



# UNIT I

## MANAGEMENT OF SPORTING EVENTS

### Overview

- ◆ Functions of Sports Events Management (Planning, Organising, Staffing, Directing Controlling)
- ◆ Various Committees and their Responsibilities (pre; during and post)
- ◆ Fixtures and its procedures - Knock-Out (Bye and Seeding) and League (Staircase and Cyclic)
- ◆ Intramural and Extramural - Meaning, Objectives and its Significance
- ◆ Community Sports - Purpose and benefits

### LEARNING OUTCOMES

*After completing the study of the unit, you will be able to:*

- ◆ describe the functions of Sports Event Management
- ◆ classify the committees and its responsibilities in sports event
- ◆ differentiate the different type of tournament
- ◆ prepare fixtures of knock out and league
- ◆ distinguish between intramural and extramural sports events
- ◆ design community sports program

#### Discussion

Discuss with your group





- Q. Have you heard about fixtures in sports? Discuss in your group and share your views with the class.

## 1.1 Functions of Sports Events Management



### Planning

Planning is the foremost function in sports as it gives a view of future course of action. To be effective, a plan should be specific, logical, flexible and complete in all aspects and should assist in controlling future events. A plan must comprehend all the other functions of management like organising, staffing, directing and controlling in order to achieve the predetermined goals.

In sports and sports events, planning plays important role to make the event run smoothly, effectively and remain free from conflict. Effective planning must clearly define aims, goals and objectives of the event. It should also explain the procedure or method to achieve the target in simple and easy to understand language. A sports plan should be prepared in a professional manner incorporating the elements of commitment, enjoyment and voluntary effort.





## Organising

Organising is a next step after planning. It is a process of execution of the plan. This includes distributing resources and organising personnel in order to achieve the goals established in the planning stage. Organising stage determines the type of jobs and responsibility to achieve planning objectives. Preparation of organisation chart with various positions and reporting should be illustrated in this stage.

## Staffing

This refers to identifying key staff positions, and ensuring that proper talent is serving that specific job duty in order to achieve the aims and objectives of an organization. In this process recruitment and selection of qualified employees take place. After hiring personnel, orientation, training and professional development are also parts of this stage. In orientation new persons are introduced to the nature, goals and policies of events to keep them tuned in to the goals of the organisation. Various training programmes are conducted to provide professional training to the staff at this stage.

In sports events, recruitment of staff as per organisation's needs should be done. Example, the apex post may be for Director of the event, in second line Deputy Director and then Assistant Director of Sports event may be created.

## Directing

Directing personnel is a leadership quality, and includes letting staff know what needs to be done, by whom and also by when. It includes supervision of personnel while simultaneously motivating them. Without directing, planning or organising has no meaning. It is a function of guiding, inspiring and instructing people to accomplish organizational goals.

## Controlling

Controlling refers to all the processes that leaders create to monitor success. It involves establishing performance standards, measuring actual performance and comparing them for irregularities. It is a important function of management as controlling involves imparting instructions to employees and also ensuring that those instructions are followed. To organise any sports event, instructions given to members of the organising committee towards achieving common goal i.e., organising a sports event in this case, must be carried out sincerely for an event to be successful. Higher order management people control lower order people to ensure efficient and effective use to resources.





**I. Tick the correct option.**

1. The basic function of management is:
  - a. controlling
  - b. budgeting
  - c. **planning**
  - d. organising
  
2. In which of the following functions of sports event management “recruitment process” take place?
  - a. Planning
  - b. **Staffing**
  - c. Controlling
  - d. Directing

**II. Answer the following questions briefly.**

1. Explain the role of planning in organizing Sports Event.
2. Why controlling function is important in sports event management.

