

## Proposing an Appropriate Functional Structure for the National Sports Festival of Sri Lanka

-A Case Study of the 42<sup>nd</sup> National Sports Festival of Sri Lanka (NSFSL) in 2016

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This study provides an appropriate functional structure to run the National Sports Festival of Sri Lanka (NSFSL) more effectively and efficiently. The Department of Sports Development under the Ministry of Sports conducts the National Sports Festival annually. The National Sports Festival began on a Divisional Secretariat level in 1969 and was held at the Sugatadasa Stadium properly organized in the year 1972. The main objective of the National Sports Festival is to conduct the activities to hold the competition on a divisional secretariat basis and finally to select capable sportsmen and women on a District basis and finally take the sportsmen and women to provincial level. Finally, the sportsmen and women identified for international competition and provide systematic training to enhance the International victories.

Special functions generated through this programme:

- Strengthening the training pools of districts
- Obtaining the services of skilled coaches.
- Improving the training centers and providing necessary equipment.
- Creating the coaches pools.
- Admitting the sportsmen and women to training pools apart from the “Kreedha Shakti” camps.
- Systematize the evaluation of sportsmen and women presently on training camp already functioning.

The 42<sup>nd</sup> NSFSL was held in Jaffna in 2016 for the very first time, saw the participation of athletes from all nine provinces in the country. The Western Province contingent won their 18th consecutive overall championship with 113 gold medals and a total of 254 medals at the games.

In Sri Lanka, also have organized different major sports events such as world cup championship, south asian games, asian championships and national sports festivals for various sports. But the Ministry of Sports of Sri Lanka has faced various problems and difficulties in organizing the NSFSL during past years.

The overall objective of this study is to propose an appropriate functional structure for the NSFSL. Inappropriate functional structure for the 42<sup>nd</sup> NSFSL is the main reason for the actual matter. Therefore, the study has collected data from a Revision Documents and Interview (Questioner) to identify the deficiencies in the functional organization structure of the 42<sup>nd</sup> NSFSL. Functional Structure is involves creating operational units and assigning them tasks and functions that will ensure the success of the event. Setting up a functioning organization involves dividing roles and their associated tasks amongst complementary and coordinated divisions or departments. (MOSO, pg. 292). In this compression analysis carried out the main deficiencies such as an all responsibilities associated with different committees were not distributed properly, the workload was unmanageable, poor communication among the committee members and others, lack of group work and problems in organizing events in time during the 42<sup>nd</sup> NSFSL.

The study has identified four steps that will be adopted in order to implement the recommended solutions.

Step 1: Organize several meetings

Step 2: Revise previous models and functional structures

Step 3: Analyze previous documents and references.

Sep 4: propose a new functional Structure.

With the guidance of these four steps and insufficiencies analyzed before permitted to propose the New functional structure for the National Sports Festival of Sri Lanka (NSFSL) (MOSO, pg. 300), as shown in the table below.

1. Design: Functional breakdown, setting up a functional organisation chart (division, department, commissions), Defining the hierarchical structure; each entity's areas of intervention and responsibility, Defining the human, material and financial needs of each functional entity and Defining the position profiles; recruiting managers; dividing up work, authority and access to information.

2. Development: Optimising resources; formalizing tasks and limitations to be respected through contracts and General coordination; follow-up; adjustment; managing structural change.

3. Implementation: Organizing a kick-off meeting (final guidelines for each person's roles, motivating partners), Mobilizing and following up on personnel (motivation, relational issues, excess work) and Measuring what portion of the fixed objectives has been achieved, at both the quantitative and qualitative levels.

4. Dissolution: Capitalizing on past experiences, difficulties encountered, solutions implemented and Archiving project information, methods and tools used.

It can conclude that the proposed structure will develop the operational units to be coordinated in order to achieve the event objectives as well as the work of individuals which will contribute to ensure the success of the NSFSL. It can recommend that every major sports event organizing committees should follow a proper functional structure to obtain successful experience in the future. However, the limitations of study are considering the information utilized for this study based by secondary data (Interviewing and referring books) and the analysis has done only for the events of year 2016.

Keywords: National Sports Festival of Sri Lanka; Functional structure; Kreedha Shakti camp

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