

SPORTS MANAGEMENT

Master of Physical Education (M.P.Ed.)
Course Material for Students circulation

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MEC 105 - SPORTS MANAGEMENT

Unit I

Introduction to Sports Management - Definition, Importance. Basic Principles and Procedures of Sports Management. Functions of Sports Management. Personal Management: Objectives of Personal Management, Personal Policies, Role of Personal Manager in an organization, Personnel recruitment and selection.

Unit II

Program Management Importance of Programme development and the role of management, Factors influencing programme development. Steps in programme development, Competitive Sports Programs, Benefits, Management Guidelines for School, Colleges Sports Programs, Management Problems in instruction programme, Community Based Physical Education and Sports program, Budgeting.

Unit III

Equipment's and Public Relation Purchase and Care of Supplies of Equipment, Guidelines for selection of Equipment's and Supplies, Purchase of equipment's and supplies, Equipment Room, Equipment, and supply Manager. Guidelines for checking, storing, issuing, care and maintenance of supplies and equipment's. Public Relations in Sports: Planning the Public Relation Program Principles of Public Relation Public Relations in School and Communities - Public Relation and the Media.

Unit IV

Leadership and Supervision Behavioural process of leading-Leadership Trait Approach Behavioural Approach-Situation factors or sports marketing- Strategies Marketing Plan Supervision in Physical Education Meaning of supervision-Need of supervision-Guided principle of supervision-qualifications for supervision

Unit V

Functions of Supervision Functions of supervision-Human relationship-techniques of supervision-visitation. conference Workshop-bulletin=surveys + Meeting Demonstration-Evaluation-Services of Supervision

Reference Books:

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UNIT – I

Sports management

- Sport management is an industrious field concerning the business aspects of sports and recreation.
- Management is an essential part of any group activity. Management is needed whenever people work together in an organization. In today's competitive environment, the quality and performance of the management determine the success of organization. “
- Successful managers do not wait for the future; they make the future by anticipating and adjusting to changing circumstances in an intelligent manner.”.

Meaning and Definition of Management and Sports Management

- It is not easy to define the term 'management'. In fact, no definition of the term management has been universally accepted. Management means different things to different people. There are genuine reasons for this,
- Management is a very vast and extensive subject; it is not possible to put all its essential features in a single definition.
- Management is concerned with human beings and behavior wise human beings are highly unpredictable.
- Management is a young discipline, still in its developing stage their concepts are continuously changing.

Definitions of Management

- According to George Terry “Management is a process of planning, organizing, actualizing and controlling to determine and accomplish the objectives of the use of people and resources.”
- According to Mc Farland, “Management is the process by which managers create, direct, maintain and operate purposive organizations through systemic, coordinated and cooperative human effort.”
- The term “management” often associated by people with business, trade or other economic activities. A sport is neither a business nor an industry. It is a field of education where interpersonal interaction is better understood as a means of socialization process than a trade transaction.
- According to P. Chelladurari “Sports management can be Defined as the coordination of resources, technologies, processes, personnel and situational contingencies for the efficient production and exchange of sports services.”

Scope of Sports Management

The scope of sports management is very vast as regards the areas. The underlying objective of physical education is to educate people on how to be healthy, fit and strong. The major areas of physical education and sports discussed in detail as follows:

1. Personnel: Activities included in the personnel area of sports management are:
 - Manpower requirements
 - Recruitment and selection
 - Development and placement
 - Training
 - Monitoring
 - Behavioral audit
 - Participation
 - Public Relations
2. Programme: A sound programme is the key to success for an organization. Activities included in the programming are as follows:
 - Training schedules.
 - Revision of curriculum and course of study
 - Recruiting students or participants
 - Maintaining and improving the programme's image and reputation.
 - Coordination with other programmes
 - Evaluation in terms of achievement of goals and objectives
3. Finance: Financial management includes following activities:
 - Sources of Funds
 - Allotments of funds
 - Budget planning
 - Long- and short-term Goals
 - Basics of planning
 - Guidelines
 - Expenditure Control measures
 - Audit and accounts
4. Materials: Materials Management is concerned with equipment and materials. It includes the following:
 - Equipment needs in terms of objectives and activities.
 - Purchasing policies, principles, and procedures
 - Selecting the equipment
 - Care and maintenance of equipment
 - Storing (indoors and outdoors)
 - Handling security
 - Issue and inventory

- Maintenance of registers
 - Modification
 - Standardization and modernization of equipment and materials
 - Disposal procedures
5. Performance: Performance management deals with the following.
- Sports competition
 - Preparation and participation
 - Prognostics (an advance indication of a future event) and selective diagnostics (a distinctive symptom or characteristic)
 - Performance dynamics and evaluation
 - Psycho-dynamics and sports
 - Ethical standards for teachers/coaches and athletes
 - Maintenance of performance records
 - Roll of honors/colours award boards
 - Reward-award records
6. Office: Office management deals with fundamentals procedures of office management such as:
- Office administration
 - Office Personnel
 - Interpersonal relationships
 - Staff and management correspondence maintenance of office records, registers, andfiles.
7. Infrastructure: Infrastructure Management concerned with the following,
- Playfield engineering
 - Basic concepts and planning
 - Construction, upkeep, and maintenance of play fields.
 - Indoors halls, gymnasium, swimming pools, camps sites etc.
 - Security, safety, and health considerations for infrastructure
 - Multipurpose use of facilities.
 - Futuristic approach to the construction and use of sports infrastructure •
 - Facilities for public

Need of Management: Management is the dynamic life-giving element in every organization; it is the activatingforce that gets things done through people. Without management, an organization is merely a collection of men, machines, money and materials. In its absence, the resources of production remain resources and never become production. The following points discuss the need for management in any organization:

1. Optimum utilization of resources
2. Effective Leadership
3. Sound Interpersonal Relationship
4. Achievement of Goals
5. Planning for future

Nature of Management: To understand the basic nature of management, it must be analyzed in terms of art and science, in relation to administration and as a profession, in terms of managerial skills and style of managers.

- Management is combination of art and science.
- Management as a science
- Management as art
- Management as a Profession
- Essential skills of sports manager
- Analytical and Problem-Solving Skills

Sports agents must possess excellent analytical skills that help them make decisions and determine how to make improvements or fix problems. Monitor and analyze your performance as a sports agent, as well as the performance of your clients and other organizations. If you identify a problem -- whether during interaction with clients or negotiations with prospective employers for clients -- consider the pros and cons of potential actions or solutions and how any changes you make will affect the result. As you actively learn new information, analyze that information and use it to solve problems.

Communication Skills: Whether dealing with clients, team managers or owners, sports agents must have excellent verbal and written communication skills. The ability to convey information effectively, persuade others to change their minds and reconcile differences bolsters.