**III. Answer the following in 150-200 words**

1. Elaborate the functions of sports event management.

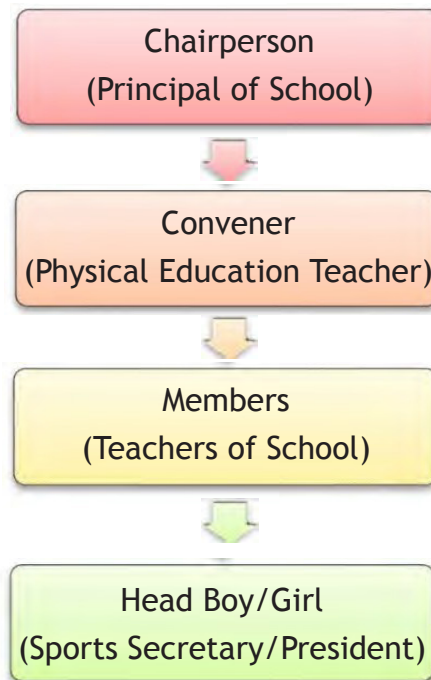
## 1.2 Formation of Committees

To organise any sports event, various committees are formed for its systematic and smooth conduct. As we have discussed earlier, to conduct sports events lots of professional planning and preparation is required. Formation of committees should be based on three levels of management - top, middle and lower levels. Depending upon the level or area of the sports event, suitable people are chosen for staffing various committees. Example, for an intramural event, members of the governing body or the Principal will remain the top level of management, whereas in an extramural event, the Director/Deputy Director/Supervisor of the state/ zone may be at the top level of management. They prepare policies or aims and objectives of the sports event. Middle level of Management consists of department heads, physical education teachers etc, to execute policies and achieve aims and objectives. The Lower level of management consists of teachers, administrators, finance officers etc. They implement the orders and directives of the top level.

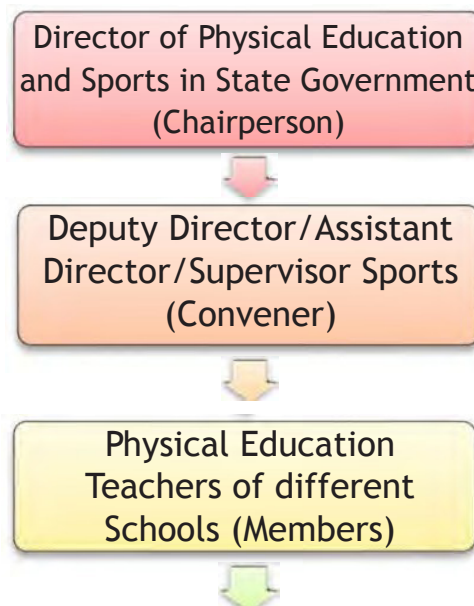




### Hierarchy of Organising Committee to conduct Intramural Event in School/ institution

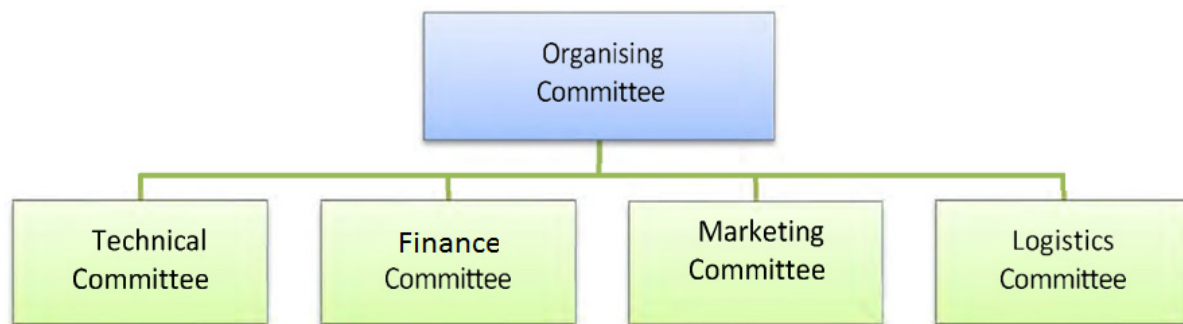


### Hierarchy of Organising Committee to conduct Extramural Event in Schools/ institutions



There is no fixed number of committees to be constituted to organise a sports event; it depends on the number of participants, level of event, area of specialization, dedication of volunteers etc. By and large we can formulate 4 committees under an organising committee. Look at the following chart to study their details of work and their responsibilities.





### 1.2.1 Technical Committee

This committee covers the technical aspect of the events like requisitions to procure sports equipment, conducting matches on time through selected officials (referees, umpires, judges, timekeepers etc.) for their respective games/sports.

**Pre-sports event/ tournament:** Before the event, it is the job of the Technical Committee to put forward a requisition to purchase equipment, invitation and confirmation from officials to conduct sports event, cleaning and layout of the fields, arrangement of equipment and stationery, preparation of fixtures, rules and regulation of the sports event.

