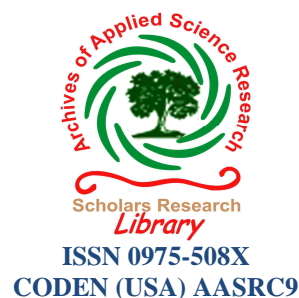




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Determining the competencies of Sport Event's Managers

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ABSTRACT

The goal of present study was to analyze and compare the viewpoint of university professors and managers that holding Federations' sports matches, regarding the competencies of sports events' managers. This study was descriptive and scaling survey, and has been conducted as a field research. Statistical society includes 39 university professors with more than a three-year experience in teaching, in courses related to the management of sports events, and 64 managers that were involved in holding Federations' sports events and the statistical model was equals to statistical society. The COSEM questionnaire of the competencies of sports events' managers (Toh, 21) was our means for collecting data. The liability of the questionnaire content was confirmed by university professors, and its reliability ratio was 0.87. In order to determine the important factors in the competency of sports events' managers, the agential-conformational analysis with Varimax rotation was used. Also, to compare professors' views with those of sports events' managers, we used T test for independent groups. The results showed the most important competencies for sports events' managers include; planning techniques, event management, sports sites and sport facilities management, and event's research & marketing management. Also, there was not a meaningful difference between the viewpoints of university professors and the managers who hold Federations' sports events, about competencies of sports events managers.

Key Words: Competency, sports event, sports event manager.

INTRODUCTION

Today's events play an important role in human society, so that Allen says; the event has become the industry". With increasing leisure & recreation time, the kinds of public events, arts and sports events also has increased. Gets says; the event is a temporary phenomenon that can be with or without planning and has specified period. Sport event is a kind of events that is important & growing part of event industry. The idea of holding competitions and sporting events consistently & between different nations firstly considered by Pierre De Coubertin, and Olympic event was established as a very large event. History shows that sporting events have

played an important role in community development & important people in this area manage this phenomenon against all odds & hardships, until Current status of the sport events industry. Past decades witnessed an unprecedented demand for hosting national and international sporting events, among them countries with strategy based approach succeed in this regard. Holding such events requires management science, until related managers could hold such events. Because of more registration of event industry & its management, it is more famous than other professional management types. Different athletic contests, according level and number of participants needs its special planning & managing. Most events because of their importance, extent & relation with whole community need many complicated supplies that require special skills. Using various skills is one of the key & logical features of event managers that complicate event managing. Event management includes planning, coordination, classification and evaluation of each event, and event manager is the person who is responsible for putting these components together. It is obvious that to hold an event desirably, a manager should plan as well as using all facilities, human & material resources to achieve organizational goals that are holding the event desirably. Event managers should continuously develop & update their skills.

Otherwise Event management history is several thousand years, but only in the last few decades the idea of event industry & professionalism emerge. Despite of long history of event holding, this industry has the examples of lacking efficient management. Managers of major events in the areas of legal, marketing, human resources and accounting have emerged & in fact these managers raised in developed areas with no formal education requirements for qualification and the reason of their success is that event management encompass all fields and requires many management and job skills. Long before determining the conditions for sport managers, many managers manage sport events, but nowadays sport event managers and their skills in the management was considered. Writers like; Allen, O'Toole, Mach Daniel, Harris in Australia, Catterwood, Vanker, Gets & Gladblat in New Zealand, helped the evolution of sport event management and in particular help emerging sports management courses in higher education in America, Australia and England. However, university professors in academic environment, don't related management theories to the real-world, and don't fill the gap between university & real world. Perhaps it is the reason of efficient management absence in some cases, worldwide, Such as problems in ticket sale management in the 2006 FIFA World Cup and 2008 Olympic, population poor management in various events, inappropriate financial management and other problems that occurred in the field of sports event management, and in significant examples such as; England's Sheffield and Australia's Sydney due to lack of proper strategic planning program, Sheffield City Council was for several years in debt of holding Students' World Games in 1991. The survey asked sport events managers to name the most important success factors in the last sport event management that were held by them, and all as employees with knowledge emphasized on strategic planning, and appropriate financial & media management and awareness of uncontrollable factors and predicting them, that affect the event. Undoubtedly, only competent managers could prepare these factors to hold an event better.