Success: when negotiating contracts and provisions for injuries, as well as endorsement and salary opportunities. When communicating via paper documents and electronically, you must write effectively and understand written sentences and paragraphs.

People Skills: Effective verbal and written skills help sports agents communicate with people, though impeccable (in accordance with the highest standards; faultless) overall people skills are just as vital. Not only must you know how to talk to people, but also how to deal with them. If you want people to listen to you during negotiations, you must give them your full attention and empathize with what they say. To avoid major conflict, look at others' actions and adjust your own accordingly. When talking to clients direct and motivate them so that everyone is working to his

potential. Offer to help clients and others whenever possible. As you acquire knowledge, pass it on in a manner that will make others appreciate it and not feel inferior to you. Make good use of your people skills and regularly network with sports-industry professionals.

Knowledge: Knowledge grants sports agents power in their dealings with clients and other industry professionals. An athletics background or exhaustive knowledge of sports helps you relate more to your clients, while an educational background in business administration and/or sports management, contract law, negotiation and estate planning helps in business aspects of the job. Follow sports trends in areas that will impact the decisions you and your client make; these include player salaries and benefits.

Multi-Tasking Skills: Incomparable multitasking skills facilitate a sports agent's career, just as a lack of these skills may sink it. You do not want to cause chaos for yourself, clients, and others as a result of subpar multitasking skills. One client may demand your attention as you're trying to help another, or you may have 10 pro teams vying (compete eagerly with someone to do or achieve something.) to land your star client. Satisfying all clients on your roster, as well as entertaining offers from prospective employers, relies on infallible multitasking skills. To go along with impressive multitasking skills, you should also excel at time management. The ability to manage your time and that of others is the key to successful multitasking.

Qualities and competencies required for sports manager.

1. The ability to establish a relationship with a client is, perhaps, one of the most important qualities a sports agent can have. You don't need to like your client, but you need to be available for a variety of needs.
2. Honesty, or personal integrity, is right up there with the ability to establish relationships. Sports agents are required by law in most states to make certain disclosures regarding their business to the secretary of state's office before they can practice as agents.
3. The ability to network and talk with other professionals in your sport is imperative. (vital importance)
4. Planning skills are required to deal with opportunity and inopportune (occurring at an inconvenient or inappropriate time.) moments. Reaching a clear goal is imperative between agent and client, as without that goal, nothing would be achieved.
5. The ability to negotiate contracts is valuable, too, because you want to work in the athlete's best interest. The ability to obtain a better salary, make provisions for injuries, and provide options for salary increases is great for you and for the athlete,
6. Gain the ability to talk to the press and use strategy.
7. Knowledge about investments, business management, financial and risk analysis is important;

because it can help you make those long-term contract decisions.

8. Gain a stellar reputation, as this is what will attract the star athletes to your corner. Word of mouth gets around quickly, and good agents come highly recommended. If you can match athletes to the right team with the best package, you're already on top of the game.
9. If you want to gain attention through controversy, you can; but, be sure that you aren't hurting your athlete or a team by pushing for too much too soon.
10. Know the law.
11. If you love working under pressure, the ability to handle stress is a great attribute for any sports agent.
12. Know your market (and your game).
13. The ability to provide sponsorship opportunities is also valuable to any athlete.
14. While this quality is something that may turn you off, every great sports agent must have the ability to perceive (become aware or conscious of something; come to realize or understand) and exploit (make full use of and derive benefit from) power. This attribute isn't as ugly as you might think
15. The ability to accept disappointment can go a long way in this business. When a long-term relationship ends with a star athlete
16. If you have all the above attributes, you may have a feeling of self-worth. This quality is necessary in a career that requires agents to know more than many other people in other careers - including a sport, finances, law, and how to handle personal client-agent relationships. But there are ways to build that.

Competencies required.

- Time Management Skills
- Empathy with athletes
- Ability to delegate where necessary.
- Role model for athletes
- Crisis management skills
- Appreciation of the wider aspects of the sport – not just the event in question
- Report writing skills.
- Venue Management
- Sport Understanding
- Competition Playing Field (a level playing field is a concept about fairness, not that each player has an equal chance to succeed, but that they all play by the same set of rules)
- Personnel Management
- Youth Sports Attraction
- Marketing Prowess (Superior skill or ability, Superior strength, courage, or daring, especially in battle)

Event management in physical education and sports:

- The general definition of Event management is the application of project management to the creation and development of festivals, sporting events and conferences.
- Event management involves studying the intricacies (very complicated or detailed) of the brand, identifying the target audience, devising (plan or invent) the event concept, planning the logistics and coordinating the technical aspects before launching the event. Post-event analysis and ensuring a return on investment have become significant drivers for the event industry.
- The event management team is the people who plan and execute the event. Event managers and their teams are often behind-the-scenes running the event. Event managers may also be involved in more than just the planning and execution of the event, but also brand building, marketing, and communication strategy. The event manager is experts at the creative, technical, and logistical elements that help an event succeed. This includes event design, audio-visual production, scriptwriting, logistics, budgeting, negotiation and, of course, client service. It is a multi-dimensional profession.

Event management - Learning objectives

- Understand the process of organizing major sports events.
- Have demonstrated a thorough understanding of the logistical details relevant to organizing major sports events.
- Be able to develop and implement a risk management plan.
- Be able to effectively evaluate a major sports event.

Generic skills:

- It is expected that students, in achieving the above learning outcomes, will also further their skills of:
- Locating, identifying, collating (collect and combine), analyzing, manipulating, evaluating, interpreting, and presenting information and numerical data.
- Identifying problems and analyzing the main features of problems relevant to their professional field.
- Work with others as part of a group.
- Take responsibility to carry out tasks.
- Acting responsibly, ethically, and with integrity in the context of their profession and their obligations to society
- Understand how to apply their knowledge and abilities to many different contexts and fields.

Sports marketing: Sports marketing is a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name.

Sports marketing plan and implementation

- Using sports to sell products presents many opportunities that bring both risk and reward. A successful sport marketing campaign can linger (spend a long time over) in the minds of consumers for years, while an ineffective one can be a significant waste of money. All marketing efforts must be guided by a comprehensive marketing plan if they hope to succeed.
- The plan will begin with a number of logistical questions, such as budget estimations and resources. Sports marketing can get expensive quickly and the companies will need to use their resources wisely. They will also need to establish a time frame for the campaign. Will it run for a week, an entire season, or involve a multi-year marketing effort like buying stadium naming rights? Different marketing objectives will involve different plans.
- The company then needs to know who their target audience is and how they can best be reached. This involves analysing the company, their product, and the customer. If a marketer wants to reach males under 35, they might focus on extreme sports. If they want to reach a casual sports fan, they might focus their efforts on the Olympics. The marketer will need to examine the entire sports marketing landscape and identify the most promising opportunities based on scientifically based market research.
- A team of creative professionals will work on developing ads whether they are TV spots, billboards, or radio ads. Research findings should determine the goals of the advertisements, but ad makers will develop the content that they think can best speak to the target audience. They will use team colours, slogans, and sports imagery to create a link between the product and the sport.
- Once the ad campaign begins, the company will need to evaluate how effective it is. Metrics like increased sales, Twitter followers, and brand awareness are all indicators of how well a campaign is being received. The metrics should reflect the goals established in the marketing plan. If the goals are being met, the campaign can be continued and built upon. If the number falls short, the marketing strategy will have to be revised.