**During sports event/ tournament:** While the tournament is in progress, the Technical Committee is responsible for conducting matches, presence of the jury, cleaning and layout of the fields, collection of score sheets and other related papers from officials, preparation of merit list, etc.

**Post sports event/ tournament:** After the event is over, the Technical Committee arranges for the cleaning and layout of the fields, maintenance of the field, and placing of all equipment back to store.

### 1.2.2 Logistics Committee

This committee has a wider scope of work ranging from transportation, boarding and lodging to refreshment, decoration and conducting ceremonies that form a part of the event. This committee may have various sub-committees as per requirement. The Logistics Committee looks after the Opening Ceremony, hires photographer/ videographer, makes arrangements for the Victory Ceremony and the Closing Ceremony including arrangement of refreshment, decoration, reception, entertainment, light and sound, medical aspect etc.

**Pre sports event/ tournament:** It is the duty of the Logistics Committee to look after Placement/Arrangement/Requisition of purchase of stationery, chairs, tables,





souvenirs, light and sound equipment, bouquets, sending invitations to stakeholders including other schools/ institutions and VIP guests, requisition of purchase of medals and certificates, arrangement of refreshments, arrangement of boarding and lodging, selection of volunteers, preparation of first aid kit and arrangement of medical facilities.

**During sports event/ tournament:** While the event is in progress, the Logistics Committee is responsible for the conduct of the Opening and Closing Ceremonies, checking registration, distribution of refreshment, management of spectators, handing over of medals and certificates, transportation of players/participants from place of stay to the field and back.

**Post sports event/ tournament:** After the event, the Logistics Committee supervises cleaning of the venue, and placing of the items back in their appointed places.

### 1.2.3 Finance Committee

The role of the Finance Committee is primarily to provide financial oversight for the event. It is involved in all aspects related to the finances of the sports event like planning, accounting, decision-making etc. Finalization of sponsorship, keeping an eye on inflow and outflow of finances, purchase of equipment and other items required for conducting the event, settling payments of officials are key areas of focus of the committee. It is the backbone of the sports tournament. It pitches to different companies and attracts them for sponsorships for the event.

**Pre sports event/ tournament:** Before the event, It is the responsibility of Finance Committee to prepare the budget, to purchase sports equipment, stationery, medals, certificates, and other requirements as desired by the other committees, as well as preparing and finalizing the MoU with sponsors.

**During sports event/ tournament:** During the course of the event, the Finance Committee keeps a check on the outflow and inflow of finances including payment and remuneration to officials.

**Post sports event/ tournament:** Once the event is over, the Finance Committee examines all records related to settlement of the bills and accounts, and prepares the financial report.

### 1.2.4 Marketing Committee

The Marketing Committee develops plans and strategies to place the event in the market with the purpose of generating publicity and sponsorships. Publicity can







be done through various modes like social media, print media, TV, e-mail etc. and sponsorship can be generated in terms of cash or kind by making media partners, food partners, drink partners etc. through calling on, meeting various companies etc. Marketing Committee also organises campaigns related to the event.

**Pre sports event/ tournament:** The Marketing Committee prepares a strategy for arranging for sponsorships, publicity of the event, arranging meetings or calling on sponsors, preparation of MoUs for sponsorships etc.

**During sports event/ tournament:** The Marketing Committee issues press release(s), works with media, manages methods of communication, fulfils the requirements of sponsors as per MoUs, arrangement for telecast of event etc.

**Post sports event/ tournament:** Once the event is over, the Committee issues a press release, and may arrange for a re-telecast of the event.

### Do You Know?

Check list to organising a sports event

1. Formation of Organising Committees
2. Establishment of Objectives
3. Theme of the event
4. Date of the event
5. Place of the event
6. Budget
7. Sponsorship
8. Marketing (Campaign)
9. Invitations to teams and guests
10. Conformation of teams
11. Logistics (Accommodations, Refreshments, Transportation, Medical Staff, Water, table, chairs, flags, notice board)
12. Checking on the sponsors
13. Drawing Fixtures and layout of field
14. Rules and Regulations
15. Arrangement of Equipment and score sheets
16. Arrangement of Referees and Prizes
17. Direction to the stadium (Sign posts)
18. Briefing of Volunteers and staff
19. Decorations







20. Practice and warm up Area
21. Security
22. Photographers
23. Approvals License and NOCs

### Extension Activity

Working in groups, write a Press Release to be issued by your school regarding the District Badminton Championship hosted by your school.

