concerned as a whole, the Secretary to the Ministry of Education is the chief manager and the principal of a school is in the lower management, but as far as a school is concerned, the principal is in the top management.

Qualities that a manager should possess

- Excellent skills in taking leadership
- Knowledge and skills in his/her subject area
- Good interpersonal skills
- Good communication skills
- Skilled in making judgments and in analysing
- Emotional balance and skills to handle pressure successfully
- Skilled in maintaining institutional balance
- Flexibility
- Skilled in human resource management

The Follower

One who is managed, organized, and led by the role of management is called a follower. That means a follower is a person who works cooperatively under a leader in order to achieve the set aims. When there are efficient followers, the management process continues successfully.

Qualities that a follower should possess

- Providing assistance to achieve the common goals.
- Respecting the leadership.
- Handling pressure effectively.
- Carrying out responsibilities properly.
- Maintaining healthy interpersonal relationships.
- Acting with team spirit.
- Being flexible.

The role of physical education management

It is very important that matters are handled in proper order to facilitate the development of organizations as well as that of persons. That is why people have developed a keen interest in ‘management’. It is important that you, too, deal with matters very sensibly to overcome the present as well as future social challenges.

The process that includes planning, organizing, directing and handling of human and other resources efficiently and effectively for the achievement of the defined aims and objectives of a person or an organization is called ‘management’.

The process of physical education management, too, should take place in accordance with the definition of ‘management’ that is given above. The process of planning, organizing, directing and handling of human and other resources efficiently and effectively for the achievement of the aims and objectives that are defined in terms of physical education should take place under physical education management. Management of resources is very important in physical education management.

Resource management in physical education

Resource management of an organization means obtaining resources necessary for that organization, to distribute and utilize them and to conserve them making necessary developments in order to achieve the aims and objectives of that organization.

In physical education activities the sports manager is responsible for the proper management of resources. These resources can be divided into two main categories namely, human resources and physical resources. In addition to these two, time and finances, too, should be managed as resources.

In physical education, effective management of human resources helps to provide opportunities for pupils to gain experiences necessary for the development of their skills, to receive through sports activities the exposure required for the implementation of other common programmes and to develop personality traits like skills in maintaining healthy interpersonal relationships and team spirit.

Management of physical resources in physical education includes:

- planning and identifying resources necessary for the sports section eg: play ground, sports equipment etc.
- obtaining those resources
- distribution of those resources
- maintenance and repairing

Effective management of physical resources :

- enables the use of such resources for multiple purposes.
- provides every one of the school with an opportunity to use the available resources.
- helps inculcate good attitudes related to conservation of resources.

Time and finances, too, should be managed as resources. A sports manager should have excellent skills in time and finance management. Such management skills are very important in maintaining a balance between the academic work and sports activities of the pupils.

Physical education programmes that can be managed within school

Physical education programmes that can be managed within school can be divided into three main categories.

1. Compulsory physical education programmes

- physical fitness programme
- physical fitness test
- teaching of the subject of Health and Physical Education



Figure 10.1 - Engage in physical education activities

2. Co-curricular physical education programmes

- Inter-house sports meet
- Organized training programmes and athletics training workshops conducted at school
- Sports clubs
- Athletics / physical education day
- Special sports training programmes



Figure 10.2 - Inter-house sports meet

3. Physical education programmes conducted outside school

- Inter-school competitions
- First-aid, scouting or cadets camps
- Hikes, mountain climbing programmes



Figure 10.3 - Scouting programmes

Participate without fail in some physical education programme that is conducted at school in order to enjoy the various physical, mental and social benefits it offers to you.

The following are some of the benefits you can enjoy by participating in physical education programmes conducted at school:

1. improvement of fitness including rhythm
2. development of attitudes
3. development of skills in managing stress
4. acquiring the ability to start the day actively
5. personality development
6. getting the opportunity to share experiences
7. pupils who have special talents in sports get the opportunity to further develop those talents

Participating in sports activities enables pupils to maintain a healthy body and also to engage actively in studies with a peaceful mind. It also helps the pupils to relieve the monotony and stress caused by continuous studies.

