

APPENDIX A

The Sports Structure in Malaysia

APPENDIX B

Letters Granting Permission from the Relevant Authorities

Letter from the Olympic Council of Malaysia

Letter from the National Sports Council of Malaysia

Letter from the Educational Planning, Research and Policy
Division, Ministry of Education, Malaysia.



OLYMPIC COUNCIL OF MALAYSIA

Mezzanine Floor, Wisma OCM, Hang Jebat Road, 50150 Kuala Lumpur
Tel: 03-2387648 & 03-2307448 Fax: 03-2304692
E-mail: nocmas@tm.net.my Internet Website: <http://www.olympic.org.my>

Hon. Life President: Tan Sri Hamzah Abu Samah
President: Tunku Tan Sri Imran ibni Tuanku Ja'afar Deputy President: Tan Sri Khir Johari
Vice-Presidents: Dato' Alexander Lee Yu Lung, Hon'ble Dato' Khalid Yunus, Dato' Dr. P.S. Nathan, Hon'ble Dato' Dr. Abdullah Fadzi Che Wan
Hon. Secretary: Sieh Kok Chi Hon. Asst. Secretary: Mohd Fadzil Othman Hon. Treasurer: Dato' Kee Yong Wee Hon. Asst. Treasurer: S. Jahendran

Our Ref: OCM-432

27th. April, 1999

Tan Siew Eng
10, Jalan 67/26
Taman Sri Rampai
53300 Setapak
Kuala Lumpur

Puan,

Permohonan Untuk Mendapat Sokongan Dan Bantuan Dalam Pelaksanaan Kajian Mengenai Pengurus Pasukan Sukan SEA 1997, Sukan Komanwel Ke 16 dan Sukan Asia 1998 di Persatuan-Persatuan Sukan Kebangsaan

I am extremely pleased to note that you are researching data and information for your doctoral thesis on "A Profile of the Manager for Malaysian Sport Teams" using feedback from the Multi-Sports Games that we participated in, in the last 2 years.

There is a dearth of Malaysian study and research on local sport and the Olympic Council of Malaysia would only be too happy to assist and cooperate with interested researchers, educationists and academicians in this field. I can assure you that the Olympic Council will make available all our reference resources and documents for your study. The officials and staff of the Council will also render whatever assistance possible and I believe Mr. Sieh Kok Chi and Mr. M.P. Haridas are already on your panel of consultants for the survey.

The Council also urges all team officials, coaches and athletes who have been identified for the purpose of this survey to cooperate fully in the right spirit and traditions of sport.

Thank you for your interest and I wish you all the best.

.....
TUNKU TAN SRI IMRAN IBNI TUANKU JA'AFAR
President



MAJLIS SUKAN NEGARA MALAYSIA
(National Sports Council of Malaysia)
Peti Surat 10440, 50714 Kuala Lumpur
Tel: 03-9581877 / 9581390 / 9581594 / 9581629
Fax: 03-9583380



Bil. MSNM : 01-31/(2)

Bil. Tuan :

Tarikh : 03 Disember 1998

KEPADA SESIAPA YANG BERKENAAN

Tuan / Puan,

**KAJIAN PENGURUS PASUKAN SUKAN SEA 97,
SUKAN KOMANWEL DAN SUKAN ASIA 1998**

Adalah dimaklumkan bahawa Puan Tan Siew Eng yang sedang mengikuti Program Ph. D dalam bidang pengurusan sains sukan di Universiti Malaya. Tajuk tesis beliau ialah 'A Profile of The Manager of the Malaysian Sport Team'.

Sekian, terima kasih.

' KE ARAH KECEMERLANGAN SUKAN '

Yang benar,


(DATO' MAZLAN AHMAD)
Ketua Pengarah
Majlis Sukan Negara Malaysia



Ruj. Kami : KP(BPPDP) 13/15 Jld.50()
Tarikh : 12 Mei 1999

Puan Tan Siew Eng,
10, Jalan 67/26,
Taman Sri Rampai,
53300 Kuala Lumpur.