Competence studies are one of the most important research areas and the most important ways to identify job qualification in a profession. Its main purpose is recognizing required knowledge and skills to execute a job. One step in training qualified persons in job application is determining the job's important qualifications through research for training people. Key is to educate people. Competences, skills, and knowledge and personality characteristics that is necessary for a successful job performance. Philpot & et al. Know competencies as the combination of skills, knowledge and required attitudes to perform a role effectively. Boyatzis know competences as characteristics that is associate with superior or effective performance. The competency studies determine required characteristics for different jobs' good performance in different conditions.

The definition of management competency is the same as these definitions. Management competency consisting of a set of knowledge, skills, ability and motivation until the manager is able to perform duties well. Today, the management of human resources is based on competency, i.e. All major subsystems of human resources such as; attract, performance, compensation, development, planning career paths and succession, must be according competency. Competency studies is done in different job situations such as; municipality, private & nonprofit organizations, commercial, military and sports organizations.

One of the study fields in sport management is competency & determining required competency of sport managers, and these competences must identified to make managers ready for management posts approval. Sports administrators need to know that, in each determined job what abilities required. In response to evaluation of each job's particular ability, a job's complete analysis requires. Because of society changing, sport management researchers purpose, repeated evaluation of the competencies required to execute a job in the sports industry. In this regard, several studies have been done for determining managers' competencies in the field of recreation, sport and the university.[32] research on the issue of whether in sport industry can employ sport management graduated persons for professional sports management posts or not ,and which competencies is important in their jobs. They categorize competency in eight groups & conclude that, the people who work in executive works are successful when working with people who have academic education. Jennings [24] examined performance managers' required competencies for recreational sports, using (RSCA) questionnaire among physical education organization & managers of recreational sports organization, and compare the results with Jamieson [23] studies & didn't report any meaningful differences. [27] Examined sports club managers required competencies & divided clubs based on the number of members into three groups, and he reported that all three groups knew the relation with customer as the most important competencies. [16] Studied Taiwan country sport managers to determine required competencies for their job, using the [32] questionnaire and reported physical education academic education, communication and public relations and personnel management as the most important competencies. [26] Evaluated managers' required competencies of sport centers in Korea, and concluded that there are different competencies between three groups of managers, i.e. top managers, middle managers and bottom managers. [31] In research of needed competencies by sport events managers in the United States reported that there is no significant difference between university professors and administrators of athletic association tournament, and effective communication with staff was reported as the most important competency. [18] Studied on the competency of sports clubs managers in Germany and reported contact and public relations, marketing management and advertising as the most important competencies. [13] studied on the upper and lower level managers of sport facilities and equipment and reported that budgeting , communication skills in the upper levels and Communication skills and the creation and maintenance of safety equipment in the lower levels were among the most important competencies. [10] Studied on the competencies of university recreational administrators and sports facilities and equipments' management and management techniques and planning reported as the most important competencies by them.

However, there isn't considerable work in the past literature regarding competencies of sport events managers. Maybe there were some common competencies between some managers of sport events and other events, but as community is changing, the competency of different jobs' events also changes. According provided definitions we know that there are 2 definitions for competency. First indicates a person's ability to perform job-related work effectively, and the latter is what a person needs to operate effectively. In this study researcher considered second definition of competency .To understand whether there is a gap between theory and practice in

sport management or not, researchers examined important competencies that experienced by people with executive experience & university professors. There is a hypothesis that as the perceptions of these two groups are closer to each other, the programs of sport management theory meet the requirements of sports industry more. This research has been done to determining the competency of sport event managers in Iran from the perspective of university professors & administrators of Sports Federation tournament in Iran and Compare their views and investigate whether there is gap between theory and practice in the sport events management in Iran.

MATERIALS AND METHODS

Recent research was descriptive & scaling study and has been conducted as a field research. Statistical society includes 39 university professors with more than a three-year experience in teaching, in courses related to the management of sports events, and 64 managers that were involved in holding Federations' sports events and the statistical model was equals to statistical society. 39 questionnaires sent to teachers that, despite repeated following, 32 of them were returned, and 64 questionnaires sent to directors of the Federation Competition, that 31 of them were returned. In this survey in order to gathering data competency of sport events managers questionnaire (COSEM), and Toh with a five-value Likert scale (1 = very low importance, 5 = very important) was used, that after translation delivered to the professors and this field experts to localization and reliable, and questionnaire validity was approved using Cronbach's alpha coefficient, with the 0.87 coefficient. The questionnaire has 10 small-scale such as; business methods, communications and public relations, computer skills, sport facilities and equipments management, policy & governmental issues, risk management, management techniques, event programming & management, research & marketing management and background factors from past literature, Which it need to explain that, last item i.e. background literature didn't exist in this questionnaire & included in the questionnaire by the opinion of expert professors. Descriptive statistics including mean, standard deviation, frequency distribution tables and charts to organize demographic information such as; age, gender, education and experience were used. In inferential statistics was used Confirmatory Factor Analysis with varimax rotation, to confirm the load factor and the most important factors affecting the competency of sport events managers, and to compare the views of university professors and administrators in the federation athletic competitions, independent groups T-test was used. For research data analysis SPSS-14 software and Excel was used.