Manage your time properly so that at least an hour can be allocated every day for engaging in sports activities which helps you to maintain a good physical, mental and social balance.



For extra knowledge

The following are some facts to be taken into consideration when planning physical education activities:

- Sports activities should be designed to suit the age and the gender of the participants.
- The activities should be appropriate to the environment.
- The activities should be able to be implemented using the resources available with the organization.
- They should be in accordance with the restrictions and traditions of the school.
- The sports programmes should be designed in such a way that physical and mental needs of the pupils are addressed.
- They should be helpful in training pupils to spend their leisure effectively.
- They should be helpful in relieving the stress and pressure resulting from everyday classroom activities and also in gaining some pleasure.
- The programmes should be designed in such a way that they provide the opportunity for pupils to achieve higher levels of their talents.



Activity

Design some novel activity in which all the pupils can participate apart from the physical education programmes that have been described above.

Organizing inter-house sports competitions

Inter-house sports competitions are important in providing opportunities for pupils to develop their personality.

The inter-house sports competitions can be used to identify the talents of the pupils by providing opportunities for all the pupils of the school to participate in sports events and also to facilitate them to develop their talents. The pupils who take part in sports events, and others who possess talents in dancing, leadership skills, organizing skills and creative ability, too, get the opportunity to display their talents by organizing inter-house sports meets.

There are three main phases in the organization of a sports meet

1. organizing pre-meet activities
2. organizing activities on the day
3. organizing post-meet activities

Organizing pre-meet activities (preparation)

First the principal has a meeting with the teachers of the school and appoints the necessary committees and decides on the dates to hold the events. Then an action plan is prepared detailing the events and activities to be done each day. This action plan should be implemented under the approval and guidance of the principal.

Each house should be provided with the details of the events, the programme and the conditions for holding competitions. Each house should hold house meetings. At the house meeting, the house captains, sports captains and the other office bearers should be appointed by the house. A timetable should be displayed giving details of the dates and times allocated for selecting pupils for the events, for training activities and for issuing sports equipment to houses for practices. The houses should be informed of the date of issuing specimen application forms and the deadline for receiving applications for the competitions. Preparing the playground, informing the judges, preparing results sheets, organizing the march past, training pupils for the drill display and the school band are activities that should be done at the preparation stages.



Figure 10.4 - A band in preparation

Organizing activities on the day

This includes organizing the competitions, the events and the activities to be done on the day of the meet. It is the responsibility of the sports managers to identify the requirements of sports equipment and other materials and make them available at relevant places, prepare an action sheet containing a list of activities to be done by each committee and monitor the implementation of those activities, supervise the preparation of the playground, the flag post and the dais etc., make arrangements for seating, refreshment, awarding certificates and prizes, and to monitor the implementation of the activities related to the awards ceremony and the closing ceremony.



Figure 10.5 - Preparation of certificates and plaques

Organizing post-meet activities (follow up)

It is the responsibility of the sports managers to supervise the implementation of

the activities like returning the equipment brought to the school, sending letters thanking the relevant parties, conducting review meetings, and preparing the income and expenditure report.

Table - 10.1

Committee	Activities to be implemented
Main organizing Committee	Monitoring all the activities from the preparation to the end of the sports meet Implementing the plans Considering the needs of all the parties
Finance Committee	Making estimates of all the expenses and obtaining sufficient funds to meet those expenses
Records and Certificates Committee	Preparing all the necessary documents Preparing certificates
Refreshment Committee	Making arrangements for providing refreshment required for all the occasions from the beginning of the competitions to the end of the sports meet Serving refreshment

Various committees can be appointed at the discretion of the Organizing Committee and those committees can be assigned with different tasks.

It is noticed that schools hold competitions according to the traditions and cultures maintained by those schools and therefore differences can be seen in the way the opening ceremonies and closing ceremonies of different schools are conducted.

However, despite such differences, holding inter-house sports meet is especially helpful in developing the thinking ability and personal and social skills of pupils to build a balanced personality.



Activity

Write in the following table a list of activities that have to be implemented in organizing an inter-house sports meet.

Pre-preparation activities	Organizing the meet	Follow up activities

Tournaments

A series of competitions of some sport held between teams or persons in accordance with a set of accepted rules in order to select the winners is called a tournament.