Four ways technology is changing sports marketing

Data-driven storytelling: Technology, ranging from optical tracking to wearable, is giving us data like never before. Football League is adding a sensor inside its football; and teams in several other leagues ranging from the English Premier League and the National Hockey League are using wearable technology to improve player conditioning and performance. All this technology gives us

access to newer and richer data points—distance run by players, algorithms to capture exact player movements, peak speeds and much more. While this data can help with player selection and strategies, it will also be used to tell stories, and marketers should look for opportunities to give unique insights to sports fans.

Virtual reality (VR): Sport is one of the natural playgrounds to experiment with VR and create money-can't-buy experiences for fans right in their living rooms. From broadcasters experimenting with VR during the 2016 Olympics and US leagues trying it during live games to surround content that allows fans to get up close with their stars, this hot technology is already changing the way sports fans experience games. Though there are some areas which need to be worked upon to ensure VR is reaching the masses, this will become a significant form of content consumption in future.

Fan engagement at scale on social media: Simpler technological innovations on social media can help drive fan engagement on a massive scale. Take the International Cricket Council, for instance, which allowed fans to collect virtual trump cards on Twitter using the hash tag #WorldT20Heroes. Through use of technology and algorithms to power automated responses, these virtual cards achieved massive reach with over half a million tweets. Other brands have been using technology to power unique first-of-its-kind innovations to excite fans. The Indian Super League, for instance, had its Facebook cover photo automatically update whenever there was a change in score in a match during Season 1. The best part is these nifty little innovations help brands reach millions of fans that are already on social channels.

Sports stadiums going digital: Globally, we are seeing “smart” arenas come to the forefront with high-speed Wi-Fi, giving spectators a seamless in-stadium experience. Fans can use their phones to make their arena experience much easier-scan tickets, locate their seats, order food and more. Going forward, they will be able to do a lot more. Think in-venue live polls and quizzes, interaction with athletes and getting unique second-screen content! Beyond that, stadiums themselves will get larger. Fans from around the world can feel a part of the experience by being able to send their wishes on digital signage or even viewing a game “at the stadium” through interactive video technology. There has never been a better time to be a sports fan. Technology is giving fans the ability to experience the game like never before and stakeholders are willing to invest to make this happen now. Now it's about figuring out what position I need to stand in with my VR headset on to make sure it helps India win the game. Technology may change the way the game is seen but a sports fan's irrationality will always stay the same.

Skills necessary to have a successful career in sports marketing

- Attention to detail

- Enthusiasm
- Flexibility
- Communication
- Interpersonal
- Organizational
- Self-Confidence

Possible Careers	Event coordinator, public relations assistant, marketing representative
Key Skills	Creativity, ability to meet deadlines, communication and interpersonal skills

Available Positions in Sports Marketing:

Floater (Sports League/Association): At most professional sports leagues and teams, the entry-level position available to recent college graduates is called a floater. Floaters are essentially temporary office assistants. When a position in a particular department is vacated, a floater works in that division until the job is filled. The floater's job is not very glamorous, consisting mostly of gofer work. However, because floaters move from department to department, they get to see how the team or league is run from the inside as well as meet many people along the way. Floaters usually work with the marketing, public relations, human resources, and ticket sales departments.

Account Coordinator (Sports Marketing Firm): Account Coordinators at sports marketing firms, support upper-level executive staff in the creation of marketing strategies, the coordination of corporate sponsorships, and the planning of sporting events. Account Coordinators help to maintain strong relationships with the firm's corporate clients. Previous experience in sports marketing, such as an internship or volunteer position, is required. Account Coordinators do a little bit of everything and must have good writing and oral communication skills.

Event Coordinator (Sports Marketing Firm): The Event Coordinator position is available both within sports marketing firms and "in-house" departments. This position requires a great breadth of experience in the field and is one of the more difficult entry-level positions to acquire. Working with the Event Director, an Event Coordinator assists with operations both on and off-site and must be attentive to every detail of event staging. Event Coordinators also correspond with corporate sponsors, ensuring that all their needs are met.

Marketing Representative (Sports Marketing Division): Marketing representatives for sporting goods manufacturers are called upon to do a wide variety of tasks, from keeping track of the athletes who endorse your company's products, to grassroots market research. Marketing reps need to be flexible and able to handle multiple tasks. They primarily work with athletes on college and pro teams, making sure they are supplied with the company's product.

Public Relations Assistant (Sports League/Association): Most teams, leagues, sports merchandise manufacturers, and sports marketing firms have a PR department, because public relations is a big part of sports marketing. For a sporting event to be successful, it must receive media attention, which is often generated through public relations. PR assistants work with the department head to draft press releases and pitch stories to the media. PR assistants for pro teams may help direct activities in the press box on game night. PR assistants at sports marketing firms keep track of news coverage of clients and assemble clipping reports.

What are the available Sports Marketing resources?

- Sports Management Sports Business Journal
- Women Sports Jobs Athlete Network
- Teamwork Online Sports Careers
- Work in Sports
- Jobs in Sports

UNIT II

Meaning and definition of leadership:

Definition:

- Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.
- Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion.

Meaning:

- Leadership is an important element of the directing function of management. Wherever, there is an organized group of people working towards a common goal, some type of leadership becomes essential. "The power of leadership is the power of integrating. The leader stimulates what is best in us he unites and concentrates what we feel only gropingly and shatteringly. He is a person who gives form to the coarctate (compressed) Energy in every man. The person who influences me most is not he who does great Deeds, but he who makes me feel that I can do great deeds." Marry Parker Follet.
- Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence, and personal integrity. Different situations may demand different types of leadership.

Characteristics of Leadership /Leadership method

- It is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
- It denotes a few qualities to be present in a person, which includes intelligence, maturity and personality.
- It is a group process. It involves two or more people interacting with each other.
- A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
- Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Elements of leadership

- Importance of Leadership
- Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

- Initiates action- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work starts.
- Motivation- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
- Providing guidance- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
- Creating confidence- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
- Building morale- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
- Builds work environment- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
- Co-ordination- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Qualities of a leadership

- A leader has got multidimensional traits in him, which makes him appealing and effective in behavior. The following are the requisites to be present in a good leader:
- Physical appearance- A leader must have a pleasing appearance. Physique and health are very important for a good leader.
- Vision and foresight- A leader cannot maintain influence unless he exhibits that he is forward looking. He must visualize situations and thereby has to frame logical programmes.
- Intelligence- A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.
- Communicative skills- A leader must be able to communicate the policies and procedures clearly, precisely, and effectively. This can be helpful in persuasion and stimulation.
- Objective- A leader has to be having a fair outlook which is free from bias, and which does

not reflects his willingness towards a particular individual. He should develop his own opinion and should base his judgment on facts and logic.