Puan,

Permohonan Untuk Menjalankan Kajian Di Sekolah-Sekolah, Maktab-Maktab
Perguruan, Jabatan-Jabatan Pendidikan Dan Bahagian-Bahagian Di Bawah
Kementerian Pendidikan Malaysia

Dengan hormatnya saya merujuk kepada surat puan bertarikh 10 Mei 1999
mengenai perkara di atas.

2. Untuk makluman puan, permohonan dari Kementerian Pendidikan untuk
mendapatkan kelulusan kementerian ini bagi menjalankan kajian seperti yang
dipohon adalah tidak perlu kerana puan tidak melibatkan mana-mana agensi di
bawah Kementerian Pendidikan.

Sekian untuk makluman dan tindakan puan selanjutnya. Terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

(DR. AMIR BIN MOHD SALLEH)
b.p. Pengarah,
Bahagian Perancangan dan Penyelidikan Dasar Pendidikan,
Kementerian Pendidikan Malaysia.

APPENDIX C

The Panel of Experts

PANEL OF EXPERTS

1. DR. MAHESWARI A/P KANDASAMY
Head of the Consultation and Educational Research Department
Institute Aminuddin Baki
Genting Highlands.
2. DR. QUEK BONG CHEANG
Head of the Curriculum Leadership Department
Institute Aminuddin Baki
Genting Highlands.
3. MR. ALOYSIUS LEE FOOK KWANG
Head of the School Inspectorate, Selangor State,
The Ministry of Education, Malaysia.
4. ASSOCIATE PROFESSOR DR. MOHD. NOR CHE NOH
The Sport Centre
University of Malaya.
5. PROFESSOR DATO' KHOO KAY KIM
Faculty of History
University of Malaya.
6. DATO' DR. M. JEGATHESAN
Head of the Drug and Doping Committee
Olympic Council of Malaysia.
7. TUAN HAJI ZAKI ABDUL RAHMAN
Director of the Research Unit
National Sports Council, Malaysia.
8. DATUK SIEH KOK CHI
Secretary General,
Olympic Council of Malaysia.
9. MR. M.P. HARIDASS
General Manager,
Olympic Council of Malaysia.
10. DATO' DR. P.S. NATHAN
Vice President
Olympic Council of Malaysia.

APPENDIX D

- Part 1: Background Information of the Team Manager of the Malaysian National Sports Team.
- Part 2: The Selection and Appointment of the Team Managers for International Assignments.
- Part 3: The Roles and Tasks of the Malaysian National Sports Team Manager
- Part 4: The Questionnaire for the Structured Interview

**Part 1: BACKGROUND INFORMATION OF THE MANAGER OF THE
MALAYSIAN NATIONAL SPORT TEAM (to be filled by the team manager)**

I. Demographic Data:

1. Name :
2. Name of sports:
3. Team: Men Ladies
4. Level: SEA Games...Commonwealth Games... Asian Games.....ASSF....ASSC...

5. Status:	Full-Time	Part-Time
Employed		
Volunteer		

6. Age:years
7. Sex: Male.....Female.....
8. Present employment :.....
9. Highest academic qualification. Please tick the appropriate column.

SPM/MCE/SC	
STPM/HSC	
BACHELOR DEGREE	
MASTERS DEGREE	
PHD	
OTHERS, please specify	
.....	

10. Highest professional qualification (sports):
11. Position in the association:
- State level:.....
- National level:.....

II. Experience

A. Experience as a sports manager/administrator

1. Experience as a team manager at the international level:

Name of Sport	Year :
	Number of times:
	Year :
	Number of times:
	Year :
	Number of times:

2. Experience as sports official in the present sport. Please tick level and state number of times.

POSITION	LEVELS/NO. OF TIMES						
	INTERNATIONAL	NATIONAL	STATE	DISTRICT	SCHOOL	CLUB	
Chef de mission							
Coach							
Technical official							
Team manager							
Umpire/referee							
Chaperon							
Others, please specify							

3. Experience as a sports official in other sports. Please tick level and state the number of times.

POSITION	LEVELS/NUMBER OF TIMES									
	INTERNATIONAL	NATIONAL	STATE	DISTRICT	SCHOOL	CLUB				
Chef de mission										
Coach										
Technical official										
Team manager										
Umpire/referee										
Chaperon										
Others, please specify.....										