Preparing the draw

The draw of a tournament should be prepared so that the concept of “fair competition” is not damaged.

There are several ways of preparing the draw.

1. Knockout tournament (Single elimination tournament)
2. League tournament
3. Combination tournament
4. Challenge tournament

Out of these four tournaments, let us study the first two.

1. Knockout tournament

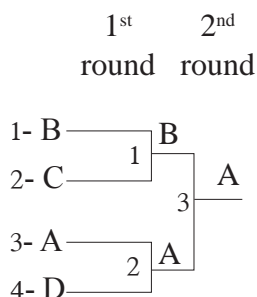
When playing a tournament according to the knockout system, the defeated competitor is removed from the tournament and therefore this method is called single elimination tournament or knockout tournament. This method is often used at school level competitions in Sri Lanka.

For easy understanding, this method has been divided into two types as follows and how the draw is prepared in each type is explained below:

- I. When the number of teams is a power of two.
- II. When the number of teams is not a power of two.

I. The draw of the tournament when the number of teams is a power of two.

Numbers like 2 (2^1), 4 (2^2), 8 (2^3), 16 (2^4), and 32 (2^5) are powers of two. Suppose that four teams namely A,B,C, and D take part in the tournament. When chosen by lot, team B got No. 1, team C got No.2, team A got No. 3, and team D got No. 4. (Look at the draw)



In the first round, B and C play each other and then A and D play each other. If B wins in the match between B and C, and if A wins in the match between A and D in the first round, the second round (the final round) will be played between B and A. According to this example, A is the winner.

Calculating the number of matches to be played using the formula

Number of matches = $n - 1$ (n = Number of participating teams)

Number of participating teams = 4

n = 4

The number of matches to be played = $n - 1$

Accordingly the number of matches = $4 - 1$
= 3

II. The draw of the tournament when the number of teams is not a power of two

If the number of teams participating in the first round is not a power of two, the number of teams coming to the second round should be made a power of two. This is done by awarding 'byes' in the first round.

How byes are awarded

Byes are awarded in various ways. Let us study an example in which byes have been awarded in the bottom – top method.

Suppose that the number of teams participating in the tournament is six.

Step 1

Find the number that is the next power of two that comes after six which is the number of teams.

The next power of 2 after 6 = 2^3

= 8

Step 2

Reduce the number of teams (i.e. 6) from the next power of 2 that comes after 6 (i.e. 8).

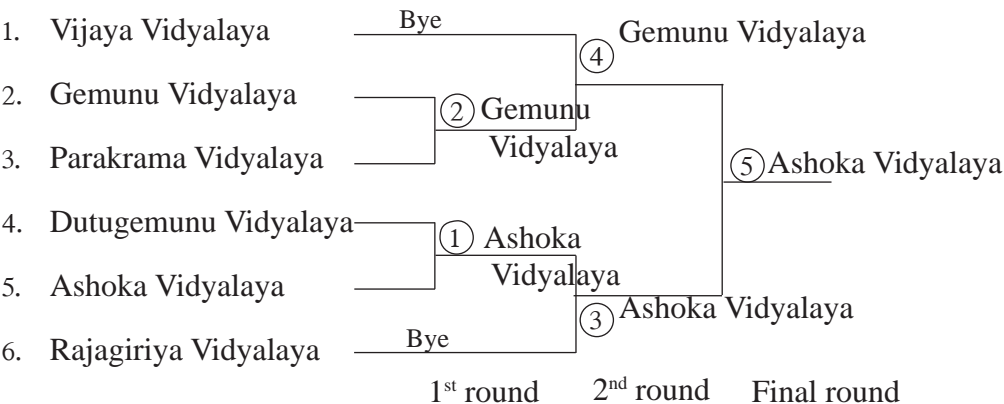
$$\begin{aligned}\text{number of teams to which byes should be awarded} &= 8 - 6 \\ &= 2\end{aligned}$$

The number of participating teams is 6 and the number of byes that should be awarded is 2.

Step 3

Select the order of teams by drawing lots between team captains. After arranging the teams in the order, award byes for two teams each from the bottom and from the top.

