



Guideline for the Management of Novice Basketball University Teams in Guangdong Province

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Abstract

Background and Aim: This research aims to develop guidelines for the management of novice basketball university teams in Guangdong Province using management theory by investigating the current situation and problems of novice basketball university team management in Guangdong Province. Additionally, find out the main factors affecting the management of novice basketball teams at Guangdong University and put forward countermeasures to solve the problem. Finally, develop guidelines for the management of novice basketball university teams in Guangdong Province, which will be tested for applicability and validity by the experts using the connoisseurship method. This research mainly improves the management of novice basketball teams in Guangdong universities.

Materials and Methods: The population of this research consists of three universities in Guangdong Province with novice basketball teams, namely Guangdong Teachers College of Foreign Languages and Arts, Guangdong Light Industry Vocational College, and Guangdong Institute of Finance. Seventy-nine novice basketball team members and eight coaches from three universities were a sample group of this research. A purposive sampling method was used. The questionnaire was distributed to the sample group to investigate the current situation in managing novice basketball university teams. After that, seven experts were invited to conduct interviews to draft the key elements for developing management guidelines. Nine experts conducted focus group discussions to develop management guidelines. Finally, seven experts conducted a connoisseurship discussion to confirm the developed management guideline. In this research, mean and standard deviation were used to analyze the data. The IOC value was as follows: the questionnaire for novice basketball team members was 0.86, the questionnaire for novice basketball team coaches was 0.90, and the interview form was 0.90.

Results: The results showed that guideline for the management of novice basketball university teams in Guangdong Province was organized as follows: (1) planning divided into four aspects, namely set clear objectives, needs assessment, strategic partnerships, and annual development plan; (2) organizing divided four aspects, namely allocate resources effectively, build a structured team, recruit skilled coaches, and training program; (3) leading divided four aspects namely motivational leadership, player development, promote basketball on campus, and encourage open communication; (4) controlling divided four aspects namely monitor progress, feedback mechanisms, accountability systems, and evaluate team and coach performance.

Conclusion: The results of this study show that the 'Management Guide for New College Basketball Teams in Guangdong Province' is comprehensive and targeted, based on the POLC (plan-organize-lead-control) management theory. The expert group agreed that the guide is very suitable for the resource conditions of universities in Guangdong Province and has high practicality and promotion value, considering the operational and development needs of novice teams. They can provide systematic guidance for improving the management efficiency and competitiveness of new college basketball teams in Guangdong Province.

Keywords: Novice Basketball Team; Management Guideline; Basketball University Team

Introduction

Competitive basketball is one of the most popular sports in the world, and since the Guangdong Hongyuan team became the powerhouse of the Chinese men's professional basketball league, the popularity and fervor of basketball in Guangdong have been increasing. With the promotion of national fitness, the national campaign has strengthened the position of basketball in the sport. Universities and colleges in Guangdong province regularly (1-2 times per year) organize intramural basketball competitions to enrich





the campus activities of college students, with games in groups based on regions, faculties, grades, and classes. Basketball enthusiasts who are studying at universities love the basketball games organized by the universities and hope to show their strength on the basketball court. They start to form their basketball teams to sign up for the games as soon as the notices of the games are released. As a result, there are many newly formed basketball teams on the campus of Guangdong University, which we call “novice basketball teams.” These novice basketball teams face the challenge of managing their teams, such as how to run them in an organized, planned, and goal-oriented manner, and how to get good results in the tournament. This is where we focus our attention.

The management of novice basketball teams in universities faces numerous challenges rooted in their spontaneous and informal formation. Typically, these teams are established hastily in response to announcements of campus basketball tournaments. Leadership roles, such as team managers or captains, are often assigned to individuals with prior playing experience rather than formal training in sports management. This lack of professional structure leads to inefficiencies in administrative tasks, including registration, scheduling, and resource allocation. Furthermore, the imbalance in team composition, arising from informal selection processes, results in skill disparities that affect performance during games (Xu, 2021). Additionally, these teams struggle with inadequate resources and limited access to training facilities, which hinders their preparation. Training programs, if conducted, are often unsystematic due to the absence of professional coaching. Organizational challenges, such as poor coordination among players and mismanagement of funds, are common. These issues are compounded by a short-term focus, as many novice teams disband after a single tournament without pursuing sustained improvement. The lack of a competitive team culture, coupled with low commitment levels among some players, further diminishes their potential to excel (Li & Chen, 2020). Addressing these issues requires structured training for student managers, better resource allocation, and a long-term strategic approach to team development.

As mentioned above, the novice basketball team has no experience in managing the team. In the past campus basketball games, we found that the teams were worried about missing the registration time, most of the teams are hastily formed, and work arrangements, funding, venues, executive management, etc., by the players who have had experience in participating in the game to serve as the team manager, the team's other management personnel, staff, and the configuration of the players are voluntary enrollment, or passive arrangements, they have not received professional training, half-knowledge of the work responsible for each position is the process of learning by doing. Therefore, they, as a team, will be in the whole season to go through many more detours. Due to the limited number of teachers and experts at the university and their limited time, they cannot provide basketball enthusiasts with very systematic and comprehensive guidance and help in the management of basketball teams. Therefore, it is difficult for them to find people (teachers and experts) who can guide novice basketball team management. However, there is not a wealth of literature and information based on the management guidelines for novice basketball teams in Guangdong universities. Then, it will take a long time to learn the management of a novice basketball team if it is learned from scratch (Zhang & Li, 2019).

