CHAPTER I
INTRODUCTION AND STATEMENT OF PROBLEM

Introduction

We are currently living in the golden age of sports. Never, since ancient times, has sports occupied as important a place in society as it does today. The scope of sports has been expanded to include recreation and fitness as well as sporting activities in general (DeSensi & Koehler, 1989). People who performed exceptionally well in high level sports across the globe have attained star status. Players and managers in popular sports like tennis, soccer, American football, athletics, basketball and golf are looked up to in the same manner as important and powerful personalities in politics and the cinemas. Furthermore, the advent of a productive sports-for-all movement (Palm, 1991) and the spectacular international growth of sports events and sports teams (Thomas & Chalip, 1996) heralded the expansion of markets in sports and made proliferate opportunities for those who manage sports to develop their careers. In many countries, sports management has recently made giant leaps both as a professional occupation (Soucie, 1994), and as an academic discipline (Parks, 1992). There has been an increase in demand for competent people to manage the sports organizations efficiently at all levels, the professional, the amateur and the recreational levels. Today, leadership roles and responsibilities of sports managers are definitely and definitively changing to meet the demands of the phenomenal growth of sport throughout this century. Money is becoming the main lubricant in most top class international meets.
Even the Olympic ideals based on amateurism have widened their scope to encompass professionalism in management. Juan Antonio Samaranch, the President of the International Olympic Committee himself has highlighted the importance of professional management of sport. He says (1996, p.1).

A pyramid of association-style organizations has gradually formed, from the local club to the National Olympic Committee, passing through regional leagues and national federations. The leaders of these associations are essentially volunteers, who perform their functions by drawing on their professional expertise, which is often wide-ranging. But the general administration and daily running of sports require increasingly specific knowledge. To preserve and maintain this golden age of sports, the leaders of the volunteer sports movement must become more professional. They must familiarize themselves with management techniques and adapt them to the sporting phenomenon which they know so well. For the past twenty years or so, high-level athletes have no longer been amateurs in the sense of dabblers. They have become professionals, that is to say experts who like and fully master their sports technique. The same must be true of sports administrators and policy makers who manage considerable human, financial and material resources, and have great responsibilities such as educating young people and public health.

Thus, the need for a new type of specialist, the sports manager, has become a pressing necessity (Parkhouse, 1978; Parkhouse & Ulrich, 1979; Parkhouse, Ulrich, & Soucie, 1982). It is understandable that such personnel entering and those already employed in the sports industry have to have the knowledge, skills and attitude to be able to effectively manage, nurture, sustain and improve this industry. It is equally noticeable such people need training to be effective just like any manager of other industries. The philosophy of sports has changed and the determinant of the direction of sports development is increasingly dependent on the role played by the sports manager.

According to Chalip (1997, p.2),
Research shows that the degree to which sport renders benefits or harm depends almost entirely on the particulars of sport implementation (Chalip, Thomas & Voyle, 1996). In other words, whether sport provides the values that sports marketers and sport-for-all advocates claim for it (and that consumers seek from it) depends on how managers provide it. What is at stake is nothing less than the credibility of our industry and its consequent claim on public budgets and consumers’ leisure commitments.

Thus, the rapid growth in sports and the consequential attending complexities and issues do challenge the sports managers. Sports management researchers now need to reexamine their approach, methods and their assumptions regarding sports management. In many countries, sport is administered by an array of organizations. The coordination of sports delivery has also consequently become a matter of significant concern to policymakers (Chalip, Johnson, & Stachura, 1996).

The expanding scope, complexity and challenges in the job of sports management certainly require a continuous development, reevaluation and updating of current competencies, skills and knowledge that are so important for the effective performance of the roles and tasks incumbent of the position. The question that follows now is how to prepare an individual adequately for a managerial role in the sports industry. What is the construct of the roles, responsibilities and tasks that need training and are trainable? What criteria are used to hire sports managers? In effect what is the profile of a successful sports manager?

Parks (1990, p. 3) states that, “The sports manager, a person employed in almost all professional sports organizations, is quite similar to the athletic director in intercollegiate athletics”. Hence studies on athletic directors who also perform tasks quite similar to the sports managers are investigated.
The earlier researchers investigated the demographic, educational, and career characteristics of athletic directors (Cuneen, 1993; Gerou, 1977; Hartfield, Wren, & Bretting, 1987; Herron, 1969; Landry, 1983; Quarterman, 1992; Perry, 1988; Williams & Miller, 1983; and Youngberg, 1971). Studies by Jamieson, 1987; Lambrecht, 1987 and Quan & Parks, 1986, have focused on various sports managerial positions to determine required competencies and curricular preparation needs.

