IDEA PAPER

Thesis Title

AN ANALYSIS ON THE EFFECTIVENESS OF DIFFERENT LEADERSHIP STYLES PRACTICED BY SPORTS EVENTS MANAGERS ENTRUSTED WITH THE ORGANIZATION OF THE INDIAN PREMIER LEAGUE

Background

Leadership quality and leadership styles are key attributes that determine the success of any business organization from the perspective of its routine operations and productivity. Such assumptions on leadership attributes also hold true for event management because effective and appropriate leadership styles significantly influence the success of any event. Therefore, event managers should exhibit appropriate leadership styles to ensure a successful occurrence. The field of event management has significantly flourished during the past two decades owing due to the robust leadership exhibited by the concerned stakeholders. It is further contended that a successful event provides the benchmarking goal for event planning. Wahab et al. (2014) highlighted the relationship between the perceptions of a leader on the event success with his or her personality as well as contingent experiences. Like any other business model, leadership in the field of event management is also viewed as a package of personality, experience and decision-making. On the contrary, the absence of effective leadership within an organization stagnates its growth and prevents it from moving forward. The crucial leadership skills that are currently practiced and successful within an organization would become obsolete and insufficient to meet its future needs. Hence, leadership styles should evolve and undergo transition for ensuring the success, profitability, and sustainability of any organization, or event

in the long run. Northouse (2004) described the attribute of leadership as a phenomenon where an individual holds the ability to influence a group of individuals for achieving a shared goal. Therefore, leadership is no longer viewed as an individual or personal characteristic but a phenomenon that is practiced within a group to align with and drive the shared mission. It is not surprising why terminologies such as situational leadership have emerged during the past two decades. In fact, Parent, Beaupré, & Séguin (2009) highlighted leadership models have evolved from a trait approach to the leadership styles, or behavioral approaches and finally to the leadership approaches of transactional, transformational, and charismatic. Effective leadership is also warranted in the specialty of sports management, but its implementation has been limited.

Conceptual Framework

Leadership patterns in sport management have been primarily limited to members of the coaching staff, athletic directors, and the board of directors associated with Universities and NSOs (National Sport Organizations). Although a plethora of studies have explored the leadership attributes of the referred professionals, only a few studies have evaluated the leadership patterns that are essential for the success of small scale or large scale sporting events. The authors further highlighted previous studies that failed to incorporate and identify the relevant stakeholders that are invaluable for the organization committee (OC) of such events. In brief, the referred studies did not consider the stakeholder theory while selecting the participants or end-points. Identification of appropriate stakeholder groups and leadership patterns amongst them are key requisites for an OC for preparing and hosting large scale sporting events. Finally, previous studies rarely examined the leadership theories that are applicable to sports event management. To address the gaps in the literature, Parent et al. (2011) sought to identify the most robust and effective style of leadership that should be adopted by sports event managers

and allied stakeholders to ensure the success of large-scale sporting events. The authors investigated the types of leadership theories (both traditional and lesser-used theories) to identify the connections that were missing among such theories and the outcomes of the large-scale sporting events from stakeholder perspectives. The theoretical framework used by the authors was based on the stakeholder theory that evaluated the necessity of appropriate leadership styles for the success of large-scale sporting events. The authors undertook a case study approach whereby leadership attributes across various stakeholders within two OCs were evaluated to answer the research question. Parent et al. (2009) selected the OC stakeholders who were entrusted with the hosting of the 2005 World Aquatic Championships. The study depicted different attributes of charismatic and transformational leadership that translate into the success of large scale sporting events. The combination of such leadership styles translated into the motivation of the followers, creation a workable mission to achieve an attractive vision, fostering commitments, and teamwork. However, neither of the two leadership theories could reflect the complete views of the stakeholders from the perspective of hosting a successful sporting event. On the contrary, the multiple-linkage leadership theory (MLLT) could elucidate the attributes that translated into the success of the World Aquatic Championships. To recall, the MLLT describes leadership as a function of commitment over the task, ability, and clarification of the job roles, the organization of the work, the exhibition of mutual cooperation and trust, implementing resource allocation and support systems, and coordination with external stakeholders.

Motivation behind the Thesis Title

Although the MLLT did provide the framework or the requisites that are necessary for leaders in the field of sports event management, it failed to identify the leadership style, or a

combination of different styles that could ensure the successful hosting of large-scale and mega sporting events. Moreover, the Partner et al. (2011) study did not highlight the effectiveness of different leadership styles based on the end-points that are intrinsic to the successful hosting of a large scale sporting event. For example, an effective leadership style is not only all about HRM (human resource management) and deployment of resources but also to ensure the profitability of the referred events. However, various authors contend that the profitability of a large scale sporting event cannot be judged over a short time span. Therefore, linking profitability parameters to leadership outcomes in large scale or mega-scale sporting events is either intangible or irrational. However, such notions are overridden when profitability parameters are gauged over the long term. Sports Event Management is an important attribute from its perspective of the economic impact on society (Wahab et al., 2014).

Hence, the successful management of any sporting event is essential from the perspective of the profitability of the organizing committees as well as the economy of the location where such events are hosted. These macroeconomic ideologies behind sports event management make the role of sports event managers more important. The sports event managers should exhibit appropriate leadership styles to ensure customer satisfaction and profitability. However, various authors argue that uncertainty associated with any large scale sporting event is quite high, whereby profitability and customer satisfaction are virtually unpredictable. Nevertheless, the evidence suggests that sports event managers should focus primarily on process performance rather than looking into customer satisfaction or profitability. It was contended that customer satisfaction and profitability associated with a large scale sporting event is secondary to process performance. These findings suggest that sports event managers should

not only exhibit effective styles of leadership, however, the efficacy of different leadership styles across diverse job functions of a sports event manager should be identified and utilized.

Goodarzi et al. (2012) highlighted the necessity to identify the core competencies that are required by sports event managers for delegating them the referred job posting. The authors showed that the core competencies that are required by sports event managers include event management, sports facilities management (FM), the research and marketing (RM) skills on competitor activity, benchmarking, knowledge on business procedures and its outcomes, structure, and implementation of governance before and after the large scale event, public relations, communication, relationship management, general management techniques, and risk management, and decision-making. Hence, the diverse job functions in event managers call for the identification of leadership styles that would be most suitable for executing the respective job functions. Till date, no study has explored the leadership styles of sports event managers in relation to the job functions with which they are entrusted. Likewise, there is no study that has explored the leadership styles in sports event managers in relation to customer satisfaction, the profitability of the sporting event, return on investment and the overall economy of the location in which such event was organized. Finally, very few studies have actually explored the leadership qualities or leadership styles in sports events managers that are effective in mitigating the challenges associated with the organization of a large scale sporting event. Large scale sporting events are no longer viewed from the perspective of entertainment. Rather, such events are viewed as a package of entertainment, the center of profit, and political and economic mileage. Hence, it is not surprising that sports event managers face significant challenges in safeguarding the interests of different stakeholders. Once again, such assumptions call for effective leadership styles that are related to event management. The importance of hosting large

scale sporting events and the role of the sports event managers in ensuring its success have been demonstrated across a wide array of large scale professional sporting competitions such as the NBA Basketball tournament, World Cup Soccer, World Cup Cricket, the Indian Premier League, and the Big Bash League. Among these, the IPL has transitioned cricketing experience not only in India but also across the globe. The IPL and BBL are the same formats of the game that is held in India and Australia respectively. Both these tournaments have not only gained popularity during the last decade but act as a platform for huge financial transactions. Hence, the present study would evaluate the leadership styles and the context of such leadership practiced by the SEMs associated with the hosting of IPL. The present study would pivot around the central theme "What is the Effectiveness of Different Leadership Styles practiced by Sports Events Managers that ensures the success of large scale sporting events such as the Indian Premier League?"

Outcomes and Significance

1. To identify the effective leadership styles that are required for managing large scale sporting events.
2. To identify the leadership theories that provides the framework for the leadership styles.
3. To identify the relation between leadership styles and the job responsibilities in the SEM.
4. To formulate and define the appropriate leadership style that would be mandated for SEM in the future.
5. To identify the relation between leadership style and customer satisfaction, customer turnover, business turnover, and profitability, and economic development.

Approach of the Study

The study would undertake a mixed methodology approach whereby qualitative data would be integrated or coded into quantitative data for addressing the research questions. The primary data analysis would be supplemented by secondary data analysis. The secondary data analysis would help to critique and compare the findings that would emerge from the primary data analysis. The qualitative data would be obtained from the subjective responses of the interviewees while quantitative data would be obtained from industry white papers and publicized documents of the IPL on its operational performance. The primary data would be integrated with secondary data to draw an inferential analysis that should be aligned with the objectives and/or research questions that are undertaken in this study.

Proposed Literature

Dar U (2016) Indian Premier League- Boon or Bane, *IOSR Journal of Sports and Physical Education, 3(6), pp. 1-4*

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. The Leadership Quarterly, 25(1), 36-62.

Goodarzi, M, Asadi, N, Sajjadi, S & Moradi M *(2012)* Prioritizing the Competencies of Sport Event Managers from Viewpoints of Managers Holding National Sport Competitions in Federations, *World Journal of Sport Sciences* 6 (4), pp. 452-458

Hede, A.-M., & Kellett, P. (2011). Marketing communications for special events: Analysing managerial practice, consumer perceptions and preferences. *European Journal of Marketing*, 45(6), 987-1004

Keegan, A. E., & Den Hartog, D. N. (2004). Transformational leadership in a project based environment: A comparative study of the leadership styles of project References 338 managers and line managers. *International Journal of Project Management*, 22(8), 609-617.

Kort, E. D. (2008). What, after all, is leadership? 'Leadership' and plural action. *The Leadership Quarterly,* 17(2), 409-425

Lockstone-Binney, L., Robertson, M., & Junek, O. (2013). Emerging knowledge and innovation in event management. *International Journal of Event and Festival Management*, 4(3)

Leigh, J (2019), 'Exploring the leadership styles of event managers and variation in their attitudes towards volunteer training', PhD thesis, Southern Cross University, Lismore, NSW

Müller, R. & Turner, J. R. (2010). Attitudes and Leadership Competences for Project Success, Baltic Journal of Management, 5(3), pp. 307- 329.

Northouse, P. G. (2007). Leadership: Theory and practice. 3rd ed. Thousand Oaks, CA: Sage.

Parent, M. M., Beaupré, R., & Séguin, B. (2009). Key leadership qualities for major sporting events: The case of the World Aquatics Championships. International Journal of Sport Management and Marketing, 6(4), 367-388.

Wahab S, Shahibib , M, Ali, J, Bakar , S, & Amrin A (2014) The Influence of Leaders Orientation on Event Management Success: Event Crews Perception, *Procedia - Social and Behavioral Sciences* 109 (2014), pp. 497 – 501

RESEARCH PROPOSAL

AN ANALYSIS ON THE EFFECTIVENESS OF DIFFERENT LEADERSHIP STYLES PRACTICED BY SPORTS EVENTS MANAGERS ENTRUSTED WITH THE ORGANIZATION OF THE INDIAN PREMIER LEAGUE

1. Introduction

1.1 Background

Since events are essential in shaping and influencing society, it could be reasonable to assume that the event has become the industry. With the increase in leisure and recreation time during the past decade, the number of public and sports events has also increased significantly. An event is defined as a temporary phenomenon that is hosted with or without planning within a specified period. Any event, whether public- or sports-related, is considered popular vehicles for achieving social, political, cultural, and economic benefits for the hosting region. Hence, it is not surprising why the importance of sports events has been significantly grown during the past two decades. The idea of holding large scale sporting events saw the emergence of the Olympic Games. The historical data reflect that sports events have played a significant role in ensuring community development and enhancing social values. The past decade has witnessed a craze for hosting national and international sporting events. The nations which implemented strategy-based approaches succeeded compared to their peers who failed to implement such approaches. It is contended that hosting and ensuring the success of a sports event is a function of management science, and the major focus of management are the sports event managers. Planning and management are the key attributes that drive the success of any sporting event, especially the large scale or mega-events. Over the last 40 years, large-scale sporting events have

translated into political, socioeconomic, and cultural benefits for the regions or organizations where they are hosted or who have conducted them, respectively. Political benefits include increased international recognition of the hosting nation or states and a platform for showcasing the political values of the government as well as the local individuals. The cultural benefits that surface from organizing sporting events include strengthening of local traditions and values. Economic benefits sporting events include expenditures that contribute to the GDP of the locality as well as the creation of employment within it. For example, the hosting of the Olympic games has benefited the cities donations in which they were held. The major benefits include the development of infrastructural facilities and increased transfer of knowledge on event preparation and hosting the same. The organizing committees of any large scale sporting event invest a lot of financial stake and time in developing relations with relevant stakeholders to acquire secondary resources for hosting such events successfully. These stakeholders include organizations, groups, or individuals who could affect or get affected by the decisions of the OC of a sporting event. The vastness and the complexities associated with the hosting of a large scale sporting event mandates robust management. Therefore, the role of a sports event manager in managing and ensuring the success of a sporting event is well recognized in the field of event management. The job profile of sports event manager calls on for effective leadership attributes and appropriate leadership styles that are necessary to influence the stakeholders associated with a sporting event. Nevertheless, the concept of leadership in the field of sports event management has received less recognition than the other industries. In fact, leadership attributes for sports event management or those that guide the leadership style of sports event managers have been traditionally viewed from the perspective of generic leadership. However, such assumptions are not only inappropriate but intangible, too considering the domain and deliverable of the sports

event manager. Most events that are organized having separate management patterns, nature of athletic contests, level, and a number of participants need special planning and managing because of their extent and relation with the whole community that necessarily warrants complicated supplies and specialized skills. Such an exhaustive and comprehensive definition of the domain of sports event management and its deliverable to the stakeholder groups clearly reciprocates special leadership attributes in sports event manager that is far different from the generic leadership patterns.

Using different skills in a rational and tailored manner is considered one of the keys and logical attributes of leadership style that are warranted in sports event managers. Unfortunately, most of the sports event manager fails to exhibit the appropriate combination of skills which complicate event management. Event management is a structured process that requires appropriate planning, coordinating, classifying, and evaluating each event as a function of the responsibilities and competencies of the event managers who are in charge of the event. Event managers are expected to plan, coordinate, classify and evaluate different aspects of the sporting event to identify the deliverable. Initially, it was believed that sports event managers should be competent in resource utilization (including human and infrastructural resources) and utilization of facilities to achieve organizational goals. Hence, sports event managers should continuously develop and update their skills. Such a working definition for the job profile of a sports event manager certainly helps to identify the competencies that are required in them. However, such definitions do not elucidate the leadership styles that are required by the sports event managers to acquire or exhibit such competencies that cannot be gauged from the perspective of generic leadership styles. It is not uncommon to consider leadership styles in SEMs different from the generic leadership styles that are witnessed and practiced across various organizations. Such

assumptions stem from the fact that managing a sports event is different from managing an organization. Sports events are generally held once a year, or once in two to four years. Therefore, the deliverable of a sports event manager would be quite different from their generic counterparts deployed in other industries. Since the deliverable of the SEMs is different from the leaders in traditional organizations, it is not surprising that their leadership style would also be different from their referred counterparts. Parent et al. (2009) elucidated that traditional leadership styles do not apply to sports event managers. The authors showed that SEMs need to exhibit a combination of charismatic and transformational leadership for being successful in the field of sports event management. However, the authors stated that even the two leadership styles could not explain the stakeholder requirements for ensuring the success of a sporting event. Hence, the authors contended that multiple-linkages leadership theory holds the key in defining and designing the leadership style in SEMs. To recall, the MLLT views leadership from the perspective of commitment, ability, work organization, cooperation, trust, and external coordination. Although the MLLT is not often used in defining or identifying the leadership style in SEMs, the Parent et al. (2009) study highlighted its implications in theorizing leadership styles for large-scale or mega sporting events. The authors contended that MLLT includes various situational variables that constrain and modulate managerial or leadership behaviors, and the behaviors so exhibited by the SEMs become their leadership style during or for the specific event. The MLLT theory gained patronage in defining leadership behavior because it considered motivation, HRM (human resources management), processes, task structures, and external coordination. External coordination was considered a key attribute for ensuring the successful hosting of any large scale sporting event. This is because the MLLT recognizes the importance of the relationship of the organizing committees with the stakeholder groups that are engaged

with the hosting of a sports event. The MLLT theory could be used to acknowledge the complexities and issues that surface while leading an organizational committee of large scale sporting events. It is not surprising why Parent et al. (2009) voice for the application of the MLLT model in defining leadership styles in sports event management. The authors contended that understanding the multiple linkage theory and its role in defining the associated leadership styles could be used for developing sports event managers and researchers in the field of sports event management. The SEMs should evaluate the reasons for their involvement as well as the involvement of their leaders to ensure involvement for the right reasons. Undoubtedly, the involvement, entertainment, infotainment, financial, and marketing aspects of a sporting event have made the field of sports event management both lucrative and challenging. However, there is no formal recognition of the leadership style in SEM that would be most effective for organizing a large scale sporting event. In fact, various studies have noted that leadership attributes, and leadership styles in SEMs emerge from experience, and there is no prototype or uniform leadership style that should be adopted by the concerned professionals for ensuring the success of a sporting event from the perspective of the socioeconomic, political, cultural, and fiscal deliverable. The evidence suggests that the nature, complexities, type, and domain of a sporting event influences or governs the leadership style in SEM. Therefore, it would be unwise to support or defend any specific leadership style or a combination of leadership styles that are required in SEMs without evaluating the context and content of the sporting event. Likewise, it would also be unjustified to identify a specific leadership style in SEM and replicate the same in future leaders who would pursue their professional careers in the field of sports event management. Being a transdisciplinary topic, leadership styles have relevance across different contexts, and the field of sports event management is no exception to such a phenomenon. The

field of sports event management comprises both role-assigned leaders and those who are recruited for managing specific events. The role-assigned leaders in the field of sports management include team captains, managers, or supervisors of the team, the chairperson, and the presidents of a sporting organization. The leadership styles adopted by the referred professionals are viewed as the preliminary cause of success or failure of the sports organization. On the contrary, the evidence on generate leadership endorses that the success and failure in sports management do not depend upon the actual performance of the referred stakeholders. Rather, it depends on how others and society view such performance. The conventional approaches of leadership in sports management view leadership where leaders are central to the phenomenon for event success. The recent advances on generic leadership elucidated leaders as individuals who develop their own domain and understanding of leadership and use them for assessing and responding to people they regard as leaders. This observation centric approach of leadership is referred to as the social construction theory of leadership. The theory is gaining patronage in the field of sports management, considering its complexity and skill-set required to ensure the success of a sporting event.