As we all know, management is primarily about managing human endeavor. The collective effort of human beings in an organization determines its success or failure. In other words, teamwork leads to the achievement of organizational goals and objectives. The success of an organization depends on the extent to which the manager can pair and link the individual goals of the employees with the overall goals of the organization. Thus, the victory of an organization depends on the extent to which employees or teams of employees are managed, led, and motivated (Bhattacharjee, 2013). However, it is a great challenge for novice basketball teams to function well in the roles of managers and players to lead the corps teams to the end and achieve ultimate victory. To carry out team management, it is necessary to have a team with a division of labor. In the context of basketball teams in Southeastern European countries, it was found that



players' work participation is the medium through which HRM can influence individual athletes' performance, and part of the mission of HRM in sports clubs is to maximize athletes' performance (Ivašković & Čatef, 2022). What championship teams do and what regular teams do not do is share the responsibility of fulfilling each key role and achieving each goal. These goals form the team culture, the values, and beliefs that drive individual and team behavior. The quality of management of a basketball team is directly proportional to the team's success in the game.

This research aims to develop guidelines for the management of novice basketball university teams in Guangdong Province using management theory by investigating the current situation and problems of novice basketball university team management in Guangdong Province. Additionally, find out the main factors affecting the management of novice basketball teams at Guangdong University and put forward countermeasures to solve the problem. Finally, develop guidelines for the management of novice basketball university teams in Guangdong Province, which will be tested for applicability and validity by the experts using the connoisseurship method. This research mainly improves the management of novice basketball teams in Guangdong universities. Moreover, this study provides a reference basis for improving the management level of novice basketball teams in Guangdong universities and has a positive impact on the construction of the university's basketball culture in Guangdong Province.

Research Objectives

1. To study the current situation and problems of the management of novice basketball university teams in Guangdong province.
2. To develop guidelines for the management of novice basketball university teams in Guangdong Province.
3. To confirm guidelines for the management of novice basketball university teams in Guangdong Province.

Research Question

1. What is the current situation and problems of novice basketball teams' management in universities in Guangdong province?
2. What are the elements of guidelines for the management of novice basketball university teams in Guangdong province?

Literature Review

The current situation of the management of university novice basketball teams in Chinese universities

1. Uneven allocation of resources

One of the main problems faced by novice basketball teams in Chinese universities in terms of management is the uneven allocation of resources. Research shows that many newly established basketball teams often struggle to compete with established teams due to a lack of adequate funding, venues, and professional coaching support. These imbalances in resources have resulted in novice teams being limited in their performance in training and matches and struggling to perform at their best. Some studies have suggested that schools should provide more resource support, especially in terms of field use and coach training, to help novice teams grow better. Wareham (2021) highlights that inadequate sports facilities and outdated equipment are common barriers to effective team training. Universities should prioritize upgrading and maintaining training facilities. This includes the adoption of modern technologies, such as electronic scoring systems and efficient training aids, to enhance performance and accuracy in sports. In addition, according to Smith & Jones (2019), funding constraints are a significant challenge. Studies suggest



universities can explore diverse funding strategies, including public grants like the Community Development Block Grant Program (CDBG), private investments, and partnerships with local businesses or sports organizations. These sources can provide resources for infrastructure improvements and enhanced training programs.

2. Differences in coaches' level of expertise

Another notable current state of research is the varying levels of professionalism among coaches. Novice basketball teams in Chinese universities are usually coached by volunteers or non-professionals, and these coaches have limited basketball skills and management experience, making it difficult to develop effective training plans and game strategies for their teams. Enhancing the training of coaches will enable them to better guide the team and achieve long-term development of the team. Acet, M. et al. (2017), coaches are not just instrumental in athletic development but also in teaching life skills. Skilled coaches use their expertise to instill discipline and resilience in athletes, which can be transferred to challenges beyond the sports environment. Such comprehensive development highlights the need for universities to prioritize hiring experienced coaching staff.

3. Insufficient support of campus basketball culture

The construction of campus basketball culture plays an important role in the development of novice basketball teams. However, research shows that many Chinese universities have a weak basketball culture and lack support and motivation for novice teams. This lack of culture leads to difficulties in sustaining the enthusiasm of players and affects the long-term development of teams. Strengthening the campus basketball culture can be done by organizing more basketball activities and events to enhance students' participation and love for basketball. Smith & Brown (2020), providing regular competition opportunities helps players improve their technical skills, teamwork, and confidence. Engaging in inter-university and regional competitions can enhance skill levels and prepare players for higher levels of the game.