#### I. Tick the correct option

1. The Committee responsible for liaison with Print media is the \_\_\_\_\_ Committee.
  - a. Technical
  - b. Logistics
  - c. **Marketing**
  - d. Finance
2. Purchase of sports equipment is a work of the \_\_\_\_\_ Committee.
  - a. Technical
  - b. Logistics
  - c. Marketing
  - d. **Finance**
3. Publication of rules and regulations should be done \_\_\_\_\_.
  - a. **Pre event**
  - b. During event
  - c. Post event
  - d. Any time during the event

#### II. Answer the following questions briefly:

1. What should be the role of technical committee while organizing the event.
2. Explain the role of marketing committee during the event.





## 1.3 Fixtures & its procedures

In sports, an individual generally supports a particular team or player to win the game. Winning helps that team or player reach the next round, and after a specified number of matches, a player or a team wins the Championship. While watching a tournament, you would have seen sometimes a player or team lose a game, and get eliminated from the tournament. However, in some tournaments they remain in the game despite losing. Why is this so? Basically, there are different types of fixtures in different tournaments based on duration, cost, manpower, level, interest etc. that you will study here.

### 1.3.1 Tournaments

Tournament is a series of games or matches played among players or teams to determine the winner. It provides an opportunity to demonstrate skills, evaluate one's performance and motivate players to perform well, attract people towards sports to make sports popular and provide healthy entertainment.

There are various types of tournament formats based on advancement or elimination criteria of players or teams. Study the three tournament formats listed below.

**Knock - Out Tournament:** In a Knock-Out Tournament a player or team continues to play matches until it is defeated. In this type of format, players or teams have to consistently give their best performance to avoid elimination. Such a tournament saves cost and time and makes each match intensive because of fear of elimination. Since fixtures are drawn on the basis of lots, there is the possibility of a match between two good teams or players even in the early stages. In this system a good team can be eliminated even at the earliest stage due to getting defeated by chance or by accident.

**League or Round Robin:** In League or Round Robin Tournament, a player or team will play the matches that are allotted before the start of the tournament. Fixed number of matches are given to players and teams. Players or teams will get equal chance to play with each other. Thus, the true winner emerges from this format and ranking can be prepared for all participating players or teams. However, this format involves more money, time and facilities as compared to the Knock-Out Tournament and there is no provision of seeding for extraordinary teams and players.

**Combination:** They are the combination of Knock-Out and League format. Depending upon the need and importance of the tournament, Combination Tournaments can





be Knockout- League, League-Knockout, Knockout-League-Knockout etc. These tournaments are conducted when there are (a) a large number of participants, (b) participants are spread in different areas, (c) venues are in different zones/places etc. In this format some of the demerits of Knockout and League Tournaments can be eliminated.



### 1.3.2 Fixtures, Byes and Seeding

We have learned about three types of tournaments, Now we will study how we can draw the fixtures. In sports, the term *fixtures* refers to the programme listing which team (Team A) will play whom (Team B), where (venue), and when (time).

#### Definitions:

A fixture is “a sports event or its date.”

“A sports match that has been arranged for a particular time and place”

‘Fixture is a process of arrangement of the teams in systematic order in various groups for competitive fights for physical activity’.

Thus, **tie** or **fixture** or **heat** include multiple and progressive matches. In athletics and swimming the term **Heats** is used, in Tennis, badminton and other games we frequently use the terms **Ties** or **Fixtures**. For any tournament, unbiased draws of fixtures is a road towards the success. First, let us understand the words “bye” and “seed”.

**Bye** - means a team is not required to participate in the primary round due to allotment of draws. It should be given to any participating team through random lottery system. In a tournament, bye is generally assigned to teams by the organizing committee not to play a round due to one of the several reasons:

- Uneven distribution of teams in tournament (In knock out tournament, number of teams equals to power of two [e.g., 8, 16, 32, 64, ....] and in League tournament, if there is an odd number of teams.





- Separate pooling of previous winners in same group to create even competition,
- to avoid one team from playing more matches on a single day than the other, so creating disadvantage for some.

### Definitions

The position of a participant in a tournament who is not paired with an opponent, usually in the first round, and advanced to the next round without playing.