1.2. Problem Statement

There is a plethora of contradictory evidence that makes it difficult to identify the leadership style that SEMs should exhibit to ensure the success of major sporting events. Although Parent et al. (2009) highlighted that leadership styles in SEMs should be governed by the multiple-linkage leadership theory (MLLT), it is practically impossible for an individual to exhibit diverse or multiple leadership traits. The MLLT theory merely described the job functions of a SEM because it described leadership as a function of task commitment, ability and clarification of the roles that are desired and designed, the organization of the work or

workflows, mutual cooperation and trust, resource allocation and support systems, and external coordination. The theory did not elucidate which leadership style would correlate best with the job functions or competencies that are desirable in SEMs. Moreover, the MLLT theory did not elucidate how different leadership styles would influence the referred jib functions across SEMs. There is also inconclusive evidence whether transformational leadership style or charismatic leadership style or a combination of the two leadership styles would influence the job functions as well as event management competency in SEMs. On the contrary, Parent et al. (2009) themselves stated that it would be unjustified to extrapolate that an exhibition of the referred leadership styles by the SEMs would translate into successful event management. Nevertheless, the authors did implicate that transformational and charismatic leadership styles could improve motivation, communication, and teamwork across stakeholder groups those who are entrusted for a sporting event. However, the philosophy of Parent et al. (2009) could be challenged from the requisites of event management and traditional businesses. The attributes of motivation and teamwork point out towards long term managerial goals and undoubtedly these attributes are the pillars of successful leadership in traditional business organizations. However, sport events could be viewed as short-term businesses that have relevance during a specific period of a year. Hence, the commitments and deliverable of managers entrusted with the successful organization of the sporting event ought to be different from their peers those who are employed in traditional businesses. Likewise, if the competency requirements change then the leadership styles should also change to match the requisite competencies. Moreover, the Partner et al (2011) study did not relate the effectiveness of different leadership styles based on the end-points that are intrinsic to the successful hosting of a large scale sporting event. For example, effective leadership style is not only all about HRM (human resource management) and deployment of resources but also to

ensure the profitability of the referred events. On the contrary, Goodarzi et al. (2012) first endorsed that event managers should primarily focus on people development and fiscal planning than any other traditional competencies that are mandated in generic managers. The findings of Goodarzi et al. (2012) could be related to the social construct theory leadership. The social construct theory on leadership emphasizes that leaders must recognize the needs of themselves and also of their leaders in order to be successful. The social construct theory relates well with the competencies that are required in SEMs compared to traditional businesses. The MLLT theory of leadership could be effective in explaining and defining leadership styles across leaders engaged in traditional business settings while the social construct theory might be effective in defining the competencies of managers those who are engaged with short-term businesses such as event management. The perspective of social construct theory could be linked to the focused requirement of competencies in SEMs. For example, SEMs should comply with the instructions of their leaders such as organization committee members or the owners of franchise and tailor their managerial skills to achieve such objectives. Once again, such assumptions are aligned with the findings of Goodarzi et al. (2012) who emphasized that business procedures and people management are the major asks from a SEM.

Although various authors contend that profitability of a large scale sporting event cannot be judged over a short time span, it should not be extrapolated that fiscal planning or return on investments (ROI) over the short term are intangible and inappropriate measures for assessing the effectiveness of leadership style of SEMs. However, Goodarzi et al. (2012) did not evaluate ROI as a competence in event managers but they certainly showed that business procedures are key competencies that are sought in SEMs. However, there is no literature till date that has evaluated the competency of SEMs with regard to ROI over the short and long terms.

Nevertheless, studies suggest that SEMs should focus primarily on process performance rather than customer satisfaction or profitability. This is because customer satisfaction and profitability associated with a large scale sporting event is secondary to process performance. The concept of process performance could be extrapolated from the findings of Goodarzi et al. (2012).

Since these authors highlighted that business procedures and management qualities are the major competencies that are sought in SEMs, process performance could be a function or an interaction between the referred competencies. Finally, very few studies have actually explored the leadership qualities or leadership styles in sports events managers that are effective in mitigating the challenges associated with the organization of a large scale sporting event. Therefore, risk management could be considered as one of the major competencies in SEMs that are required for the predictable success of the sporting event. In fact, Goodarzi et al. (2012) high Cronbach's alpha for risk management. Hence, competency in risk management could be considered as a part of process performance that was surfaced in earlier studies. Although it would be difficult to gauge the effectiveness of leadership styles in SEMs in influencing the political, social, cultural, and economic attributes of the locality in which a sporting event is hosted, it would be justified to extrapolate that successful organization of a major sporting event through effective management would certainly translate into favorable influences on such attributes.

1.3. Purpose of the Proposed Research

The proposed study would identify the effective leadership styles that are required for managing large-scale sports events such as the Indian Premier League (IPL). IPL is a cricket tournament of 20-over games and is held for about a month every year. The nature of

investments and the governance structure of these two tournaments are almost the same. However, differences are in the socioeconomic status of the audiences and financial implications on the part of the team owners. Nevertheless, both tournaments demand the highest quality of event management. The leadership styles identified through the proposed research would pave the platform for laying down the qualifications and competencies of event managers who would be entrusted in managing large scale cricketing events.

The proposed study would further identify the leadership theories that could best define the domain of leadership attributes and leadership styles of SEMs engaged in organizing large scale cricket events. The proposed study would further explore the leadership styles and leadership competencies that are required to be successful as SEMs in the field of cricketing entertainment. The profiling of leadership styles in relation with the competencies required would help in designing customized training programs to build upon the competencies that gel best with the leadership style identified. However, as a rule of the thumb, the leadership style that correlates best with the event management competency would be selected for developing the necessary competencies in the concerned stakeholders. The findings of the proposed study would also help to develop academic curriculum on sports event management. Finally, the study would also extrapolate the role of SEM in contributing towards the profitability of the event that is managed by them. Understanding the role of event managers in influencing profitability of an event would further escalate the professional position of a SEM in the hierarchy of leadership in the field of sports management. Although, last but not the least, the proposed study would help to identify the competencies and leadership styles required by sports event managers to develop volunteers for a short period and over a volatile workforce.

1.4. Main Research Question and Sub-Research Questions

The proposed study would investigate a major research question (MRQ) and the set of sub-research questions (SRQs). The SRQs would be explored to answer the MRQ comprehensively and conclusively. The MRQ that would be investigated in the proposed study is "What is the Effectiveness of Different Leadership Styles practiced by Sports Events Managers that ensures the success of large scale sporting events?" The SRQs that would be explored in the proposed study are as follows:

SRQ1: What are the major leadership styles that are witnessed in SEMs entrusted with the organization of IPL and BBL?

SRQ2: What is the correlation between leadership styles in SEMs and competencies that are required for managing large scale sporting events?

SRQ3: What is the hierarchy of competencies that are required by SEMs for managing large scale cricketing events?

SRQ4: Which of the leadership theories could best describe the leadership style and job competencies of a SEM related with the management of large scale cricketing events?

SRQ5: Which leadership style is associated with the highest number of competencies that is required by SEMs for managing large scale cricketing events?

SRQ6: Whether there is significant difference in the leadership styles that is required for managing large-scale sporting events and traditional businesses?

SRQ7: Whether leadership style and competencies in SEM interact with each other in driving the successful organization of large scale cricketing events?

SRQ8: How does leadership style and competencies in SEM influence return on investment on the fiscal resources that are spent for organizing a large scale sporting event?

SRQ9: Whether leadership style in SEM influence competence development in volunteers those who work under them for ensuring the success of large scale sporting events?

SRQ10: What are the qualities that are expected by the volunteers of sports event management from the SEM in driving their motivation to the fullest potential from the perspective of successful organization of the sporting event?

2.0: Literature Review

Major sporting events have become a hallmark in today's sports culture as they promise unprecedented entertainment and financial gains to the concerned stakeholders. These events are classified into different ways such as mega events, mega sporting events, and hallmark events. The terminologies are based on event size, the context of the event, the economic and financial deliverable, its impact on tourism, the frequency at which they are hosted, and the total duration of the event. Large scale sporting event is a type of major sporting event that is held as a one-time such as annual sporting competitions compared to a league that is held around a year. Examples of large scale Sporting events include the Olympic Games, the Pan American Games, the Commonwealth Games, and the FIFA World cup. Large scale sporting events also include some of the local, national, and international sporting competitions. The organization of major sporting events has a significant impact on the society and the geographical location in which they are held. It is contended that the science of management is essential to ensure the success of large scale sporting events. Based on such philosophy, the concept of event management has gained increased recognition for the successful organization of major sporting events. The field

of event management has become more famous than other facets of management because of the limelight of the media and the number of individuals who are associated with the events. However, event management is a complex phenomenon because they require complicated infrastructure, expertise, skills, and logistics. Hence, it is not surprising that a sports event manager should be equipped with different skills to ensure the successful organization of the referred sporting events. Apart from the basic job functions of planning, coordination, and monitoring of the deliverable associated with the running of the event, they need to exhibit appropriate leadership and competence in ensuring the success of the event.

Goodarzi et al. (2012) rightly stated that SEMs should upgrade and modernize their skills and also reflect upon their performance in previous versions of the event or in events that were different from the event with which one is entrusted. Although the history of sports event management could be traced back to ancient, the specialty of event management gathered professionalism only during the past two decades. The sports industry has witnessed some major instances of inefficient event management despite the fact that event managers associated with such events had vast expertise. One of the reasons is that event managers do not receive formal training for their referred job posting. Most of these managers have a degree in law, marketing, human resources management, management sciences, and accounting. Even with such academic and professional backgrounds, some of the event managers have not been successful in organizing a major sporting event. The dilemma of sports event management is also spurred by the fact that event managers who were successful in organizing a major sporting event in the past failed miserably to ensure the success of such events in the future. These findings suggest that formal education and professional qualifications is not enough for being successful as a SEM. Initiatives for launching professional curriculum on sports event management were taken by the

United States, Australia, and the United Kingdom. Even with the introduction of such courses, the field of sports event management and the effectiveness of SEM have remained questionable. In the academic scenario, the faculty does not teach the practicability of the management theories in the field of sports event management. Rather, the academic curriculum is oriented towards generic management studies that result into gaps in professional skills and practical knowledge that are essential for being successful as a SEM. The generic management principles often do not consider the duration or time factor associated with a deliverable.

Case studies of inefficient sports event management trace back to inefficient ticket selling during the 2006 FIFA World Cup and the 2008 Olympic Games. There are also instances of inappropriate management of human resources, fiscal resources, and strategic planning in major sporting events held in the United Kingdom and Australia. In fact, the City Council has to pay the debts of the World Student Games that were held in Sheffield during 1991. The SEMs are considered the most important resources for hosting a successful major sporting event. These stakeholders should erudite employments and deployments, exhibit a high degree of strategic planning and financial management, successful in media and crowd management, and must forecast uncontrollable and intangible factors that could threaten the success or impose bottlenecks for the major sporting event. These findings suggest that the SEMs should hold a wide range of competencies and academic knowledge for being successful in the field of sports event management. Nevertheless, there are instances where SEMs with high competence and requisite academic qualifications have failed to ensure the success of major sporting events. Such assumptions implicate that there are various intrinsic and intangible attributes that are required by SEMs to be successful in the field of sports event management. In fact, studies suggest leadership attributes and leadership styles are some of the major intrinsic and intangible factors

for being successful as a SEM. Philpot et al. (2002) highlighted competency as a package of knowledge, skills, and personality traits. The personality trait concept of competence could be extrapolated to leadership style from the perspective of management sciences. The authors also stated that the attitude of a manager interacts with the knowledge and skills to influence his or her leadership style. However, it remains inconclusive whether competence drives the formation of leadership style or is it leadership style helps to develop and implement the requisite competence that is needed for the success of a major sporting event.

Leadership is an intrinsic attribute of any individual that represents complex and diverse fields of knowledge. In today's fast-paced and multi-faceted organizational environment, leadership plays a crucial role for the growth and success of any organization. Events are examples of such business environments. The existing literature suggests that the events industry has witnessed significant and rapid growth, transition, and expansion during the last two decades. It is contended that effective leaders could directly influence organizational outcomes through their values and management styles. Likewise, leadership also has direct and indirect impact on the success of sporting events. Nevertheless, there is a lack of research on leadership styles and leadership attributes in the context of event management. Hence, it is of paramount importance to explore the leadership styles in event managers in general and those engaged with sports event management for bridging the gaps between the domain of leadership and event management. The style, domain, and attributes of leadership are contended to differ in the field of event management compared to that practiced within a business organization (Müller & Turner, 2010). Such assumptions are not surprising considering the domain differences of events and business organizations. Dudovskiy (2012) highlighted volunteers are the major distinctive features of any event. Event volunteers or event managers are different from permanent employees of the

organizing committee because their commitments are typically short-term and episodic compared to their peers who pursues long-term relationship with the organization. They also maintain appropriate relationship with their subordinates over longer periods to ensure sustainability and profitability of the business operations. Edwards (2012) stated that episodic volunteers rarely receive formal training and most of their professional expertise develops on the job. It is contended that SEM should not only be competent in managing an event but accomplish its successful organization by developing volunteers. Bowdin et al. (2011) emphasized that event management has become a notable and unique profession whereby event managers should be competent to lead a group of diverse, well-paid, and volunteering-based workforce in short-term and volatile environments. The philosophy of Bowdin et al. (2011) mandates more specific and tailored leadership styles in the field of event management compared to those required in traditional business organizations or business models. Considering the structure of sports event management and the role of leadership, the competencies that are required by SEMs has been under the scanner. It is contended that appropriate competence on knowledge and skills could influence leadership and managerial patterns across SEMs. in fact, researchers in the field of sports management have voiced for re-examining the competencies required by SEMs to emerge as successful leaders. Studies suggest that graduates in sports management could fill up the professional positions of SEMs provided they exhibit the core competencies that are required for the referred job positing. In fact, various studies have endorsed that leadership in the field of sports event management should be viewed separately from traditional business organizations.

Goodarzi et al. (2012) mandated that SEMs should hold a set of eight to nine competencies to be successful as leaders in the field of sports event management. The competencies that are mandated in SEMs include event management (EM), facilities

management (FM), marketing management (MM), research management (RM), managing business procedures, appropriate governance and public relations, general and generic management techniques, risk management, and data management. It could be interesting to note whether competencies on event management (EM), facilities management (FM), marketing management (MM), research management (RM), managing business procedures, appropriate governance and public relations, general and generic management techniques, risk management, and data management are interrelated and drives event success holistically. Such evaluations would help to define the domain of event management. It would be also interesting to investigate whether different types of leadership styles are associated with the acquisition and exhibition of these eight to nine competencies and whether a nuanced leadership style could be associated with successful event management. In other words, the nuanced or prototype leadership style could also influence the acquisition and exhibition of rest of the competencies other than event management. The assumption that rest of the eight competencies would fall under the broad heading of event management and consideration of a nuanced leadership style in SEMs that could influence the referred competencies separately as well as the competency of event management holistically stemmed from the dissemination of Cronbach's alpha that was reported by Goodarzi et al. (2012) for all the competencies. The Cronbach's alpha for all the competencies required by SEMs ranged between 0.66 and 0.82. However, the Cronbach's alpha was highest for management techniques (0.86) and it was lowest for competencies related to governance (0.62). The Goodarzi et al. (2012) further raised the question whether leadership styles should be weighed against competencies that are desirable in SEMs or vice-versa. An understanding of such dynamics would pave the platform for defining the leadership attributes and job competencies in sports manager. The findings of Goodarzi et al. (2012) challenge the

views of other authors that competency in general management techniques such as resource management would not be sufficient to evolve as successful SEMs. Therefore, future studies should try to explore whether the competencies highlighted by Goodarzi et al. (2012) interact with each other and with event management exclusively. Such speculations stemmed from the analysis of Cronbach's alphas for detailed factor loadings. The detailed factor loadings revealed that the Cronbach's alphas were highest for evaluation of employees for job development (0.710) followed by application of sports economics principles (0.702), preparing time tables for employees task (0.732), and establishing functional standards to execute program deliverable (0.703). The first three factor loadings were related to competency on management techniques while the last factor loading was for competency in business procedures. These findings suggest that different sets of competencies could interact with each other in driving the leadership attributes of SEMs. These findings could be further extrapolated to define the primary job responsibility of the SEMs because the Goodarzi et al. (2012) different factor loadings indicated that event managers should focus on deployment and development of human and fiscal resources that would enhance the probability of the success of the sports event. Previous studies on competencies required by SEMs have evaluated them from the perspective of different sporting events. For example, one study showed that the competencies required by sports event managers significantly differ in the perspective of events organized in the field of armed force, municipalities, and state offices. Another study highlighted that the competencies required by the operational managers for recreational sports are similar. Studies also suggest that interrelationship between clubs and their customers are the driving force for successful event management. On the contrary, Cheng et al. (1993) showed that academic qualifications in physical education, communication and public relations influenced the managerial roles of the

SEMs. Likewise, Peng (2000) showed that the perception of SEMs and university professors on sports event management skills were comparable in the United States and stakeholder communication emerged as the major competency for driving the success of a major sporting event. In another study, Heinz and Norbert (2003) showed that budgeting, communication skills, and sports facility management were the major competencies that were sought in successful SEMs. However, none of these studies as well as the Goodarzi et al. (2012) study did highlight the influence of a specific leadership style on the factor loading competencies related to management procedures and business procedures. It is true that SEMs could neither adopt all the competencies as depicted by Goodarzi et al. (2012) nor could they embrace various leadership styles to execute the competencies. There is a saying that "leaders are born and not made" and if such philosophy is embraced then an individual could have a specific leadership style, or at the most a combination of two leadership styles that he or she implements in a typical business scenario. Although recent studies have highlighted the concept of situational and flexible leadership, the intrinsic leadership style of an individual plays a significant role in driving his or her managerial behavior. The existing literature reflects that there is a need for competency matching for the factor loadings depicted by Goodarzi et al. (2012) with the leadership styles that are witnessed in SEMs. The leadership style that has highest correlation with the competencies of preparing employees for job development, effective application of sports economics principles, and preparing time tables for employees and establishing functional standards to execute program deliverable should be considered as the prototype leadership style in SEMs. However, the respective competencies should first exhibit significant correlations with event management competency before exploring their relationship with the leadership styles.