Diagramme 10.3



According to this example, Ashoka Vidyalaya is the winner.

When the number of participating teams is higher, competitions are held dividing the teams into quarters. Then byes can be awarded using cue-chart.



Activity

- Prepare draws for two tournaments with 9 and 17 participating teams.
- Fill in the following table

No. of teams	No. of byes awarded	No. of matches	No. of rounds
20			
25			
30			
35			

Advantages and disadvantages of single elimination tournament or knockout tournament

Advantages

- As losers are removed from the tournament, the number of matches to be played is lower.
- Organizing tournaments according to this method is comparatively easier.
- The tournament can be finished within a short period of time.
- The amount of physical resources like equipment, funds and stadiums etc. required for holding the tournament is less.
- The tournament can be held with a lower number of referees.

Disadvantages

- The teams or players that lose once are left out from the tournament.
- The place that each team wins cannot be selected in the right order beginning from the first place.
- If two strong teams play each other, one team has to leave the tournament while a weaker team may go ahead.
- Sufficient opportunity is not available under this method to identify the team or player with the best skills or to judge the talents of each team or player.
- In a tournament where there are a large number of participants, the teams that win in a round will have to wait a long time until their next match is played. It dampens their enthusiasm.

2. League Tournament

Unlike in the knockout tournament, the losers are not removed from the tournament in the league method. Each team gets the opportunity to play one another.

Under league tournament the rotational method is used for pairing the teams. When the number of participating teams is an even number (eg: 2,4,6,8,...) , they can be paired easily, but when it is an odd number (eg: 3,5,7,9, ...), one team is awarded 'bye' and the other teams are paired.

Calculating the number of matches based on the formula.

$$\text{The number of matches played under league method} = \frac{n(n-1)}{2}$$

eg:

$$\begin{aligned}\text{If the number of teams participating in the tournament} &= 6 \\ n &= 6\end{aligned}$$

$$\begin{aligned}\text{Number of matches played} &= \frac{n(n-1)}{2} \\ &= \frac{6(6-1)}{2} \\ &= \frac{6 \times 5}{2} \\ &= 15\end{aligned}$$

For easy study, how the draw is prepared for league tournament has been divided into two.

- I. When the number of participating teams is an even number.
- II. When the number of participating teams is an odd number.

In the draw the teams can be rotated either clockwise or anti-clockwise, but number 1 is kept stable.

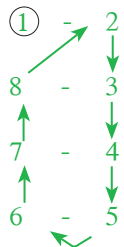
I. Preparing the draw when the number of participating teams is an even number

Here, number 1 has been kept stable. The draw has been prepared by rotating the numbers of the other teams from the second round onwards.

Rotational change
of match numbers

Round 1

① - 2
8 - 3
7 - 4
6 - 5



Round 2

① - 8
7 - 2
6 - 3
5 - 4

Round 3

① - 7
6 - 8
5 - 2
4 - 3

Round 4

① - 6
5 - 7
4 - 8
3 - 2

Round 5

① - 5
4 - 6
3 - 7
2 - 8

Round 6

① - 4
3 - 5
2 - 6
8 - 7

Round 7

① - 3
2 - 4
8 - 5
7 - 6

The teams that play each other
in the first round

1 and 2
8 and 3
7 and 4
6 and 5

The teams that play each
other in the second round

1 and 8
7 and 2
6 and 3
5 and 4

The two teams to play each other in each round is decided upon in this way.

The number of participating teams = 8 (n = 8)

$$\text{The number of matches} = \frac{n(n-1)}{2}$$

$$= \frac{8(8-1)}{2}$$

$$= \frac{8 \times 7}{2}$$

$$= \frac{56}{2}$$

The number of matches played = 28

II. Preparing the draw when the number of participating teams is an odd number

When the number of participating teams is an odd number, one team is awarded a bye in one round. After one team has been awarded a bye, other teams are paired. The numbers of the teams can be rotated either clockwise or anti clockwise.

In the following example, the number of participating teams is 7 and the numbers have been rotated clockwise from the second round onwards.