RESULTS

In Descriptive statistics, demographic characteristics such as; age, gender, education, years of experience is shown in the table.

According Table 1, among 31 sport managers of Country Sport Federation Competitions, there were 5 women (16.2 %) and 26 men (83.8%). There were 9 person in the ages between 30 to 45 years (29%) and 10 person between the ages 46 to 55 years (32.2%) and 12 person in age above 56 years (38.8%). there were 8 person with Associate Degree and lower than it (25.8%), 18 person with bachelor's degree (58.2%) and 5 person with a master's degree (16%). 8 person with 10 years and less than it, experience in management posts of sport federation competitions holding in the National Federation (25%), and 12 person with 11 to 20 years (38%) and 11 person with 21 years & more (37%) were in this area. Maximum & minimum number of athletes participating in last held event by them was reported 15 and 300 people. Minimum and maximum

number of spectators at last held event was reported 70 and 15,000 person. Lowest and highest number of volunteers in the last held event by them, were reported zero and 20 people.

Table 1 - Demographic information of sport federation competitions' holdings managers

Variable	Variable Level	Abundance	Percentage
Gender	Female	5	16
	Male	26	84
Age	30 - 45	9	29
	46 - 55	9	32
	56 ≤	12	39
Educational Document	Associate Degree	8	26
	B.A Degree	18	58
	Master's Degree	5	16
Work Experience in related posts in event management in sport federation	≤ 10	8	25
	11 - 20	12	38
	≥ 21	11	37
The number of Sport Events Participants	Athletes	15 - 300	---
	Viewer	700 - 15000	---
	Volunteer	0 - 20	---
<i>Description: In last 3 row of table, the number of mentioned individuals is according maximum & minimum numbers that was reported in the questionnaires.</i>			

Table 2 Demographic Profile of University Professors

Variable	Variable Level	Abundance	Percentage
Gender	Female	3	9.4
	Male	29	90.6
Age	30 - 40	8	25
	46 - 55	17	53.1
	56 ≤	7	21.9
Knowledge degree	Assistant Professor	26	83.8
	Associate Professor	6	17.2
The experience of executive work in sport event management	≤ 10	7	31.8
	11 - 20	9	40.9
	≥ 21	6	27.3
<i>Description: Only 22 professors which cooperate in research had executive work experience in sport event management.</i>			

According to Table 2, among 32 people of university professors, there were 3 women (9.4%) and 29 men (90.6%), and 8 people with age 30 to 45 years (25%) and 17 people between the ages 46 to 55 years (53.1%) and 7 people at the age of above 56 years (21.9 percent). 26 person with assistant professor degree (83.8%) and 6 person with a rank of associate professor (17.2%) were. 7 person had 10 year & less Executive management experience in the field of sport events management (31.8%) and 9 person with 11 to 20 years experience (40.9%) and 6 people with the experience of 21 years and more (27.3%) were.

The subjects were asked to determine the importance of each items listed in the questionnaire for the competence event manager.

The 0.879 = KMO (greater than 0.7) and meaningful number of Bartlett's Test of Sphericity 000 / 0 = Sig (smaller than 0.05) shown suitability of initial conditions for factor analysis testing. Total obtained factors explained 67.46 percent of the total society variance. Cronbach's alpha values for these 10 factors were obtained as follow: 0.81 for the business methods, 0.76 for communications and public relations, 0.72 computer skills, 0.65 for sports facilities and

equipments management , 0.61 for politics and governmental issues , 0.66 for risk management, 0.88 for management techniques, 0.86 for programming techniques & Event Management, 0.72 for event research management and event marketing and 0.71 for the derivation factor of the background literature. Finally the factors were ranked using load factor (Table 3). Also obtained load factor for each item in per factor is reported in Table 4.