B. Experience as a Competitive Player

1. Experience as a player. Please name the sport or sports you have participated in and indicate the level.

Level	Name of Sport or Sports
School	
Club	
District	
State	
National	
International	

III. Professional Preparation

1. Qualifications in Sports and Management, please tick the highest level and state the year of certification.

Areas of Specialization	Levels						Year
	Ph.D	Masters	Bachelor	Diploma	Certificate	Attendance	
1. Sports Management							
2. Coaching							
3. Sports Training							
4. Sports Science							
5. Nutrition							
6. Leisure Studies							
7. Physical Education							
8. Organization and Administration							
9. Business and Management.							
10. Others, please specify.....							

2. Qualifications as a sports official. State only the highest level for each sport. Please fill in the table.

Sports official	Sport	Level	Grade	Class	Others

*Sports official - Technical official, umpire, referee, coach.

*Level - State, national, international.

*Grade - Basic, intermediate, advanced

*Class - I, II, III.

*Others - please specify.

3. Attendance in clinics, workshops, seminars or courses relating to sports management in the last three years (1996-98). Please tick the appropriate column.

Attendance	1996	1997	1998
1. Clinic			
2. Workshop			
3. Seminar			
4. Conference			
5. Task Force			

4. Membership of professional associations relating to sports or management. If none, write nil.

Association	Year
1. Malaysian Sports Management Association	
2. Malaysian Coaches Association	
3. Malaysian APHERD	
4. Others, specify.....	

5. Subscriptions to appropriate professional journals relating to sports or management. If none write nil.

Journal	Year
1. Journal of Sports Management	
2. Journal of Sports Science	
3. Journal of APHERD	
4. The Physical Educator	
5. Others, please specify	

**Part 2: THE SELECTION AND APPOINTMENT OF THE TEAM MANAGERS
FOR INTERNATIONAL ASSIGNMENTS (To be filled by the employer)**

1. Who is responsible for the selection and appointment of the team managers for each international assignment? Please tick the appropriate column/columns.

1. Selection Committee	
2. Executive or management committee	
3. Council	
4. Others, please specify	
.....	
.....	

2. Does your association have any written guidelines for the selection and appointment of the team manager? Yes ☐ No ☐
3. Are the following items specified in your guidelines? If so, is it in verbal or written form? Please tick the appropriate column.

Items	YES		NO
	Verbal	Written	
1. Academic qualifications of the manager			
2. Professional qualifications			
3. Personal traits			
4. Objective of the manager			
5. Lines of authority			
6. Job responsibilities			
6. Specific tasks			
7. Evaluation of the manager for the assignment			
8. Others, please specify			
.....			
.....			
.....			

4. Does the committee evaluate the team managers' management abilities and performance after each assignment? Yes ☐ No ☐

If yes, how

If this is not adhered to, what further action is taken by the association?

5. Do you have the coaches evaluate the team manager's performance as a team manager? Yes ☐ No ☐

6. Do you have the players evaluate the team manager's performance as a team manager?
Yes ☐ No ☐

7. What is the purpose of the evaluation ? Please tick the main reasons.

Purpose	
1. Identify strength and weakness	
2. Results used for development and training this manager	
3. For reward	
4. For 'punishment'	
5. Fulfill part of the association procedures	
6. Consideration for the next assignment	
7. Others, please specify	
.....	
.....	
.....	
.....	

7. How long before the competition was the team manager appointed?

..... Months prior the SEA Games

..... Months prior the Commonwealth Games.