- Knowledge of work- A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.
- Sense of responsibility- Responsibility and accountability towards an individual's work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he must motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.
- Self-confidence and will-power- Confidence in him is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full will power. Humanist-This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He must handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.
- Empathy- It is an adage "Stepping into the shoes of others". This is very important because fair judgment and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

Forms of leadership

Ethics of leadership,

Dignity and respectfulness: He respects others. An ethical leader should not use his followers as a medium to achieve his personal goals. He should respect their feelings, decision, and values. Respecting the followers implies listening effectively to them, being compassionate to them, as well as being liberal in hearing opposing viewpoints. In short, it implies treating the followers in a manner that authenticates their values and beliefs.

Serving others: He serves others. An ethical leader should place his follower's interests ahead of his interests. He should be humane. He must act in a manner that is always fruitful for his followers.

Justice: He is fair and just. An ethical leader must treat all his followers equally. There should be no personal bias. Wherever some followers are treated differently, the ground for differential treatment should be fair, clear, and built on morality.

Community building: He develops community. An ethical leader, consider his own purpose as well as his followers' purpose, while making efforts to achieve the goals suitable to both. He is considerate to the community interests. He does not overlook the followers' intentions. He works harder for the community goals.

Honesty: He is loyal and honest. Honesty is essential to be an ethical and effective leader. Honest leaders can be always relied upon and depended upon. They always earn respect of their followers. An honest leader presents the fact and circumstances truly and completely, no matter how critical and harmful the fact may be. He does not misrepresent any fact.

Vision role

- Clearly communicate his/her vision to the group.
- Create a mission statement and set specific goals contributing to the attainment of the vision.

Relationship role

- Foster relationships that help move toward achievement of the goal. Team building and networking to gain support.

Control role

- Prioritize activities to be undertaken and problems to be resolved, as well as determine the resources needed.
- Decision-making, delegation, and conflict management

Encouragement role

- Recognize the contributions of members to the group. Reinforce efforts through incentives and rewards.
- Support actions that move the group towards the goal.

Information role

- Maintain channels of communication within the group and the organization.
- Make sure members of group have necessary information to fulfill responsibilities.

Leadership styles:

- Autocratic
- Laissez-faire
- Democratic
- Benevolent dictator
- Bureaucratic leadership
- Autocratic

Autocratic leadership style: In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the teams or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself gets the things done. The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover. This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky.

The Laissez Faire Leadership Style: Here, the leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work. The team/employees are welcomed to share their views and provide suggestions which are best for organizational interests. This leadership style works only when the employees are skilled, loyal, experienced and intellectual.

Democratic/ Participative leadership style: The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader. The leader guides the employees on what to perform and how to perform, while the employees communicate to the leader their experience and the suggestions if any. The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and encourages creativity. This leadership style has the only drawback that it is time-consuming.

Benevolent dictator: A benevolent dictatorship is a theoretical form of government in which an authoritarian leader exercises absolute political power over the state but does so for the benefit of the population. A benevolent dictator may allow for some economic liberalization or democratic decision-making to exist, such as through public referenda or elected representatives with limited power, and often makes preparations for a transition to genuine democracy during or after their term. It might be seen as a republican form of enlightened despotism (the exercise of absolute power)

Bureaucratic leadership: Here the leaders strictly adhere to the organizational rules and policies. Also, they make sure that the employees/team also strictly follows the rules and procedures. Promotions take place based on employees' ability to adhere to organizational rules. This leadership style gradually develops over time. This leadership style is more suitable when safe work conditions and quality are required. But this leadership style discourages creativity and does not make employees self-contented.

Qualities of administrative leader

- **Organization:** Strong organizational skills are key to juggling the many projects that an administrative assistant is responsible for. An organized workspace helps you accomplish daily tasks and meet deadlines. As an administrative assistant, you could oversee planning, scheduling, and logistics for meetings and events. If you're organized, you'll be able to handle all the little details.
- **Communication:** As an administrative assistant, you should have strong verbal and written communication skills. You want to be sure that your ideas, and often the ideas of your supervisors, are communicated in a clear and precise way. Email correspondence is an essential part of everyday life in an office. It's important to keep those lines of communication open to avoid confusion.
- **Confidence:** If you're confident, then other people will have confidence in following your lead. Be calm during stressful situations and other people might do the same. Have confidence in your own abilities and show others you're capable of taking on certain responsibilities.
- **Positivity:** Positivity can be contagious! A positive, can-do attitude gives people reassurance amid tight deadlines, heavy workloads, and tough problems. A positive person can give others peace of mind.
- **Creativity:** As an administrative assistant, you should always be thinking of new ways to handle situations. Your creativity to solve difficult problems shows others you're not afraid to tackle anything. Put this creativity to use by taking on new projects of your own.
- **Be a Team Player:** Believe it or not, being an office leader also means working well with others to get the job done. A true leader knows when to take charge and when to take a step back. Everyone brings something to the table, so your flexibility to switch roles shows others you are committed to the result.

A combination of these skills could serve as the ground work for a career in office administration. If you want an exciting career where you could perform a wide range of tasks and that carries great importance within an organization, then becoming an administrative assistant could be the right path for you!

Preparation of administrative leader

- Physical Education and Coaching careers
 - School and non-school settings
- Fitness- and Health-related careers
 - Cardiac Rehabilitation, Sports Nutrition, Corporate Fitness, etc.

- Personal Trainer-Sport Management careers
 - Athletic Administration, Sport Retailing, Resort Sport Management, etc.

- Sport Media careers
 - Journalism, Photography, Writing, Art, Broadcasting

- Sport-Related careers
 - Law, Research, Consulting, Officiating, Entrepreneur, etc.

UNIT III

Sports management in school - planning, directing, and controlling

1. Conduct of Assembly and prayer in the morning.
2. Attending to correspondence work, making of courts, issue of games equipment to games boys (morning session)
3. Taking instructional period in the timetable and wearing proper uniform
4. Conduct of participation periods Mass Drill periods, optional periods, special coaching after school hours.
5. Assisting the Medical Officer in conducting the medical examination.
 - Maintenance of individual health records.
 - Follow up action
 - Teaching of health habits
6. Teaching of physical efficiency tests for all students during working hours of the school twice in an academic year.
7. Classification of students and conduct of intramurals.
8. Preparation of School teams for inter-school competition on tournaments.
9. Maintenance of records and registers (Stock Register, Fundamental Skills Register, Attendance Register, Stock of Games and Sports Material, maintenance of individual health records register Files and unserviceable articles register.
10. Stock Verification, auction, and condemnation of articles.
11. Settling of accounts and submission of vouchers for the year.
12. Conduct of National importance days and sports day or school day.
13. Safety preservation of games material during vacation.
14. Maintenance of good relationship with students, staff and public.
15. He should assist the Heads of the institution in maintaining discipline especially during school function.