Table 3 - Factors ranking using load factor obtained from factor analysis

Factor Name	Degree	Factor load	Cronbach's alpha
Event management & programming techniques	1	0.916	0.86
Places & Equipments Management	2	0.857	0.65
Event research & marketing management	3	0.850	0.72
Commercial methods	4	0.831	0.81
Political & Governmental issues	5	0.820	0.62
Communication & public relations	6	0.779	0.76
Managing techniques	7	0.746	0.88
Risk Management	8	0.691	0.66
Derived factor of background literature	9	0.652	0.71
Computer skills	10	0.630	0.72

Table 4 – The list of competencies of sport event managers and load factor

Factor Name	Surveyed components	Load factor
Programmin g Techniques & Event Management	Identifying Partners' violation patterns	0.620
	Providing proper system for employees employment & evaluation	0.629
	Selecting confident individual for leadership roles	0.560
	Supervising on individuals employment	0.473
	League & Tournaments' Scheduling	0.444
	program complying with the special needs of disabled persons	0.496
	Establishing procedures for the games delay , timing back and elimination	0.484
	Providing Clinics for official employees	0.770
	Showing the concept of organizing aspects and holding various sport fields	0.490
	establishing appropriate sport Regulations & rules	0.460
Sport Facilities & Equipments Management	policies and strategies designed to prevent improper use of facilities and equipment	0.620
	daily inspection of facilities and places	0.565
	Proper Planning for preserving Facilities	0.506
	Proper Planning for preserving Facilities	0.577
Research management & Event Marketing	research Conducting in order to development & improving programs	0.431
	Evaluation of Partners satisfaction level	0.425
	Description and analysis of SWOT (opportunities, threats, strengths and weaknesses) for contract parties	0.543
	Publication of research findings	0.589
	Create a proper plan for evaluating programs	0.527
Commercial Methods	Familiarity with the basic principles of accounting	0.631
	Applying the principles of sport economic science	0.708
	Providing financial reports	0.587
	defense of proposed budget	0.506
	Using marketing technique	0.506
	providing proposed budget	0.522
Political & Commercial Issues	Developing the ways to emerging appropriate behavior by employees and partners	0.521
	Providing proper policy for partners performance	0.471
	Applying the ways to modify the behavior of participants and spectators	0.581
	Managing events, incidents, game's protests regularly and providing proper reports	0.414
	development Policies	0.539
Connections & Public	Using appropriate methods to resolve protests	0.455
	keeping effective communication with employees	0.490

Relation	Appropriate use of written communication skills	0.450
	consultation with staffs and volunteers about detailed program	0.610
	Appropriate use of verbal communication skills	0.615
Management Techniques	Establishing organizational policies for personnel programs & programming	0.441
	Notifying performance expectations to employees by job description	0.699
	employees evaluation for career development	0.710
	Employment, interviewing and training part-time or full-time employees	0.490
	Using appropriate techniques for time management	0.552
	Providing staff's Timetable for doing works	0.732
	Motivate staffs and volunteers	0.416
	Strategic planning for program implementation	0.566
	Providing Meetings between professional staffs and volunteers	0.502
	Providing functional standards in programs executing	0.703
	Using Effective office method to perform registration reports and ...	0.549
	Preparation and review of programs & Committee's Information reports	0.462
Risk Management	Providing legal and safe training for employees, such as first aids	0.521
	Exercising effective decision making in dealing with incidents	0.430
	The concept of sport activities special risks	0.463
	Showing the concept of basic business & sport law & other important legal issues	0.525
	Creating a safe program to prevent accidents and incidents	0.559
	Establishing Legal agreements with employees and partners	0.690
Literature	Designing, programming and event controlling policy (transportation, food, ticket sales, ...)	0.448
	The use of volunteers for sport events	0.591
	Negotiations for the financial support of sport events	0.473
	Providing adequate insurance for sport events	0.453
	works for capital increasing	0.490
	Request for event proposals	0.562
	Coordination of any complexity in event , such as; programming and coordination between personnel, facilities, equipment and ...	0.616
	Economic studies for sport events	0.505
Computer Skills	Using computer technology such as; email and the Internet	0.435
	Providing proper public Communication system	0.531
	Using computer software Program for purposes such as the adjusting timetable, booking and registration	0.498
	Using computer software to facilitate the work	0.533

Table 5- Average and standard deviation of male factor

Factor Name	Average	Standard Deviation
Computer skills	4.289	0.399
Derived factor from background literature	4.186	0.398
Communications & public relations	4.182	0.416
Facilities & Equipments management	4.178	0.445
Management techniques	4.113	0.403
Research management & event marketing	4.073	0.467
Political & governmental issues	4.021	0.341
Commercial methods	4.000	0.537
Risk management	3.981	0.359
Programming techniques & event management	3.974	0.445

The factors' highest average that each value obtained from the average of several sub factors respectively ,under the order of the highest value ,include : computer skills with average of 4.289 , derived factor from background literature with average of 4.186, communication and public relations with average of 4.182, sport facilities & equipments management with average of 4.178, management techniques with average of 4.113, event marketing & research management

with average of 4.000, risk management with average of 3.981, event management and planning techniques with average of 3.974 (table 5).