4. Lack of management experience

Managers of novice basketball teams are usually inexperienced, especially in developing training programs, game strategies, and team management. Studies have found that many novice teams do not have clear goals and plans at the beginning of the season, leading to disorganized training and unclear game strategies, which ultimately affect game performance. Improving this problem requires enhanced training for team managers and providing references to successful cases. Chelladurai & Kerwin (2018). Establishing clear policies for team management promotes effective oversight and accountability in university sports programs. Dedicated sports committees can be formed to monitor the progress of novice basketball teams, identify challenges, and implement solutions proactively. Universities play a pivotal role in supporting these teams by allocating sufficient budgets to provide essential resources such as modern training equipment, access to experienced coaching staff, and funding for competitive participation. This comprehensive approach not only fosters skill development but also ensures the sustainability and growth of novice basketball programs.

The Management of University Novice Basketball Teams in Guangdong Province

There are significant differences in the establishment of management frameworks and resource allocation for novice university basketball teams in Guangdong Province. Due to the imbalance in resource allocation among universities, novice teams often face problems such as insufficient venues, a shortage of training equipment, and a lack of professional guidance. These problems limit the daily training and overall development of the teams. The study suggests that universities in Guangdong Province should support the growth of novice basketball teams through reasonable resource allocation and a systematic management framework. This includes providing more training venues, introducing professional coaches, and improving training equipment (Li & Zhang, 2020). In colleges and universities in Guangdong Province, the professionalization level of the coaching staff is one of the key factors affecting the effectiveness of novice



basketball team management. Due to the lack of professional coaches in some novice basketball teams, players often show low efficiency in learning and training skills and tactics. Research has pointed out that enhancing the professionalism of coaches, for example, by providing regular training and professional certification, can significantly improve the competitiveness and management effectiveness of teams (Chen & Wang, 2019). In addition, schools should also encourage experienced basketball coaches to join the management of novice teams to provide more professional guidance to the teams.

Team cohesion and culture building play an important role in the management of novice basketball teams in Guangdong Province. As members of novice basketball teams usually come from different grades and majors, they often lack tacit understanding and team awareness at the initial stage. Studies have shown that through effective team-building activities and cultural promotion, trust and cooperation among team members can be enhanced, which in turn improves overall game performance. Team culture building also includes the establishment of clear team goals, incentives, and regular team activities to improve team cohesion (Zhou & Liu, 2018). Guangdong universities should pay more attention to the promotion of campus basketball culture in the process of developing novice basketball teams. A strong basketball cultural atmosphere can not only attract more students to participate in basketball but also provide strong support for the development of novice basketball teams. By organizing more on-campus basketball activities, promoting basketball culture, and strengthening media publicity, we can effectively enhance the campus basketball atmosphere and motivate basketball novices to make continuous progress.

In Conclusion, the literature on managing novice basketball teams in universities highlights several recurring themes and challenges. A major focus is on resource allocation and infrastructure, where novice teams frequently face limitations in funding, training venues, and access to professional coaching. These constraints often result in uneven performance and hinder skill development compared to established teams. Effective management frameworks emphasize equitable resource distribution, the provision of professional training for coaches, and the improvement of training facilities as critical factors for team success.

Another significant area is the development of team culture and psychological training. Novice teams often lack cohesion and face difficulties due to the diverse backgrounds of players, which can affect teamwork and overall performance. Studies have emphasized the importance of team-building activities, clear goal-setting, and psychological support to enhance mental resilience during competitions. Furthermore, the professionalization of team managers, including training in planning and organizational skills, is essential for addressing operational inefficiencies and fostering long-term team development. These findings suggest a comprehensive approach combining resource support, professional expertise, and cultural integration to improve the management of novice basketball teams.



Conceptual Framework

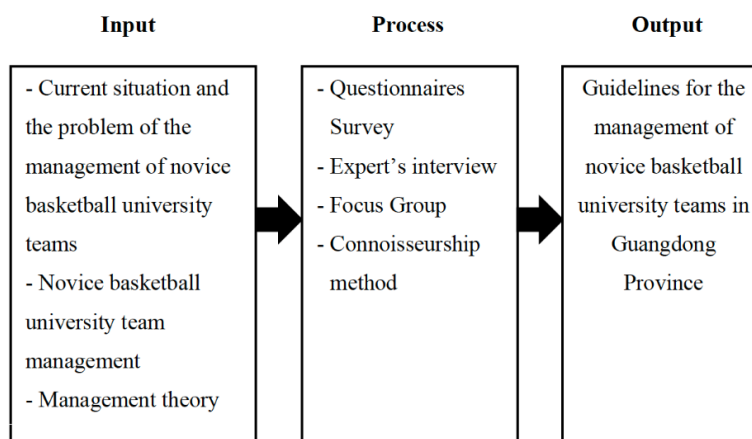


Figure 1 Conceptual Framework

Methodology

This study is a survey research using a questionnaire survey, expert interviews, focus groups, and connoisseurship methods.