PERIODS:

1. Health Education Period.
2. Instructional Period.
3. Participation Period (Practical Period)
4. Optional Period.
5. Special Coaching After School Hours.

(1) Health Education Period: Personal hygiene, environmental hygiene, communicable Diseases, Community Health, Mental Health, Food fats, Nutrition, Balance diet, Water, Oxygen,

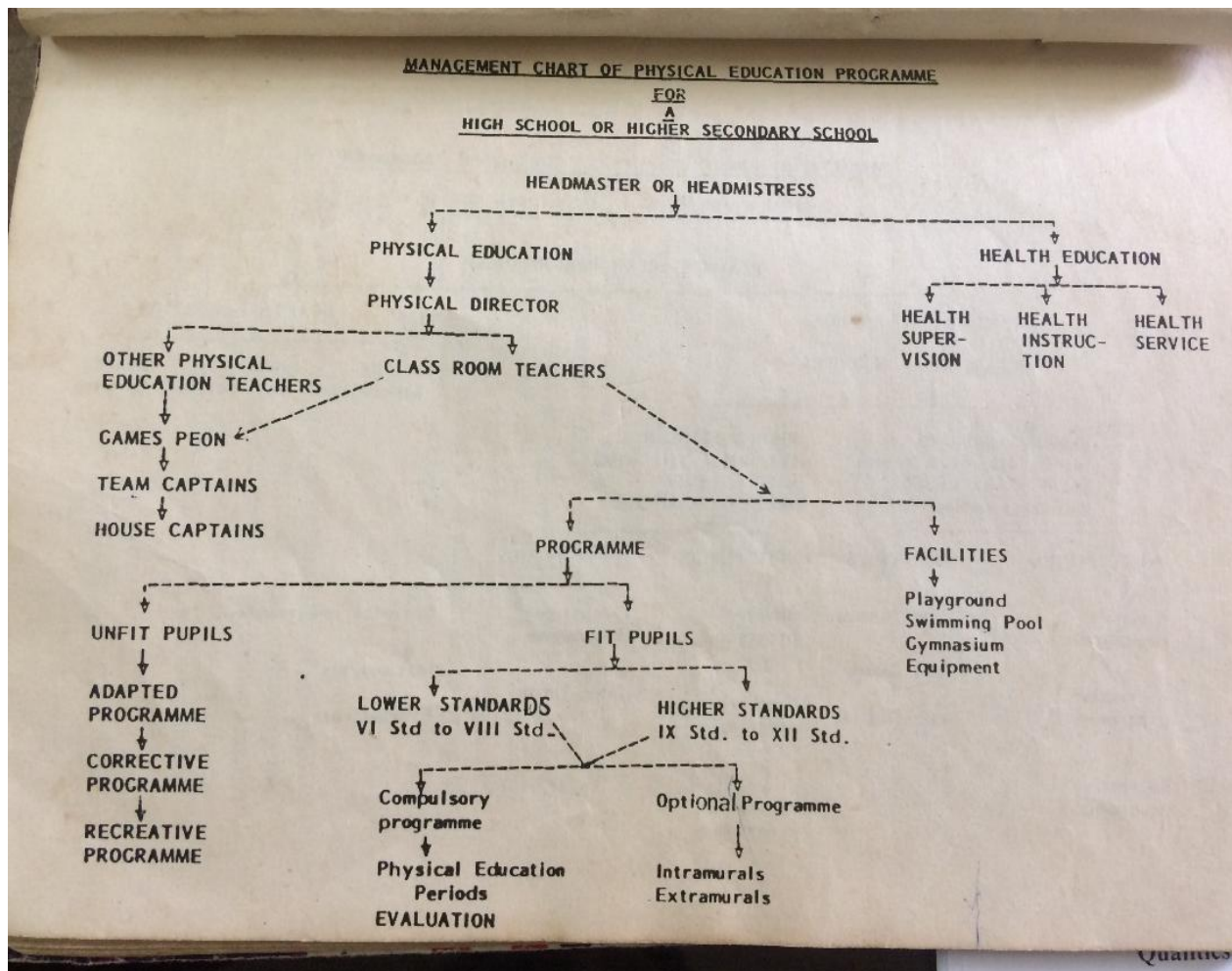
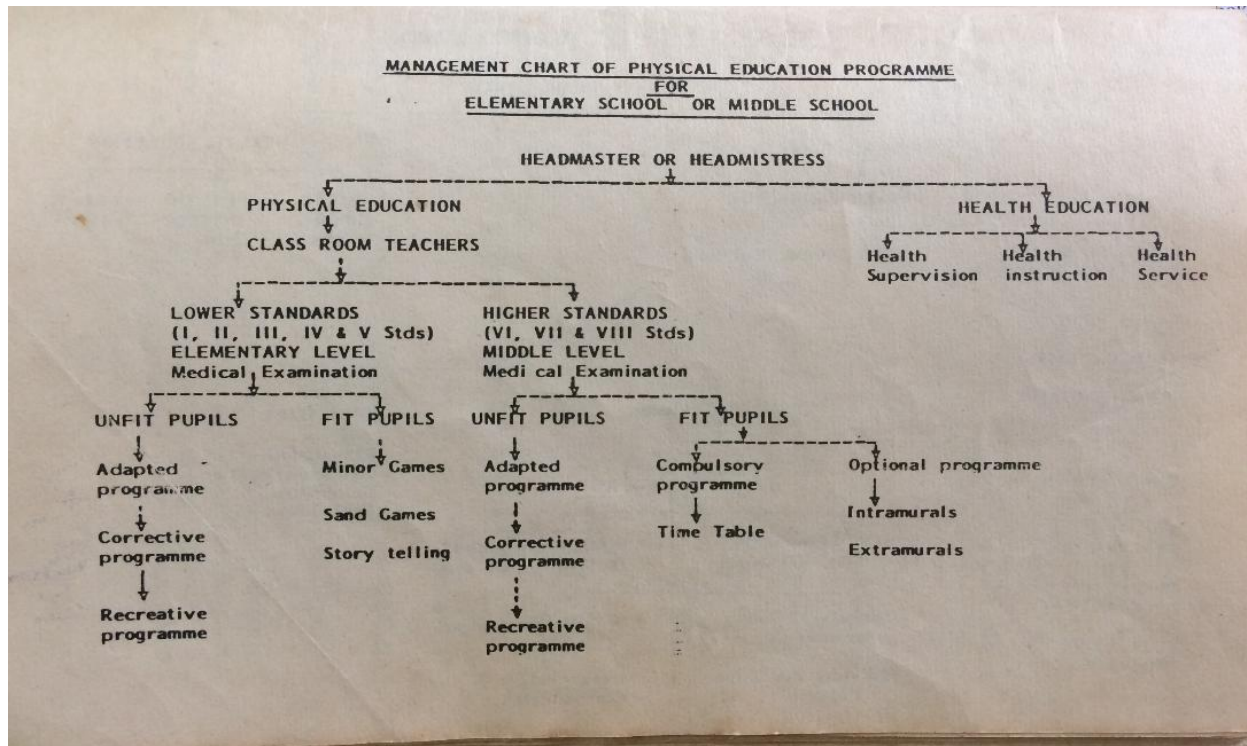
Vitamins, System of the Human Body, Heredity and environment , First-Aid School Health Services World Health Organization, UNICEF, CARE Environmental pollution and Sanitation, Childreneffected alcohol, misuse of drugs.

