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## Management and Sports

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### Abstract

The practice of management is described as the oldest of human civilization. Each and every group requires management and the history of human beings are full of organizational activities. The growing competition among organizations requires systematic management concepts and principles. Management is recognized as a process designed to achieve organized, purposeful, and meaningful goals through the most coordinated, cooperative human efforts. Management also involves important areas such as planning, facility management, budgeting, public relations, marketing, leading, and controlling. Organizations such as schools, colleges, and other organizations, will not be able to function efficiently without the element of management for achieving their goals. Management is an equally important element for the sound implementation of any physical education or sports program.

Sports organizations in the new 21<sup>st</sup> century require management techniques and strategies. After the goals and objectives for physical education and sports program are sorted, developing an effective management structure is essential to accomplish the organizational goals. Therefore, it is important that all physical educators and sports personnel should understand the importance of effective and efficient management.

**Keywords:** Management, process, sports, goals

### Introduction

Management is the art and science of managing the resources of an organization. It includes the strategy of an organization and the coordinating efforts of its employees to achieve their objectives with resources that are available such as financial and technological resources.

The word management can also refer to those people who manage an organization- a set of managers. They are the ones who plan, lead, make decisions, motivate and control the organizational resources. They are members of the organization who coordinates and direct the work of other members.

The task of management is to shape, define and construct a strategic vision. To build, grow and steer the organization forward by identifying, diagnosing, and solving unforeseen problems.

### Principles of Management

The following are the main principles of management:

- Management must delegate some of its powers to responsible individuals so that the goals of the organization can be successfully met.
- Organisations should have a chain of authority and communication that runs from top to bottom and should be followed by managers and subordinates.
- Successful management depends on good communication skills as it saves time and promotes cooperation among staff members.
- In an organization, coordination, and cooperation among various heads is essential for effective management.
- The manager must also possess leadership qualities.
- Specialization of staff in their respective areas increases the efficiency and effectiveness of management.
- A good job description is necessary for each employee so as to hold the employees accountable for the roles they are hired to execute.

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## Main Functions of Management

The main functions of management are as follows:

### 1. Planning

Planning includes the activities and resources that are needed by the organization to fulfill its objectives in order to achieve its stated goals. Good planning requires a clear picture of the work, aim, and objectives of the organization. For the execution of planning, an organization requires a professional manager with a clear vision and strategy as a preparation for future endeavours. These managers should recognize the influences that will affect the organization in order to take effective decisions concerning the future.

### 2. Organizing

Organizing is the development of the formal structure of the organization. It includes a subdivision of work that clearly defines the line of authority. The specified work should be assigned to every member of the organization according to the area of specialization. As a single manager cannot perform all the functions, hence, responsibility must be logically assigned to others. This process will establish the relationship between the workers which allows workers to work together to achieve their organizational goals.

### 3. Staffing

Staffing refers to the entire personnel duty of selection, assignment, training and staff development. The manager must select employees with care and ensure that each subdivision in the organization has a competent leader. The duties of the position must be clearly outlined. The work environment and conditions should be made as pleasing and ideal as possible.

### 4. Leading

Leading is a responsibility that falls to the manager as head of the organization. The manager should lead, motivate and empower the employees of the organization. A good leader maintains a good relationship among the employees which helps in attaining the established goals of the organization. Perfect leadership maximizes communication, cooperation, innovation, and shared decision-making which guarantees the success of the organization.

### 5. Controlling

Controlling is important for the proper execution of plans. The result should be assessed in light of the established goal of the organization. Corrective actions should be taken if the goals are not met.

Other management functions can also be considered which are as follows:

- Decision Making- is of enormous importance in the field of management. It is the selection of one action from the pool of several alternatives. It is the process of selecting the right course of action from two or more alternatives for the purpose of achieving a desired result.
- Problem-Solving- It is the ability to solve a problem in a systematic manner in order to arrive at the proper decision.
- Budgeting- It is the strategic planning of the allocation of resources which are required to accomplish the institutional objectives.
- Evaluation- It is the process of measuring progress in terms of the goals of the organization and taking needed

and corrective action if required.

- Communicating- It is the process of exchanging thoughts, ideas, opinions and knowledge. Effective communication leads to respect, trust, and increased performance outcomes.
- Reporting- The ability to provide meaningful feedback.
- Innovating- It is the ability to introduce new ideas, techniques, and methods in the management process.
- Representing- as the liaison for the organization to various outside organizations, groups, or individuals.
- Motivating- It is the process by which behaviour of an individual is mobilized and sustained in the interest of achieving organizational objectives.

## Main Determinants of an Organizational Structure

An organization must possess certain elements to be effective.

- The effective organization needs a well-trained, skilled, and dynamic leader who can frame sound aims and objectives and set goals in order to achieve the mission of the organization.
- The organization should possess a functional infrastructure that works and satisfies the demand, staffed by efficient team members who work cooperatively with each other to meet the goals and challenges of the organization.