1. Population and sample

Population specification and size: The population of this research comprises three universities in Guangdong Province with novice basketball teams, namely Guangdong Teachers College of Foreign Languages and Arts, Guangdong Light Industry Vocational College, and Guangdong Institute of Finance. The survey objects are novice basketball team members and coaches in three universities, and the three universities have a total of 79 novice basketball team members and eight coaches.

The total population is identified as follows:

1. Guangdong Teachers College of Foreign Languages and Arts has 29 novice basketball team members and three coaches.
2. Guangdong Light Industry Vocational College has 23 novice basketball team members and two coaches.
3. Guangdong Institute of Finance has 27 novice basketball team members and three coaches.

2. Research Participation

Expert for IOC: 3 experts, including two basketball coaches and one basketball team manager, were selected using a purposive sampling method. They were invited to evaluate the questionnaires designed for novice basketball team members and coaches, as well as the expert interview form. The evaluation was conducted using the Index of Item-Objective Congruence (IOC) method to ensure the content's relevance and alignment with the research objectives.

Expert for Experts' interview: 7 experts, including two basketball coaches, two basketball athletes, one basketball team manager, one basketball team sponsor, and one university leader, were selected using a purposive sampling method. They were invited to participate in expert interviews to gather more information about the management of the university's novice basketball team and draft the key elements and framework of guidelines for the management of novice basketball university teams in Guangdong Province.

Expert for Focus Group: 9 experts, including two basketball coaches, one basketball athlete, two basketball team managers, two physical education teachers (basketball), one basketball team sponsor, and



one university leader, were selected using a purposive sampling method. They were invited to participate in focus group discussions to develop guidelines for the management of novice basketball university teams in Guangdong Province.

Expert for Connoisseurship: 7 experts, including three basketball coaches, one basketball athlete, one basketball team manager, one basketball team sponsor, and one university leader, were selected using a purposive sampling method. They were invited to participate in a connoisseurship discussion to confirm the developed guidelines for the management of novice basketball university teams in Guangdong Province.

3. Research Instruments

In this research, the following tools were used to conduct the research: (1) Questionnaires for novice basketball team members. (2) Questionnaires for novice basketball team coaches. (3) Interview form for the expert. (4) Focus Group Outline. (5) Connoisseurship Evaluation Outline.

4. Data Collection

1. Reviewing related documents, including books, journal articles, newspapers, theses, and conference papers from various databases both domestically and internationally, these data are essential to gather preliminary information for drafting a questionnaire.

2. Questionnaires for novice basketball team members and questionnaires for novice basketball team coaches were developed to explore the current situation and problems in managing university novice basketball teams. To ensure the questionnaires' validity and alignment with the research objectives, this questionnaire was evaluated by three experts using the Item-Objective Congruence (IOC) method.

3. The questionnaires will be distributed to 79 novice basketball team members and eight coaches through on-site distribution to study the current situation and problems related to the management of university novice basketball teams.

4. Draft an interview form for experts' interviews. To ensure the interview form's relevance and alignment with research objectives, it was evaluated by three experts using the Item-Objective Congruence (IOC) method.

5. 7 experts, including two basketball coaches, two basketball athletes, one basketball team manager, one basketball team sponsor, and one university leader, were invited to conduct face-to-face interviews to gather comprehensive insights on the management of the university novice basketball team. These interviews aimed to collect detailed information to draft the key elements and framework for developing guidelines for the management of novice basketball university teams in Guangdong Province.

6. 9 experts, including two basketball coaches, one basketball athlete, two basketball team managers, two physical education teachers (basketball), one basketball team sponsor, and one university leader, were invited to participate in focus group discussion to develop guidelines for the management of novice basketball university teams in Guangdong Province.

7. 7 experts, including three basketball coaches, one basketball athlete, one basketball team manager, one basketball team sponsor, and one university leader, were invited to participate in a connoisseurship discussion to confirm the developed guidelines for the management of novice basketball university teams in Guangdong Province.

5. Data Analysis

This study primarily employed software packages for data analysis.

5.1 The questionnaires for novice basketball team members and the questionnaire for novice basketball team coaches used descriptive statistics such as mean (\bar{x}) and standard deviation (S.D.) to analyze the data.

5.2 Evaluate the content validity of the questionnaire for novice basketball team members, the questionnaire for novice basketball team coaches, and the interview form using the Index of Item-Objective Congruence (IOC). The IOC value for the questionnaire for novice basketball team members was 0.86, the

IOC value for the questionnaire for novice basketball team coaches was 0.90, and the IOC value for the interview form was 0.90.

5.3 The expert interview with seven experts was analyzed using content analysis.

5.4 The focus group discussion with nine experts was analyzed using content analysis.

5.5 The connoisseurship discussion with seven experts was analyzed using content analysis.

5.6 The researcher applied a Likert scale to evaluate the data collected from the experts, calculating the mean score for each measure based on their evaluations and feedback. This method facilitated a structured analysis of expert input, ensuring a clear interpretation of the data.