3. Research Methodology

3.1. Study Design and sampling

The proposed research would incorporate a methodology triad as the study design. The methodology triad would include primary data analysis and secondary data analysis and integration of the two analyses to draw an interpretive analysis of the research questions that are considered for the study. The primary data analysis would include a mixed methodology approach whereby qualitative data would be analyzed and coded into quantitative data. The qualitative data would be obtained from the subjective responses of the participants and codified into alphanumeric values of 1 to 10. Around 10 sports event managers (SEMs) engaged with the organization of IPL and BBL would be selected for the study. Moreover, the volunteers (n=6) who work under different SEMs for the IPL and BBL would also be considered in the study. The participants would be select through purposive sampling. The purposive sampling would be based on managers who are directly associated with the deliverables of the different franchisees. An e-mail would be sent to the concerned stakeholders, and those who would provide informed consent would be only included in the study.

3.2 Data Collection

A modified Delphi technique would be used to obtain the subjective responses of the study participants whereby there would be two sets of semi-structured interviews with each of them. The first round of the interview would include open ended questions that would help to understand the phenomenological and epistemological attributes that governs the cause and effect relationship between the leadership style or competencies exhibited by the SEMs and attributes of success or failure of the event that they are entrusted to manage with respect to the

IPL and BBL. The first round of the semi-structured interview would also inquire the job profile, educational qualifications, years and types of experience with event management. The open-ended questions would seek to explore the extent of people-centric, autocratic, decision-making, and the business acumen of the respective participants. The second round of the interview would implement closed-ended questions that would look into profiling of leadership style and competencies of a SEM as depicted in the Goodarzi et al. (2012) study. The closed ended questions would include a rating on a scale of 1 to 10. The dependent variable that would be considered in this study is the quality of event management as shared by the participants. However, the subjective responses on the success of event management could include an element of bias. Hence, industry white papers and other public documents would be analyzed to verify the verbatim of the participants.

The secondary data for the proposed study would include evidence-based literature and industry white papers related to the organization of large scale sporting events and cricketing events such as the IPL, BBL, and the ICC World Cup. The reason for selecting two or more cricketing nations is to eliminate the confounding effects of customer experience, demographic influences, and geographical influences on the success of event management. The evidence-based literature and industry white papers would be obtained through a keyword search strategy. The keywords that would be used to search the relevant articles would include sports management OR event management AND leadership styles OR leadership attributes AND competencies AND event organization. Articles that are published in English and during the last twenty years would only be selected for the secondary data analysis.

3.3 Data Analysis

Descriptive statistics such as frequency and number of participants would be used for summarizing qualitative data. Likewise, the descriptive statistics would be also used to conduct the inferential statistics. The qualitative would be used to undertake inferential statistics such as Spearman's correlation coefficient. Moreover, logistic regression analysis (LRA) would be constructed with event success as the dependent variable (DV) in one regression model and competency in another regression model. The first regression model would include competencies as the independent variables while the second regression model would include leadership style as the independent variable (IV). Finally, another regression model would be constructed with leadership style and competencies as the IV and event success as the DV. The primary data analysis would be supplemented by secondary data analysis. The secondary data analysis would help to critique and compare the findings that would emerge from the primary data analysis. The primary data would be integrated with secondary data to draw an inferential analysis that should be aligned with the objectives and/or research questions that are undertaken in this study.

References

Dar U (2016) Indian Premier League- Boon or Bane, *IOSR Journal of Sports and Physical Education, 3(6), pp. 1-4*

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. The Leadership Quarterly, 25(1), 36-62.

Goodarzi, M, Asadi, N, Sajjadi, S & Moradi M *(2012)* Prioritizing the Competencies of Sport Event Managers from Viewpoints of Managers Holding National Sport Competitions in Federations, *World Journal of Sport Sciences* 6 (4), pp. 452-458

Hede, A.-M., & Kellett, P. (2011). Marketing communications for special events: Analysing managerial practice, consumer perceptions and preferences. *European Journal of Marketing*, 45(6), 987-1004

Keegan, A. E., & Den Hartog, D. N. (2004). Transformational leadership in a project based environment: A comparative study of the leadership styles of project References 338 managers and line managers. *International Journal of Project Management*, 22(8), 609-617.

Kort, E. D. (2008). What, after all, is leadership? 'Leadership' and plural action. *The Leadership Quarterly,* 17(2), 409-425

Lockstone-Binney, L., Robertson, M., & Junek, O. (2013). Emerging knowledge and innovation in event management. *International Journal of Event and Festival Management*, 4(3)

Leigh, J (2019), 'Exploring the leadership styles of event managers and variation in their attitudes towards volunteer training', PhD thesis, Southern Cross University, Lismore, NSW

Müller, R. & Turner, J. R. (2010). Attitudes and Leadership Competences for Project Success, Baltic Journal of Management, 5(3), pp. 307- 329.

Northouse, P. G. (2007). Leadership: Theory and practice. 3rd ed. Thousand Oaks, CA: Sage.

Parent, M. M., Beaupré, R., & Séguin, B. (2009). Key leadership qualities for major sporting events: The case of the World Aquatics Championships. International Journal of Sport Management and Marketing, 6(4), 367-388.

Wahab S, Shahibib , M, Ali, J, Bakar , S, & Amrin A (2014) The Influence of Leaders

Orientation on Event Management Success: Event Crews Perception, *Procedia - Social

and Behavioral Sciences* 109 (2014), pp. 497 – 501

MAIN THESIS

Abstract

Leadership style and leadership attributes are important parameters across event managers that significantly influence the successful organization of a large scale sporting event. Previous studies provided inconclusive evidence regarding the leadership style and the leadership behaviors that are most efficient in influencing the performance of event crews as well as the overall success of the sporting event. The present study explored the leadership style and the leadership attributes that are exhibited by the event managers of the Indian Premier League which is one of the most popular sports events across the globe. It is contended that IPL has changed the definition of cricketing entertainment in the onset of the 21st century. The study was conducted as a mixed methodology approach involving 20 event managers and 20 event volunteers who were associated with different IPL franchisees. This study showed that leadership style significantly interacts with leadership attributes in influencing event success. It was evident that the autocratic style of leadership is the most widely practiced leadership style exhibited by the event managers of IPL. Autocratic leadership style helped to resolve conflicts and ensure appropriate delegation of tasks across the event volunteers. Future studies should explore the magnitude and direction of interaction between leadership style and leadership attributes across event managers for various large scale sporting activities.

Keywords: *event management, event managers, leadership style, large scale events, IPL*

AN ANALYSIS ON THE EFFECTIVENESS OF DIFFERENT LEADERSHIP STYLES PRACTICED BY SPORTS EVENTS MANAGERS ENTRUSTED WITH THE ORGANIZATION OF THE INDIAN PREMIER LEAGUE

CHAPTER 1: INTRODUCTION

1.1 Background

Leadership quality and leadership styles are key attributes that determine the success of any business organization from the perspective of its routine operations and productivity. Such assumptions on leadership attributes also hold true for event management because effective and appropriate leadership styles significantly influence the success of any event. Therefore, event managers should exhibit appropriate leadership styles to ensure a successful event. The field of event management has significantly flourished during the past two decades owing due to the robust leadership exhibited by the concerned stakeholders. It is further contended that a successful event provides the benchmark for planning future events. Wahab et al. (2013) highlighted the relationship between the perceptions of a leader on the event success with his or her personality as well as contingent experiences. Like any model of leadership, the field of event management recognizes leadership as a package of personality, experience, and decision-making. On the contrary, the absence of effective leadership within an organization stagnates its growth and prevents it from moving forward. Leslie (2009) stated that the crucial leadership skills that are currently practiced and successful within the organization would become obsolete and insufficient to meet its future needs. Hence, leadership styles should evolve and undergo transition for ensuring the success of any organization or an event over the long run. Northouse (2007) defined leadership as the process whereby an individual or a group influences a group of

individuals to achieve a shared goal. Therefore, leadership is no longer viewed as an individual or personal characteristic but a phenomenon that is practiced within a group to align with and drive the shared mission. Most of the leadership styles have been centered on communication and people-orientation (Hede & Kellett, 2011). Hence, it is not surprising why terminologies, such as situational leadership have emerged during the past two decades. In fact, Parent et al. (2011) highlighted leadership models have evolved from the trait approach to the leadership styles or behavioral approaches and finally to the leadership approaches of transactional, transformational, and charismatic. Effective leadership is also warranted in the field of sports management, but its implementation has been limited.

Since sports events has an important role in shaping and influencing our society, it could be reasonable to assume that events have become the industry. With the increase in leisure and recreation time during the past decade, the number of public and sports events has also increased significantly. An event is defined as a temporary phenomenon that is hosted with or without planning within a specified period. Any event whether public- or sports-related are considered popular vehicles for achieving social, political, cultural, and economic benefits for the hosting region. Hence, it is not surprising why the importance of sports events has been significantly grown during the past two decades. The idea of organizing competitions and sporting events witnessed the emergence of the Olympic Games. The historical data suggests that sports events have played an important role in community development and enhancement of social values. The past decades witnessed a craze for hosting national and international sporting events whereby nations who implemented strategy-based approaches succeeded compared to their peers who failed to implement such approaches.

It is contended that hosting and ensuring the success of a sports event is a function of management science and the major focus of management are the sports event managers. Planning and management are the key attributes that drive the success of any sporting event especially the large scale or mega event. Over the last 40 years, large-scale sporting events have translated into political, socioeconomic, and cultural benefits for the regions, or organizations which host them. Political benefits include increased international recognition of the hosting nation or states and a platform for showcasing the political values of the government as well as the local individuals. The cultural benefits that surface from organizing sporting events include strengthening of the local traditions and values. Economic benefits sporting events include expenditures that contribute to the GDP of the locality as well as the creation of employment within it. For example, the hosting of the Olympic Games has benefited the cities donations in which they were held. The major benefits include the development of infrastructural facilities and increased transfer of knowledge on event preparation and hosting the same. The organizing committees of any large scale sporting event spend a lot of money and time in developing relationships with various stakeholders to acquire the secondary sources for hosting such events successfully. These stakeholders include organizations, groups, or individuals who could affect or get affected by the decisions of the OC of a sporting event.

The vastness and the complexities associated with the hosting of a large scale sporting event mandates robust management. Therefore, the role of a sports event manager in managing and ensuring the success of a sporting event cannot be undermined under any circumstances. The job profile of sports event manager calls on for effective leadership attributes and appropriate leadership styles that are necessary to influence the stakeholders associated with a sporting event. Nevertheless, the leadership concepts and theories in the field of sports event management have

received less recognition than the other industries. In fact, leadership attributes for sports event management or those that guide the leadership style of sports event managers have been traditionally viewed from the perspective of generic leadership. However, such assumptions are not only inappropriate but intangible too considering the domain and deliverable of the sports event manager. Farzalipour et al. (2012) rightly stated that "most events because of their management types, different athletic contests, level, and number of participants need special planning and managing because of their extent and relation with the whole community that necessarily warrants complicated supplies and specialized skills." Such an exhaustive and comprehensive definition of the domain of sports event management and its deliverable to the stakeholder groups clearly reciprocates special leadership attributes in sports event manager that is far different from the generic leadership patterns.

Using different skills in a rational and tailored manner is considered one of the major and logical attributes of leadership style that is warranted in sports event managers. Unfortunately, most of the sports event manager fails to exhibit the appropriate combination of skills which complicate event management. Event management is a structured process that requires appropriate planning, coordinating, classifying, and evaluating each event as well as the responsibilities and competencies of the event managers who are in-charge of the event. Event managers are expected to combine the attributes of planning, coordination, classification, and evaluation aspects of the sporting event. Initially, it was believed that sports event managers should be competent in resource utilization (including human and infrastructural resources) and utilization of facilities to achieve organizational goals. Hence, sport event managers should continuously develop and update their skills. Such a working definition for the job profile of a sport event manager certainly helps to identify the competencies that are required in them.

However, such definitions do not elucidate the leadership styles that are required by the sports event managers to acquire or exhibit such competencies that cannot be gauged from the perspective of generic leadership styles. It is not uncommon to consider leadership styles in SEMs different from the generic leadership styles that are witnessed and practiced across various organizations. Such assumptions stem from the fact that managing a sports event is different from managing an organization. Sports events are generally held once a year or at a gap of two to four years. Therefore, the deliverable of a sports event manager would be quite different from their generic counterparts deployed in other industries. Since the deliverable of the SEMs is different from the leaders in traditional organizations, it is not surprising that their leadership style would also be different from their referred counterparts.

Parent et al. (2009) elucidated that traditional leadership styles do not apply to sports event managers. The authors showed that SEMs need to exhibit a combination of charismatic and transformational leadership for being successful in the field of sports event management. However, the authors stated that even the two leadership styles could not explain the stakeholder requirements for ensuring the success of a sporting event. Hence, the authors contended that multiple-linkages leadership theory holds the key in defining and designing the leadership style in SEMs. To recall, the MLLT views leadership from the perspective of task commitment, abilities and role clarity, work-organization, cooperation through trust, arrangement of the necessary resources and support, and external coordination. Although the MLLT is not often used in defining or identifying the leadership style in SEMs, the Parent et al. (2009) study highlighted its implications in theorizing leadership styles for large-scale or mega sporting events.

The authors contended that MLLT includes various situational variables that constrain and modulate managerial or leadership behaviors, and the behaviors so exhibited by the SEMs become their leadership style during or for the specific event. The MLLT theory in defining leadership behavior gained patronage because it takes into account motivation, human resources management, processes, task structures, and external coordination. External coordination was considered a key attribute for ensuring the success of any large scale sporting event because it recognizes the importance of the relationship of the organizing committees with the stakeholder groups associated with the hosting of an event. The MLLT theory could be used to acknowledge the complexities and issues that surface while leading an organizational committee of large scale sporting events. It is not surprising why Parent et al. (2009) voice for the application of the MLLT model in defining leadership styles in sports event management. The authors contended that understanding the multiple linkage theory and its role in defining the associated leadership styles could be used for developing sports event managers and researchers in the field of sports event management.

The SEMs should evaluate the reasons for their involvement as well as the involvement of their leaders to ensure involvement for the right reasons. Undoubtedly, the involvement, entertainment, infotainment, financial, and marketing aspects of a sporting event have made the field of sports event management both lucrative and challenging. However, there is no formal recognition of the leadership style in SEM that would be most effective for organizing a large scale sporting event. In fact, various studies have voiced that leadership attributes, and leadership styles in SEMs emerge from experience, and there is no prototype or uniform leadership style that should be adopted by the concerned professionals for ensuring the success of a sporting event from the perspective of socio-economic, political, cultural, and fiscal parameters. The

evidence suggests that the nature, complexities, type, and domain of a sporting event influence or govern the leadership style in SEM. Therefore, it would be unwise to support or defend any specific leadership style or a combination of leadership styles that are required in SEMs without evaluating the context and content of the sporting event. Likewise, it would also be unjustified to identify a specific leadership style in SEM and replicate the same in future leaders who would pursue their professional careers in the field of sports event management. Being a transdisciplinary topic, leadership styles have relevance across different contexts, and the field of sports event management is no exception to such a phenomenon.

The field of sport event management comprises both role-assigned leaders as well as those who are recruited for managing specific events. The role-assigned leaders in the field of sports management include team captains, team managers, the chairperson, and the presidents of a sporting organization. The leadership styles adopted by the referred professionals are viewed as the primary cause of success or failure of the sports organization. On the contrary, the evidence on generate leadership endorses that the success or failure in sports management does not depend upon the actual performance of the referred stakeholders. Rather, it depends on how others and society view such performance. The conventional approaches in sports event management regard leadership as a leader-centric process. The recent advances on generic leadership elucidated leaders as individuals who construct their own understanding of leadership and use them for assessing and responding to people they regard as their leaders. This observation-centric approach of leadership is referred to as the social construction theory of leadership. The theory is gaining patronage in the field of sports management, considering its complexity and set of skills required to ensure the success of a sporting event.

1.2. Problem Statement

There is a plethora of contradictory evidence that make it difficult to identify the leadership style that SEMs should exhibit to ensure the success of major sporting events. Although Parent et al. (2009) highlighted that leadership styles in SEMs should be governed by the multiple-linkage leadership theory (MLLT), it is practically impossible for an individual to exhibit diverse or multiple leadership traits. The MLLT theory merely described the job functions of SEM because it characterized leadership as a function of task commitment, ability and clarification of the roles that are desired and designed, the organization of the work or workflows, mutual cooperation and trust, resource allocation and support systems, and external coordination. The theory did not elucidate which leadership style would correlate best with the job functions or competencies that are desirable in SEMs. Moreover, the MLLT theory did not elucidate how different leadership styles would influence the referred job functions across SEMs. There is also inconclusive evidence whether transformational leadership style or charismatic leadership style or a combination of the two leadership styles would influence the job functions as well as event management competency in SEMs. On the contrary, Parent et al. (2009) stated that it would be unjustified to extrapolate that an exhibition of the referred leadership styles by the SEMs would translate into successful event management.

Nevertheless, the authors did implicate that transformational and charismatic leadership styles could improve motivation, communication, and teamwork across stakeholder groups those who are entrusted for a sporting event. However, the philosophy of Partner et al. (2012) could be challenged in terms of the requisites for event management and traditional businesses. The attributes of motivation and teamwork point out towards long term managerial goals and undoubtedly these attributes are the pillars of successful leadership in traditional business organizations. However, sport events could be viewed as short-term businesses that have

relevance during a specific period of a year. Hence, the commitments and deliverable of managers entrusted with the successful organization of the sporting event ought to be different from their peers those who are employed in traditional businesses. Likewise, if the competency requirements change, the leadership styles should also change to match the requisite competencies. Moreover, the Partner et al (2011) study did not relate the effectiveness of different leadership styles based on the end-points that are intrinsic to the successful hosting of a large scale sporting event. For example, an effective leadership style is not only all about HRM (human resource management) and deployment of resources but also to ensure the profitability of the referred events.