Studies have shown that in the past, athletic directors were selected primarily for their playing or coaching skills and were assumed to possess the required knowledge and skill level to perform in largely public relations capacities (McGee, 1984). Many also had careers as players and/or coaches in college or professional sports (Landry, 1983). Few received formal technical and managerial preparation to undertake their roles as managers of increasingly complex business organizations. Most were schooled in the education or physical education disciplines instead of in business or sport management (McGee, 1984). Traditionally, in many instances, “employment might have depended less on what the applicant knew and perhaps more on whom the applicant knew and the nature of their relationship”. (Parks & Zanger, 1990, p. 4). However, growing evidence shows that this tradition and also success in the sports enterprise depends more and more on knowledge of finance, marketing, and management (Mullin, 1980) and not on their sports achievement.

The findings from earlier studies (Broyles & Hay, 1970; Carberry, 1977; Hartfield, Wren & Bretting, 1987; and Williams & Miller, 1983) suggested that both men and women in athletic administration positions might have lacked the necessary professional training. Results of other studies (William & Miller, 1983 and Zeigler,
1987) indicated that the necessary competencies may have been acquired through a-trial-
and-error approach in the athletic directors daily operations of their program. As a
result of the perceived lack of professional preparation in athletic administration, course
work or internship was identified as necessary for professional preparation (Jensen, 1983:
Neilson, 1990; and Quains & Parks, 1986). A number of studies were also conducted
which identified the competencies were needed to administer an intercollegiate athletic
program successfully. (Cash, 1983; Hatfield, Wren & Betting, 1987; Inglis, 1988; Judd,
1995; Lambrecht, 1987; Neilson, 1990; Pope, 1997; Williams & Miller, 1983). There
were also recent studies done in the Republic of Korea and Taiwan pertaining to
competencies necessary for management of sport or sports centers. (H. S. Kim, 1997: S.
H. Kim, 1997; and Mark, Lin, 1998).

The Malaysian Context

M. Jegathesan (1998) in his paper entitled, "Challenges in the management
aspects of sport" stated that sports management in Malaysia must be geared to improving
the quality of the sports experience for all the stake-holders and for ensuring that sport
fulfilled its expected roles in nation building, the economy, health and fitness and social
well being. Therefore, one of the major challenges facing sport today is managing it and
coping with the rapid changes. He also discussed the mega trends which had caused a
significant paradigm shift and the need to face the challenges brought along by the shift.
Hence, questions must be repeatedly raised and answers sought to solve this paradigm
shift in sports management. There has been a tremendous change in the sports scenario in recent years.

The significance and importance of sports cannot be overemphasized in Malaysia and it has pervaded the lives of many. The euphoria generated among all sections of the population especially in the successful organization of the Commonwealth Games held in September 1998 served as a visible proof of this phenomenon. During the preparation stage, money was coming from all directions, from the government, from the local authorities, from the private sponsors and from the multinational firms and corporations to set up new sports facilities and to be a part of this great event. It was supposed to be the starting point of change in the concept and philosophy of sports in the country. The change in the perception, practice, concept and philosophy of sports to be consistent with the country’s national policies and objective was not limited to our athletes alone but also included the sports leaders, managers, coaches and technical officials. This was clearly stated by T.J. Khoo (1998, November 22) when he said that, “Tunku Imran must crack the whip if Malaysia harbours any hopes of doing well in the 2006 Asian Games and the 2008 Olympics which we plan to host.” (p. 49).

However, in reality this is hardly possible because sports management in Malaysia is still facing many challenges. The sports management scene in Malaysia is indeed a sorry one in many aspects. The implementation of sports in Malaysia has often been plagued by countless problems. Among the weaknesses that exist is the inability of sports leadership in the country to change the approach and styles towards producing successful athletes and management. The existing approach and methodology is to focus only on the national elite squad and to have centralized training before participating in a
major competition. There is a visible lack of vision on sports development. There is emphasis on immediate and instant success so much so that long term and systematic developmental projects cannot be seen in the sports.

This was pointed out by E. Samuel (1998, November 8) who reported that the Football Association of Malaysia (FAM) had been hurling brickbats at others for far too long. Foreigners have been blamed and coaches have been sacked. Instead, the FAM should examine themselves and realize that the problem lies within and not without. He further elaborated that FAM should have considered and planned certain programmes to improve the situation. Among which are, the development of local coaches, the blooding of youngsters, the revitalization of the sleepy league and the restriction of the number of imported players.

In a similar vein, S. Ramaguru (1999, January 3), emphasized that there must be joint efforts, with proper discussions and planning, between the Malaysian Hockey Federation and the National Sports Council (NSC) to produce results. He also reported that neither party was aware of each other’s programmes which resulted in a clash between the national senior team’s training schedule with that of the junior squad. Therefore, it was not surprising that most “well-laid and well thought of” plans and programmes often fall flat due to poor and insufficient understanding and hence ineffective implementation.