The meanings of 5 scale evaluation are 1 = Very Poor, 2 = Poor, 3 = Moderate, 4 = High, 5 = Highest. The details of the score criteria are as follows (Best, 1977):

Average score range	Meaning
1.00 - 1.79	Very Poor
1.80 - 2.59	Poor
2.60 - 3.39	Moderate
3.40 - 4.19	High
4.20 - 5.00	Highest

Results

After reviewing related research and literature, including examining the current situation and challenges in the management of novice basketball teams at universities in Guangdong Province through surveys and expert interviews, as well as conducting expert group discussions to develop guidelines for the management of novice basketball university teams in Guangdong Province, the established guidelines were validated through a connoisseurship process. The results of the research, based on this methodology, are presented in four key parts as follows:

1. Investigate the current situation and problems of the management of novice basketball university teams in Guangdong Province.

1.1 The result of the questionnaire survey for novice basketball team members

After distributing the questionnaire to all 79 novice basketball team members from 3 universities, responses were successfully collected from all participants. The data obtained from these responses were analyzed as follows:

Table 1 The questionnaire survey results of novice basketball team members (n=79)

Questionnaire Items	Total Score		Result
	\bar{x}	S.D.	
1. Satisfied with the current training facilities	2.30	0.46	Poor
2. The team has access to sufficient training equipment	2.60	0.80	Moderate
3. The current training schedule is effective in improving your skills and performance	2.40	0.49	Poor
4. There are sufficient opportunities for novice players to participate in competitions	2.25	0.34	Poor
5. The coach is professional	2.12	1.43	Poor
6. The coach regularly provides constructive feedback to help players improve	3.07	0.79	Moderate
7. The coach supports the team in both their athletic and personal development	3.16	0.84	Moderate
8. Team members collaborate well during training and competitions	2.80	0.60	Moderate



Questionnaire Items	Total Score		Result
	\bar{x}	S.D.	
9. Conflicts among team members are handled effectively	3.12	0.83	Moderate
10. Team-building activities are regularly organized to enhance cohesion	2.40	0.49	Poor
11. The team management provides adequate support for players' mental well-being	3.00	0.45	Moderate
12. Receive guidance on managing stress and pressure during competitions	3.10	0.54	Moderate
13. Face challenges in balancing academic commitments and basketball activities	2.90	0.54	Moderate
14. The team's lack of funding affects the team's ability to function effectively	4.50	0.60	Highest
15. The current management system effectively addresses players' concerns and issues	2.30	0.46	Poor
16. The university provides the team with appropriate resources.	2.60	0.80	Moderate

From Table 1, the result of the questionnaire survey for novice basketball team members showed that novice basketball teams still need to increase more suitable training facilities and training equipment. It can be seen from question 1, "Satisfied with the current training facilities," the result of this question was "Poor" ($\bar{x} = 2.30$), and in question 2, "Team has access to sufficient training equipment," the result of this question was in the "Moderate" ($\bar{x} = 2.60$). Novice basketball team members also need more opportunities to participate in competitions, as can be seen from question 4, "There are sufficient opportunities for novice players to participate in competitions." The result of this question was in the "Poor" ($\bar{x} = 2.25$). Moreover, in the aspects of the training program and the coach's performance, novice basketball team members think that they need to be improved. It can be seen from question 3, "The current training schedule is effective in improving your skills and performance," the result of this question was "Poor" ($\bar{x} = 2.40$), and question 5, "The coach is professional," the result of this question was in the "Poor" ($\bar{x} = 2.12$).

In terms of managing stress and pressure, novice basketball team members think that team management does not provide adequate support and needs more guidance on managing stress and pressure during competitions. It can be seen from question 11, "The team management provides adequate support for players' mental well-being," the result of this question was "Moderate" ($\bar{x} = 3.00$), and question 12, "Receive guidance on managing stress and pressure during competitions," the result of this question was in the "Moderate" ($\bar{x} = 3.10$).

The important problems for developing novice basketball teams were that the teams still lack funding, the university should allocate more resources to novice basketball teams, and the current management system is not good. It can be seen from question 14, "Team lack of funding which affects the team's ability to function effectively," the result of this question was in the "Highest" ($\bar{x} = 4.50$), and question 16, "The university provides the team with appropriate resources," the result of this question was in the "Moderate" ($\bar{x} = 2.60$). Question 15, "The current management system effectively addresses players' concerns and issues," the result of this question was "Poor" ($\bar{x} = 2.30$).