On the contrary, Goodarzi et al. (2012) first endorsed that event managers should primarily focus on people development and the fiscal planning than any other traditional competencies that are mandated in generic managers. The findings of Goodarzi et al. (2012) could be related to the social construct theory leadership. The social construct theory on leadership emphasizes that leaders should understand the needs of themselves as well as their leaders in order to be successful. The social construct theory relates well with the competencies that are required in SEMs compared to traditional businesses. The MLLT theory of leadership could be effective in explaining and defining leadership styles across leaders engaged in traditional business settings. Likewise, the social construct theory might be effective in defining the competencies of managers engaged with short-term businesses such as event management. The perspective of social construct theory could be linked to the focused requirement of competencies in SEMs. For example, SEMs should comply with the instructions of their leaders such as organization committee members or the owners of the respective franchisees and tailor their managerial skills to achieve such objectives. Once again, such assumptions are in line with

the findings of Goodarzi et al. (2012) who emphasized that business procedures and people management are the major asks of a SEM.

Although various authors contend that profitability of a large scale sporting event cannot be judged over a short time span, it should not be extrapolated that fiscal planning or return on investments (ROI) over the short term are intangible and inappropriate measures for assessing the effectiveness of leadership style of SEMs. However, Goodarzi et al. (2012) did not evaluate ROI as a competence in event managers but they certainly showed that business procedures are key competencies that are sought in SEMs. However, there is no literature till date that has evaluated the competency of SEMs with regard to ROI over the short and long terms. Nevertheless, studies suggest that SEMs should focus primarily on process performance rather than customer satisfaction or profitability. This is because customer satisfaction and profitability associated with a large scale sporting event are secondary to process performance. The concept of process performance could be extrapolated from the findings of Goodarzi et al. (2012).

Since these authors highlighted that business procedures and management qualities are the major competencies that are sought in SEMs, process performance could be a function or interaction between the referred competencies. Finally, very few studies have actually explored the leadership qualities or leadership styles in sports events managers that are effective in mitigating the challenges associated with the organization of a large scale sporting event. Therefore, risk management could be considered one of the major competencies in SEMs that is required for predictable success of the sporting event. In fact, Goodarzi et al. (2012) high Cronbach's alpha for risk management. Hence, competency in risk management could be considered as a part of process performance that was surfaced in earlier studies. Although it would be difficult to gauge the effectiveness of leadership styles in SEMs in influencing the

political, social, cultural, and economic attributes of the locality in which a sporting event is hosted, it would be justified to extrapolate that successful organization of a major sporting event through effective management would certainly translate into favorable influences on such attributes.

1.3. Purpose of the Proposed Research

The proposed study would identify the effective leadership styles that are required for managing large scale sporting events such as the Indian Premier League and Big Bash League. Both these cricket tournaments are of the same format (20 over games) and are held for about a month every year. The nature of investments and the governance structure of these two tournaments are almost the same. However, there is a difference in the socioeconomic status of the audiences and financial implications on the part of the team owners. Nevertheless, both these tournaments demand the highest quality of event management. The leadership styles identified through the proposed research would pave the platform for laying down the qualifications and competencies of event managers who would be entrusted in managing large scale cricketing events.

The proposed study would further identify the leadership theories that could best define the domain of leadership attributes and leadership styles of SEMs engaged in organizing large scale cricket events. The proposed study would further explore the relationship between different leadership styles and the competencies that are required to be successful as SEMs in the field of cricketing entertainment. The profiling of leadership styles in relation to the competencies would help in designing customized training programs to build upon the competencies that gel best with the leadership style identified. However, as a rule-of –the-thumb, the leadership style that correlates best with the event management competency would be selected for developing the

necessary competencies in the concerned stakeholders. The findings of the proposed study would also help to develop an academic curriculum on sports event management. Finally, the study would also extrapolate the role of SEM in contributing toward the profitability of the event that is managed by them. Understanding the role of event managers in influencing the profitability of an event would further escalate the professional position of a SEM in the hierarchy of leadership in the field of sports management. Although last but not the least, the proposed study would help to identify the competencies and leadership styles required by sports event managers to develop volunteers for a short period and over a volatile workforce.

1.4. Main Research Question and Sub-Research Questions

The proposed study would investigate a major research question (MRQ) and the set of sub-research questions (SRQs). The SRQs would be explored to answer the MRQ comprehensively and conclusively. The MRQ that would be investigated in the proposed study is "What is the Effectiveness of Different Leadership Styles practiced by Sports Events Managers that ensures the success of large scale sporting events?" The SRQs that would be explored in the proposed study are as follows:

SRQ1: What are the major leadership styles that are witnessed in SEMs entrusted with the organization of IPL and BBL?

SRQ2: What is the correlation between leadership styles in SEMs and competencies that are required for managing large scale sporting events?

SRQ3: What is the hierarchy of competencies that are required by SEMs for managing large scale cricketing events?

SRQ4: Which of the leadership theories could best describe the leadership style and job competencies of a SEM related to the management of large scale cricketing events?

SRQ5: Which leadership style is associated with the highest number of competencies that are required by SEMs for managing large scale cricketing events?

SRQ6: Whether there is any significant difference in the leadership styles that are required for managing large-scale sports events and traditional businesses?

SRQ7: Whether leadership style and competencies in SEM interact with each other in driving the successful organization of large scale cricketing events?

SRQ8: How does leadership style and competencies in SEM influence return on investment on the fiscal resources that are spent in organizing a large scale sporting event?

SRQ9: Whether leadership style in SEM influences competence development in volunteers who work under them for ensuring the success of large scale sporting events?

SRQ10: What are the qualities that are expected by the volunteers of sports event management from the SEM in driving their motivation to the fullest potential from the perspective of event success?

CHAPTER 2: LITERATURE REVIEW

Importance of Leadership in Sports Event Managers and Sports Event Management

Major sporting events have become a hallmark in today's sports culture as they promise unprecedented entertainment and financial gains to the concerned stakeholders. These events are classified into different ways such as mega events, mega sporting events, and hallmark events (Leigh, 2019). The terminologies are based on the size of the event, the context of the event, the

economic and financial deliverable, its impact on tourism, the frequency with which they are hosted, and the total duration of the event. Large scale sporting event is a type of major sporting event that is held as a one-time such as annual sporting competitions compared to a league that is held around a year. Examples of large scale Sporting events include the Olympic Games, the Pan American Games, the Commonwealth Games, and the FIFA World cup. Large scale sporting events also include some of the local, national, and international sporting competitions. The organization of major sporting events has a significant impact on the society and the geographical location where they are held. It is contended that the science of management is essential to ensure the success of large scale sporting events. Based on such philosophy, the concept of event management has gained increased recognition for the successful organization of major sporting events. The field of event management has become more famous than other facets of management because of the limelight of the media and the number of individuals who are associated with the events. However, event management is a complex phenomenon because it requires complicated infrastructure, expertise, skills, and logistics. Hence, it is not surprising that a sports event manager should be equipped with different skills to ensure the successful organization of the referred sporting events. Apart from the basic job functions of planning, coordination, and monitoring of the deliverable associated with the running of the event, they need to exhibit appropriate leadership and competence in ensuring the success of the event (Lockstone-Binney, Robertson, & Junek, 2013).

Leadership styles in event managers are important attributes in influencing the success of an event. There is a significant relation between the perception of a leader on the success of the project on his or her personality as well as the contingent experiences that undergo development with such roles. The absence of leadership causes organizations to slow down, stagnate, and lose

their way compared to their vision and mission. Leadership is the process through which a person influences other individuals to accomplish a shared objective and direct the organization in a manner that makes it more coherent and cohesive. Therefore, leadership is regarded as the ability to direct and influence people in a positive manner through motivation, people-orientation, innovation, and direction. Different types of leadership styles are witnessed across organizations. However, all the styles are a mix of three attributes which are autocracy, delegation, and participatory.

Brown (2007) stated that leadership styles could be identified by the way an individual uses authority, reads the minds of others, and communicates with others. Based on this philosophy, leadership styles are categorized into dictatorial style, authoritative style, consulting style, and participatory style. Turner (2005) classified and elaborated leadership styles into seven types; autocratic, bureaucratic, laissez-faire, democratic, transformational, charismatic, and transactional. Although there are different leadership styles, it is difficult to isolate a specific leadership style within a leader and the recent conceptualization of leadership has been attributed to the ways the society or the employees view an individual from the perspective of communication, transparency, people-orientation, decision-making ability, and flexibility. Previous studies suggested that successful leadership styles in sports event managers contribute to the success of a sports event. However, the amount of studies that have explored the leadership attributes in the form of leadership competencies and leadership styles on the successful organization of a sports event is limited.

The lack of literature on the leadership competencies that led to the success of a sporting event prevented the identification of the leadership contributions of the sports event manager on the successful organization of the sporting event. The major bottlenecks in identifying the

contributions of leadership attributes or leadership style on the success open event pivoted around the subjective attributes of an individual or such objective measures that are either inappropriate or intangible in gauging leadership styles and attributes. Previous studies reflected performance, time, cost, and competencies as the drivers of successful drivers of event success. However, they failed to correlate the impact of an event manager or the leadership styles with the referred drivers. On the other hand, different studies have shown that leadership attributes for sports event management varies from those that are practiced in traditional business settings. Such variations are not surprising considering the outcomes and deliverable of the two types of settings.

Northouse (2007) stated that a successful event could be considered an achievement of something desired, planned, and attempted that becomes evident once the event has been organized. The success of an event is often measured in terms of objectives that were met against those that were desired, planned, and attempted. Hence, if the major aim of the event is only to gain profit then the success of an event is gauged only from the perspective of return on investment parameters. However, event managers are rarely responsible for ensuring the profitability of an event and their job responsibilities are largely aligned to people management, event organization, and meeting timelines that could indirectly influence the profitability of an event. On the contrary, the referred job responsibilities are more aligned to human resource management as against financial management that could be considered a macro level parameter for defining the success of an event.

The leadership literature suggests that leadership attributes or leadership styles that are witnessed in sports event managers purely stem from reflection and experience and conventional management skills or leadership styles have rarely anything to do with the success of an event.

Bell (2012) rightly stated that the field of sports event management requires seasoned professionals who would help various stakeholders to learn from the mistakes that were unintentional or intentional and the accumulated wisdom that are acknowledged through the organization of events in the past. The seasoned professionals would emerge as successful leaders if they had the ability to change their leadership style or modulate in such a way so as to achieve the deliverable that is envisioned for a specific event by nurturing and fine-tuning the competencies that are required for the same. By sharing the valued aspects of failure, success, wisdom, and experience leaders could improve the skills of different stakeholders and inspire them to ensure the success of an event. Although events are viewed as short term business processes compared to the traditional organizations which are viewed as long term business propositions, Wilson (2004) stated that the success of an event depends on the short-term and long-term goals of an event manager. The short-term goal of an event manager is to ensure timely organization of an event while the long-term goal would be to ensure the impact of organizing the event on the social, economic, political, and cultural attributes of the locality where the event is organized and also the profitability of the organization who is in charge of organizing the event or a part of the event.

Leadership Styles: Benefits and Limitations

Kaleem (2016) highlighted different leadership styles that are evident across various organizations as well as the contexts under which search styles should be exhibited. The general characteristics of any leader would be to inspire and coordinate with others through teamwork and creating an inclusive environment, take the obligation regarding heading the activities of the team, bear the responsibility of success and failure on behalf of the team, setting targets and deliverable based on the potential of the team members and the goals of the organization,

organizing and arousing people, taking the appropriate initiative, perseverance when things are not working out appropriately, and being adaptable and flexible while aligning to the objectives. The autocratic leadership style refers to the leadership style when individuals take unequivocal initiatives on their own to indulge in decision-making and for directing the team members to accomplish a certain goal without keeping in view the difficulties, apprehensions, and competencies about the team members. The autocratic leadership style is more averse and harps on compiling individuals to achieve a specific goal. However, the new generation of professionals is more independent in nature and dislikes to be in control of any central authority. Nevertheless, autocratic leadership style helps to achieve results quickly and in the direction that they designed or planned. However, the results are often short-lived and are not carried on if the business is a long term process. Autocratic leadership style does not provide room for innovation and collaboration because the voices of the team members are often unrequited and ignored. The autocratic leadership style is also known as the authoritative leadership style because the leaders have all the power, authority, decision-making ability, and responsibility to run the organization. The team members are only required to comply with the instructions of the leader and implement his or her decisions in day to day business operations.

The autocratic style of leadership is very rigid but is useful in situations which demands structure, rapid decision making, and close supervision. Another pitfall of the autocratic style of leadership is the communication pattern of the leaders which are often flawed and lacking. The lack of transparent and tangible communication decreases the morale of the employees. Charismatic leadership style is a style whereby leaders transform their attitudes and beliefs across the team members. Such leaders have the power to inspire others but their organization could become overly dependent on them like autocratic leaders. The charismatic leaders often

ignore the ideas and the voices of their employees or team members and are, thus, unable and unwilling to learn from the mistakes. Studies suggest that the charismatic leadership style across sports events managers could ensure successful organization of a large-scale sporting event. However, such assumptions and findings could be challenged because the failures of an event often go unnoticed under the mask of success. Such failures could surface or become overly magnified when the factors that contributed to the success of a sporting event or the job responsibilities of the sports event manager are absent. Transformational leadership style is a type of leadership whereby leaders inspire the team members and other employees like that witnessed in the charismatic leadership style. However, the transformational leadership style does not mandate the presence of the leader to bring about the changes because the ideology and philosophy of the leaders are successfully transferred to the team members who themselves act as situational leaders.

Transformational leaders aim to transform the organization and motivate employees to perform better (Keegan, & Den, 2004). This type of leadership demands high productivity as well as involvement from the employees. Although this style of leadership plays a significant role in driving the success of an organization over the long-term or influence the successful organization of events, it might overuse some of the employees to the detriment of others. These attributes could lower the morale of certain employees who are on such opposite poles. Parent et al. (2009) highlighted transformational leadership style drives the successful organization of major sporting events. However, such views could be challenged because event management is a huge process and involves a large number of individuals who are delegated and deployed with diverse job functions that are holistically required for the success of an event. On the contrary, Pareto's "80:20" philosophy supports the observation and assumptions of Parent et al. (2009). To

recall, Pareto's 80:20 principle postulates that 80% of the business or the functions associated with the organization of an event are driven 20% of the employees. This means that 80% of the employees or team members are accountable for 20% of the deliverable associated with the running of a business or the successful organization of a sporting event. Nevertheless, it could be argued that 20% of the remaining deliverable of a job is also important for ensuring the success of a sporting event or any business and it is necessary to involve and inspire each team member. However, the transformational leadership style could be only contended to be successful in the field of sports event management if 80% of the deliverable drives 100% success of the sporting event.

The Laissez-Faire leadership style is a type of leadership whereby leaders enjoy a high degree of autonomy. They maintain a hands-off approach while managing team members and providing them the necessary tools that are required to accomplish the job without being directly involved in the decision-making process and leaving the same to the wisdom and competency of the team members. However, leaders exhibiting this style of leadership still take the responsibility of complying and executing the decisions of the company although the power to execute such decisions is within the hands of the employees. The Laissez-Faire leadership style is successful when the employees are skilled and motivated for the job. This type of leadership is aimed across those employees who are self-sufficient in implementing the decisions of the company and work best without supervision. The responsibility of the leader is to ensure that the intrinsic and extrinsic motivations of such employees are safeguarded under all circumstances. The Laissez-Faire leadership style provides adequate independence and autonomy to the employees in designing their work. However, this leadership style is unrequited when the leader does not involve and takes a passive approach for those employees who require more guidance

for accomplishing a task. Laissez-Faire leadership style is also associated with the lack of unity and cohesion or collaboration between the team members. Hence, the Laissez-Faire leadership style might seem inappropriate from the perspective of sports event management because any large scale sporting event requires teamwork.

A lack of teamwork and collaboration could be deleterious for the successful organization of an event because there is hardly any time to address the failures that stem from such situations. The volunteers who work under sports event managers are also professionals with legitimate management degrees or academic qualifications that justify their job posting. Under such circumstances, the respective professionals would enjoy and desire a certain amount of autonomy that is important for the successful organization of a large scale event. However, there could be professionals who do not have the same level of expertise or experience and require guidance from the sports event manager on the deliverable. Nevertheless, it could be contended that sports event managers should exhibit an appropriate leadership style for different team members. For example, they could exhibit transformational and Laissez-Faire leadership styles to employees who are skilled and have adequate experience on the job responsibility with which they are entrusted. On the contrary, the same individual should exhibit autocratic and supportive leadership styles when the respective individuals are inexperienced and lack the necessary skills for accomplishing the job.

Under such circumstances, the respective leaders should be both authoritative and supportive and ensure the development of team members through self-exemplification. However, event managers are limited in time which prevents them to develop people through support and self-exemplification. On the other hand, authoritative and charismatic leadership styles might be ineffective in developing or driving volunteers to accomplish the job functions that are necessary

for the success of a large scale sporting event. It could be further argued that the leadership style is subjected based on the demand of the business situation or the event for which they are entrusted. For example, the exhibition of Laissez-Faire or charismatic leadership styles could drive and inspire employees, but the manager does not have the time to wait for the respective professionals to exhibit their competence and skills to accomplish the job. Under such circumstances, experienced and skilled team members could be exposed to autocratic leadership in the best interests of the organization or the large scale sporting event. The transactional leadership style is based on the philosophy that the deliverable for the success of any business is an interaction between employment attributes and the demand of the job. When an employee works under a leader, it is his or her responsibility to comply with the instructions of the leader which in turn would safeguard his or her compensation on the job or the employment itself. Transactional leadership is based on the philosophy of punishment and reward. Such tangible behaviors help the employees to understand their success and failure in the context of a job function. Since transactional leadership ensures well definition and delegation of the roles and the associated compensation for such roles, the employees who are ambitious and are motivated through rewards would enjoy such leadership styles.

The transactional leadership style establishes clearly-defined job structure and employee competence which helps an organization to meet its short-term goals. Once again, considering the demands of a business situation, a charismatic or a transformational leader should exhibit the transactional leadership style if the objectives of the business organization are short term. Such assumptions are important from the perspective of sports event management because the nature of the business is short term. Nevertheless, the adoption of a leadership style considering the short term objectives of a business or an event could be an oversimplification of the leadership

theories. It could be argued that skilled and experienced individuals who are more motivated by the Laissez-Faire and transformational leadership style could have low morale when exposed to transactional or autocratic styles of leadership (Kort, 2008). Hence, leaders such as sports event managers should integrate appropriate leadership styles while modulating or exhibiting their leadership attributes. For example, a transactional leader should identify the factors that provide instant motivation to an employee and that is also helpful in translating to the success of the organization over the short term. The employee could be directed to pursue such motivations through the transformational or supportive styles of leadership. On the contrary, the same individual pursuing transactional leadership style should exhibit autocratic leadership in pointing out the compensations or consequences associated with the successful organization of the short term objectives of the business organization.