P. Chan (1999, October 30), pointed out yet another example of poor leadership in the management of national sports bodies. The Lawn Tennis Association of Malaysia (LTAM) was issued a show-cause letter asking it to explain why action should not be taken against it under the Sports Development Act following the poor state of affairs in
Malaysian tennis. The LTAM was de-registered in April 1995 by the Registrar of Societies for failing to submit its accounts from 1986 to 1994.

To top that, friction among officials, coaches and athletes are frequent and unending. The practice of having partisan camps and politicking is rampant in most sports bodies. In many instances, for every contribution or service given, monetary reward is expected and demanded. Obviously, all these unhealthy practices would have adversely affected their respective sports. For example, L. Jairajo (1999, January 5), highlighted that the poor state of affairs in the athletics circle could result in more national athletes hanging up their spikes. He also quoted a senior athlete who said that, “Most of the officials are only interested in positions during elections. When it comes to serving the interest of athletes, everybody seems to shy away”.

The poor state of affairs in the Malaysian Amateur Athletics Union (MAAU) was further revealed by the former president of MAAU, Datuk Khalid Yunus in the Sunday Star dated October 8, 2000. He was reported to have criticized officials who were “willing to do anything to secure positions in the MAAU”. He blamed these officials for the sports decline and branded the MAAU as a “dirty association”. He also revealed a plot to oust him from his former position. (p.55).

The current state of affairs of sports in Malaysia was painted even more vividly by K. K. Khoo (1999, April, p. 22). In his article entitled, “Action is the Word”, he had strongly questioned the fact that there had been occasions when coaching programs had been held, which in the end, led to recognition of those who barely passed or had failed. Those who performed creditably were left by the wayside. He also touched on the issues of blatant favouritism, the introduction of extraneous factors, for example in decision
making whether in the selection of officials/managers or coaches or players. He pointed out that those concerned, especially if the cap fits, were apt to deny vehemently that anything was really amiss. He elaborated that blame was usually assigned to others when the parties involved and responsible could not take effective action. Often they would reiterate that everything that was correct or could be done had been done and everyone had tried their best but somehow the desired results had not been obtained. He went on further to say that it required little more than common sense to recognize that if a weakness continued to exist and remedies had been applied but results remained unchanged, then an in-depth study should have been undertaken by those who have the education and know-how to get to the root of the problem. He finally concluded that above all, sports organizations must come to terms with the unavoidable truth that unless they allowed educated opinions to influence the course of things, Malaysia would continue to lag behind the West and East Asia.

This opinion was echoed closely by Hadi Abdullah (October 8, 2000, p. 32) in his article entitled, “Manage sports well to finish well”. Hadi emphasized that people who managed sports must be professionals who have a passion for the game but unfortunately many of the sports bodies were headed by politicians and not professionals or ex-sportsmen. This view was also shared by R. Paul (June 25, 200) who reported that, “Not every public figure can lead the country to badminton glory. Dr. Fadzil is living proof of that.” (p. 49).

Hadi further lamented that often the appointed professional coaches were overruled by people who were not well versed with the game. He also cited overstaying in a position as another problem that existed in the sports associations. T.J. Khoo (2000,
(2000, November 22) also emphasized on the same problem when he said that, "Some sports officials have been in this business long enough for moss to grow on their feet and they have over-stayed their welcome." (p.33).

Finally, Hadi concluded that the essential ingredients for success in sports management were selecting the right people (athletes, coaches, and managers), making correct decisions, investing in proper equipment, and developing a national master plan. In addition, these had to be blended with passion, commitment and national pride.

However, the issue of sports management or the study of sports and the competencies of sports administrators in particular have not been addressed comprehensively by either academicians or the professionals in sports management in Malaysia. To date there is no research that has identified the profile of the Malaysian sports manager as far as the human resources in charge of sports management are concerned.

K. K. Khoo (1999, October) stated that the whole approach towards the study of sports – if any serious attempt had been meaningfully undertaken – is at the most amateurish. He added that Asians in general were quite happy to accept the findings of Western scholars and there were very little original input from the Asian scholars. He further elaborated that sports, like other disciplines required an enquiring mind. Researchers themselves must be proactive. He stressed that normally Asian countries send their sports personnel overseas to learn and imitate but not to enquire. This was cited as one of the causes of why the Asians were lagging behind the western counterparts. K. K. Khoo (1999, April) advocated that someone should make the attempt as it might help to convince all quarters that what Malaysian sports urgently
needed was not more seminars but action and proper research. He stressed that sports is not all about physical activity, it requires knowledge (professional and technical) for development to take place especially at the higher level of international competitions and in particular above the SEA Games level.