.....Months prior ASIAN Games.

.....Months prior the ASSF/ASSC Championships.

Tick the main factors that were considered when appointing the team managers for the SEA Games in 1997, the Commonwealth Games, ASIAN Games in 1998, the ASSF Championships, and the ASSC Championships in 1998.

REASONS	SEA	Com	Asian	ASSF	ASSC
1. Academic qualifications					
2. Appropriate training for this position					
3. Personal qualities					
4. Gender					
5. Previous similar experience					
6. Experience as a player					
7. Affirmative action initiative					
8. Lack of other applicants for this position					
9. Contact with administrator from the sports association					
10. Contact with administrator from the National Sports Council					
11. Contact with administrator from the Olympic Council					
12. Contact with administrator from the Sports Ministry					
13. Contact with sponsors for this sport.					
14. Contact with politicians.					
15. 'Reward for a job well-done'					
16. Rotation basis					
17. Nomination from others, please state.....					
18. Others, please specify.....					
.....					
.....					

Filled by : The President/Secretary/Committee Member/.....

National Association/Federation of

Date:.....

Signature:.....

()

Tan Siew Eng
10, Jalan 67/26
Taman Sri Rampai
53300 Setapak
Kuala Lumpur.

Tel. No: 03-4223068

3 rd December, 98.

Dear Dato'/Sir/Madam,

**Request to Respond to the Questionnaire to Identify the Profile of a Team
Manager of the Malaysian National Sports Team**

Hello, my name is Tan Siew Eng and I am a Ph.D. candidate in the University of Malaya. I am preparing a dissertation study entitled, "The Profile of a Manager of the Malaysian National Sports Team".

I am here today to ask for your assistance in my study. The data collected will be used to identify the profile of the Malaysian team manager. This is a study of team managers as a group. Under no circumstances will your individual responses be made available to anyone in your organization. I ask you to put your position in your association on the questionnaire so that a follow-up letter can be sent to those individuals who fail to respond initially.

The purpose here is to elicit the degree of your feelings toward the statements in the questionnaire in relation to the level of performance of your team manager or yourself (team manager) during the SEA/Commonwealth/Asian Games/ASSF/ASSC Championships in 1997 and 1998. There are no 'trick' statements. Neither are there any right or wrong answers. Your opinion is the best answer. All that is asked of you is to try to answer as honestly and candidly as possible.

Please try to have your completed questionnaire in the mail not later than 20 March 1999. In advance, I sincerely wish to thank you for your assistance and cooperation in this study. A self addressed and stamped envelope is enclosed for your convenience.

Sincerely yours,

Tan Siew Eng

Part 3: ROLES AND TASKS OF THE MANAGER OF A MALAYSIAN NATIONAL SPORTS TEAM

(To be filled by team manager/secretary/team captain to rate the level of performance of the managers)

Filled up by: Team Manager/Secretary/Committee Member/Team Captain/Player

Name of Sports :

Team : Men/Ladies

Level : SEA Games 1997/Commonwealth Games 98/ASIAN Games 98/ASSF 98/ASSC 98.

Instructions: In the following pages, there are series of statements that *seek your opinion* on the performance of the team manager in carrying out his roles and tasks. There are no right or wrong answer. Please circle the number to represent your opinion for each statement to rate the level of performance of the team manager in his tasks. Please do not omit any statement.

- Rating:**
- 5 : STRONGLY AGREE (DISTINGUISHED)
 - 4 : AGREE (ABOVE AVERAGE)
 - 3 : NEUTRAL
 - 2 : DISAGREE (BELOW AVERAGE)
 - 1 : STRONGLY DISAGREE (INCOMPETENT)