Supportive leaders delegate and deploy employees and also provide the necessary skills and expertise to complete the job through self-exemplification and on the job training. These individuals work through the issues and problems that are confronted by the employees by offering a high degree of supervision and coaching on an as when required basis. Employees retain adequate autonomy while working for the organization or a business event but they are always encouraged to seek the support of their managers or leaders. Supportive leaders have compassion and respect for their employees which helps the employees to feel valued and empowered. However, the major pitfalls of the supportive leadership style the loss of recognition of leaders as they rarely step into the problem and remain less involved in the overall business process. Hence, the supportive leadership style might seem inappropriate from the perspective of sports event managers because they need to monitor and step into the deliverable of his or her team members actively and routinely because of the time constants associated with the

organization of a large scale event over a short term. It is not that sports event managers cannot exhibit the supportive leadership style; the demands of the business event might not provide them the opportunity to exhibit such style in practical settings. Nevertheless, the importance of the supportive leadership style in developing people or employees must not be undermined under any circumstances. However, leaders who are entrusted for the success of short term business events need to incorporate the supportive leadership style with other leadership styles that are usually effective under such situations.

On the contrary, the democratic leadership style which is also known as participatory one, is a leadership style where team members are involved in the decision-making process. Democratic leaders provide the opportunity for open discussion and debate by creating an inclusive environment. Democratic leaders are also competent in resolving conflicts and overcoming the bottlenecks that stem from job ambiguity or the intangible deliverable that are required by an organization or a leader who is in the hierarchy. Although the democratic leadership style is an effective leadership style and provides a number of benefits such as encouraging creativity, emphasizing fairness, and valuing intelligence and honesty, there are a number of potential pitfalls associated with this leadership style. First of all, the roles of the team members might often become ill-defined that could lead to communication problems and failures of the business process. Secondly, some of the group members with less experience might be unable or less willing to contribute because they often feel that their contributions would not be valued like others especially with respect to the seasoned and experienced members of the team.

Leadership Attributes in the Context of Leadership Theory and leadership Style

Wilson (2004) highlighted quantitative and qualitative parameters are both important for measuring the success of any event. The quantitative parameters include the number of individuals in the audience and the net profit of the hosting organization or the franchisees for which the event managers are deployed. The qualitative parameters include the level of excitement of the various stakeholders before and after the event, as well as their comments on the event. One of the major qualitative parameters that gauges the success of an event is the intention of the key stakeholders such as audience, participants, and the hosting organization is looking eagerly forward for such events in the immediate or distant future. Although the profitability of an event or the size of the audience is not controlled directly by the sports event managers, they are certainly responsible for such variables indirectly. Leadership styles are defined as traits, behaviors, and characteristics of an individual that become manifested when he or she is entrusted in a leadership position. There are various ways to lead an individual or a team; therefore, it is not surprising that each leader has their own style of leadership. Leadership styles depict the philosophy and the approach with which a leader influences or attempts to influence the behavior and actions of subordinates, making decisions regarding the direction of the group which is aligned with the vision and mission of the senior leadership team, and balancing goal attainment functions and maintaining the function of the team members.

The conventional philosophy on leadership styles views leadership as a top-down and role-based approach that is essential for managing people as well as their decisions admission for achieving a shared mission or the business goal of an organization. One of the major attributes of leadership is to develop people by orienting them professionally as well as personally. Professional development of employees through people-orientation demands three models of

leadership; transactional, team player, and transformational. Self-defined leadership is theorized by each model of leadership is associated with different attributes, and the ability of the leader to pursue such leadership philosophies. However, the leadership style that is exhibited by the leader in orienting people is influenced by a set of performance management tools and skills that are intrinsic to people that support their transformation as leaders of change. Under such circumstances, the leadership style exhibited and perceived by individuals could be explained by the social construct theory. Leadership through people-orientation could influence the outcomes of a business through team cohesiveness. Although most leadership styles emphasize people orientation, the transformational, charismatic, and supportive leadership styles are the major ones. However, the leadership behaviors exhibited are a function of one or a combination of leadership theories (Dinh et al., 2014).

Any leadership style should hold appropriate power and authority because power without authority is illegitimate, while authority without power is impotent. The behaviorist approach to power provides rewards for performing the desired behaviors. Most of these rewards are linked to compliance whereby each reward should be appropriate for the expected behavior, which should further encourage the follower to exhibit similar or aligned behavior in the near future. However, the authoritative attributes of leadership are strongly discouraged because coerciveness alienates individuals. The authority attributes of leadership could be unacceptable or accepted with resentment. Decision making is another key attribute for any successful leader. Moreover, decision making is a critical quality among the leaders within an organization that has widely dispersed power or control. Leaders working under such situations have to be competent in gaining consensus over their decisions from a 360-degree angle that involves team members, peers, and the senior leadership team. Decision making is a key attribute of the autocratic

leadership style but is also important for other leadership styles when the leader is entrusted with substantial autonomy.

Hemmrich (2011) rightly stated that there is nothing autocracy about decision-making, rather a successful leader brings the team together and allows them to be in charge of the decision by using the decision of the group itself or deploying appropriate delegation styles that does not bring out the intention of the leader that he or she is imposing the decisions on the team. Flexibility is another leadership trait that has been in use for decades but is not considered under any leadership style. However, there is increasing interest in flexibility as a leadership attribute. Flexibility is the set of skills that leaders use to address any situation that stems from a crisis or emergency. Although the attribute of flexibility is not categorized under any leadership style, the social construct theory suggests that employees or team members sought flexible behavior from their leaders under certain circumstances. However, the people-oriented concept of flexibility is challenged by the domain of adaptive leadership. The philosophy of adaptive leadership views flexibility as a leadership quality or skills of the leader that helps him or her to understand the situational requirements of effective leadership and to remain flexible with the changing condition for the best interests of the organization or its team members. Therefore, flexibility is more of a leadership theory than a leadership attribute.

The flexibility theory of leadership includes diverse domains such as HRM, strategic management, leadership style, organization theory, and change management. The flexibility theory of leadership endorses the need to influence key resources and determinants of business performance through efficiency, innovation, and adaptation by modulating human capital. Moreover, the flexibility theory of leadership helps to align the actions and decisions of a leader at different levels within the organization to ensure the smooth functioning of the interdependent

business units. However, it is also contended that the interdependent business units should be compatible with each other and should be oriented with the overall competitive strategy and external environment of the organization. In this regard, flexibility is often viewed under the perspective of the versatile leadership theory. The theory of versatile leadership also emphasizes on competing values of a leader but flexibility is viewed as the behavior that relates the most with the competing objecting rather than being a part of competing values.

Studies Relating Event Management Success with Leadership Style and Leadership Attributes of Sports Event Managers

In one study, the authors conducted a study across 112 event management companies in Malaysia. The authors collected 100 sets of semi-structured questionnaires from the event crews through convenient sampling. The event management companies are engaged in consultant event management as well as organizing the event. The semi-structured questionnaires were implemented to collect the subjective responses of the participants which were later codified in alphanumeric terms. The questionnaires investigated the perception of the participants on event success. The parameters for event success were primarily qualitative in nature and include the level of excitement of the stakeholders for participating in the event as well as their comments before and after the event was conducted regarding the success and failures related to the event. The qualitative parameters were weighed and integrated to provide a quantitative index off event success. Likewise, the semi-structured questionnaires also explored the different attributes of event managers such as people orientation, authority, decision-making capability, and flexibility as perceived by the event crews. The participants (event crews) were asked to rate event success with the leadership attributes on an alphanumeric scale. By convention, a positive correlation between any of the leadership attributes and event success was viewed as a leadership trait that

was not only warranted from the event managers but also played a significant role in moving and motivating the event crews for ensuring the success of the event. On the contrary, a negative correlation between any of the leadership attributes and event success was viewed as a leadership trait that was not warranted from the event managers because it lowered the morale of the event crews and discouraged them for remaining engaged or ensuring the success of the events. Wahab et al. (2014) implemented a logistic regression analysis with event success index as the dependent variable and the leadership attributes of people orientation, authoritative nature, flexibility, and decision making ability as the independent variables.

Wahab et al. (2014) showed that people-orientation was significantly and positively correlated with the event success index with the beta coefficient of 0.40 (p=0.001). Likewise, authority in the event managers was negatively correlated with the event success index with a beta coefficient of -0.017. However, the relationship between the authority attribute of event managers and even success index was statistically insignificant (p=0.893). These findings suggested that the authoritative style of leadership does not contribute to the success of an event. On the contrary, people-orientation was viewed as a robust motivation for the event crews for ensuring the success of the event. The responses on the event success index were primarily based on the response of the event crews who were subordinates of the event managers. Therefore, the responses of the participants could be biased towards the leadership qualities that are warranted by them and which do not translate into the event success. However, the findings of the Wahab et al. (2014) study could be challenged because it was based on the responses of the event crews only. Therefore, it is highly possible that the crews would provide biased responses regarding the leadership style that they expect from their supervisors. However, such leadership styles could be either ineffective or detrimental to the success of the event.

The Wahab et al. (2014) study also reflected that decision making ability in the event managers were positively and significantly related to the event success index. The beta coefficient and the p-value for the relationship were 0.242 and 0.017 respectively. However, the study failed to identify any relationship between the flexibility attribute of event managers and the even success index. This is because the beta-coefficient and p-value for the referred relationship 0.019 and 0.890 respectively. The positive correlation between flexibility and event success index hinted that subordinates warrant flexibility from their immediate or distant supervisors; however, such flexibility does not translate into the success of an event. These findings reinforce the fact why flexibility attribute is not considered under any leadership style. Nevertheless, studies should explore whether flexibility attributes or authority interacts with the decision-making ability and people orientation in influencing the event success. Such speculations stem from the beta coefficient and significance level of the intercept of the logistic regression model that was considered by Wahab et al. (2014). Since the beta coefficient of the intercept of the regression analysis was very high (b=1.985) and statistically significant (p=0.009), it reflected that there could be other independent variables apart from the those (leadership attributes) that were considered in the regression analysis of Wahab et al. (2014) that might have influenced the success of an event. It could also be possible that the leadership attributes might interact with each other in influencing the event success index. However, the authors did not explore the interaction between different leadership attributes on the event success index. The regression analysis concluded that more a leader is people-oriented, the more is the chance of event success. Likewise, the more the leader applies effective decision making, the more is the chances for an event to be successful. Wahab et al. (2014) highlighted effective event managers are able to think analytically and breakdown the deliverable of an event into

various sub-parts that helps them to closely monitor the associated job roles and job functions of event crews. Strong analytical thinking and people-orientation also help event managers to manage different attributes that are related to the successful organization of the event.

In another study, Goodarzi et al. (2012) explored the leadership attributes that contributed toward event success. The authors conducted a descriptive study involving 50 managers who are responsible for holding National Sports competitions that are organized by sports federations. In fact, the sample size considered by Goodarzi et al. (2012) was equal to the population of the key stakeholders who were considered in the study. The authors implemented a closed-ended questionnaire "COSEM" that was developed by Toh (1997). The questionnaire is made up of 65 items that are categorized under eight different headings; event management, facilities management, research and marketing management, business procedures, governance, public relation, management principles, risk management, and computer skills. The COSEM was translated after its content validity was confirmed. The questionnaire exhibited a reliability ratio of 0.87. Therefore, the validity and reliability of the COSEM tool ensured that the responses of the participants were not biased because the Wahab et al. (2014) study did not implement any standardized questionnaire to collect the qualitative responses of the participants. The Goodarzi et al. (2012) study was also more robust than the Wahab et al. (2014) study because the authors evaluated the responses of the event managers who are in charge of the event and not the volunteers or event crews who could have biased the findings of the study. Although the responses of the event managers could also carry an element of subjective bias, the reliability and validity of the COSEM tool eliminated such apprehensions.

CHAPTER 3: RESEARCH METHODOLOGY

3.1.Study Design and sampling

The proposed research incorporated a methodology triad as the study design. The methodology triad involved the integration of primary data analysis (PDA) and secondary data analysis (SDA) to draw an interpretive analysis of the research questions considered in the study. The primary data analysis included a mixed methodology approach whereby qualitative data was analyzed and coded into quantitative data. The qualitative data was based on the subjective responses of the participants and were obtained on a 10 point Likert scale. Twenty sports event managers (SEMs) engaged with IPL, or its respective franchises were selected for the study. Moreover, the primary data also includes 20 volunteers who worked under different SEMs of the franchisees. The participants for the present study were selected through convenience sampling. However, the researcher was blinded to the identity of the respondents because the participants were interviewed by a deep prospect in the hosting nation. The deep prospect is employed in one of India's premier Sporting organizations, which is also offers training to State and National level players. The blinding related to the identity of the respondents eliminated the risk of subjective and experimental bias that could have surfaced if the researcher was involved in selecting and obtaining the responses of the participants. The convenience sampling involved event managers who were directly associated with the deliverables of the different franchisees. The deep prospect contacted the respective participants through telephonic interview or e-mails or face-to-face meetings. The researcher was not informed regarding the mode of the interview that further increased the reliability of the findings. Likewise, the volunteers were also selected by the deep prospect through convenience sampling. However, the criteria for inclusion of the

volunteers were three years experience in any Event Management Company out of which one year should be spent with any one or more IPL franchisees.

3.2. Data Collection

3.2.1. Collection of Primary Data

A modified Delphi technique was used to obtain the subjective responses of the study participants whereby there were two sets of semi-structured interviews with each of them. The first round of the interview included open-ended questions that helped to understand the phenomenological and epistemological attributes that are perceived by the event managers or the volunteers for the success of the event. The first round of the semi-structured interview also inquired the job profile, educational qualifications, years and types of experience with event management. The open-ended questions explored the extent of people-centric, autocratic, decision-making, and the business acumen of the respective participants. The first round of the interview helped to fine-tune the questionnaires that were used to measure the success of the event either from the perspective of the event manager as well as from the perspective of the volunteers. The second round of the interview implemented closed-ended questions for profiling leadership style in event managers (Appendix-1). The profiling of leadership style in the event managers was based on Kurt Lewin's leadership framework. The referred framework was selected because Kurt Lewin classified leadership styles into three broad categories; autocratic leadership style, participatory-democratic leadership style, and delegating or the Laissez Faire leadership style.

The Kurt Lewin leadership model was selected for the present study because the literature suggests that these are three leadership styles based on which leaders operate for short

term business processes. Since sports event management could be viewed as a short term business model, the leadership style questionnaire that was selected for the study was appropriate. Kurt Lewin further described that other styles of leadership such as transformational, transactional, and charismatic are the exhibition of intrinsic leadership styles autocracy, participatory, and delegation. For example, autocratic leaders often exhibit the transactional leadership style by providing awards or consequence statements if their subordinates comply and succeed with the instructions that are provided by them. Likewise, the subordinates are rebuked and punished if they fail to comply or succeed with the instructions provided by the autocratic leaders. The participatory or democratic leaders often exhibit the transformational style of leadership because they include subordinates or peers while making a decision and also while imposing a decision. However, the leaders ensure that the subordinates agree with the decision through open discussion and debate and they make every provision that the voices of the subordinates are not ignored. Likewise, the event managers those who believe in the delegation style of leadership exhibits charismatic behavior. The respective individuals exhibit innovation and charisma and expect that the subordinates if delegated and empowered would exhibit similar innovation that would be helpful in achieving the goals of the organization or in complying with the instructions of their leader. Once the leadership profiling of the participants is completed, they were exposed to the second interview which explored the competencies that are required by a SEM as depicted in the Goodarzi et al. (2012) study. The closed-ended questions on the leadership competencies were also explored on a scale of 1 to 10 just as was done for developing the event success index.

The dependent variable that would be considered in this study is the quality of event management as shared by the participants and as coded in the event success index questionnaire.

To recall, the event success index questionnaire could have a maximum score of 150 and lowest score of 0. The competency assessment questionnaire was tailored based on the Cronbach's alpha of the major items as well as the factor loadings that were reported by Goodarzi et al. (2012). The Cronbach's alpha that was selected as the cut off for the factor loadings for the broad competencies was 0.6. This cut off level was selected because a Cronbach's alpha of more than 0.6 suggests high internal consistency of the variables that are considered for the research. However, the subjective responses of the event managers or the event crews on the success of event management could be biased even if they were obtained by an individual other than the researcher. Hence, industry white papers and other public documents would be analyzed to verify the verbatim of the participants. The industry white papers and evidence-based literature formed the basis of secondary data.

The measures for estimating event success as perceived by the event managers were designed in the form of three semi-structured questionnaires. The questionnaires were created after ensuring the number of participants and according to the job role for which the event managers were deployed by the respective franchisees or by the parent company (the International Management Group, IMG). Therefore, the sports event managers from whom the subjective responses were obtained in this study were employed either under the respective franchisees or under the IMG. Based on their job delegation; three sets of questionnaires were developed because the participants in this study were either entrusted for hospitality services (celebrity and players hospitality) (n=7) or for the audience management services (n=7) or for media management (n=6). The measure of event success was estimated from a set of 15 questions that were extended to the event manager and the volunteers.

The questionnaire for the event managers was specific and individualized based on the event they were entrusted (Table 1, Table 2, and table 3). The individual who was in charge of selecting the participants selected event managers from the domains of celebrity management, audience management, and media management. The job profile of event managers for celebrity management includes hospitality for the celebrities from Bollywood and the local film industry and also for the cricket players who were owned by the respective franchisees. The event managers who were entrusted with celebrity management arranged their stay, accommodation, travel, leisure, and off-field assignments such as community visits and promotional campaigns as well as their deliverable during the IPL matches. The event managers who were entrusted with audience management ensured travel arrangements for the audience by lobbying with the local government officials and the traffic police for their security and safety. The event managers also collaborated with the partner hospitals and took ever measure to prevent of conflicts between the audience. The event managers entrusted with media management ensured that the corporate communications of the franchise were appropriately highlighted and in a timely manner. Moreover, the concerned stakeholders were also entrusted to arrange interviews between the players and media personnel or between the celebrities and media personnel.