**Rationale for the Study**

Good organization, proper management and effective leadership are vital to success in any sport. The same applies to the management of sports events, especially at international level. Naturally, the performances of our national teams and athletes are very much influenced by the competencies of the sports managers. This is because the bigger part of the task and responsibilities in the preparation and management of the national teams is borne by the team managers who are appointed and assigned to manage the selected national teams. The question is, are they equal to the task. Given the importance, enormity and complexity of the role, it becomes vital and critical for sports managers to have the personality, character and competence to perform the task.

Presently, there is very limited information available on the defined roles, tasks, responsibilities and desired competencies of sports managers in our Malaysian context although the team manager occupies a strategic and influential position in the overall planning and preparation of a national sport team for a specific assignment. The growth of sport, both in the public and the private sector, and the expanding public interest spurred by the mass media, makes the position of the Malaysian team manager a unique one. It is not only an administrative position but also one that requires special leadership

and managerial abilities, technical skills in team preparation and a lot of other diverse social skills. The sports manager must ensure that the team is led and managed in an organized, efficient and effective manner. Not only has he to procure, organize, administer and manage human and material resources necessary for team success but he also has to be a leader to his team and staff members as well as to gain the support of the nation. In other words, he has to achieve the organizational goals by wisely and effectively using the specialized skills of the other members of the organization whether individually or as a group, win the competition the team is participating in and satisfy the general public. Often, these are seldom achieved in their entirety.

An interesting feature of the Malaysian sports manager is that, in many instances, the team manager is only appointed by his national sports organization approximately six months before the date for the national assignment. They are often formally appointed by the sports organization, but sometimes they can be elected by their peers. The practice by many sports organizations in the appointment of the team manager is to elevate a highly successful coach to that position as a reward for a job well done. In some cases, this position is given to the individual who for one reason or another must be rewarded. Therefore, his scope of authority and power is based on the formal authority inherent to his position in the organization.

This authority varies with the organizational rules and regulations of the individual organization. Thus, there is a wide variance in the authority granted to the team managers, as it is governed by institutional philosophy and procedures. In some cases, he is merely a figurehead whose only authority is that of carrying out the wishes of the sports association. In other instances, he is vested with authority equaling that of a
dictator. Yet in others, he is a full-time employee who may have a large staff of specialists to help him administer the sports program for the team. He might also be a part time volunteer who is appointed because of his interest in the program. Here, he is different from the sports manager who is employed to personally manage the financial affairs of professional players or teams.

The selection of team managers for the national teams should never be considered an easy task. Due to the sport governance system in Malaysia and mainly due to financial constraint, most associations have to limit their number of team managers accompanying their national team to only one. Some team managers could bring along their assistant team managers. These team managers are sometimes dubbed 'money managers' by the sports associations. Two common methods by which the associations select the national team managers can be identified. There are the special assignment managers and full time managers. In the first method, the team managers are named by the association to lead the team that has been selected for an international competition. The selected team managers are only with the national team for a short time. This often led to the managers working with athletes and team members whom the managers did not know. In the second method, a team manager is appointed to oversee the preparation of the national team throughout the preparatory period leading to the competition. In this instance, the national team is the manager's primary assignment. His main focus is to prepare the team for the international assignment.

Regardless of the basis for the appointment, generally the team manager is still responsible for his team. He has legitimate power that allows him to reward and punish. It must be borne in mind that the duties of the team manager can be assigned to his staff
members but the final responsibility cannot be delegated. However, regardless of their level of authority and responsibilities, all team managers, in varying degrees, perform the same fundamental tasks that is, they must plan and organize different aspects of the assignment to prepare the team, and then direct and guide the resources towards their execution. Thus, the team manager has both a direct and indirect influence on the results and performance of the national team. However in Malaysia, often it is the coach that is the deciding factor in the actual performance of the team. In most cases, the team manager has a long historical link to that sport. Often, he is a former player or coach who has worked his way up from being a team manager in the state level to the same position at the national level. This position is generally attained only through years of experience and hard work associated with a variety of jobs within the organization.

Hence, there seems to be so many different ways of selecting and appointing the managers. These diverse methods have a significant influence on the levels of authority and scope of responsibilities associated with the position. There is certainly a need to investigate this phenomenon. Thus, the focus of this study is to investigate and discover the actual roles and tasks of the manager of the Malaysian national sports team (team manager) and their performance level. The findings of MacLean and Zakrsek's (1996) research on the evaluation of coaches and athletic directors indicated that both the administrators and coaches agreed that direct tasks behaviours was one of the most important components in evaluating job performance. The study would enable the profile of the team manager to be determined. Consequently, the profile would be useful in discovering whether the expectations of the organization and relevant parties are fulfilled. It would also indicate how successful the manager is in the various tasks vis-à-vis the
scope of his tasks and responsibilities. It would also show the level of leadership and managerial performance. The level of performance will be indicative of the competence of the Malaysian sports team manager. Specifically, the study will investigate the level of performance in the various tasks of the team managers who were selected by their respective sport organizations to manage their teams for a specific international assignment in 1997 and 1998. Apart from the managers’ self perception of their task performance, the perception of the managers’ employers and charges will also be sought. Put simply, the study would seek answers to the following questions:

- What should the sports team manager do?
- What do we get?
- How do we fill the gaps between the actual and the expected?