1.2 The result of the questionnaire survey for novice basketball team coaches

After distributing the questionnaire to all eight novice basketball team members from 3 universities, responses were successfully collected from all participants. The data obtained from these responses were analyzed as follows:



Table 2 The questionnaire survey results of novice basketball team coaches (n=8)

Questionnaire Items	Total Score		Result
	\bar{x}	S.D.	
1. The university provides sufficient resources, such as equipment and facilities, for novice basketball teams	2.14	1.44	Poor
2. Training venues are readily available and meet the team's needs	3.12	0.83	Moderate
3. The budget allocated for the basketball team is adequate	2.14	0.57	Poor
4. Team management receives consistent support from the university administration	2.61	0.69	Moderate
5. Players adhere to training schedules and team policies	3.58	0.65	High
6. There is a shortage of professional coaching staff for the team	4.72	0.54	Highest
7. Psychological training and stress management support are insufficient for members.	2.99	0.65	Moderate
8. Is support from the university's sports culture inadequate to foster player engagement?	4.09	1.16	High
9. Are time conflicts between players' academic schedules and training sessions frequent?	2.69	0.75	Moderate
10. Collaboration with external professional coaches would be beneficial.	4.38	0.73	Highest
11. More intra- and inter-university basketball events should be organized to promote team growth.	4.55	0.62	Highest
12. Regular training sessions should be scheduled to improve team performance.	4.32	0.72	Highest

From Table 2, the results of the questionnaire survey for novice basketball team coaches showed that novice basketball team still lacks important support from universities, such as equipment and facilities, including a budget. This can be seen from question 1, “The university provides sufficient resources, such as equipment and facilities, for novice basketball teams?” the result of this question was in the “Poor” (\bar{x} = 2.14), question 3, “The budget allocated for the basketball team is adequate?”, the result of this question was in the “Poor” (\bar{x} = 2.14), and question 4 “Team management receives consistent support from university administration?” the result of this question was in the “Moderate” (\bar{x} = 2.61).

In terms of the professionalism of coach and training sessions, novice basketball team coaches still need more professional coaching staff for the team, this can be seen from question 6, “There is a shortage of professional coaching staff for the team?” the result of this question was in the “Highest” (\bar{x} = 4.72). Moreover, they think universities should invite external professional coaches to train athletes. This can be seen from question 10, “Collaboration with external professional coaches would be beneficial?” The result of this question was in the “Highest” (\bar{x} = 4.38). Novice basketball team coaches recommended that training sessions be developed to improve team performance. This can be seen from question 12: “Regular training sessions should be scheduled to improve team performance?” The result of this question was in the “Highest” (\bar{x} = 4.32).

In terms of support activity from the university, novice basketball team coaches think the support from the university in organizing the activity is very important, and it can promote the novice basketball team. This can be seen from question 11, “More intra- and inter-university basketball events should be



organized to promote team growth?" The result of this question was in the "Highest" ($\bar{x} = 4.55$). They think the university needs to support novice basketball to promote athlete participation. This can be seen in question 8: "Support from the university's sports culture is inadequate to foster player engagement?" The result of this question was in the "Highest" ($\bar{x} = 4.09$).

2. Conduct an expert interview to gather comprehensive insights on the management of the university's novice basketball team and draft the key elements and framework for developing guidelines for the management of novice basketball university teams in Guangdong Province.

Based on the experts' interview, the POLC theory framework is suitable for developing the framework of guidelines for the management of novice basketball university teams in Guangdong Province. POLC theory, including planning, organizing, leading, and controlling, and the POLC framework, is suitable for structuring and monitoring all aspects of novice basketball team management as follows:

2.1 Planning: Develop a comprehensive promotional plan to raise awareness, including campus-wide basketball events, workshops, and guest appearances by professional players. Use social media campaigns and student organizations to spread awareness. In addition, the university's novice basketball team must establish clear team objectives and align them with the university's sports goals. Create structured training schedules and long-term development plans for players.

2.2 Organizing: Form a dedicated basketball promotion committee comprising students, faculty, and administration. Allocate resources for events like inter-university basketball matches and fitness programs. Define roles for coaches, managers, and players. Ensure the availability of adequate facilities, equipment, and funding.

2.3 Leading: Engage student leaders and athletes to serve as ambassadors for basketball. Host motivational talks and interactive sessions to encourage participation. Foster strong communication between team members and management. Encourage leadership development within the team and motivate players through recognition and rewards.

2.4 Controlling: Measure success through increased participation in basketball-related activities and feedback surveys to assess student enthusiasm and awareness. Monitor team progress using performance metrics like win-loss records, skill improvement, and player satisfaction. Regularly review and update management practices.

3. Develop guidelines for the management of novice basketball university teams in Guangdong Province by using focus group discussions.

Based on the results of the focus group discussion and POLC theory, there was a summary:

3.1 Resource allocation aspect: The university should focus on adequate funding, modern facilities, and well-maintained equipment, which are foundational to success.

3.2 Skill development aspect: novice basketball teams should focus on regular training, and access to professional coaching is essential for player improvement.

3.3 Competitions aspect: The novice basketball team should focus on organizing and participating in frequent events to build experience and team cohesion.

3.4 Mental health support aspect: The novice basketball team should focus on integrating stress management and mental well-being into the training program.

3.5 The university engagement aspect should focus on strengthening the support from university leadership and cultivating a sports-friendly campus environment.