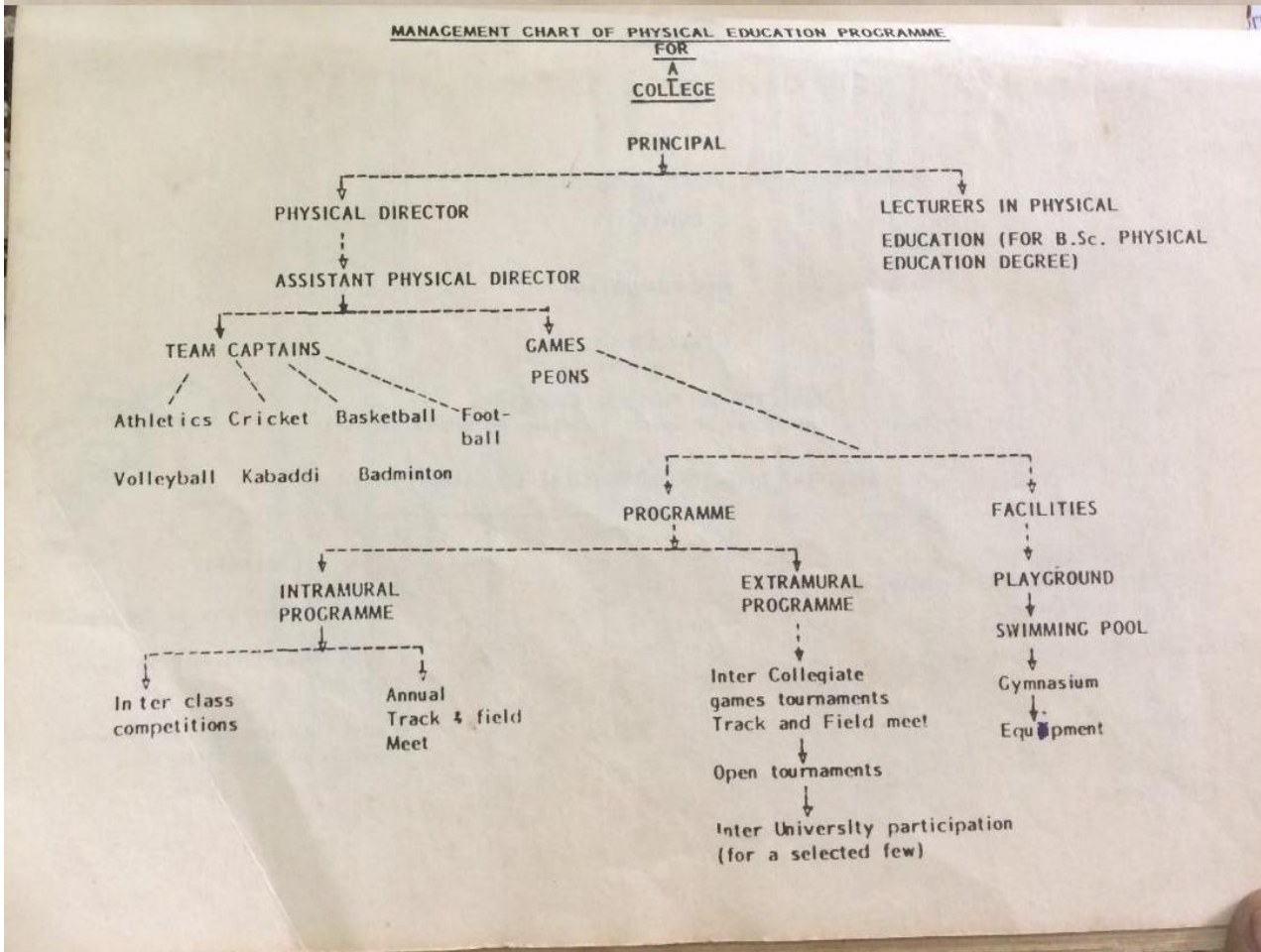
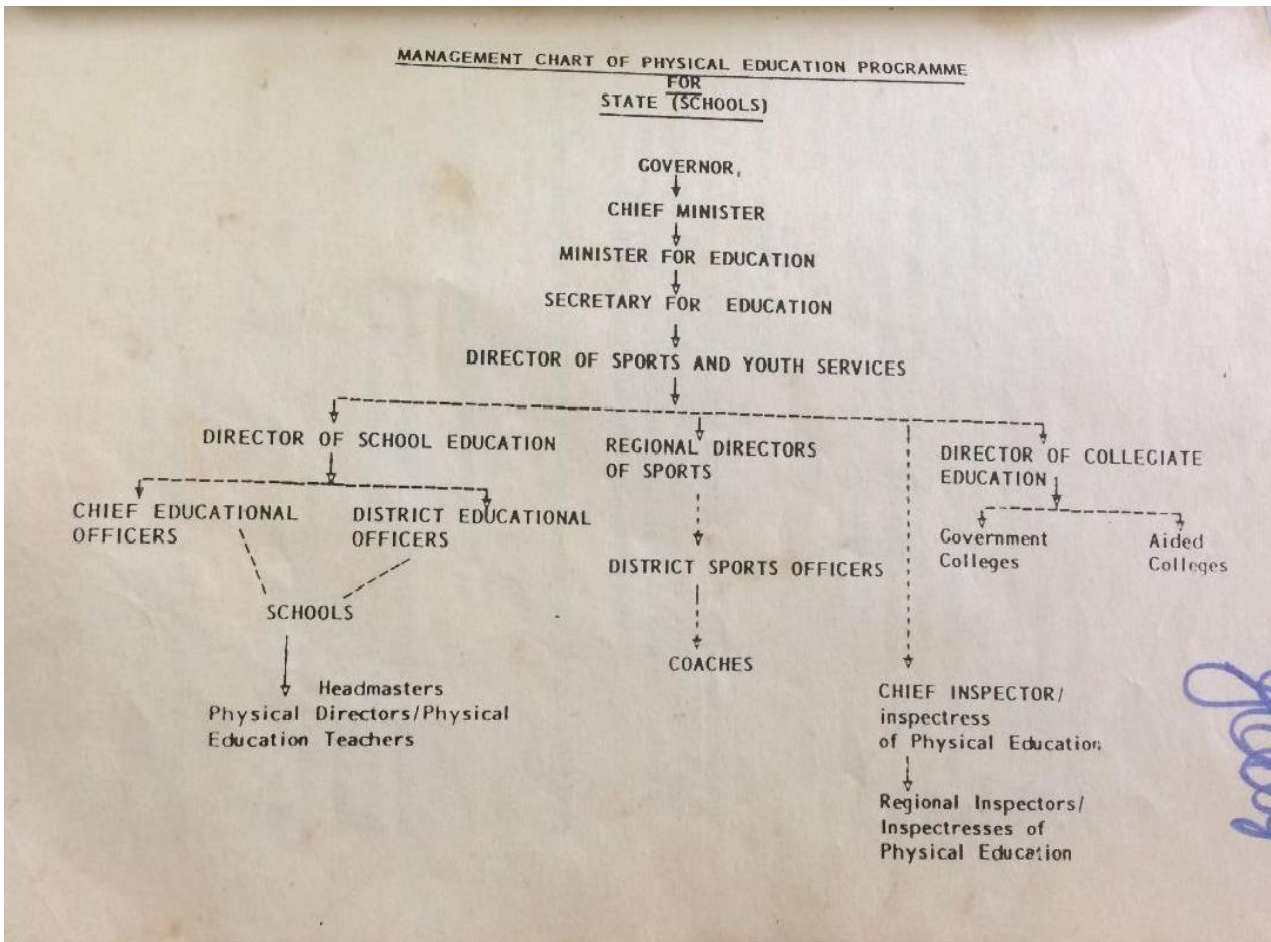
- (2) Instructional Period: All major games, History of the game measurements, Play method and techniques, Massexercises, Asanas, Pyramids. Train and coach twice in a week.
- (3) Participation Period: Whatever you taught in instructional period give the training in participation or trainingperiod.
- (4) Optional Period
- (5) Special Coaching for pupils needs.
 - Intramural: The Classification of Student into various "Houses" should be done. This should be done separately for boys and girls. The House should be sub-divided into juniors and sub-juniors. The houses should be named after National Leaders and eminent Sports personalities.
 - The Competition among the houses in various games and spots should be conducted throughout the academic year on league basis and the prizes and incentives should be awarded at the time of school anniversary. The Physical Education Teacher ensures that every student has given equal opportunity.
 - Extramural: The Physical Education Teacher should observe and select the best duringthe intramurals and train and make them eligible to participate in the extra-mural competitions.
 - Coaching: The Physical Education Teacher should conduct the coaching campsperiodically of various games and sports.
 - Classification: Classification in Physical Education is the division of pupils of different age, size, stature, and skill into homogeneous groups.