The event managers for media management further ensured that there were no conflicts either professional or personal between them and the celebrities. A similar set of 15-set questionnaire was also prepared for the event crews or volunteers who worked under the leadership of the event managers. The 15-set questionnaire evaluated the event success parameters as well as the success of the event manager (Table 4). The event crews were also requested to respond to a second questionnaire during the second interview on the competencies of the event manager they felt most useful in leading them or helping them to accomplish their

deliverable with respect to the event management as well as those that they felt was accountable for the success of the event. The 4-set questionnaire evaluated the people-orientation attribute, autocratic leadership, decision-making ability, and flexibility attributes of the event managers from the shoes of the event crews. The detailed 4-set questionnaire (that was divided into eight questions) for the event crews (volunteers) is presented in table 5.

	Table 1: Celebrity and Player Hospitality **(Please share your responses on a 10 point Likert Scale)**
1	The deliverables were timely
2	The volunteers were appropriately delegated based on expertise
3	Level of Positive Feedback from celebrities/players
4	Empowerment had a major beneficial effect on outcome
5	The quality of positive comments noted on event organization as a whole on social media
6	The security quality in the perspective of security breaches
7	Level of relationship between audience and celebrities
8	Compensation Improved than previous year
9	Incentives offered additionally by Franchisee Owners
10	What rating do you give on your job role in the overall success of the event in terms of viewership (on the field and off the field) as identified by TRP or other measures?
11	What rating do you give on your job role in the overall success of the event in terms of profitability?
12	How do you relate your role from the perspective of generating the concept of cricketaintment?
13	Was the amount of fiscal resources that were allocated to you sufficient?
14	Was the number of volunteers who were provided to you sufficient?
15	Was the quality and skills of the volunteers whom you supervised were adequate for the success of the event?

Table 2: Audience Management
(Please share your responses on a 10 point
Likert Scale)

1   The deliverables were timely
2   The volunteers were appropriately delegated based on expertise
3   Level of Positive Feedback from the audiences
4   Empowerment had a major beneficial effect on outcome
5   The quality of positive comments noted on event organization as a whole on social media
6   The security quality in the perspective of untoward incidences.
7   Level of relationship between audience and celebrities
8   Compensation Improved than previous year
9   Incentives offered additionally by Franchisee Owners
    What rating do you give on your job role in the overall success of the event in terms of
10 viewership (on the field and off the field) as identified by TRP or other measures?
    What rating do you give on your job role in the overall success of the event in terms of
11 profitability?
12 How do you relate your role from the perspective of generating the concept of cricketaintment?
13 Was the amount of fiscal resources that were allocated to you sufficient?
14 Was the number of volunteers who were provided to you sufficient?
    Was the quality and skills of the volunteers whom you supervised were adequate for the success
15 of the event?

Table 3: Media Management
(Please share your responses on a 10 point
Likert Scale)

1 The deliverables were timely
2 The volunteers were appropriately delegated based on expertise
3 Level of Positive Feedback from the audiences
4 Empowerment had a major beneficial effect on outcome
5 The satisfaction level of the media with the franchisee communications
6 The security quality in the perspective of untoward incidences.
7 Level of relationship between media and celebrities
8 Compensation Improved than previous year
9 Incentives offered additionally by Franchisee Owners
   What rating do you give on your job role in the overall success of the event in terms of
10 viewership (on the field and off the field) as identified by TRP or other measures?
   What rating do you give on your job role in the overall success of the event in terms of
11 profitability?
12 How do you relate your role from the perspective of generating the concept of cricketaintment?
13 Was the amount of fiscal resources that were allocated to you sufficient?
14 Was the number of volunteers who were provided to you sufficient?
   Was the quality and skills of the volunteers whom you supervised were adequate for the success
15 of the event?

Table 4: Volunteer Questionnaire on Event
Success (Please respond on a scale of 1 to 10)

1 The deliverables were timely
2 I was appropriately briefed and delegated on my job function
3 Level of Positive Feedback from clients and supervisors
4 Empowerment is essential for motivated performance on the job
5 The level of engagement with my job role during the event
6 The level of success in preventing adverse events on my clients related to job function
7 Level of relationship between peers and managers
8 Compensation Improved than previous year
9 Incentives offered additionally by Franchisee Owners
   What rating do you give on your job role in the overall success of the event in terms of
10 teamwork, collaboration?
   What rating do you give on your job role in the overall success of the event in terms of
11 profitability?
   How do you relate your role from the perspective of generating the concept of
12 cricketaintment?
13 Was the amount of fiscal resources that were allocated to you sufficient?
14 How do you rate the quality of your supervisor in aiding in your job function?
15 Was the skills of that was exhibited by him or her was adequate for motivating you?

Table 5: Volunteer Rated Questionnaire for Understanding the SEM competencies for Event Management
1. What is the level of people orientation that your manager exhibit in helping you to meet your deliverable?
2. Do you have the access to your manager without any fear of retaliation when you face any issues with your job role?
3. Do you feel that the demand and deployment that is imposed by your manager on you is rational and motivating?
4. Do you feel that the direction that is given by your manager is sufficient to meet the deliverable and there is rarely any necessity to challenge or any dissatisfaction with the referred direction?
5. What is the quality of decision making in your manager that you feel is necessary to help you professionally?
6. How do you rate the ability of your manager to solve bottlenecks in your job function in the light of the successful management of the event?
7. Do you feel that going out-of-the box by your managers help to meet the short term objectives related to event in which you are also an integral part of the phenomenon?
8. Do you feel that flexibility in the event managers is required while managing a team of volunteers for translating into event success?

The first two questions explored the attribute of people orientation and the summation of two responses was considered as the unique measure of people orientation. Likewise, the third and the fourth questions explored the measure of autocracy as a summation of the two responses. The 5th and 6th question evaluated the decision-making attribute as a summation of the responses to the two questions. Finally, the 7th and 8th question evaluated the concept of flexibility in sports event managers. The flexibility attribute was also estimated as a summation of responses to the two questions. The reason for considering two factors or two questions for a single attribute was to minimize the probability of subjective bias of the event crews. Hence, the 4-set questionnaire was divided into 8 questions to enhance the reliability and viability of the assessment tool. Moreover, the attributes of decision making, autocracy, flexibility, and people orientation was not directly voiced to the participants that also enhanced the reproducibility of the assessment tool.

Table 6: Leadership Attribute Assessment Tool

Management Attributes	Core Competencies (Please respond on a scale of 1 to 10)
Event Management	1. Competence in identifying partners' violation patterns. 2. Providing suitable delegation and monitoring of the event screws on the delegated work 3. Arranging workshops and clinics for employments 4. Coordinating all the complexities of an event such as planning, communication, facilities, and the equipments with the relevant stakeholders
Facilities Management	1. Developing the appropriate policies that would aim to prevent the misuse of services 2. Feasibility analysis for managing the facilities to prevent bottlenecks
Research and Marketing management	1. Highlighting the findings of reflection 2. Highlighting difficulties and roadmap with respect to deliverable
Business Procedures Management	1. Competence on the accounting principles 2. Applying principles of Sports Economics 3. Defending the offered budget and financial allocation
Governance	1. Applying job norms for the volunteers 2. Framing proper policies for performance management
Public Relations	1. Consulting, coordinating, and communicating with volunteers elaborately on program deliverable 2. The level of verbal communication and teamwork
Management Techniques	1. Notification to volunteers on performance expectations 2. Evaluating the competence and performance of employees for job development and instant feedback on their performance 3. Preparing time schedules for the volunteers and for their own 4. Establishing functional standards and benchmarking to execute the events planned.
Risk Management	1. Creating legal arrangements 2. Preparing the safety nets to prevent accidents and conflicts
Data management	1. Understanding relevant data 2. Implement Data to ensure appropriate supply chain logistics

3.2.2. Collection of Secondary Data

The secondary data for the proposed study include evidence-based literature and industry white papers related to large scale sporting and cricketing events such as the IPL, the BBL, and the ICC World Cup. The reason for selecting secondary data is also to eliminate the confounding effects of customer experience, demographic influences, and geographical influences on the success of the event as well as event management. The evidence-based literature and industry white papers were obtained through a keyword search strategy. The keywords that would be used to search the relevant articles would include sports management OR event management AND leadership styles OR leadership attributes AND competencies AND event organization. Articles that are published in English and during the last twenty years would be only selected for the secondary data analysis.

3.3. Data Analysis

3.3.1. Primary Data Analysis

The results of the present study were represented in the form of descriptive and inferential statistics. Descriptive statistics such as frequency and number of participants was used for summarizing qualitative data. On the other hand, descriptive statistics such as mean, median, mode, and standard deviation was used to summarize quantitative data. The qualitative data was also used to undertake inferential statistics such as Spearman's correlation coefficient. Moreover, logistic regression analyses were constructed with event success as the dependent variable (DV) in one regression model, and competency of event managers in another regression model. The first regression model would include competencies as the IVs (independent variables) while the second regression model would

comprise leadership style as the independent variable. Finally, another regression model would be constructed with leadership style and competencies as the independent variables and event success as the dependent variable. The primary data analysis was supplemented by secondary data analysis. The secondary data analysis helped to critique and compares the findings that would emerge from the primary data analysis. The primary data was integrated with secondary data to draw an inferential analysis that was oriented with the objectives and/or research questions that are undertaken in this study. The major inferential statistics that was considered in this study was logistic regression analysis. The logistic regression analysis was used to construct three regression models.

The regression models were analyzed based on the beta coefficients and the p-values of the independent variables. The sign convention of the beta coefficients reflected the direction and extent of relation between the IV and DV. A positive beta coefficient reflected that an increase in the magnitude of the IV would also increase the magnitude of the DV and vice versa. On the contrary, a negative beta coefficient suggested that increasing the magnitude of the IV would decrease the magnitude of DV and vice-versa. However, such assumptions from the sign convention of the beta coefficients were only accepted if the p-value for the beta coefficients was less than 0.05. The regression models were also interpreted based on the beta coefficient of the intercept of the regression line and its respective p-value. If the p-value of the intercept of the regression model was less than 0.05, it suggested that there could be other independent variables apart from the independent variables that was considered in the specific regression model. On the contrary, if the p-value of the intercept of the regression model was more than 0.05, it suggested that the independent variables that was considered in the specific regression model was sufficient to explain the differences in the

magnitude and direction of the dependent variable associated with that regression model. Finally, the regression models were evaluated from their coefficient of determination values (R-square and adjusted R-square). If the R-square and adjusted R-square values were more than 95%, it was assumed that 95% fluctuations in the magnitude and direction of the dependent variable in the sample as well as in the population could be explained by the fluctuations in the independent variables that are considered for the specific regression model. The regression model was assumed to be reliable and reproducible if the R-square and adjusted R-square values were greater than 95%. Under such circumstances, it was speculated that the regression model exhibited a robust goodness-of-fit with very few outliers. The significance of the regression models was judged through the acceptance or the rejection of the null hypothesis (H0) and the alternative hypothesis (H1). The H0 contends that the independent variables do not significantly influence the dependent variable. Any observed influence of the independent variables on the dependent variable could be attributed to chance factors associated with random sampling. The H0 is accepted for the regression analysis if the p-value of its ANOVA was greater than 0.05. Likewise, the H1 contends that the independent variables significantly influence the dependent variable. Any observed influence of the independent variables on the dependent variable is not attributed to chance factors associated with random sampling. Rather, it is concluded that the independent variables are actually responsible for the fluctuations in the dependent variable. The H1 is accepted for the regression analysis if the p-value of its ANOVA was less than 0.05.

SRQ1: Whether the style of leadership exhibited by different event managers in the IPL significantly differ between each other?

H0: The leadership style exhibited by the event managers in IPL does not significantly differ between each other ($p>0.05$).

H1: The leadership style exhibited by the event managers in IPL significantly differ between each other ($p<0.05$).

SRQ2: Is there any correlation between leadership styles and competencies in SEM that are required for managing large scale sporting events?

H0: There is no correlation between leadership styles and competencies in SEM that are required for managing large scale sporting events ($p>0.05$).

H1: There is significant correlation between leadership styles and competencies in SEM that are required for managing large scale sporting events

SRQ3: Is there any hierarchy of competencies that are required by SEMs for organizing the IPL?

H0: There is no significant hierarchy of competencies that are required by SEMs for organizing the IPL ($p>0.05$).

H1: There is significant hierarchy of competencies that are required by SEMs for organizing the IPL ($p<0.05$).

SRQ4: Which of the leadership theories could best describe the leadership style and job competencies of a SEM entrusted with the organization of the IPL?

H0: There is no specific leadership theory that could best describe the leadership style and job competencies of a SEM entrusted with the organization of the IPL.

H1: There is a specific leadership theory that could best describe the leadership style and job competencies of a SEM entrusted with the organization of the IPL

SRQ5: Which leadership style is associated with the highest number of competencies that is required by SEMs for managing large scale cricketing events?

H0: There is no significant difference in the number of competencies exhibited with respect to the leadership style of the SEMs ($p > 0.05$).

H1: There is a significant difference in the number of competencies exhibited with respect to the leadership style of the SEMs ($p < 0.05$).

SRQ6: Whether difference in leadership styles significantly influences event success index?

H0: Difference in leadership styles does not significantly influences event success index ($p > 0.05$).

H1: Difference in leadership styles significantly influence event success index ($p < 0.05$)

SRQ7: Whether leadership style and competencies in SEM interact with each other in successful organization of the IPL?

H0: leadership style and competencies in SEM does not significantly interact with each other in successful organization of the IPL ($p > 0.05$).

H1: Leadership style and competencies in SEM = significantly interact with each other in successful organization of the IPL ($p < 0.05$).

SRQ8: Does leadership style and competencies in SEM influence profitability of the IPL franchisees?

H0: Leadership style and competencies in SEM do not significantly influence profitability of the IPL franchisees ($p > 0.05$).

H1: Leadership style and competencies in SEM significantly influence profitability of the IPL franchisees ($p < 0.05$).

SRQ9: Whether leadership style in SEM influences competence development in volunteers those who work under them for ensuring the success of large scale sporting events?

H0: Leadership style and competencies in SEM do not influence competence development in volunteers as projected by perception on event management success by the event crews or volunteers those who work under them during the IPL ($p > 0.05$).

H1: Leadership style and competencies in SEM significantly influence competence development in volunteers as projected by perception on event management success by the event crews or volunteers those who work under them during the IPL ($p < 0.05$)

SRQ10: Whether the qualities and abilities of SEM significantly influence the motivation and professionalism of event screws (volunteers) that translate into vent success?

H0: The qualities and abilities of SEM do not significantly influence the motivation and professionalism of event screws (volunteers) that translate into vent success ($p > 0.05$).

H1: The qualities and abilities of SEM significantly impact the motivation and professionalism of event screws (volunteers) that translate into vent success ($p < 0.05$).

3.3.2. Secondary Data Analysis

The secondary data analysis accepted the data that was reported by the authors considering the reliability of the article

3.4.Ethical Considerations

The study ensured the confidentiality of the participants as well as the deep prospect who conducted the interviews with the key stakeholders. Moreover, the study did not disclose the name of the franchisees with which the participants were attached.

CHAPTER 4: RESULTS

i.   Primary Data

Summary of Raw data

Event Success Index (Volunteer rated)	Leadership Style	Leadership scores	Domain	Event success Index (Rated by Event Managers)	EVENT Management	Facility management	Research	Business process	governance	public relations	risk management	data management	Event management	General management	Leadership Style
108	a	16	c	120	120	13	8	22	7	16	16	7	23	31	1
120	a	18	a	118	118	12	9	25	8	17	14	6	22	31	1
134	a	14	c	130	130	17	12	21	5	16	17	10	27	30	1
98	p	22	c	120	120		15	16	6	17	15	5	19	28	2
120	a	16	c	134	134	18	7	21	7	18	19	10	28	36	1
117	p	21	a	116	116	8	8	18	7	11	7	6	18	28	2
134	a	13	c	132	132	17	11	22	3	16	17	9	27	37	1
104	a	15	c	122	122	12	12	22	2	14	8	7	21	31	1
88	d	28	m	102	102	7	16	16	4	15	9	6	17	27	3
138	p	27	m	106	106	9	9	18	0	16	9	7	16	23	2
140	p	23	m	121	121	10	9	8	0	12	11	6	20	23	2
128	a	15	a	137	137	19	8	21	6	18	18	9	29	38	1
142	a	19	c	108	108	7	16	19	1	19	13	5	17	21	1
98	d	32	m	100	100	7	14	22	1	20	12	5	17	21	3
103	a	18	a	132	132	19	16	21	3	18	16	9	29	36	1
132	a	19	a	126	126	11	14	13	3	19	8	8	24	25	1
88	a	16	a	134	134	19	14	19	3	19	8	10	29	37	1
78	p	26	m	112	112	7	12	22	2	18	11	7	15	19	2
118	p	24	m	118	118	6	9	25	2	18	13	8	16	18	2
134	a	18	a	134	134	19	8	21	0	17	12	10	29	36	1

Regression Analysis

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.92
R Square	0.85
Adjusted R Square	0.81
Standard Error	8.52
Observations	20

ANOVA

	df	SS	MS	F	Significance F
Regression	4	6092	1523.1	21	0
Residual	15	1090	72.635		
Total	19	7182			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	69.1	29.6	2.335	0.03	6.02	132.2	6.022	132.2
People Orientation	1.83	0.83	2.192	0.04	0.05	3.601	0.05	3.601
Autocratic	0.3	1.32	0.231	0.82	-2.5	3.111	-2.5	3.111
Decision Making	2.38	1.26	1.8858	0.08	-0.3	5.066	-0.31	5.066
Flexibility	-1.9	0.94	-1.977	0.07	-3.9	0.145	-3.86	0.145

- Dep Variable: Event Success Index Rating By Event Volunteers

The regression analysis of volunteer perceived event success score was significantly influenced by the competencies of the event manager such as people orientation, autocratic style of leadership, decision making abilities, and flexibility ($p<0.05$). The analysis of the beta coefficients suggested that volunteers perceived people orientation as the most significant

attribute of the event managers in motivating or driving them towards the success of the event (p=0.04). On the contrary, as the p-value of the overall regression analysis was less than 0.05 (p=0.000) the findings suggest that the attributes of people orientation, autocratic style of leadership, decision making abilities, and flexibility of must have interacted with each other in driving the perception of event success in the volunteers. However, it is possible due to effective leadership style the volunteers recognized the attribute of people orientation only. These findings further suggested that leaders all sports event managers for large scale sporting event that are held over a short period should exhibit high levels of people orientation but must pursue autocratic leadership style and effective decision making abilities and refrain from being too flexible in their actions or inaction. The R-square and adjusted R-square values were 92% and 85% which reflect an appropriate goodness-of-fit of the regression model. The values indicate that almost 92% and 85% variations in the perception of event success across event crews in the sample and the population could be explained by the fluctuations in the magnitude and direction of the independent variables that was considered in this regression analysis. However, the intercept of the regression analysis exhibits a p-value of less than 0.05 which suggested that there could be other independent variables (leadership attributes) than those that were considered in this regression model you have influenced the perception of event success in the event crews. Future studies should explore what are the other attributes that should be exhibited or pursued by sports event managers who are interested in managing large scale cricketing events.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	1
R Square	0.9
Adjusted R Square	0.8