I. ROLE AS ADMINISTRATOR	
Expected Tasks	Rating
<i>1A. Organization and Planning</i>	
The team manager makes certain that:	
1. The objectives of the mission for the national team are clearly written out	5 4 3 2 1
2. The objectives of the mission for the team are known by the team.....	5 4 3 2 1
3. All policies and procedures governing the team are clearly written	5 4 3 2 1
4. The welfare of the team is looked into when the policies and procedures are formulated	5 4 3 2 1
5. That all team members abide by the set policies and procedures	5 4 3 2 1
6. Policy and procedural changes are made known to the team	5 4 3 2 1
7. Meetings are held periodically to develop policy	5 4 3 2 1
8. Additional meetings are held when necessary to resolve problems	5 4 3 2 1
9. There is a defined, written process to evaluate the implementation of the policies.....	5 4 3 2 1
10. The team manager makes certain that the team is informed about the international rules and regulations governing the sports.....	5 4 3 2 1
11. All coaches and personnel concerned have a copy of the international rules and regulations governing the sports.....	5 4 3 2 1
12. Lines of authority are made clear to the team	5 4 3 2 1

Expected Tasks	Rating
<i><u>IB. Facility Planning</u></i>	
The team manager:	
1. Has clearly written policies and procedures for purchasing equipment...	5 4 3 2 1
2. Abides by the process of purchasing	5 4 3 2 1
3. Makes certain that effective ways to label equipment are implemented	5 4 3 2 1
4. Makes certain that records of the equipment are kept.....	5 4 3 2 1
5. Makes certain that effective methods for properly caring for equipment are used.....	5 4 3 2 1
6. Makes certain that practice facilities are regularly maintained	5 4 3 2 1
7. Makes certain that game facilities are maintained	5 4 3 2 1
8. Makes certain that adequate playing facilities are ready for the team at all times	5 4 3 2 1
9. Makes certain that other facilities are ready for the team at all times (accommodation, dressing room, access to showers, towels, uniforms, and shoes)	5 4 3 2 1
<i><u>IC. Recruiting</u></i>	
The team manager:	
1. Participates in formulating effective recruitment plans with administration	5 4 3 2 1
2. Participates in recruiting with administration	5 4 3 2 1
3. Participates in formulating effective recruiting plans with coaches	5 4 3 2 1
4. Participates in recruiting with coaches	5 4 3 2 1
5. Makes certain that there are clearly written policies concerning selection and retention of team members	5 4 3 2 1

Expected Tasks	Rating
6. Makes certain that there are clearly written job description of team members	5 4 3 2 1 5 4 3 2 1
7. Makes certain recruiting regulations are not violated	
8. Makes certain that properly qualified and certified personnel are recruited for the assignment	5 4 3 2 1
9. Makes certain that all chosen personnel are contracted for the assignment	5 4 3 2 1 5 4 3 2 1
10. Makes certain that all team members are paid at the proper time	5 4 3 2 1
11. Makes certain that all team members are paid at the proper rate	
<i>IE. Legal Aspects</i>	
The team manager :	
1. Knows what constitutes liability (responsibility by law)	5 4 3 2 1
2. Understands the concept of negligence.....	5 4 3 2 1
3. Makes certain that the team knows what constitutes liability.....	5 4 3 2 1
4. Makes certain the team understands the concept of negligence	5 4 3 2 1
5. Makes certain that proper security procedures are taken for safeguarding the team at all times	5 4 3 2 1
6. Makes certain that there is a written policy on the proper procedure to be taken whenever an injury occurs.....	5 4 3 2 1
7. Makes certain that coaches are not doing anything that might make the coach liable (eg. supplying pills, vitamins, playing players with injuries)	5 4 3 2 1
8. Makes certain that accurate records of physical examinations, injuries occurring during practices and competition are kept on all players.	5 4 3 2 1
9. Makes certain all players are covered by liability and accidental insurance	5 4 3 2 1
10. Adheres to all aspects of legally transporting players and related personnel to competition	5 4 3 2 1