**Statement of the Problem**

This study was to ascertain the profile of a successful manager of the Malaysian national sports team. It attempted to investigate the roles and tasks of the team manager and their relative importance. The perception of the managers, the managers’ employers and their charges on the level of performance in the expected tasks of the team managers were used to determine the success factor. The background data of the team managers were studied to generate a clearer outline of the profile. The data comprised age, gender, occupation, academic background, competitive experiences, coaching experiences, and administrative experiences. The process of selection and appointment
of the team managers were also studied. All these factors have an influence in the managers' capability to perform his tasks and to lead the team. This profile would help us to understand the complexity of the Malaysian sports scenario much better. It would help the sports fraternity to make better choice in the selection of sports managers and consequently contribute to the development and betterment of sports in Malaysia.

The subjects of this study were the sports managers who were selected by their respective sports organizations to lead and manage their teams for a specific international assignment in 1997 and 1998. These assignments were the Nineteenth South East Asian (SEA) Games in 1997, the Sixteenth Commonwealth Games in 1998, the Thirteen Asian Games in 1998, the ASEAN Schools Sports Council (ASSC) Championship in 1998 and the Asian Schools Sports Federation (ASSF) Championships in 1998.

The objectives of the study were as follows:

1] To ascertain from selected literature, related research findings and a panel of experts in management and sports on what are generally considered to be the roles and tasks of a successful manager of the Malaysian national sports team.

2] To investigate the perception of the team managers on the level of performance on their expected roles and tasks.

3] To investigate the perception of the employers and athletes on the level of performance of their managers in the roles and tasks identified.

4] To identify if there were differences in the perceptions of the employers and athletes on the level of performances of their managers when compared to that of their managers.
5] To identify the background of the team managers, that is, their age, gender, academic background, competitive experiences, coaching experiences and administrative experiences and its significance to their performance.

6] To identify the criteria and process of selection and appointment of the team managers.

**Major Research Questions**

This study attempted to answer the following research questions:

1] What are the roles and tasks of a manager of the Malaysian national sports team?

2] At what level were the team managers performing their roles and tasks?

3] Were there any significant differences in the self assessed perceived competence with the perceived competence by the managers’ employers and the athletes?

4] What is the background of the team managers?

5] Were there any differences in the process of selection and appointment of the team managers amongst the different sports associations?

**Basic Assumptions**

The basic assumptions in this study are:

1] Identifiable aspects of the manager are universal. Therefore, aspects identified in the other parts of the world can be adopted in Malaysia after some adaptation.
2] The self-appraisal by the managers might be able to alert them to the elements on which the employers and athletes would be making their ratings and thereby prepare them for the feedback.

3] Employers know what they want of the managers and are in the position to evaluate the level of competence of the managers.

4] The athletes are aware of the roles and tasks of the team managers and have some expectations on the level of performance of the managers in their roles and tasks. They are also the direct consumers of the managers' performance. Hence, they are in a position to evaluate the performance of the managers.

Significance of the Study

The purpose of this study is to identify the profile of a successful manager of the Malaysian national sports team. This would include the background data and the performance level on the roles and tasks of the team manager. Data collected would be useful beyond simple description and comparison. Firstly, it can be utilized to develop a profile for data base research. This is important because to the researcher's knowledge, research in sports management is still in its infancy stage in Malaysia. Specifically, research on the profile of the manager of the Malaysian sports team does not exist in Malaysia at this time. This study would help to generate further studies in this area.

Secondly, data from this study would be useful to the organization that is employing or sponsoring the sports manager including the government agency that is sponsoring sports activities and paying the salaries of their managers. The profile of a
successful sports manager created will be useful as a guideline or criteria for future selection of team managers. Furthermore, they would be interested to know the extent of the job and tasks done by their employees and also the accountability of the revenue spent on sports. This will also serve as a good feedback on what sort of training is further needed to improve on their employees’ efficiency.

Thirdly, data from this study would be appropriate for use as guidance for curricular decisions by faculty in sports management. Such data would provide faculty with specific information that would enable them to target classroom activities to directly meet the needs of sports personnel and athletes who aspire to be sports managers and wish to pursue it as a vocation.