Something aside from the main course or consideration.

A sportsman in a tournament who is without an opponent.

The right to proceed to the next round of a competition without contesting the present round, often through non-appearance of an opponent.

**Seeding** - is a process in which teams will be placed in such a manner that good teams that have a ranking or previous year's position etc. do not meet another team at an early stage of the tournament. This procedure is generally implemented to reduce the chance of elimination of good teams at an early stage. Procedure of allotting seeding is the same as given for byes.

### Definitions

The process or result of seeding players for competition.

To arrange or schedule, as competitive teams or players, so that the most skilled are matched in the later rounds of play.

To scatter or distribute (the names of players) so that the best players do not meet in the early part of a tournament.

To rank a player according to the perceived likelihood of his or her winning a specific tournament

### 1.3.3 Procedure for Drawing Knock - Out Fixture

#### Step 1

To determine the total number of teams that will participate in the Knockout tournament.





If the number of teams is: 2, 4, 8, 16, 32, 64, 128, .... (Number being a multiple of Two) then there is no need of byes. You may see the procedure in Illustration : 1 and 2. If the number of teams is other than the given numbers, then byes will be given as per draw of lot.

## Step 2

To determine the total number of matches to be played in the tournament, following formula will be used:

Total Number of Matches= Number of teams - 1 In case of 8 teams then  $8-1= 7$  matches (not including third place match)

If number of teams are 12 then

$12-1= 11$  matches (not including third place match) In case of 15 teams then  $15-1=14$  (not including third place match)

## Step 3

The total number of teams are to be divided into two halves, namely Upper Half and Lower Half.

If the total number of participating teams are even in numbers the Formula will be:

$$\frac{\text{Number of teams}}{2} = \text{Teams in Upper Half or Lower Half}$$

If total number of teams is 12 then,  $\frac{12}{2} = 6$ , i.e., 6 teams will be placed in Upper Half and the remaining 6 will be placed in Lower Half.

If total number of participating teams are **odd in numbers** then Formula will be

$$\frac{\text{Number of teams} + 1}{2} = \text{Teams in Upper Half}$$

$$\frac{\text{Number of teams} - 1}{2} = \text{Teams in Lower Half}$$

If number of teams is 15 then

$$\frac{15 + 1}{2} = 8 \text{ Teams in Upper Half}$$





$$\frac{15 - 1}{2} = 7 \text{ Teams in Lower Half}$$

Thus, 8 teams will be placed in Upper Half and remaining 7 will be placed in Lower Half.

#### Step 4

After determining Upper and Lower Half Teams, byes will be given. We can determine the byes by finding the difference between the number of teams participating in the Tournament and next power of 2 of participating Teams in the Tournament. For example, if total number of Teams is 12, then next power of 2 will be 16.

$16 - 12 = 4$  Byes. For **even numbers** byes will be placed in Upper and Lower Half.

$$\frac{4}{2} = 2$$

If total number of Teams is 19, then next power will be 32.  $32 - 19 = 13$  byes

For **odd numbers** byes will be placed in Upper Half =  $\frac{13 - 1}{1} = 6$  and Lower Half =

$$\frac{13 + 1}{2} = 7$$

#### Step 5

Allotment of byes in the fixture should be given in following order. First bye will be given to last team of Lower Half, Second bye will be given to first team of Upper Half, Third bye will be given to last team of Upper Half, Fourth bye will be given to first team of Lower Half, Same pattern will be followed after fourth bye till the remaining byes have been given.

OR

First bye will be given to last team of Lower Half, Second by will be given to first team of Upper Half, Third bye will be given to first team of Lower Half, Fourth bye will be given to last team of Upper Half

Same pattern will be followed after fourth bye till the remaining byes have been given.





## Step 6

Write the serial number (number of participants) in vertical order. Divide into two halves as per Step 3.

Then place byes as per step 5.

Now place remaining teams through random lottery system from top to bottom or same pattern used to allot byes.