Expected Tasks	Rating
11. Adheres to the rules and regulations of national and international associations.....	5 4 3 2 1
<i>IF. Evaluation</i>	
The team manager:	
1. Evaluates the progress of the total program for the preparation of the national team as planned	5 4 3 2 1
2. Evaluate each personnel involved in the program objectively.....	5 4 3 2 1
3. Keeps the administration informed on changing goals and objectives of the program.....	5 4 3 2 1
4. Evaluates facilities periodically.....	5 4 3 2 1
5. Plans future facility needs	5 4 3 2 1

II. ROLE AS FINANCE MANAGER	
Expected Tasks	Rating
<i>II A. Budgeting</i>	
The team manager makes certain that:	
1. There is a written policy governing the revenue and expenditure of funds for team	5 4 3 2 1
2. Financial policies governing team are made known to the team.....	5 4 3 2 1
3. Itemized budget is prepared.....	5 4 3 2 1
4. All involved personnel are allowed input into the budgetary process	5 4 3 2 1
5. A completed budget is available for the use of all personnel	5 4 3 2 1
6. Up-to-date financial record are kept	5 4 3 2 1
7. Records of past years are kept for future planning.....	5 4 3 2 1
8. The concept of accountability for all personnel involved in the budget is clearly defined	5 4 3 2 1
9. The administration is kept informed on expenditure and income of the team.....	5 4 3 2 1
10. Participates in raising supplementary funds if the need arises	5 4 3 2 1
<i>II B. Purchasing Equipment</i>	
The team manager makes certain that:	
1. Established procedures for purchasing equipment and supplies are followed	5 4 3 2 1
2. Equipment and supplies are properly chosen and ordered	5 4 3 2 1
3. Long-range planning is done to provide for replacement and purchase of major equipment items	5 4 3 2 1

Expected Tasks	Rating
<i>II C. Transportation</i>	
The team manager makes certain that:	
1. There is a clearly written policy for the request of transportation.....	5 4 3 2 1
2. This policy is made known to the team	5 4 3 2 1
3. There is a clearly written policy regarding the type of transportation that may be used for the team	5 4 3 2 1
4. All documents concerning transportation requests and travel arrangement are in order	5 4 3 2 1
5. There are clearly written rules and regulations regarding conduct of team members on trips	5 4 3 2 1

III. ROLE AS PUBLIC RELATIONS MANAGER

Expected Tasks	Rating
<i>III.A. With News Media (newspapers, radio, TV), Public, Fans, Interested Spectators an Sponsors.</i>	
The team manager:	
1. Informs the team the importance of good relations with the news media, public, spectators and fans	5 4 3 2 1
2. Ensures that there is only one person from the team to communicate with the news media to avoid conflict and confusion	5 4 3 2 1
3. Establishes contacts with the right persons at each newspaper, radio, and television station	5 4 3 2 1
4. Decides what is news that can capture the audiences	5 4 3 2 1
5. Writes down everything before meeting the news media	5 4 3 2 1
6. Conducts himself appropriately (approachable and focussed)	5 4 3 2 1
7. Communicates effectively with the news media verbally and in writing.	5 4 3 2 1
8. Knows how to use the electronic media to distribute information faster	5 4 3 2 1
9. Plans for the news media to be part of the program by the provision of season passes, facilities at game, press box arrangement, etc.) ...	5 4 3 2 1
10. Ensures promotion of program is done with class and dignity	5 4 3 2 1
11. Makes sure information that is made available for release are up-to-date and accurate	5 4 3 2 1
12. Makes sure that communication channels are provided for fans, public, and spectators to give feedback on the program	5 4 3 2 1
13. Makes sure good relations with sponsors is maintained	5 4 3 2 1