Lastly, data collected would be useful for future employers of sports managers. They would then have a profile of a manager of a sports team for benchmarking. The instrument developed could be used for evaluative purposes to classify, accreditate or reward the successful manager.

**Definition of Terms**

Some of the terms employed in this study may carry a different connotation and meaning if used in a different context. In the context of this study, the working definitions of the terms used are as follows:

1] **Sports Management** - includes any combination of process skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating
within the context of an organization or department whose primary product or service is related to sports and/or physical activity.

2] Sports Organization - An administrative and functional structure for professional and amateur sports. An organizing body associated with the controlling, planning and organizing of events for various levels of sports participation; also responsible for the development and dissemination of information germane to specific sports.

3] Manager of the Malaysian National Sports Team - A full-time paid, part-time or voluntary manager of the Malaysian national sports team who has been appointed by the sports organization to manage the team for a certain period during a specific international assignment or event. For this study, only team managers for the national sports teams participating in the Nineteenth SEA Games in 1997, the Sixteenth Commonwealth Games, the Thirteenth Asian Games, the ASEAN School Sports Council (ASSC) Championships and the Asian Schools Sports Federation (ASSF) Championships in 1998 were selected. The manager of the Malaysian sports team would be referred to in this study as the team manager.

4] Roles - Role is defined in the Oxford dictionary as a person's function and purpose. Therefore, the roles of the team manager are his functions and purpose in the team which denote his position and status. For this study, a panel consisting of 10 experts in sports and management in Malaysia has identified five main roles of
the team manager to indicate his position and status in the national sports team. Subsequently, his roles will be manifested in the responsibilities and tasks that are deemed necessary for the successful management of the national sports team. The roles and responsibilities identified are shown in Figure 1.

<table>
<thead>
<tr>
<th>ROLES</th>
<th>RESPONSIBILITIES AND FEATURES</th>
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<tbody>
<tr>
<td>Administrator</td>
<td>Organization and Planning, Facility Planning, Recruiting, Legal Aspects, and Evaluation.</td>
</tr>
<tr>
<td>Finance manager</td>
<td>Budgeting, Purchasing Equipment and Transportation</td>
</tr>
<tr>
<td>Public relations manager</td>
<td>Liase with the News Media, Fans, Public, Interested Spectators, and Corporate Sponsors.</td>
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<tr>
<td>Technical and tactical manager</td>
<td>Managers knowledge in Sports Science and Sports Specific and Manager's responsibilities during the pre competition, competition and post competition period</td>
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Figure 1. Roles and responsibilities of the manager of a Malaysian national sports team.

5] **Responsibilities** — Responsibility is defined in the Oxford dictionary (Hornby, 1995) as the scope of control, accountability and liability. As shown in Figure 1, the responsibilities of the national team manager are identified in relation to his roles.

6] **Tasks** — Task is defined in the Oxford dictionary (Hornby, 1995) as the actual job to be performed. For this study, the roles and responsibilities of the team manager are manifested in his tasks which are written in a statement form which
can be observed and assessed to indicate his competence. The self-assessed perceived competence on his roles and tasks and the perceived competence by the managers' employers as well as the athletes will be used to identify his level of performance as well as to construct the actual profile.

7] Employers - The management committee of the national sports associations/federations (NSA) and the Malaysian Schools Sports Council (MSSC). For this study, preferably the secretary or one of the committee members who often comes into contact with the team manager will be the respondent for the employers. Members of The National Sports Council (NSC), The National Sports Institute, The Olympic Council of Malaysia (OCM), and the Ministry of Education will also be considered as employers. These are decision making and funding bodies for the sports activities.

8] Athletes/Chargers - The playing members of the national sports team. For this study, the captain or the next senior player or athlete who has constant contact with the team manager will be the respondent.

9] The team - Includes the team managers, the coach, all the players or athletes, and all the personnel who were involved in the preparation of the national sports team for the Nineteenth SEA Games in 1997, the Sixteenth Commonwealth Games, the Thirteenth Asian Games and the ASSC Championships and the ASSF Championships in 1998.
The Nineteenth SEA Games - The SEA Games is a biennial affair hosted by the member organization of each country in rotation in alphabetical order. There are now ten countries that are members of the SEA Games Federation. The Nineteenth SEA Games was held in Jakarta, Indonesia from 11 to 19 October, 1997 and was participated by all ten-member countries. The countries were Indonesia, Thailand, Philippines, Malaysia, Singapore, Myanmar, Vietnam, Brunei, Laos, and Cambodia. The Malaysian Contingent comprising 361 men athletes, 181 women athletes and 207 officials was led by the Honourable Datuk Seri Megat Junid Ayob, President of the Malaysian Karate Federation. The Malaysian Contingent participated in all the 34 sports in the programme and won 55 gold medals, 68 silver medals, and 75 bronze medals, finishing overall third in the medal tally based on gold medals.

