

UNIT I

MEANING

Managing is one of the most important activities of human life. To accomplish aims that could not be achieved individually, people started forming groups. Managing has become essential to ensure the coordination of individual efforts. Management applies to all kinds of organizations and to managers at all organizational levels. Principles of management are now used not only for managing business but in all walks of life viz., government, military, social and educational institutions. Essentially, management is same process in all forms of organization. But it may vary widely in its complexity with size and level of organization. Management is the life giving element of any organization.

Definitions suggested by some of the management experts are presented below:

Henri Fayol: “Management is conduct of affairs of business, moving towards its objective through a continuous process of improvement and optimization of resources”.

Koontz: “Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims”.

Mary Parker Follett: “Management is the art of getting things done through people”.

George R. Terry: “Management is a process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish the objectives by use of people and resources”.

Purpose & Importance of Management in Physical education

- 1. Optimum utilization of resources:** Management facilitates optimum utilization of available human and physical resources, which leads to progress and prosperity of a business enterprise. Even wastages of all types are eliminated or minimized.
- 2. Competitive strength:** Management develops competitive strength in an enterprise. This enables an enterprise to develop and expand its assets and profits.
- 3. Cordial industrial relation:** Management develops cordial industrial relations, ensures better life and welfare to employees and raises their morale through suitable incentives.
- 4. Motivation of employees:** It motivates employees to take more interest and initiatives in the work assigned and contribute for raising productivity and profitability of the enterprise.
- 5. Introduction of new techniques:** Management facilitates the introduction of new machines and new methods in the conduct of business activities. It also brings useful technological developments and innovations in the management of business activities.
- 6. Effective management:** Society gets the benefits of efficient management in terms of industrial development, justice to different social groups, consumer satisfaction and welfare and proper discharge of social responsibilities.
- 7. Expansion of business:** Expansion, growth and diversification of a business unit are possible through efficient management.

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DEPARTMENT: PHYSICAL EDUCATION
SUB: MANAGEMENT OF PHYSICAL EDUCATION
SEM= IV

8. Brings stability and prosperity: Efficient management brings success, stability and prosperity to a business enterprise through cooperation among employees.

9. Develops team spirit: Management develops team spirit and raises overall efficiency of a business enterprise.

10. Ensures effective use of managers: Management ensures effective use of managers so that the benefits of their experience, skills and maturity are available to the enterprise.

11. Ensures smooth functioning: Management ensures smooth, orderly and continues functioning of an enterprise over a long period. It also raises the efficiency, productivity and profitability of an enterprise.

12. Reduces turnover and absenteeism: Efficient management reduces labour turnover and absenteeism and ensures continuity in the business activities and operations.

13. Creates sound organisation: A dynamic and progressive management guarantees development of sound Organisation, which can face any situation - favorable or unfavorable with ease and confidence.

PRINCIPLE OF MANAGEMENT

Henry Fayol suggested 14 principles of management. These principles are:

1. **Division of work or specialization** This increases productivity in both technical and managerial work.
2. **Authority and responsibility** These are imperative for an organizational member to accomplish the organizational objectives.
3. **Discipline** Members of the organization should honour the objectives of the organization. They should also comply with the rules and regulations of the organization.
4. **Unity of command** This means taking orders from and being responsible to only one superior.
5. **Unity of direction** Members of the organization should jointly work toward the same goals.
6. **Subordination of individual interest to general interest** The interest of the organization should not become subservient to individual interests or the interest of a group of employees.
7. **Remuneration of personnel** This can be based on diverse factors such as time, job, piece rates, bonuses, profit-sharing or non-financial rewards.
8. **Centralization Management** should use an appropriate blend of both centralization and de-centralization of authority and decision making.
9. **Scalar chain** If two members who are on the same level of hierarchy have to work together to accomplish a project, they need not follow the hierarchy level, but can interact with each other on a 'gang plank' if acceptable to the higher officials.
10. **Order** The organization has a place for everything and everyone who ought to be so engaged.
11. **Equity** Fairness, justice and equity should prevail in the organization.
12. **Stability of tenure of personnel** Job security improves performance. An employee requires some time to get used to new work and do it well.

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DEPARTMENT: PHYSICAL EDUCATION
SUB: MANAGEMENT OF PHYSICAL EDUCATION
SEM= IV

13. **Initiative** This should be encouraged and stimulated.
14. **Esprit de corps** Pride, allegiance and a sense of belonging are essential for good performance. Union is strength.

UNIT III
TOURNAMENT

Tournament: A series of sports competitions, in which, a team finally wins and rest of the participating teams lose the matches. It depends on various factors i.e. - No. of participating teams, availability of grounds and equipment's, No. of days and funds.

Importance of tournament

- ❖ The sportsman learns the discipline by playing tournaments.
- ❖ The sportsman meets other sportsman at a single platform.
- ❖ He learns ethical values such as honesty, fair play, respect for others.
- ❖ Tournaments provides recreation to all, i.e. organizers, spectators, students.