Teams having byes will not play their first-round matches. Put Date, Time, Venue in front of the matches in fixture. Illustration - 1

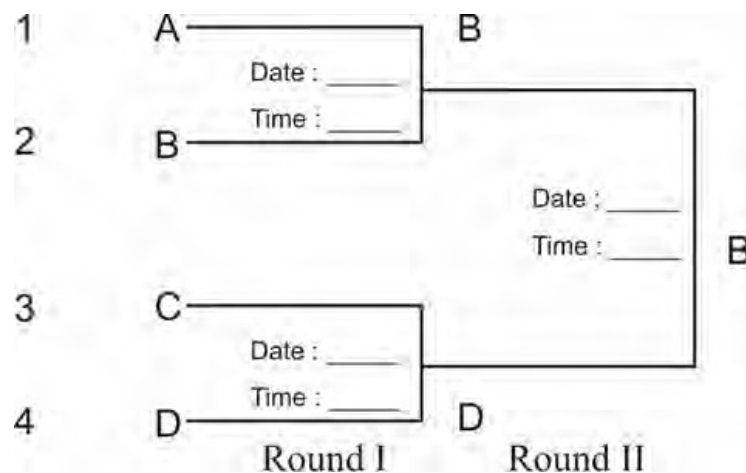
Total Number of Teams = 4

Total Number of Matches =  $4-1 = 3$

Total Number of Byes= since Number having power of Two, no need of bye Number of team in

$$\text{Upper Half} = \frac{4}{2} = 2$$

$$\text{Number of team in Lower Half} = \frac{4}{2} = 2$$



### Round I Matches

First match between A Vs B and won by B

Second Match between C Vs D won by D







**Round II match or Finals**

Third match Finals between B Vs D won by B

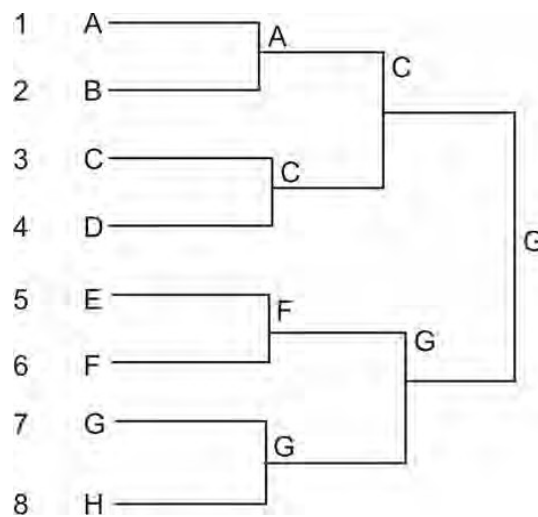
**Illustration - 2**

Total Number of Teams = 8

Total Number of Matches =  $8-1=7$

Total Number of Byes= since Number having power of Two, no need of bye Number of team in Upper Half =  $\frac{8}{2} = 4$