Therefore, a guideline for the management of novice basketball university teams in Guangdong Province was developed as follows:



Table 3 Guideline for the management of novice basketball university teams in Guangdong Province

Guideline for the management of novice basketball university teams in Guangdong province	
Planning	
Set Clear Objectives	1. Define short-term and long-term goals for the team, such as improving skill levels, participating in regional competitions, and fostering teamwork. 2. Develop performance metrics for players and the team, including skill assessments, game performance, and academic balance.
Needs Assessment	1. Conduct regular assessments of resources, facilities, and coaching requirements. 2. Identify funding needs and potential sources of sponsorships or partnerships.
Strategic Partnerships	Establish collaborations with professional basketball organizations, alumni, and local businesses to provide funding, mentorship, and training opportunities.
Annual Development Plan	Design an annual plan that includes training schedules, competition timelines, workshops, and community engagement events to increase team visibility.
Organizing	
Allocate Resources Effectively	1. Prioritize the provision of modern training equipment, well-maintained facilities, and adequate funding for competitions. 2. Ensure a transparent process for budget allocation and resource management.
Build a Structured Team	1. Clearly define roles and responsibilities for coaches, team captains, managers, and players. 2. Include mental health professionals or counselors as part of the team's support structure.
Recruit Skilled Coaches	Hire certified and experienced coaches to lead the training sessions. Provide opportunities for professional development for existing coaching staff.
Training Programs	Organize regular and comprehensive training sessions that balance physical, technical, and psychological development. Include sessions on stress management, sportsmanship, and teamwork to enhance player readiness.
Leading	
Motivational Leadership	Foster a positive and inclusive team culture that encourages collaboration and personal growth. Celebrate individual and team achievements to maintain high morale.
Player Development	Create opportunities for players to gain experience through intra- and inter-university tournaments. Organize workshops and seminars with professional athletes to inspire and guide players.
Promote Basketball on Campus	Conduct promotional campaigns using social media and campus events to attract new players and build a supportive fan base. Encourage faculty and students to participate in basketball-related events,



Guideline for the management of novice basketball university teams in Guangdong province

fostering a strong sports culture.

Encourage Open Communication	Establish regular meetings between coaches, players, and university administrators to discuss progress, challenges, and feedback.
Controlling	
Monitor Progress	Use performance indicators to track the progress of players and the team. Review training effectiveness, competition outcomes, and resource utilization periodically.
Feedback Mechanisms	1. Collect feedback from players, coaches, and stakeholders to identify areas for improvement. 2. Conduct annual reviews of the management framework to make necessary adjustments.
Accountability Systems	Assign clear accountability for the execution of plans and use transparent reporting systems. Conduct financial audits for funds allocated to the basketball team.
Evaluate Team and Coach Performance	Implement periodic evaluations based on predefined metrics such as skill development, teamwork, and sportsmanship. Provide constructive feedback and incentives to improve performance.

4. Confirm the developed guideline for the management of novice basketball university teams in Guangdong Province by using the connoisseurship method.

After conducting a comprehensive process that included a questionnaire survey, expert interviews, and focus group discussions, the researcher has developed a complete guideline for the management of novice basketball university teams in Guangdong Province. To validate the effectiveness, applicability, and practicality of these guidelines, the connoisseurship method was employed for confirmation. This panel included seven experts, including three basketball coaches, one basketball athlete, one basketball team manager, one basketball team sponsor, and one university leader. The purpose of the connoisseurship discussion was to confirm and evaluate the feasibility and appropriateness of the developed guidelines for the management of novice basketball university teams in Guangdong Province.

The experts unanimously agreed that the proposed guideline is practical and can be implemented within the resource constraints of most universities. The researcher has summarized expert opinions and evaluation results on the developed guidelines for the management of novice basketball university teams in Guangdong Province as follows:

Expert 1 was a basketball coach. He agreed that the guideline is realistic and feasible to implement within the context of university sports programs in Guangdong province. The framework is adaptable to both smaller and larger universities with varying levels of support for sports activities.

Expert 2 was a basketball coach. He agreed that the guidelines' provisions for collaboration with external coaches, sponsors, and university administrators were seen as essential for long-term sustainability.

Expert 3 was a basketball coach. He emphasized the suitability of POLC-based (Planning, Organizing, Leading, Controlling) strategies, particularly in ensuring structured team management and fostering player growth. Moreover, this guideline also focuses on creating structured training programs and providing mentorship opportunities, which were praised for their potential to improve team performance.



Expert 4 was a basketball athlete. He believed that the guideline effectively addresses core issues, including inadequate facilities, lack of professional coaching, and limited opportunities for player development.

Expert 5 was a basketball team manager. He believed that the guideline aligns with the unique needs of novice basketball teams and addresses existing gaps in management. The structured approach based on POLC principles ensures that all critical elements of team management are covered effectively.

Expert 6 was a basketball team sponsor. He indicated that the guideline provides a comprehensive and practical framework, and the guideline's provisions for collaboration with external coaches, sponsors, and university administrators were seen as essential for long-term sustainability.

Expert 7 was a university leader. He agreed that the proposed guideline is suitable for using management with novice basketball teams. The inclusion of resource allocation plans for facilities, training equipment, and budgetary provisions aligns well with the current challenges faced by novice basketball teams.