IV. ROLE AS LEADER	
Expected Tasks	Rating
<i>IV A. Vision and Mission</i>	
The team manager:	
1. Has a clear vision of what he wants of the team	5 4 3 2 1
2. Makes certain that the team mission is understood by the team.....	5 4 3 2 1
3. Makes certain that the mission is shared by the team.....	5 4 3 2 1
<i>IV B. Leadership Style</i>	
1. The team manager has the following personal qualities and traits:	
a. Sets a positive example in word, deed and appearance (to personnel and players).....	5 4 3 2 1
b. Is responsible for his actions	5 4 3 2 1
c. Is friendly and approachable.....	5 4 3 2 1
d. Is consistent in behavior	5 4 3 2 1
e. Shows self-confidence in handling difficulties	5 4 3 2 1
f. Is objective when giving rewards and punishments	5 4 3 2 1
g. Is sincere and committed to the team	5 4 3 2 1
The team manager:	
2. Is accessible to subordinates to discuss their problems	
3. Carries out or implement decisions with firmness	5 4 3 2 1
4. Fights for what is in the best interests of the team , even though it may be unpopular with superiors/administrators.....	5 4 3 2 1
5. Sees that all team members effectively fulfill assigned responsibilities.....	5 4 3 2 1
6. Is able to cope with unanticipated events.....	5 4 3 2 1

7. Makes sound and timely decisions.....	5 4 3 2 1
8. Makes decisions that are well thought through rather than by trial and error ...	5 4 3 2 1
9. Makes all policy decisions a matter of group discussions and decision	5 4 3 2 1
10. Creates an environment where team are encouraged to participate in decision making	5 4 3 2 1
11. Is receptive to ideas and suggestions from his subordinates	5 4 3 2 1
12. Is receptive to ideas and suggestions from his superiors.....	5 4 3 2 1
13. Presents the problems of the personnel and players fairly to the administration.....	5 4 3 2 1
14. Helps create and maintain high morale	5 4 3 2 1
15. Is able to motivate team to be committed to perform their job with responsibility.....	5 4 3 2 1
16. Believes in rights of all team members.....	5 4 3 2 1
17. Is able to resolve conflict that arises in the team.....	5 4 3 2 1
<u>IV.C. Communication Skills</u>	
The team manager:	
1. Is proficient in a number of languages	5 4 3 2 1
2. Is proficient enough in the English Language to participate at the international level	5 4 3 2 1
3. Speaks fluently and accurately.....	5 4 3 2 1
4. Has good writing skills.....	5 4 3 2 1
5. Has good listening skills.....	5 4 3 2 1
6. Has the ability to adjust to varying levels of comprehension in conversations.	5 4 3 2 1

IV D. Human Resource Management

The team manager:

- | | | | | | |
|---|---|---|---|---|---|
| 1. Encourages and motivates all team members towards their full potential.... | 5 | 4 | 3 | 2 | 1 |
| 2. Supports team members and helps them grow professionally | 5 | 4 | 3 | 2 | 1 |
| 3. Is effective in identifying the abilities of all and provides opportunities for them to be used to benefit the team | 5 | 4 | 3 | 2 | 1 |
| 4. Recognizes others wish to succeed and encourages them toward success. | 5 | 4 | 3 | 2 | 1 |
| 5. Determines needs for improvement in the evaluative process with the team and supervises toward improvement..... | 5 | 4 | 3 | 2 | 1 |
| 6. Lets personnel and players know how they are doing a particular job or responsibility (either positive or negative feedback) | 5 | 4 | 3 | 2 | 1 |

V. ROLE AS TECHNICAL AND TACTICAL MANAGER

Expected Tasks	Rating
<i>V.A. Manager's Knowledge in Sports Science and Sports Specific</i>	
1. The team manager is knowledgeable about fitness and training.....	5 4 3 2 1
2. The team manager is knowledgeable in and ensures that proper training methods and principles for players are implemented	5 4 3 2 1
3. The team manager is knowledgeable in and ensures that skills necessary for each position in the sport are covered in the training program	5 4 3 2 1
4. The team manager is knowledgeable about injury prevention in skill training and application	5 4 3 2 1
5. The team manager is knowledgeable in anatomy and physiology.....	5 4 3 2 1
6. The team manager is knowledgeable in biomechanics	5 4 3 2 1
7. The team manager is knowledgeable in sports nutrition	5 4 3 2 1
8. The team manager ensures that proper nutritional diets are practiced	5 4 3 2 1
9. The team manager is knowledgeable and up to date in sport techniques and tactics	5 4 3 2 1
10. The team manager knows how to analyze game performance effectively ...	5 4 3 2 1
11. The team manager knows how to analyze skills performance effectively ...	5 4 3 2 1
12. The team manager knows how to analyze and use scouting reports effectively.....	5 4 3 2 1