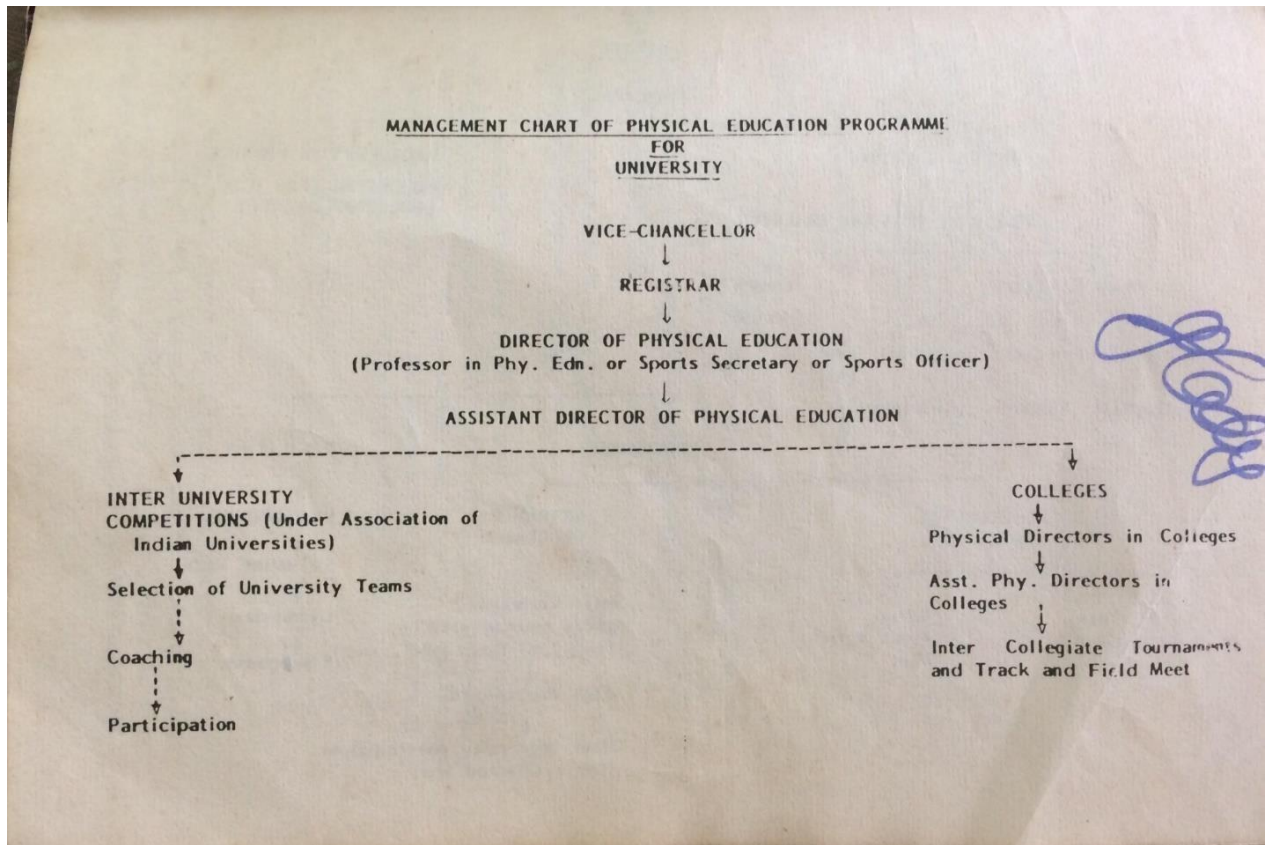
Factors affecting planning:

- Priority
- Resources
- Economy
- Manager (personnel)
- Sponsor
- Media
- Promotional platform

Different level sports / physical education organizational chart:







UNIT IV

RECORDING IS THE process of capturing information and data into a storage medium of some sort, like notebooks, tapes, DVRC, voice recorder, photographs, etc . . . for further use in the translation and analysis of the captured information and for historical storage.