Types of Tournaments

There are various types of tournaments and selected few are discussed in detail. The four main types of tournaments are listed below:

- 1. Knock-out or elimination Tournament:** In this type of tournament, the team once defeated, gets eliminated from the tournament. Only the winning teams contest in the next rounds. Opportunities are given to the winning players/teams.
- 2. League or Round Robin Tournaments:** In single league tournament all participating teams compete once, with each other, where as in double league, each team plays with every as in double league, each team plays with every other team twice, without any consideration of victory or defeat.
- 3. Combination Tournaments:** Combination tournaments are organized in group or zonal matches. Whenever there is a large number of teams, combination tournaments facilitate the Physical Education Teachers, job. It gives them elbow room to try out new experiments.
- 4. Challenge tournaments:** This type of tournament comes handy when there are one to one contests or there are two players on each side. One player challenges the other and the other player accepts the challenge. Games in which such tournaments are held are - Boxing, Tennis, Table Tennis, Badminton etc.

Each major type of tournaments has many sub classifications. Each sub type serves different needs of the organizers. The sub types of major tournaments are given below:

Knock-out or Elimination Tournaments

1. Single Knock-Out or single elimination Tournament
2. Consolation Tournament (Type I stand type II)
3. Double Knock-out or double elimination tournament
4. Bangnall-wlid elimination tournament

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DEPARTMENT: PHYSICAL EDUCATION
SUB: MANAGEMENT OF PHYSICAL EDUCATION
SEM= IV

League or Round Robin Tournaments

1. Single League Tournament
2. Double League Tournament

Combination tournaments

1. knock out-Cum-Knock-Out Tournament
2. Knock-Out-Cum-League Tournament
3. League-Cum-League Tournament
4. League-Cum-Knock-Out Tournament

Challenge Tournaments

1. Ladder Method
2. Pyramidal Method
3. Cobweb Method

Knock-out Tournaments

Merit of Knock-out Tournaments

- Knock-out tournaments are less expensive.
- It helps in developing the standard of the game, as each team tries to perform at their best to avoid defeat.
- Within shortest possible time, tournament can be finished.
- No. of officials required also get reduced to organize such tournaments

Demerit of Knock-out Tournaments

- There are chances of even good enough teams getting eliminated in Ist and IInd round itself.
- There are chances of weak teams making it to final stages.
- Viewers interest in the final match may get reduced.

Single knock out or single Elimination Tournament: In this type of tournament, the team which is defeated once, gets eliminated immediately and will not be given another chance to play.

Method or drawing fixtures for single knock out or single elimination tournament

- **The total number of matches = $n-1$,** i.e., total number of teams participating minus one.

For example, if 12 teams are participating and competing, then the total number of matches to be organized will be $12-1=11$.

- **Method of determining the number of teams in the upper half and lower half**

In both the illustrations given below, a small letter 'n' stands for total number of teams competing in the tournament.

a) When the number of teams is EVEN; then

- ❖ The teams in the upper half would be $n/2$

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DEPARTMENT: PHYSICAL EDUCATION
SUB: MANAGEMENT OF PHYSICAL EDUCATION
SEM= IV

- ❖ The teams in the lower half would be $n/2$

For instance, there are 12 teams, and then the number of teams in the upper half and lower half would be

$$n/2 = 12/2 = 6 \text{ teams in each half}$$

b) When the number of teams is ODD; then

- ❖ The team in the upper half would be $n+1/2$
- ❖ The team in the lower half would be $n-1/2$

For example, there are 21 teams: the teams in the upper half would be

$$n+1/2 = 21+1/2 = 11$$

The teams in the lower half would be

$$n-1/2 = 21-1/2 = 10$$

Bye: - The advantage given to a team usually by drawing a lot, and exempting it from paying a match in the first round is known as Bye. These are given to a specific number of teams in the first round. The number of byes are decided by subtracting the number of teams from the next higher number which is in power of two's.

$$\text{Bye Next Higher No-no of Team } [2n - \text{no of teams}] = 2^2$$

- **Method of determining the number of Byes** to be given in the upper half and in the lower half in both the illustrations given below, combined small letter 'nb' stands for total number of byes to be given in the fixture.

a. When the total number of 'Byes' is EVEN:

For example, there are 6 byes; then

- ❖ The byes in the upper half would be $nb/2 = 6/2 = 3 \text{ byes.}$
- ❖ The byes in the lower half would be $nb/2 = 6/2 = 3 \text{ byes}$

b. When the total number of 'Byes' is ODD'

for example, there are 11 byes' then

- ❖ **Byes in the upper half** would be $nb-1/2 = 11-1/2 = 5 \text{ byes}$
- ❖ **Byes in the lower half** would be $nb+1/2 = 11+1/2 = 6 \text{ byes}$

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DEPARTMENT: PHYSICAL EDUCATION
SUB: MANAGEMENT OF PHYSICAL EDUCATION
SEM= IV

League or Round Robin Tournaments

Merit of League Tournament

1. Only the strong teams will win.
2. Teams will get enough opportunity to show their performance.
3. Games and sports get more opportunity of publicity.
4. Officials find it easy to choose a team.
5. A team does not have to defeat the other team to play next match.
6. There are no. of opportunity to improve one's own game and performance.
7. Viewers get enough opportunity to see a no. of games.

Demerit of League Tournament

1. It takes more time.
2. It is more expensive.
3. Much bigger arrangement has to be made.
4. Repeated defeat demoralize the team and reduces recreation of the spectators.

Procedure of Fixtures in League Tournaments

1. Cyclic Method
2. Staircase Method
3. Tabular Method