The Sixteenth Commonwealth Games - With the exception of 1942 and 1946, the Commonwealth Games have been held every 4 years, where, over an intensive 10 days of competition different sporting events have been staged. The Sixteenth Commonwealth Games were held in Kuala Lumpur, Malaysia from the 11 - 21 September, 1998. The Malaysian Contingent comprising 151 men athletes, 90 women athletes, and 108 team officials of 85 men and 23 women, was led by the Honourable Dato’ Khalid Mohd. Yunus as the Chef de Mission. The contingent achieved the best results in a Commonwealth Games by winning 10 gold medals, 14 silver medals and 12 bronze medals.
The Thirteenth Asian Games - The Asian Games are held every four years. The Thirteenth Asian Games were held in Bangkok, Thailand on the 6 – 20 December, 1998. A total of 10 000 athletes from 43 member countries participated in 379 events for 36 different sports in this Games. Professor Dr Zakaria Haji Ahmad as the Chef de Mission led the Malaysian Contingent comprising 204 athletes and officials. The contingent achieved 5 gold medals, 10 silver medals and 14 bronze medals. Malaysia was placed third after Thailand and Indonesia.

The ASEAN Schools Sports Council (ASSC) Championships - Five types of championships were held in 1998 (MSSC Yearly Report, 1998). They were:

(a) The Twenty-Second Athletics Championship held in Negros Occidental Sports and Recreational Centre, Bacold City, Negros, Philippines on 20 – 27 May, 1998. Five countries (Thailand, Malaysia, Philippines, Singapore, and Brunei) participated in this championship. Malaysia emerged as the runners-up and the medal tally for Malaysia was 13 gold medals, 11 silver medals and 12 bronze medals;

(b) The Twelfth Sepak Takraw Championships held in Nimibutr Gymnasium, National Stadium of Bangkok, Thailand on 2 - 10 August, 1998. Only four countries (Brunei, Malaysia, Singapore and Thailand) took part in this championship. Malaysia emerged as the runners-up for the team events; and was placed third and fourth for the “regu event”;
(c) The Seventh Tennis Championship held on 20 - 26 June, 1998 and hosted by Brunei. Five countries (Indonesia, Brunei, Malaysia, Singapore and Thailand) participated in this championship. Malaysia emerged as the runners-up and the medal tally for Malaysia was 3 silver medals and 4 bronze medals;

(d) The Sixth Ping Pong Championship held in Hanoi, Vietnam on 21 - 28 August, 1998. Six countries (Brunei, Malaysia, Philippine, Singapore, Vietnam, and Thailand) participated in this championship. Malaysia emerged as the runners-up for the team events and the medal tally for Malaysia was 1 gold medal, 3 silver medals and 1 bronze medal; and

(e) The Ninth Gymnastics Championship held in Kuantan, Pahang, Malaysia from 28 June to 3rd July, 1998 and participated by five countries (Indonesia, Philippines, Thailand, Singapore, and Malaysia). Malaysia emerged as the champion for the Rhythmic Gymnastics team event; achieved 4 gold medals, 1 silver medal and 3 bronze medals for the individual Rhythmic Gymnastics events; and was placed fourth in the Artistic Gymnastics Event with a medal tally of 1 gold medal, 4 silver medal and 8 bronze medals.

14] The Asian Schools Sports Federation (ASSF) Championships - Four championships were held in 1998 (MSSC Yearly Report, 1998). They were:
(a) The Second Badminton Championship held in Jakarta, Indonesia on the 20 – 28 July, 1998 and participated by 5 countries (Brunei, Korea, Malaysia, Vietnam, and Indonesia). Malaysia was placed third;

(b) The First Hockey Championship held in Caixa Escolar Astro Turf, Macau. Six countries (Brunei, China, Macau, Malaysia, Singapore and Sri Lanka) participated in this championship. Malaysia emerged as the runners-up;

(c) The ASSF Football Championship held in Cheju Island, Korea on the 11 – 18 October, 1998. Ten countries participated in this championship. They were Brunei, China, India, Korea, Vietnam, Indonesia, Malaysia, Singapore, Sri Lanka, and Thailand. Malaysia was knocked out in the preliminary round; and

(d) The International Rugby Championship held in Singapore on the 13 – 19 August. Only 3 countries (Malaysia, Singapore and Thailand) participated in this championship. Malaysia was placed third.