<p>Round 1</p> <div>7 Bye</div> <p>6 - 1</p> <p>5 - 2</p> <p>4 - 3</p>	<p>Rotational change of match numbers</p> <p>7 Bye</p> <p>6 - 1</p> <p>5 - 2</p> <p>4 - 3</p>	<p>Round 2</p> <div>6 Bye</div> <p>5 - 7</p> <p>4 - 1</p> <p>3 - 2</p>	<p>Round 3</p> <div>5 Bye</div> <p>4 - 6</p> <p>3 - 7</p> <p>2 - 1</p>
<p>Round 4</p> <div>4 Bye</div> <p>3 - 5</p> <p>2 - 6</p> <p>1 - 7</p>	<p>Round 5</p> <div>3 Bye</div> <p>2 - 4</p> <p>1 - 5</p> <p>7 - 6</p>	<p>Round 6</p> <div>2 Bye</div> <p>1 - 3</p> <p>7 - 4</p> <p>6 - 5</p>	<p>Round 7</p> <div>1 Bye</div> <p>7 - 2</p> <p>6 - 3</p> <p>5 - 4</p>

The teams that play each other in the first round

6 and 1

5 and 2

4 and 3

The teams that play each other in the second round

5 and 7

4 and 1

3 and 2

$$\begin{aligned}\text{The number of matches} &= \frac{n(n-1)}{2} \\ &= \frac{7(7-1)}{2} \\ &= \frac{7 \times 6}{2} \\ &= \frac{42}{2}\end{aligned}$$

The number of matches played = 21

The following method can be adopted in this tournament to select winners:

The team that wins the match gets 2 points.

If the match ends in a draw, both teams get 1 point each

The team that loses the match gets '0' points.

The points that each team gets in all the matches are added together and the winner of the tournament is selected based on the total number of points each team has obtained.

Advantages and disadvantages of the league tournament

Advantages

- Out of the participating teams, the best team can be selected.
- As each team has to play the other teams many times, the participants get the opportunity to improve their talents.
- All the participating teams can be ranked according to their talents.
- Teams can remain in the tournament despite being defeated.

Disadvantages

- Organizing the tournament is a little difficult because the number of matches to be played is higher.
- As the number of matches are high, more physical resources like funds, playgrounds, and equipment are needed.
- More judges are needed.
- It takes a long time to complete all the matches.
- Teams that suffer continuous defeats may get discouraged.

Let us compare the advantages and disadvantages of knockout tournaments and league tournaments

Table - 10.2

Feature	Knockout tournament	League tournament
Time taken for the tournament	shorter	longer
Organizing activities	Easier	A little difficult
Finances for organizing	Low	High
Possibility of selecting the best winner	Low	High
Obtaining necessary physical resources (playground / equipment).	Simple	Complicated
Finding judges	Easier	Difficult
Ordering teams according to performance	Difficult	Easier
Developing talents from match to match	Difficult	Easier

Summary

Management and follower-ship are considered important aspects in any organization. Both managers and followers should possess a number of qualities.

In physical education activities, too, physical and human resources, finances and time should be managed. Various benefits can be gained through the management of resources in this manner.

Physical education activities managed at school are divided into three main categories as compulsory physical education programmes, co-curricular physical education programmes, and physical education programmes conducted outside school. These programmes which benefit pupils include physical fitness programme, inter-house sports meet, and sports and physical education days.

When organizing inter-house sports competitions, the organizing activities should be managed as pre organizing activities, organizing the meet and organizing post-meet activities.

A series of competitions held in accordance with a set of accepted rules and regulations for the selection of winners of some sport are called a tournament.

When playing a tournament, the draw is prepared in several ways. Out of those methods, knockout tournament and league tournament are two commonly used methods in sports competitions.

Exercise

- 1 Write the common features that organizations generally share.
- 2 Write four qualities that a manager and a follower each should possess.
- 3 Write five benefits of resource management in physical education.
- 4 Write six physical education activities conducted at your school.
- 5 Write five benefits you gain by participating in the physical education programmes conducted at your school.
- 6 Write the three main phases of organizing an inter-house sports meet.
- 7 Prepare the draw for 10 teams under the knockout tournament and under the league tournament.