Register means, enter, or record on an official list or directory. A written record contains regular entries of items or details. The records can broadly be classified under the following six headings:

(i) **General Records**

1. General register
2. Logbook
3. Visitors' book
4. Public relations record

(ii) **Records of Teachers**

1. Attendance register
2. Leave register.
3. Teacher's diary

(iii) **Records of Pupils**

1. Attendance register
2. Cumulative record card (BATTERY TEST)
3. Performance record / tournaments attended

(iv) **Equipment Records**

1. Dead stock register
2. Laboratory register
3. Library register
4. Issue register
5. Stock and issue of sports material
6. Inventories of infrastructural facilities

(v) **Statistical Data:** Statistical information related to pupil enrolment, sex-wise distribution of pupils, pupil-staff ratio, cost per student, failure records etc.

(vi) **Financial Records:**

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1. Daily cash book
2. Ledger
3. Contingency register
4. Register of fee collection
5. Register of donations received.

UNIT V

Importance of budget

- An estimate of income and expenditure for a set period.

Types of budget

- Short term
- Long term

Classified in various ways:

- Organizational unit or fund
- Function (e.g., technology)
- Operational
- Equipment and supply
- Capital outlay
- Human resource

Criteria for a sound budget

- Clearly presents financial needs
- Key persons in the unit consulted
- Is a realistic estimate of income
- Reflects equitable allocations
- Flexibility to meet emergencies
- Prepared well in advance
- Requests are realistic, not padded
- Meets all essential requirements

The process of budget preparation

- Planning
- Coordinating
- Interpreting
- Presenting
- Approving
- Administering
- Appraising

Steps of budget making:

Calculate expenses. Your first order of business is finding out exactly how much you're spending each month. ...

Determine your income. ...

Set savings and debt payoff goals. ...

Record spending and track progress. ...

Be realistic.

Here are the basic steps to follow when preparing a budget:

1. *Update budget assumptions.* Review the assumptions about the company's business environment that were used as the basis for the last budget and update as necessary.
2. *Review bottlenecks.* Determine the capacity level of the primary bottleneck that is constraining the company from generating further sales and define how this will impact any additional company revenue growth.
3. *Available fund:* Determine the most likely amount of funding that will be available during the budget period, which may limit growth plans.
4. *Step costing points.* Determine whether any step costs will be incurred during the likely range of business activity in the upcoming budget period and define the amount of these costs and at what activity levels they will be incurred.
5. *Create budget package.* Copy forwards the basic budgeting instructions from the instruction packet used in the preceding year. Update it by including the year-to-date actual expenses incurred in the current year, and annualize this information for the full current year. Add a commentary to the packet, stating step costing information, bottlenecks, and expected funding limitations for the upcoming budget year.
6. *Issue budget package:* Issue the budget package personally, where possible, and answer any questions from recipients. Also state the due date for the first draft of the budget package.
7. *Obtain revenue forecast.* Obtain the revenue forecast from the sales manager, validate it with the CEO, and then distribute it to the other department managers. They use the revenue information as the basis for developing their own budgets.
8. *Obtain department budgets.* Obtain the budgets from all departments, check for errors, and compared to the bottleneck, funding, and step costing constraints. Adjust the budgets as necessary.
9. *Obtain capital budget requests.* Validate all capital budget requests and forward them to the senior management team with comments and recommendations.
10. *Update the budget model.* Input all budget information into the master budget model.
11. *Review the budget.* Meet with the senior management team to review the budget. Highlight possible constraint issues, and any limitations caused by funding limitations. Note all

comments made by the management team, and forward this information back to the budget originators, with requests to modify their budgets.

12. *Process budget iterations:* Track outstanding budget change requests and update the budget model with new iterations as they arrive.
13. *Issue the budget.* Create a bound version of the budget and distribute it to all authorized recipients.
14. *Load the budget.* Load the budget information into the financial software, so that you can generate budget versus actual reports.
15. The number of steps noted here may be excessive for a smaller business, where perhaps just one person is involved in the process. If so, the number of steps can be greatly compressed, to the point where a preliminary budget can possibly be prepared in a day or two.

PRINCIPLES OF BUDGETING: Ten most important Principles of Budgeting in management are:

1. **Planning:** It is one of the major principles of preparation of budget. For efficient work, planning is essential. Planning is for long term and budget is for short term. Planning and programming are two sides of the same coin. In India planning is one of the steps in case of budgeting.
2. **Research:** After planning, the next stage is research. Research entails determination of national need and resources and global conditions. The present world is a single composite unit any change in any part of the world would have wide repercussion in other parts of the world. Planning for future depends on statistical information's collected from various sources.
3. **Balancing the Budget:** By and large, the budget must be balanced which is an indication of sound financial management. In case of an unbalanced budget, this sooner or later weakens the strength of the investors or public. Balancing the budget does not mean that expenditure is balanced with income, in some cases, there may be deficit, but this deficit should be planned in advance.
4. **Control:**
5. Supervision of the financial flow to various departments implies the importance of control in budget.
6. **Executive discretion:** Executives implementing the budget must enjoy certain degree of discretion. (The quality of behaving or speaking in such a way as to avoid causing offence or revealing confidential information.)
7. **Annularity:** Under this principle, money is spent to the various departments and executives for one year. Any amount left unspent during the budget year, the approval stands lapsed, and it cannot be spent until it is further approved for the next budget year.
8. **Executive Responsibility:** To granting funds, the executives must make estimate of expenditure and then present it. The amount can be moved from one head to another, after seeking approval from the president.
9. **Rule of lapse:** Rule of lapse means that under this rule, if the money is left out, the approval of

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themoney lapses, the funds cannot be spent until further approval is granted.

- 10. Classification: The expenditure must be classified in an efficient manner in the budget because of easy understanding. The revenue thought to be classified into various heads.
- 11. Unity: The various expenditures estimated in the budget and all revenue is generated at one amount, from where all expenditures are met.

Model budget

EXPENDITURE	Amount	INCOME	Amount
Stage decoration		Students fee	
Shamiyana		Management contribution	
Chief Guest gift and memento		Sponsorship	
Chief Guest contingency		Sale of old equipment's	
Invitation preparation		Membership fee	
Booklet preparation		Prize money	
Chest bibs		Ground rental	
Students and staff refreshment		Total =	
Prizes for the players and trophies			
Equipment's			
Stationery			
Audio system			
Chairs			
Certificates			
Total =			