The findings of this study indicate that there is no significant difference between the views of university professors and administrators of Sports Federation's tournament holding. The summary of T – test findings of independent groups is in the table 6.

Table 6 - comparing the competency of sport events managers from the view of university professors and administrators of Sports Federation tournament holding.

Factor Name	Freedom Degree	Test Statistics	Meaningfulness Degree
Commercial methods	61	-0.078	0.409
Communications & public relation	61	0.698	0.277
Computer skills	61	0.773	0.796
Facilities & Equipments management	61	1.897	0.156
Political & governmental issues	61	-0.008	0.570
Risk management	61	1.119	0.512
Management techniques	61	0.430	0.978
Programming techniques & event management	61	-0.840	0.765
Research management & event marketing	61	-0.073	0.096
Derived factor from background literature	61	-0.294	0.245

DISCUSSION AND CONCLUSION

The purpose of this study was examining important factors for the competency of sport events managers from the viewpoint of related courses professors with sport events managers in the countries' universities & directors of sports competitions Federation and comparing the comments of these two groups.

As mentioned in the research findings, respectively, programming techniques, event management, facilities and equipment management, commercial methods, politics and public issues, research and event marketing, communications and public relations, management techniques, risk management, derived from the backgrounds literature and computer skills, were among most important competencies of sport events managers, that were consistent with the findings of several studies. [35] Expressed communication with employees and programming facilities and equipments as the most important competency for America and Taiwan athletic administrators. [28] Reported research & marketing management and commercial methods as the most important competencies for the managers of university sports in Taiwan. [11] Reported management techniques & programming, commercial methods as the most important competencies for the public sports managers, also [10] expressed facilities & equipment management, management techniques & programming among the most important competencies for recreational sports managers in America universities. Management & programming techniques related to basic and primary role of the manager, such as; personnel management, daily evaluation of budget reports, problem solving, effective communication and other functions of the manager are among the most important factors in getting managing posts. Increased emphasis on marketing and research management in today's world can be a compelling reason for research management and marketing being in top of other factors of competency of sport event management. Management of sports facilities and equipments being among the most important competency factors for sport event manager, and someone who has a sports event management, should have sufficient knowledge and experience in the field of facilities and equipments management, and could to understand the special needs of the Sport facilities. Commercial methods are included; income generation and executive costs management,

management ability & working with budget are an important factor for a competence manager, especially in an environment with limited resources.

According research findings there isn't any meaningful differences between two responding groups, i.e. university professors and sport competitions federation administrators, which is consistent with the results of several studies in this field. [32] Didn't report significant difference between the views of academics and sport administrators about required competency of sport managers. [17] Reported no meaningful difference between view of university professors and people who was director of recreational sports about important competencies for recreational sports managers, in the surveyed organizations. [31] Reported that there is no meaningful difference in the area of competence between the view of university professors and administrators of sports competitions Federation in America. As the perceptions of important competency was closer between university professors and competition holding managers in sport federations, it is valid evidence to prove that university professors meet the requirements of people who work in executive works, and people who are trained in universities, trained required competencies well to employ on management posts . Suggests that the relationship between what happens in the sport real world and what comes in management periods has more importance.

In the present study and similar researches in this area, the researcher reviewed program planning techniques & event management, sports facilities and equipment management, research management and event marketing are among the most important competency factors of sport events managers, and it need more attention , and also need people with scientific & practical backgrounds and experiences in this area ,to select as a competence event manager.also the research findings show that in the field of sport event management , university professors recognize required competencies for post employment within the executive field and in the other hand they meet the requirements of the people who are in the sport executive works. University professors who teach courses related to sports event management , found that what competencies is required to establish a career in sports event management ,and university professors can use of found competencies in this study to teach courses related to sport event management better .the People who are in the charge of holding competitions and cooperate in executive work directly, can understand the idea of other professionals about important competencies ,and maybe in this way they will tend to return to university and learn this career academically and be able to take roles better.

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