VB. Responsibilities During the Pre competition Period

During the pre competition period the team manager had performed the following tasks:

1. Ensures all required forms and particulars are filled up correctly.	5 4 3 2 1
2. Is responsible for the welfare of the team - uniform, allowance, facilities, medical care, etc	5 4 3 2 1
3. Is responsible for making travel arrangements	5 4 3 2 1
4. Is in charge of the conduct of his team to, during and from the competition	5 4 3 2 1
5. Coordinates and monitors the training sessions with all team members	5 4 3 2 1
6. Works cooperatively with and under the direction of a team doctor in respect to reconditioning programs and injury care	5 4 3 2 1
7. Ensures training times and schedules are effectively allocated	5 4 3 2 1
8. Ensures training times and schedules allocated are effectively used	5 4 3 2 1

VC. Responsibilities During Competition

During the competition period the team manager had performed the following tasks:

1. Represents the team to liaise with the secretariat in the games village to ensure welfare of the team is looked into - accommodation, food, training and game facilities, and transport.....	5 4 3 2 1
2. Attends the team managers' meeting and represent the team for making draws and arrangement of competition schedules	5 4 3 2 1
3. Ensures all technical particulars of team are correct for entry.....	5 4 3 2 1
4. Ensures that all policies, rules and procedures of competition are made known to all team members.....	5 4 3 2 1
5. Ensures that all policies, rules and procedures of competition are not violated by any team members.....	5 4 3 2 1
6. Participates in the tasks of scouting	5 4 3 2 1

7. Analyzes the strength and weaknesses of opponents.....	5	4	3	2	1
8. Ensures the best strategies (techniques and tactics) of competition are implemented	5	4	3	2	1
9. Ensures players are motivated	5	4	3	2	1
10. Ensures that the players are fit physically	5	4	3	2	1
11. Ensures that the team is mentally prepared	5	4	3	2	1
12. Is in close contact with the team	5	4	3	2	1
<i>VF. Responsibilities during the Post Competition Period</i>					
During the post competition period the team manager had performed the following tasks :					
1. Is responsible for the travel arrangements home for the team.....	5	4	3	2	1
2. Ensures that all performances are analyzed - the strengths and weaknesses	5	4	3	2	1
3. Includes all team members in the post mortem and evaluation process	5	4	3	2	1
4. Makes a written report of team performance	5	4	3	2	1
5. Ensures that the written report is objective	5	4	3	2	1
6. Ensures that recommendations are made for future improvement	5	4	3	2	1
7. Ensures that deserving players are duly rewarded	5	4	3	2	1

PART 4: QUESTIONNAIRE FOR THE STRUCTURED INTERVIEW

1. Does the questionnaire cover all aspects of the roles and tasks of the Malaysian National Sports Team manager? If not, which aspect is not covered?
2. Which are the roles and tasks do you think are performed excellently by the team managers?
3. Which are the roles and tasks do you think are not expected to be the responsibility of the team managers?
4. How much emphasis are the NSC, OCM, MSSC and associations giving to the roles and tasks of the team managers?
 - selection and appointment of team managers?
 - duration of appointment?
 - roles specifications?
 - assessment of performance?
 - follow up on reports?
 - solutions to problems?
 - partnership with coach?
 - qualification of team managers?
 - technical and tactical knowledge of the team managers?
5. What are the major problems of team managers?
6. At present we only have five national sports organizations which are managed "professionally". What is your opinion regarding the structure of management of your sports organization?
 - Professionalism versus amateurism - is it high time that we should go professional to achieve higher status in sports performance
 - Women in sports management?