Based on the above connoisseurship discussion results, all experts agreed that the developed guideline provides a comprehensive and practical framework for managing novice basketball teams. Its alignment with the POLC management theory ensures a balanced approach to addressing the operational and developmental needs of the teams. These results validate the guideline as both feasible and appropriate for the intended purpose.

Conclusion

The purpose of this study is to develop a management guide for novice college basketball teams in Guangdong Province. The research subjects were 79 novice basketball players and eight coaches from three colleges in Guangdong Province that have novice basketball teams. Through questionnaire surveys, the current situation and problems of college basketball novice team management were understood. It was found that uneven resource allocation, the influence of culture, team cohesion, and insufficient support for campus basketball culture are all factors that lead to poor team performance. The main factor is still the lack of coaching and student management experience. Based on the above, this paper creates a management guide for novice basketball teams. Seven experts were then invited to face-to-face interviews to draft the main content and framework of the management guide for Guangdong Province's college basketball rookie teams. Nine experts were invited to participate in focus group discussions to develop a management guide for Guangdong Province's college basketball rookie teams. Finally, seven appreciation experts discussed to verify and confirm the developed guide.

The findings revealed that the experts agreed that the developed guidelines provided a comprehensive and practical framework for managing a basketball rookie team. It was consistent with POLC management theory and ensured that the operational and developmental needs of the team were addressed in a balanced manner. The organizational structure of the Management Guidelines for Guangdong Province University Basketball Rookie Teams is as follows:

(1) Planning is divided into four elements, namely set clear objectives, needs assessment, strategic partnerships, and annual development plan, and comprises six components to support these key elements.

(2) Organizing is divided into four elements, namely, allocating resources effectively, building a structured team, recruiting skilled coaches and training programs, and comprising eight components to support these key elements.

(3) Leading is divided into four elements, namely motivational leadership, player development, promoting basketball on campus, and encouraging open communication, and comprises seven components to support these key elements.



(4) Controlling is divided into four elements, namely monitor progress, feedback mechanisms, accountability systems, and evaluate team and coach performance, and comprises eight components to support these key elements.

The results show that the experts agree that the management elements that serve as guidelines in the four areas of planning, organization, leadership, and control provide professional management guidance for Guangdong's college basketball rookie teams. This study has a positive role in promoting the construction of college basketball culture in Guangdong Province.

Discussion

The study found that the Guangdong University Novice Basketball Team had problems with organizational structure, uneven resource allocation, and a lack of professional guidance in terms of management. This study provides a framework for a management guide for the Guangdong University Novice Basketball Team to address challenges and improve team operations through resource allocation, professional coaching, competition opportunities, and university support.

The expert discussion resulted in the following findings: 1. Resource allocation: Universities should prioritize the upgrading and maintenance of basketball facilities, invest in modern equipment, and ensure adequate funding. Many facilities are poorly maintained, and outdated equipment affects game performance (Wareham, 2021). Funding constraints also limit team development (Smith & Jones, 2019). To address this, universities should explore diverse funding strategies such as public grants (e.g., CDBG), private investments, and collaborations with local businesses and sports organizations. 2. Professional development: Recruiting skilled coaches and providing staff training is critical for player development. Limited access to certified coaches can negatively impact training quality. Universities should hire full-time coaches or collaborate with professional basketball organizations (Acet et al., 2017). Skilled coaches not only improve athletic performance but also develop life skills such as discipline and teamwork. 3. Competition opportunities: Limited competition opportunities can hinder skill development. Universities should organize intercollegiate and regional tournaments to provide meaningful participation opportunities and enhance the culture of basketball (Smith & Brown, 2020). Such competitions help players improve technical skills, cultivate teamwork, and prepare for higher-level competition. 4. University support: Strong institutional support is essential for team success. Clear management policies and a dedicated athletic committee can ensure effective oversight and meet the team's needs (Chelladurai and Kerwin, 2018).

It is recommended that universities allocate sufficient budgets to improve facilities, hire coaches, and organize competitions to cultivate a strong sports culture on campus. In addition, it is important to improve the management of novice basketball teams, which can be done by referring to the guidelines for managing novice basketball teams in this study.

Recommendation

Recommendation for this research

1. Consider expanding the scope beyond Guangdong province to include other regions, allowing for comparative analyses that can highlight regional differences in the management of novice basketball teams.
2. Conduct longitudinal studies to evaluate the long-term impact and effectiveness of the developed guidelines, ensuring that they remain relevant and adaptable to evolving needs.
3. Conduct studies to measure the impact of the implemented guideline on team performance, student engagement, and overall sports culture in universities.

Recommendation for further research

1. Use findings from this research to inform policy recommendations for educational authorities, emphasizing the need for targeted investments in sports programs and facilities.



2. Develop training programs based on the guidelines to enhance the skills of novice basketball coaches and managers, ensuring they can effectively implement the management practices.
3. The novice basketball team guide has now been constructed, and experimentation is recommended.

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