					Significance F
Standard Error	5				
Observations	20				

ANOVA

	df	SS	MS	F	Significance F
Regression	10	2205	221	8.681213	0
Residual	9	228.6	25		
Total	19	2434			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	93	21.19	4.4	0.00172	45.2	141	45.2	141
Facility M	-1	1.82	-1	0.55573	-5.23	3	-5.2	3
Research M	-0	0.489	-1	0.62568	-1.35	0.86	-1.4	0.86
Business Pro	-0	0.445	-1	0.4493	-1.36	0.66	-1.4	0.66
Governance	-0	0.707	-0	0.99304	-1.6	1.59	-1.6	1.59
Public rel	-0	0.776	-0	0.65200	-2.12	1.39	-2.1	1.39
Risk M	0.3	0.468	0.7	0.48519	-0.72	1.4	-0.7	1.4
Data M	2.5	1.61	1.5	0.15930	-1.17	6.11	-1.2	6.11
Event M	1.6	1.4	1.1	0.29555	-1.61	4.72	-1.6	4.72
Managemen	0.2	0.745	0.3	0.76282	-1.45	1.92	-1.5	1.92
Leader style	-4	2.688	-2	0.13765	-10.5	1.7	-10	1.7

- Dep Variable: Event Success Index Rating By Event Managers

The regression analysis of event manager perceived event success score was significantly influenced by the competencies of the event manager such as facility management, research management, management of business procedures, governance ability, risk management, data management, event management, general management capability, and leadership ($p<0.05$). Interestingly, the analysis of the beta coefficients suggested that none of these attributes independently influenced event manager perceived event success score because the beta-coefficients for all the independent variables that were considered in the regression model exhibited a p-value of greater than 0.05. These observations hold true for capabilities on event

management and the leadership style of the event managers. These findings suggest that the attributes of facility management, research management, management of business procedures, governance ability, risk management, data management, event management, general management capability, and leadership must have interacted with each other in driving the perception of event success in the event managers. These findings further suggested that leaders or sports event managers for large scale sporting event that are held over a short period should exhibit high risk management, data management, event management, and general management capability. However, they should indulge less in facility management, research management, and management of business procedures, governance, and autocratic leadership style to have a positive influence on event success index. The R-square and adjusted R-square values were 100% and 90% which reflect very robust goodness-of-fit of the regression model. The values indicate that 100% and 90% variations in the perception of event success across event managers on event success in the sample and the population could be explained by the fluctuations in the magnitude and direction of the independent variables that was considered in this regression analysis. However, the intercept of the regression analysis exhibits a p-value of less than 0.05 which suggested that there could be other independent variables (leadership attributes) than those that were considered in this regression model to have influenced the perception of event success in the event managers. However, the R-square value of 100% suggest that there could be no other independent variables apart from the ones that were considered in this regression model and those variables are sufficient to explain all the fluctuations in the direction and magnitude of the dependent variable (event success). Such assumptions reinforce that there attributes of facility management, research management, management of business procedures, governance ability, risk management, data management, event management, general management capability,

and leadership style interact with each other in influencing event success as perceived by event managers.

This regression model had another interesting attribute with respect to the direction of relationship between governance and event success and between general management and event success. The previous regression model reflected that governance was inversely related to event success and management was positively related to event but such relationships were observed in the presence of leadership style. The previous regression model considered leadership attribute as a dummy variable whereby autocratic, democratic, and delegatory leadership styles were assigned alphanumeric values of "1", "2", and "3* respectively. The previous regression model depicted that as the leadership style changes to delegatory one, the event success index decreases while if it moves toward autocratic leadership style, the event success index increases. These findings further reflect that event managers for large scale sporting events of short duration such as the IPL should exhibit an autocratic leadership style in ensuring success of the cricketing event. On the contrary, when leadership style was removed from the regression model it reflected that high level of governance and low level of general management style was mandated to drive the success of the event. It could be possible that the structure of autocratic leadership that is exhibited by the event managers of IPL include high level of governance and low level of general management attributes. The concept of low level of general management attributes refers to lesser levels of teamwork, creation of inclusive environment, providing an opportunity for open discussion and debate, and need identification of the subordinates. It is true that application of general management principles in business is time consuming and is mainly required for the long term sustainability of the employees or the business model itself. However, large scale sporting events of short duration would rarely provide the time to an event manager or leader to

apply the general management principles in ensuring the success of the event. Rather, the leadership approach of the concerned stakeholder should be to appropriately delegate and monitor the deliverable that is delegated to the event crews. It is for this reason that the present regression model depicted positive sign convention for governance and negative sign convention for general management principles. It would be interesting to note through future studies how these attributes interact with each other in influencing event success as well as in influencing the leadership style that is pursued or exhibited by event managers of large scale cricketing events. This regression model exclusively highlighted the possible structure of autocratic leadership that should be exhibited by the event managers of IPL or any other large scale short duration cricketing events.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.937206
R Square	0.878354
Adjusted R Square	0.768873
Standard Error	5.441152
Observations	20

ANOVA

	df	SS	MS	F	Significance F
Regression	9	2138	238	8	0
Residual	10	296	29.6		
Total	19	2434			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	82.56733	21.8	3.7	0	34	131	34.1	131.1
Facility M	-0.66467	1.94	-0.3	0.7	-5	3.7	-5	3.663
Research M	-0.29931	0.53	-0.6	0.6	-1	0.9	-1.5	0.876

Business Pro	-0.13654	0.46	-0.3	0.8	-1	0.9	-1.2	0.886
Governance	0.155631	0.76	0.2	0.8	-2	1.8	-1.5	1.838
Public rel	-0.49077	0.83	-0.6	0.6	-2	1.4	-2.3	1.367
Risk M	0.204876	0.5	0.4	0.7	-1	1.3	-0.9	1.313
Data M	1.841986	1.69	1.0	0.3	-2	5.6	-1.9	5.601
Event M	2.176769	1.45	1.5	0.2	-1	5.4	-1.1	5.418
Managemen	-0.14546	0.76	-0.2	0.9	-2	1.6	-1.8	1.557

- Dep Variable: Event Success Index Rating By Event Managers

The regression analysis of event manager perceived event success score was significantly influenced by the competencies of the event manager such as facility management, research management, management of business procedures, governance ability, risk management, data management, event management, and general management capability ($p<0.05$). Interestingly, the analysis of the beta coefficients suggested that none of these attributes independently influenced event manager perceived event success score because the beta-coefficients for all the independent variables that were considered in the regression model exhibited a p-value of greater than 0.05. These observations hold true for capabilities on event management and the leadership style of the event managers too. These findings suggest that the attributes of facility management, research management, management of business procedures, governance ability, risk management, data management, event management, and general management capability must have interacted with each other in driving the perception of event success in the event managers. These findings further suggested that leaders, or sports event managers for large scale sporting event that are held over a short period should exhibit high risk management, governance, and data management, and event management. However, they should indulge less in facility management, research management, and general management of business procedures, and general management to have a positive influence on event success index. The R-square and adjusted R-square values were 93.7% and 87% which reflect fair goodness-of-fit of the regression model. The values indicate that 93.7% and 87% variations in the perception of event

success across event managers on event success in the sample and the population could be explained by the fluctuations in the magnitude and direction of the independent variables that was considered in this regression analysis. However, the intercept of the regression analysis exhibits a p-value of less than 0.05 which suggested that there could be other independent variables (leadership attributes) than those that were considered in this regression model to have influenced the perception of event success in the event managers. These speculations are indeed true because the previous regression model reflected that leadership style is another independent variable that might have influenced the dependent variable holistically by interacting with the other independent variables that were considered in this regression model. However, the R-square value of 93.7% suggests that there could be no other independent variables apart from the ones that were considered in this regression model and those variables are sufficient to explain all the fluctuations in the direction and magnitude of the dependent variable (event success). Such assumptions reinforce that there attributes of facility management, research management, management of business procedures, governance ability, risk management, data management, event management, and general management capability must have interacted with each other in influencing event success as perceived by event managers. It would be interesting to note through future studies how these attributes interact with each other in influencing event success of large scale cricketing events.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.909
R Square	0.827
Adjusted R Square	0.817
Standard Error	4.836

Observations	20				

ANOVA

	df	SS	MS	F	Significance F
Regression	1	2013	2012.772	86.1	0
Residual	18	421	23.39042		
Total	19	2434			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	77.21	4.85	15.90638	0	67	87.4	67	87.4
Event Managemen	1.982	0.21	9.276375	0	1.5	2.43	1.53	2.43

- Dep Variable: Event Success Index Rating By Event Managers

Since the previous two regression models did not reflect any significant relationship between even success and event management independently, the present regression model was constructed to evaluate such relationship with event management ability as the only independent variable. The regression model depicted that event management ability in event managers is significantly correlated with even success because the p- value of the beta coefficient of such relationship was less than 0.05 (p=0.05). These findings suggest that event management ability should be the sole criteria for selecting event managers for organizing large scale short duration cricketing events such as the IPL. These assumptions were supported by the high coefficient of determination values for the sample and the population (90.9% and 82.7% respectively). The coefficient of determination values reflected a moderate goodness of fit of the regression model. However, the intercept of the regression analysis exhibits a p-value of less than 0.05 which suggested that there could be other independent variables apart from event management to have influenced the perception of event success in the event managers. Such assumptions are indeed supported by the previous two regression models that depicted that event management interacts with facility management, research management, and management of business procedures,

governance ability, risk management, data management, leadership style, and general

management capability in influencing event success that is driven by the event managers.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.91
R Square	0.83
Adjusted R Square	0.78
Standard Error	5.27
Observations	20

ANOVA

	df	SS	MS	F	Significance F
Regression	4	2017	504.3	18.2	0
Residual	15	416.6	27.77		
Total	19	2434			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	77.6	6.506	11.9	0	63.8	91.5	64	91.5
Conflict	1.79	0.723	2.47	0.03	0.25	3.33	0.3	3.33
Delegation	2.23	0.811	2.75	0.01	0.5	3.96	0.5	3.96
Training	1.85	1.009	1.83	0.09	-0.3	4	-0	4
Coordination	1.87	1.094	1.71	0.11	-0.5	4.2	-0	4.2

- Dep Variable: Event Success Index Rating By Event Managers

Since the previous regression model reflected significant relationship between even success

and event management independently, the present regression model was constructed to evaluate

which were the attributes of event management that translated into event success. The regression

model depicted that all attributes of event management such as conflict management, delegation,

training, and coordination significantly interacted with each other in influencing event success

(p<0.05). However, conflict management and delegation levels were independently and significantly related with event success attributes as gauged by the event managers. This is because the p-values for the beta coefficients of both these variables (conflict management and delegation level) were less than 0.05. These findings suggest that event managers should be selected with high ability in managing conflicts and delegation for organizing large scale short duration cricketing events such as the IPL. These assumptions were supported by the high coefficient of determination values for the sample and the population (91% and 83% respectively). The coefficient of determination values reflected a moderate goodness of fit of the regression model. However, the intercept of the regression analysis exhibit a p-value of less than 0.05 which suggested that there could be other independent variables related to event management apart from those that were considered in this regression model that influences event success parameters in the event managers. Such assumptions are indeed supported by the previous two regression models that depicted that event management interacts with facility management, research management, and management of business procedures, governance ability, risk management, data management, leadership style, and general management capability in influencing event success that is driven by the event managers. Moreover, the Goodarzi et al. (2012) study showed that there are different attributes of event management apart from conflict management, delegation, training, and coordination that influence event success. However, some of the variables (factor loadings) that was considered by Goodarzi et al. (2012) that influenced was not considered in this study because they exhibited Cronbach's alpha of less than 0.6. The aim of this study was to find out the most important attributes of event management and allied management attributes in sports event managers that govern event success and the relevant leadership style that is required to implement such attributes. Hence, the event management

attributes (factors) that had low Cronbach's alpha value in the Goodarzi et al. (2012) study was not considered in this regression model.

Anova: Single Factor						
SUMMARY						
Groups	*Count*	*Sum*	*Average*	*Variance*		
Audience Management	7	897	128.14	69.5		
Celebrity Management	7	866	123.71	81.9		
Media Management	6	659	109.83	73.8		
ANOVA						
Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	1157	2	578.34	7.7	0.004	3.592
Within Groups	1277	17	75.125			

The ANOVA analysis reflected the spread of the participants who participated in this study. Moreover, the ANOVA results further depicted which event managers or events are more successful within the IPL. The event success score was significantly higher in the audience management category compared to celebrity management category ($p=0.04$). Moreover, the event success score across in the audience management category and celebrity management category was significantly higher than the event success score for the media management category. Hence, competent and experienced event managers should be deployed for media management compared to the categories of celebrity and audience management. Event managers who are opting to pursue their career with IPL or large scale cricketing events could be more successful in the field of audience management compared to the domains of celebrity

management or media management. These domains should be allocated to senior and more experienced event managers.

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Autocratic	12	1527	127.3	74.75
Participatory	6	693	115.5	31.9
Delegatory	2	202	101	2

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	1450	2	725	12.53	0	3.59
Within Groups	983.8	17	57.87			

The ANOVA analysis reflected that leadership styles in event managers significantly influence even success index with respect to the Indian Premier League. The analysis suggest that the mean event success index score reported by event managers those who exhibited autocratic leadership style was significantly higher than the mean event success index score reported by event managers those who exhibited democratic or Laissez-Faire (delegatory)leadership styles (p=0.000). These findings suggest that most of the event managers (60%) entrusted with the organization of the IPL exhibit the autocratic leadership style, followed by those who exhibit the democratic leadership style (30%) and delegatory leadership style (10%). Such observations are aligned with the regression analysis that autocratic leadership style is highly solicited in event managers who are entrusted with the organization of large scale short duration cricketing events such as the IPL. The more the event manager exhibits or nurtures an

autocratic style of leadership, the more is their chances of succeeding in an event with which they are entrusted. Hence, sports events managers recruited for the IPL should be competent in exhibiting or pursuing the autocratic leadership style in delegating and deploying event crews appropriately. The present study further reflected that approximately 40% of the event managers entrusted with the IPL do not exhibit autocratic leadership style but they are still successful as far as event success is concerned. However, the success of the event does not necessarily implicate that the job role of the event manager was also successful. Such assumptions stemmed from the observation that event managers exhibiting leadership style other than the autocratic style of leadership reported lower scores on the event success index scale.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.24
R Square	0.06
Adjusted R Square	0
Standard Error	11.3
Observations	20

ANOVA

	df	SS	MS	F	Significance F
Regression	1	135	135	1.1	0.3
Residual	18	2298	128		
Total	19	2434			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	105	15.7	6.7	0	72	138	72.21	138.1185
Volunteer Perceived Event Management	0.14	0.13	1.03	0.3	-0.1	0.42	-0.14	0.417405

Score

- Dep Variable: Event Success Index Rating By Event Managers

The study showed that the event success score reported by the event managers was significantly higher than that reported by the event management crews who worked under their leadership.

t-Test: Two-Sample Assuming Unequal Variances		
	Event Manager Perceived Event Success	*Volunteer Perceived Event Success*
Mean	121.1	116.1
Variance	128.0947368	377.9895
Observations	20	20
Hypothesized Mean Difference	0	
df	31	
t Stat	0.993970759	
P(T<=t) one-tail	0.163966377	
t Critical one-tail	1.695518742	
P(T<=t) two-tail	0.327932755	
t Critical two-tail	2.039513438	

The present regression analysis explored the relationship between the event success index as rated by the event managers and the event success index as rated by the event crews. Since the p-value of the regression analysis was greater than 0.05 it suggested that event success index as reported by the event managers cannot be significantly predicted from the event success index reported by the event volunteers. These findings suggest that the perception of event success significantly different in event managers and event volunteers. Search findings are for the reinforced by the two tailed test that explored the relationship between the event success index parameters between the event managers and even volunteers. The event success index reported by event managers was significantly higher than the event success index as reported by the event volunteers (p<0.05). These findings suggest that the expectations of event success are quite

different across event managers and event volunteers. On one hand, the event managers have certain expectations from the event success parameters as well as how well they managed the event crews. On the other hand, the event crews had certain expectations on leadership style and approach from their event managers as well as some of the parameters of even success that are directly modulated by their ability and skills. It is quite obvious that certain event crews could not accept the autocratic leadership style of their managers. As a result, they provided low ratings to the event success index parameters that were related to leadership attributes and leaders' behavior.

ii.   **Secondary Data**

To recall, the UK-based International Management Group is the official event management partner Indian Premier League since its launch in 2008. Although the organization has its headquarters in New York, United States, it has a PAN global presence. The organization employs and deploys its resources based on the demand of the local and global markets. For example, the company selects sports event managers for the respective franchisees based on the experience and expertise of the incumbent in the PAN India market as well as leverages the advantage of the domiciliary background of the respective individual. For example, one SEM who is deployed for the Delhi Daredevils franchisee has vast experience in arranging Bollywood events and mega weddings before being employed under the IMG for the IPL. This is just one of the examples how the International Management Group has been deploying its resources for ensuring the success of IPL. The success of making IPL a global event could be largely attributed to the International Management Group. The IMG has been successful in its business operations year after year that have helped the IPL to touch its vision in less than 10 years. Hence, it is not surprising why the global event management company have retained the rights of

event management for the Indian Premier League in this coming season of 2020 too. The company competed in the bidding process with Rithi Sports (a company owned by the former Captain of the Indian National Cricket Team) and other two organizations which hold the expertise of many Bollywood (the name by which the Indian Film Industry is popularly known across the globe) events and supply chain logistics. IMG won the bid in spite of its competitors which quoted a lower price for obtaining the event management rights of the IPL. IMG was retained by the IPL authorities owing to its professionalism, the ability to make the event popular and profitable even the tournament is almost 12 years old especially when the format of the game has basically remained the same, and sustaining the deliverable in spite of challenges.