Number of team in Lower Half =  $\frac{8}{2} = 4$



**Round I Matches**

First match between A Vs B won by A

Second match between C Vs D won by C

Third match between E Vs F won by F

Fourth match between G Vs H won by G

**Round II Matches**

Fifth match between A Vs C won by C

Sixth match between F Vs G won by G





### Round III or Finals

Seventh match Final between C Vs G won by G

### Illustration - 3

Total Number of Teams = 11

Total Number of Matches =  $11-1=10$

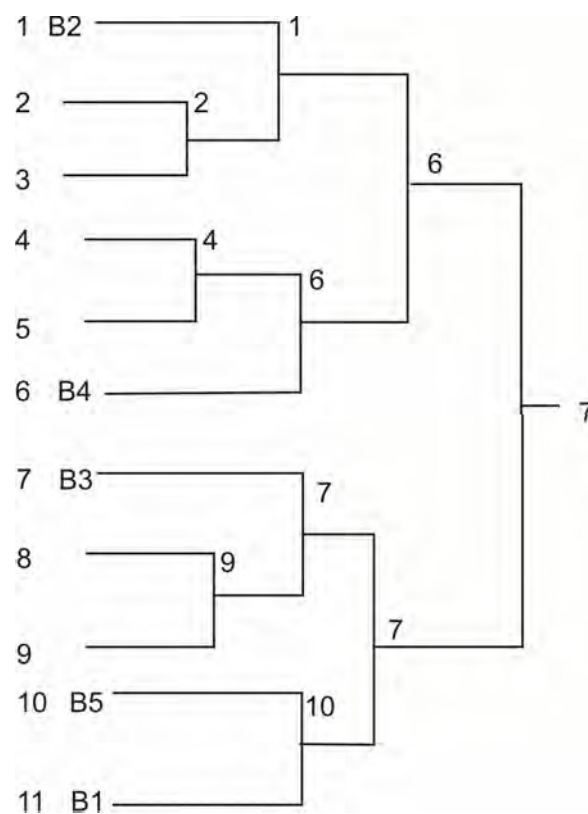
Total Number of Byes =  $16-11=5$

Total Number of Byes in Upper half =  $\frac{5-1}{2} = 2$

Total Number of Byes in Lower half =  $\frac{5+1}{2} = 3$

Number of team in Upper half =  $\frac{11+1}{2} = 6$

Number of team in Lower half =  $\frac{11-1}{2} = 5$





### Round I Matches

First match between 2 Vs 3 won by 2

Second match between 4 Vs 5 won by 4

Third match between 8 Vs 9 won by 9

### Round II Matches

Fourth match between 1 Vs 2 won by 1

Fifth match between 4 Vs 6 won by 6

Sixth match between 7 Vs 9 won by 7

Seventh match between 10 Vs 11 won by 10

### Round III Matches (semi-finals)

Eighth match between 1Vs 6 won by 6 Ninth match between 7 Vs 10 won by 7

### Round IV or Final

Tenth match between 6 Vs 7 won by 7

#### 1.3.4 Procedure to Draw League or Round Robin Fixture

In League or Round Robin Tournament each team has to play once with all the remaining teams of the tournament.

#### Step 1

Determine the number of matches by applying following formula:

Number of teams = n

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

$$\text{If teams are 6 then } \frac{6(6-1)}{2} = \frac{36-6}{2} = \frac{30}{2} = 15$$

This means, 15 numbers of matches will be played in league tournament. If teams are 7 then 21 numbers of matches will be played in league tournament





## Step 2

Here, we will study two types of methods to fix the team in league tournament namely Cyclic Method and Stair Case Method:

### Cyclic Method

In Cyclic Method, one team will be fixed in position and the other will be placed in rotation to complete the cycle. In this method, two situations may arise, first if teams are even numbered, second situation if teams are odd numbered. Let's see how to set fixtures in these two situations.

Even number of teams in tournament does not require giving of any bye to any team and to find out number of rounds, formula will be number of teams - 1.

Total number of teams= 6 Total number of rounds = 6-1 = 5

I Round	II Round	III Round	IV Round	V Round
6 → 1	5 1	4 1	3 1	2 1
5 → 2	4 6	3 5	2 4	6 3
4 → 3	3 2	2 6	6 5	5 4

In order to draw fixture for odd number of teams one bye will be given to one team in one round and in next round another team will get a bye. Rounds in the tournament will remain the same.

Total number of teams = 7 Total number of rounds = 7

I Round	II Round	III Round	IV Round	V Round	VI Round	VII Round
7 Bye	6 Bye	5 Bye	4 Bye	3 Bye	2 Bye	1 Bye
6 → 1	5 7	4 6	3 5	2 4	1 3	7 2
5 2	4 1	3 7	2 6	1 5	7 4	6 3
4 3	3 2	2 1	1 7	7 6	6 5	5 4

### Staircase Method

In Staircase Method, one team will be fixed on the highest step, and that team will play with all the teams of the tournament and in next step down, the next team will be fixed to play with other remaining teams and so on.





Total number of Teams= 7

A Vs B						
A Vs C	B Vs C					
A Vs D	B Vs D	C Vs D				
A Vs E	B Vs E	C Vs E	D Vs E			
A Vs F	B Vs F	C Vs F	D Vs F	E Vs F		
A Vs G	B Vs G	C Vs G	D Vs G	E Vs G	F Vs G	

### Details of Matches

Match No	Team A	Vs Team B	Date	Time	Venue	Result

### Step 3

Determining the winner/merit in League Tournament.

In League or Round Robin Tournament winner/merit will be decided on the basis of points awarded to the teams. Example Winner = 5, Draw =3, Loser = 0. Points tally may be as follows:

S. No.	Teams	Match Played	Match Win	Match Loss	Match Draw	Total Points	Ranking
1	A	5	4	0	1	23	I
2	B	5	3	1	1	18	II
3	C	5	1	2	2	11	IV
4	D	5	0	4	1	3	V
5	E	5	1	2	2	11	IV
6	F	5	0	0	5	15	III