Profile of the Malaysian National Sports Team Manager - According to the Oxford dictionary (1988), a profile is an outline picture while the Cambridge International Dictionary (1999) defines it as a short description of someone consisting of all the most important or interesting facts about them. In consonance with these definitions, the profile of a Malaysian national sports team manager would be defined as the outline picture representative of that particular group of
<table>
<thead>
<tr>
<th>ROLES (5)</th>
<th>RESPONSIBILITIES AND FEATURES (17)</th>
<th>NUMBER OF TASKS (157)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator With 49 tasks</td>
<td>Organization and Planning</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Facility Planning</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Recruiting</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Legal Aspects</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Evaluation</td>
<td>5</td>
</tr>
<tr>
<td>Finance manager with 18 tasks</td>
<td>Budgeting</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Purchasing Equipment</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
<td>5</td>
</tr>
<tr>
<td>Public relations manager with 13</td>
<td>With News Media, Fans, Public, Interested Spectators, and Corporate Sponsors.</td>
<td>13</td>
</tr>
<tr>
<td>tasks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader with 38 tasks</td>
<td>Vision and Mission</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Leadership Style</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Communication Skills</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Human Resource Management</td>
<td>6</td>
</tr>
<tr>
<td>Technical and tactical manager</td>
<td>Managers knowledge in Sports Science and Sports Specific</td>
<td>12</td>
</tr>
<tr>
<td>with 39 tasks</td>
<td>Manager's responsibilities during the pre competition period</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Manager's responsibilities during the competition period</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Manager's responsibilities during the post competition period</td>
<td>7</td>
</tr>
</tbody>
</table>

**Figure 2.** Construct of the profile of a sports manager
team managers. The profile would then necessarily include all the dimensions that form the construct of that particular group. The construct is the built-up or framework of the specific dimensions which represents the basic structure of the picture of that specific group in question. Thus, the specific profile would be determined by the combination of proportion of each of the dimensions. The profile of one group would differ from the other by the proportion of the dimensions but the construct remains constant. The (actual) profile would include the combination of the proportion of each dimension. Hence, the profile of a particular group of team managers may differ from the profile of the ideal manager even though the construct remains constant.

16] A Profile of a Successful/Ideal Manager of a Malaysian National Sports Team -

Literature on sports management personnel has extensively described their main roles and tasks. In line with this, a panel of 10 experts in sports and management in Malaysia has also determined that the construct of the ideal manager of the Malaysian national sports team manager would include the following dimensions: the major roles and tasks of the team manager, his background information, and the selection and appointment process of the team manager. The extent he performs these roles and tasks will identify the profile of that particular group. His background information and data gathered from the selection and appointment process will also contribute to establishing the profile. The panel notionally agrees the profile of a successful national sports manager would be one who has
performed all his expected roles and tasks completely and competently. Refer to Figure 3.

For the purpose of this study, the best level of competence is indicated by a score of 5. In addition to that, he must have at least some playing and management experiences, possess a certain level of academic as well as professional qualifications to enable him to carry out his roles and tasks.

This study attempted to establish the specific profile of the manager of the Malaysian national sports team. This profile would be compared to the ideal profile to discover to what extent the manager of the Malaysian team conforms to or differs from the ideal profile. This can be presented graphically as shown in Figure 4.

<table>
<thead>
<tr>
<th>ROLES AND TASKS DONE COMPLETELY AND COMPETENTLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administrator with 49 tasks</td>
</tr>
<tr>
<td>2. Finance manager with 18 tasks</td>
</tr>
<tr>
<td>3. Public relations manager with 13 tasks</td>
</tr>
<tr>
<td>4. Leader with 38 tasks</td>
</tr>
<tr>
<td>5. Technical and tactical manager with 39 tasks</td>
</tr>
</tbody>
</table>

* Completely – performs all the 5 roles and 157 tasks

* Competently – performs roles and tasks at a level of 5 as perceived.

Figure 3. Construct of the profile of an ideal manager of a Malaysian national sports team.
THE PROFILE OF THE MANAGER OF A MALAYSIAN NATIONAL SPORTS TEAM IS DETERMINED BY HIS PERFORMANCE IN

<table>
<thead>
<tr>
<th>ROLES AND TASKS AS PERCEIVED BY MANAGERS, EMPLOYERS &amp; CHARGES (TRIANGULATION OF DATA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Administrator with 49 tasks</td>
</tr>
<tr>
<td>2. Finance manager with 18 tasks</td>
</tr>
<tr>
<td>3. Public relations manager with 13 tasks</td>
</tr>
<tr>
<td>4. Leader with 38 tasks</td>
</tr>
<tr>
<td>5. Technical and tactical manager with 39 tasks</td>
</tr>
</tbody>
</table>

AND

<table>
<thead>
<tr>
<th>PERSONAL CHARACTERISTICS GATHERED FROM THE BACKGROUND INFORMATION AND DATA FROM APPOINTMENT PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>age, sex, experiences, qualifications and duration of appointment</td>
</tr>
</tbody>
</table>

Figure 4. Conceptual framework of the study on a profile of the manager of a Malaysian national sports team.