## Management in Sports

Management structures for sports and physical education are different at schools, colleges, and at universities. So, it is the sports manager's responsibility to achieve the sports organization's objectives by using the best available resources effectively and efficiently. Efficient means getting the maximum out of your available resources. Effective means doing the right thing to attain your objective. The manager's resources include the following resources:

## Human Resource Management

It involves many individuals and groups who closely work with each other in coordination and with perfect understanding in order to achieve the goals of an organization. A contemporary definition of HRM is the process of accomplishing organizational objectives of finding, acquiring, developing, and keeping the right people to form a qualified workforce (Gibson, Ivancevich, and Donnelly 2003) <sup>[4]</sup>. Managers who do not have the confidence and cooperation of their human resources will have great difficulty implementing any decision, policy, or program (William 2005) <sup>[6]</sup>.

## Program Development

Program development requires leadership and support that is required to plan, design, develop and deliver a program that will achieve the objectives of physical education and sport. A program can be a single event such as an annual sports day, a 5 km run, or a weekend coaching workshop. The success of any programme depends on the manager, who provides expert leadership, intervention, and services to facilitate the total development of the participant.

## Facility Management

The responsibility of facility management comes under the employees who are in charge of physical education, recreation, and sports programs. The facilities for which they have to take care and are responsible include outdoor facilities such as playgrounds, courts, and fields and indoor facilities such as gymnasiums, locker and shower rooms, swimming

pools, etc. Facility management also requires the planning of new and re-engineered structures. It is essential for the upgradation of infrastructure so as to match the latest trend and demands emerging in the field of physical education, and sports programs. It is of utmost importance that participants must be provided with a safe, healthful, pleasant, and secure environment to participate.

### **Fiscal Management**

It is a very important part of management to generate the funds necessary to provide sound physical education and sports programs. Adequate funding must be procured, programs and budgets planned and implemented, and accountability for funds established. Inadequate finances will affect the total management process of the organization.

### **Purchase and care of supplies and equipment**

The equipment and supplies required for the program or the activities must be of good quality and should meet the requirements of the program and the specifications. It is the responsibility of the management that the equipment and supplies should be procured through the approved procedure of the organization. Knowing the fact that a great amount of money is spent on supplies and equipment, it will be judicious on the part of management to carefully plan the purchase and care of supplies and equipment. The procedure of purchase should be effectively implemented, appropriately controlled, and monitored.

### **Legal Liability, Risk, and Insurance Management**

It is one of the most important responsibilities of the management, physical educator, and coaches that the proper care should be taken while organizing any programme or event. We all know that injuries may occur to the participants during any sports programme. It is essential that proper safety measures must be taken to minimize the occurrence of injuries. This aim can be achieved by recruiting competent, qualified and certified personnel to plan, conduct, and supervise programs and activities; purchasing approved and quality equipment; providing facilities and play areas that are safe and well maintained, and utmost to know acquiring and recommending appropriate liability insurance.

As participation in physical education and sports activities is immensely rising nowadays, it becomes important for all physical education teachers and coaches not only to think about cutting the injury incidence but also to take into consideration the legal ramification. Establishing procedures for health status and preparticipation medical examinations, assessment of fitness levels, skill progression and use of the protective gear are the factors to be fully considered.

Risk management works in two ways by which management protects not only the participants from personal injury but also the organization from financial loss through claims for damages. Risk management is an ongoing process of risk identification, evaluation, and analysis as it relates to instruction, programming, supervision, and operations. A risk management program requires a systematic examination of the environment, with identification of the potential for exposure to loss and legal liability (Clement 2004)<sup>[1]</sup>.

Insurance management works closely with risk management, its aim is to shift or divert the risk to another party.

Insurance management is an element of risk management that seeks to divert or shift risk onto another party.

### **Public Relations and Marketing**

For the success of any physical education and sports programme, positive public recognition is important. To achieve this, the consumer and the user must understand the aim and objectives of the services these programmes are giving. Therefore, to have sound public relations, quality programs must exist. It is important to have effective and continuous communication with people so that the vision philosophy, purpose, values, objectives, and successes of the organization can be effectively presented. The support of media (print, radio, TV, internet) can also be taken to spread the message to the various public.

### **Office Management**

Along with all the above-mentioned responsibilities (fiscal accountability and responsibility, facility management, and public relation and marketing) office management is a vital management component. Physical education teachers and sports coaches must have good skills in office management which determine to a great extent the success of their programmes. Good organizational skills, solid technological capability, and efficient management of schedules, priorities, and deadlines help in establishing a good image of an organization. Efficient and effective office management helps in achieving a well-run department. The office is the central place where the information is stored and records are managed. So it is important that office management should not be neglected by the physical educators and the coaches.

### **Conclusion**

Effective management is essential for the achievement of desired goals and for the smooth functioning of all the organizations such as schools, colleges and other organizations. Management is a crucial element. How well an organization achieves its objectives depends on how well managers perform their jobs. Therefore, it is important that all physical educators and sports personnel thoroughly understand the importance of effective and efficient management.

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