For example, once IPL had to be organized in South Africa due to political bottlenecks in India. It was IMG who successfully hosted the event without any demographic or domiciled advantage of their event managers. However, the business model of IMG was such that it deployed appropriate event managers to make the event successful in a foreign country in spite of geographic, demographic, cultural, and political challenges existing in the hosting nation. Therefore, it was not surprising why the IPL authorities renewed contract with IMG for five more years at one go after the tournament became successful in South Africa. IPL is not only considered a mega cricketing event but has evolved as a platform that integrates celebrities from the silk-screen to sports personalities and cricketers and presents it as a unique package of cricketing infotainment not only for the Indian viewers but also for viewers across the globe.

The Indian Premier League (or popularly known as the IPL) is not only one of the successful cricketing events in the history of cricket but it is also one of the major sporting events that has gained increasing popularity over the globe within a span of 12 years of its launch. The IPL was started by the Board of Cricket Control in India during 2008 with the

intention of curbing private and unstructured cricketing entertainment that used to occur across various nations. The major competitor of IPL was the Indian Cricket League (ICL) which was gaining high popularity across the globe because it was luring overseas cricketers who were either banned from the arena of international cricket or have been out of their national sides due to low performance. However, the ICL was not recognized nor accredited by the International Cricket Council and the players who participated in the tournament where are also banned.

Therefore, a necessity was felt to increase the standards of domestic cricket and popularize the game of cricket through its shorter formats. With this philosophy, the board of cricket control in India decided to launch a professional Cricket tournament which has now become a buzzword in the field of professional sports all across the globe. The IPL is a franchise-based cricket tournament where the participating teams are named after various Indian cities and States. The teams are formed through competitive bidding that includes a collection of local and foreign players. The players of different franchisees are paid by the owners of the franchise. Approximately, 42 million US dollars are available from the owner of the franchisees for participating in the bidding process and the respective auction that takes place with it. When the event was first launched, the major motive of the board of cricket control in India was to improve the skills and ability of the domestic players. However, as time progressed, the popularity of the tournament brought together the film and music industry in the field of cricket to make it a complete package of entertainment to the global audience. IPL also emerged as one of the most successful marketing platforms for global brands. The compensation of the players got increased by whooping amounts that were either unimaginable or unlikely.

One of the major objectives of the BCCI for launching the IPL was also to develop a profitable Cricket League for its own sustenance because the longer formats of the game in

domestic cricket such as the Ranji Trophy was not a profitable option. Although the IPL adapted and benchmarked the marketing practices of the English Premier League as well as the National Basketball Association of the United States both of which would remain some of the greatest major sporting events across the globe, the quality of event management made the tournament a huge success. The context of event management with respect to IPL was extremely important considering the diversity about the local audience as well as international stakeholders. It was the specialty of event management that brought innovative laurels to IPL that also help to retain its popularity in spite of major scandals related to unethical practices in sports especially those that are banned in the Indian subcontinent and also in the field of cricket. There are 10 teams that usually participate in the IPL and amongst them some of the popular teams are Mumbai Indians (owned by the Indian Business Tycoon Mr. Mukesh Ambani), Chennai Super Kings (owned by the son-in-law of Mr. N. Srinivasan, the then Director of the BCCI) , Kolkata Knight Riders (owned by the Bollywood celebrity Mr. Shahrukh Khan who is also popularly known as the King of Bollywood, Rajasthan Royals (also owned by another Bollywood celebrity Ms. Shilpa Shetty), Kings Eleven Punjab (owned by the famous Bollywood celebrity Ms. Preity Zinta), and Royal Challengers Bengaluru (owned by the famous Indian Liquor Merchant Mr. Vijay Malya).

IPL is now one of the most popular sports leagues in the field of global sports not only from the perspective of leveraging the quality of the game but is also a major source of entertainment. The marketing practices coupled with effective event management strategies have made the tournament and its franchisees profitable year after year. The major success of the IPL could be attributed to the marketing and event management strategies employed by the International Management Group which is its official event management partner.

Dar (2016) conducted an exploratory study on the success factors and limitations of the IPL. The data was retrieved from different white papers, previous publications, and media reports on the most popular tournament in the history of cricket. The authors reported their findings through a descriptive narrative style. Different researchers have explored the IPL from the perspective of bidding prices and building logistics, cricketing attributes and the evolution of the game in its shorter formats, the technical efficiency of various franchisees. Quite naturally, the IPL has become a Billion Dollar Baby. However, various authors have challenged the role of professional league sports in influencing the revenue of a community or city. In spite of such challenging views, the Indian Premier League attracts 140 million television audiences and brand endorsements of 4 billion US dollars. The business model of the IPL is highly praised from the perspective of brand valuation because the mega cricketing event is a perfect mix of entertainment, glamour, cricketing excellence, marketing, management, pricing, and profitable endeavors. Dar (2016) highlighted there are various issues that threaten the viability e and success of the IPL and its revenue model. On the other hand, various researchers have evaluated the success of the IPL from the perspective of event management. The success of event management has been correlated with improvements in national economy as well as brand valuation. Event management have also helped young and unpopular players to raise their brand value. Dar (2016) stated that IPL is a boon in the field of cricket and entertainment. Hence, it is not surprising why IPL has emerged as the second richest professional sports league across the globe next to the NBA with a brand value of 4.3 billion US dollars. The major revenue of IPL is obtained from the sales of tickets and media rights, sponsorship, internet rights, collaboration with cellular service providers, and ground advertisements. The total economic output of the 2015 edition of IPL is estimated to be 2650 crores of INR. This estimation on revenue is derived

from direct and indirect economic activities. There is no denial of the fact that India's economy has witnessed a real boom by organizing the IPL. It is estimated that almost 1150 crores INR contribution to the national GDP in 2015 was attributed to the IPL.

The success of event management with regard to the hosting of the IPL is evident from the revenue earned by the respective franchisees since its launch. The data suggest that each and every franchisee, who participated in the IPL, was profitable from the very first year of the IPL. However, there was a difference in the profitability in relation to the expenditure that was incurred by the respective franchisees. For example, Rajasthan Royals was the most profitable franchise in 2009 with the profit of 35.1 crore INR as against an expenditure of 71.3 crore INR. On the contrary, Royal Challengers Bengaluru and Mumbai Indians experienced the lowest profitability during the same version of the IPL. The profitability of both the franchisees where is estimated to be 8.15 crore INR and 7 crore INR against an investment (expense) of 99.1 crores and 99 crores INR respectively. These findings suggest that financial management is not the key parameter in influencing the profitability of the franchisees. In this regard, the role of event management companies and the event managers associated with different franchisees become highly relevant. This is because the source of profitability of the franchisees is not only dependent on the expenses that are made for purchasing the players but also their utility in translating into profitability. Unfortunately, the brand value of the mega cricketing event experienced a significant decline from 2010 to 2012. The brand value came down from 4.13 billion US dollars to 2.92 billion US dollars. The major cause for the erosion of the brand value of IPL was due to the match-fixing allegations and betting scandals involving three to four franchisees. However, the tournament shifted from India to South Africa in 2012 due to the political bottlenecks.

The tournament was a huge success in South Africa and once again the credibility of success of the most glamorous cricketing event in the globe goes to the IMG, the official event management company of the IPL. The shifting of the venue of IPL from India to South Africa was a strategic policy to enhance the goodwill and image of the tournament where the waves of controversy related to match-fixing and betting could be easily avoided. Traditionally, the tournament has been organized in India and was positioned as a local sporting event. Hence, there were apprehensions regarding the success of the event when its venue changed to South Africa. Surprisingly, the tournament was not only a huge success in South Africa both for the nation as well as for the franchisees but it also increased the demand of the Indian audience to host the tournament once again in India. The organizers of IPL needed some event management organizations that had been extremely successful in managing large scale sporting events across the globe. In this regard, the International Management Group exhibited its professionalism and efficiency in making IPL profitable in foreign nations too.

CHAPTER 5: DISCUSSION AND CONCLUSION

Leadership patterns in sport management have been primarily limited to members of the coaching staff, athletic directors, and the board of directors associated with Universities and NSOs (National Sport Organizations). Although a plethora of studies have explored the leadership attributes of the referred professionals, only a few studies have evaluated the leadership patterns that are necessary for the success of small scale or large scale sporting events. Identification of appropriate stakeholder groups and leadership patterns amongst them are key requisites for an OC for preparing and hosting large scale sporting events. Finally, previous studies rarely examined the leadership theories that are applicable to sports event management. To address the gaps in the literature, Parent et al. (2011) sought to determine the most effective

leadership style that should be adopted by sports event managers and allied stakeholders to ensure the success of a large scale sporting event. The authors investigated various types of leadership theories (both traditional and lesser-used theories) to identify the missing links between such theories and the outcomes of large scale sporting events from a stakeholder's perspective. The theoretical framework used by the authors was based on the stakeholder theory that helped them to evaluate why leadership is important for the success of large sporting events. Parent, et al. (2009) showed that different attributes of charismatic and transformational leadership styles are necessary for the success of large scale sporting events. The combination of such leadership styles translate into the improved motivation of the followers, create a workable mission to achieve an attractive vision, and foster commitments and teamwork. However, neither of the two leadership theories could reflect the complete views of the stakeholders from the perspective of hosting a successful sporting event. On the contrary, the multiple-linkage leadership theory (MLLT) could elucidate the attributes that translated into the success of the World Aquatic Championships. To recall, the MLLT describes leadership as a function of task commitment, ability, and clarification of the roles that are desired and designed, the organization of the work or workflows, mutual cooperation and trust, resource allocation and support systems, and external coordination.

Although the MLLT did provide the framework or the requisites that are necessary for leaders in the field of sports event management, it failed to identify the leadership style or a combination of different styles that could ensure the successful hosting of large-scale and mega sporting events. Moreover, the Partner et al. (2011) study did not highlight the effectiveness of different leadership styles based on the end-points that are intrinsic to the successful hosting of a large scale sporting event. For example, an effective leadership style is not only about HRM

(human resource management) and deployment of resources but also to ensure the profitability of the referred events. However, various authors contend that the profitability of a large scale sporting event cannot be judged over a short time span. Therefore, linking profitability parameters to leadership outcomes in large- or mega-scale sporting events is either intangible or irrational. However, such notions are overridden when profitability parameters are gauged over the long term. Based on these assumptions and the lack of evidence, the present study explored the leadership style that is most appropriate for the success of large scale sporting events such as the Indian Premier League. IPL is a cricket league that involves domestic and overseas players who participate in a twenty-over cricket match that lasts around three hours. This format of the game has become more popular due to power-hitting, fastness, the association of celebrities from the Indian and the International film industry, and the amount of money that is pumped into the event. The present study reflected various findings that were analyzed based on the research questions that were undertaken.

The first research question explored, "Whether the style of leadership exhibited by event managers in the IPL significantly differs between each other?" The study showed that the types of leadership styles exhibited by the event managers in the IPL significantly differ between each other ($p<0.05$). The IPL event managers mostly exhibit the autocratic style of leadership compared to the democratic or Laissez-Faire styles. The first research question explored, "Is there any correlation between leadership styles and competencies in SEM that are required for managing large scale sporting events?" There is a significant correlation between leadership styles and competencies in SEM, who were engaged in managing IPLs. For example, autocratic leaders more often went for conflict resolution and delegation, while other leadership styles were associated with training and development of event crews as well as coordination with cross-

functional teams. The third research question explored, "Is there any hierarchy of competencies that are required by SEMs for organizing the IPL?" There is a significant hierarchy of competencies that are required by SEMs for organizing the IPL ($p<0.05$). The competencies could be attributed to event management followed by data management and risk management and exhibition of general management principles. The fourth research question explored "Which of the leadership theories could best describe the leadership style, and job competencies of a SEM entrusted with the organization of the IPL?" Although there is no uniform leadership theory that could best describe the leadership style and job competencies of a SEM entrusted with the organization of the large scale sporting event. However, the present study showed that the self-determination theory is the most appropriate leadership theory that could describe leadership behavior in the event managers of IPL. This is because the leaders had to take a call whether they would engage in an autocratic style or a participatory style of leadership based on the deliverable or the job role of the event crews. The fifth research question explored which leadership style is associated with the highest number of competencies that are required by the SEMs for managing large scale cricketing events. There is no significant difference in the number of competencies exhibited with respect to the leadership style of the SEMs ($p>0.05$). However, the quality and type of competencies could play a significant role in influencing the leadership style or vice-versa of the event managers of the IPL. The fifth research question explored, "Whether differences in leadership styles significantly influence event success index?" The study indeed showed that the difference in leadership styles significantly influences the event success index ($p<0.05$). For example, the present study showed that the event success index score was higher in event managers who exhibited the autocratic leadership style compared to their peers who exhibited the participatory or delegatory leadership styles. The seventh research question

explored, "Whether leadership style and competencies in SEM interact with each other in the successful organization of the IPL?" The present study showed that leadership style and leadership competencies in SEM significantly interact with each other in the successful organization of the IPL ($p<0.05$). However, the direction and extent of such interaction were not reflected in the present study. Nevertheless, the structure of leadership and the competencies that are required from the event managers of the IPL were adequately exhibited. To recall, the study showed that the autocratic leadership style implicates more delegation, conflict management, and governance and less on the general management principles. Such observations were appropriate because the autocratic leadership style was mostly warranted for the success of short term business events. Hence, it is not surprising why most of the event managers of the IPLL who were surveyed exhibited the autocratic leadership style and were also successful in their job role. The 8th question explored "Does leadership style and competencies in SEM influence the profitability of the IPL franchisees?" Although the present study did not evaluate this question directly, the secondary data analysis reflected that leadership competencies in SEM could significantly influence the profitability of the IPL franchisees. For example, Mumbai Indians and Royal Challengers Bengaluru (two renowned IPL franchisees), in spite of investing more money than other franchisees, showed lower profits compared to their peers whose investments were lower. Such findings implicate that the resource utilization was significantly better amongst the franchisees whose investments were not as high as Mumbai Indians and Royal Challengers Bengaluru. The evidence suggests that resource allocation and resource utilization is one of the key attributes of event managers. Hence, it could be inferred that the effectiveness of event managers significantly influenced the profitability of the IPL franchisees.

The 9th question explored, "Whether leadership style in SEM influence competence development in volunteers those who work under them for ensuring the success of large scale sporting events?" Leadership style and competencies in SEM significantly influence competence development in volunteers as projected by perception on event management success by the event crews or volunteers engaged with the IPL franchisees (p<0.05). However, their perception of the abilities of the event manager did not match with that of their event managers. Nevertheless, the study revealed that the leadership attributes that were exhibited by the event managers might not be sought by the event crews. However, the perception of event crews on the event success would significantly vary from the perception of their managers. Such assumptions were supported by this study. To recall, the study showed that the event success score reported by the event managers was significantly higher than that reported by the event management crews who worked under their leadership. The 10th and the final question explored, "Whether the qualities and abilities of SEM significantly influence the motivation and professionalism of event screws (volunteers) that translate into event success?" The qualities and abilities of SEM significantly influence the motivation and professionalism of event screws (volunteers) that translate into vent success (p<0.05). However, the study did not reflect which type of leadership style would best motivate them on their job role. However, it becomes imperative which leadership style is sought by the event crews in motivating or engaging them in IPL.

The major strength of this study is that it provided conclusive evidence regarding the leadership style that is most effective for managing large scale sporting events. The second strength of this study was that it provided conclusive evidence that leadership style often interacts with leadership attributes as well as the deliverable that is required for the success of an event. Such interaction influences the leadership behaviors that are exhibited by event managers

of cricketing events. The study also had certain limitations. However, the major limitation of this study was its sample size. Moreover, the study involved participants from one geographical location and one sporting activity. Future studies should be conducted in a cross-sectional manner with larger sample sizes to reproduce or challenge the findings that were reported by the present study. Although the study involved participants from one geographical location and one sporting domain, the findings could be extrapolated to T-20 (twenty over cricket) cricketing events across the globe. However, the overall success of the event would depend on the geographical location in which it would be hosted as well as the marketing of the event. The present study is limited to the evaluation of event success as a function of leadership style in event managers.

Based on this study, it could be recommended that event managers should exhibit high competence in delegating and managing conflicts across event crews that would increase the probability of success of a large scale sporting event.

References

Dar U (2016) Indian Premier League- Boon or Bane, *IOSR Journal of Sports and Physical Education, 3(6), pp. 1-4*

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. The Leadership Quarterly, 25(1), 36-62.

Goodarzi, M, Asadi, N, Sajjadi, S & Moradi M *(2012)* Prioritizing the Competencies of Sport Event Managers from Viewpoints of Managers Holding National Sport Competitions in Federations, *World Journal of Sport Sciences* 6 (4), pp. 452-458

Hede, A.-M., & Kellett, P. (2011). Marketing communications for special events: Analysing managerial practice, consumer perceptions and preferences. *European Journal of Marketing*, 45(6), 987-1004

Keegan, A. E., & Den Hartog, D. N. (2004). Transformational leadership in a project based environment: A comparative study of the leadership styles of project References 338 managers and line managers. *International Journal of Project Management*, 22(8), 609-617.

Kort, E. D. (2008). What, after all, is leadership? 'Leadership' and plural action. *The Leadership Quarterly,* 17(2), 409-425

Lockstone-Binney, L., Robertson, M., & Junek, O. (2013). Emerging knowledge and innovation in event management. *International Journal of Event and Festival Management*, 4(3)

Leigh, J (2019), 'Exploring the leadership styles of event managers and variation in their attitudes towards volunteer training', PhD thesis, Southern Cross University, Lismore, NSW

Müller, R. & Turner, J. R. (2010). Attitudes and Leadership Competences for Project Success, Baltic Journal of Management, 5(3), pp. 307- 329.

Northouse, P. G. (2007). Leadership: Theory and practice. 3rd ed. Thousand Oaks, CA: Sage.

Parent, M. M., Beaupré, R., & Séguin, B. (2009). Key leadership qualities for major sporting events: The case of the World Aquatics Championships. International Journal of Sport Management and Marketing, 6(4), 367-388.

Wahab S, Shahibib , M, Ali, J, Bakar , S, & Amrin A (2014) The Influence of Leaders Orientation on Event Management Success: Event Crews Perception, *Procedia - Social and Behavioral Sciences* 109 (2014), pp. 497 – 501