

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Project Proposal for an International Sporting Event

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Department of Management

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Petra Valjentová

Economics and Management

Thesis title

Project proposal for an international sporting event

Objectives of thesis

The aim of the diploma thesis is to focus on sport management and marketing, and to create a project proposal for an international tournament for university students, to be held in the Czech Republic.

Methodology

The work consists of two main parts – theoretical and practical.

The theoretical part will be based on a study of relevant literature.

The practical part will be processed on the basis of results from quantitative and qualitative research. The work will be prepared in the following progressive steps in the use of scientific methods.

1. A formulation of objectives and methodology of work
2. A synthesis of initial knowledge work
3. The characteristics of an international university student tournament
4. An implementation of quantitative and qualitative research
5. An aggregation of acquired knowledge and creation of the international university student tournament
6. The formal completion of work

The proposed extent of the thesis

60 – 80 pages

Keywords

marketing, management, sport, university, students

Recommended information sources

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Declaration

I declare that I have worked on my diploma thesis titled " Project proposal for an international sporting event " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any third person.

In Prague on 30th March, 2015

Petra Valjentová

Acknowledgement

I would like to thank my supervisor Richard Selby, Ph.D. for his help, useful advice and professional support during my work on this diploma thesis. My special thanks belong to my whole family for their amazing support and understanding. Last but not least, I would like to thank the University of Life Science that I could study here and gain important knowledge for my future.

Návrh projektu pro mezinárodní sportovní událost

Project proposal for an international sporting event

Summary

This diploma thesis concerns management and marketing, especially in the sports area and project management. The thesis is divided into two parts. The first part is focused on the theory and the second part deals with the practical side, with organizing an international university ice-hockey tournament.

The main aim of the thesis is to highlight the important parts of the chosen topic and to create a project proposal for an international tournament for university students, to be held in the Czech Republic.

The theoretical part introduces the selected issues and the practical part of the diploma thesis is dedicated to a project proposal for an international tournament for university students. This second part is based on information obtained from a questionnaire and semi-structured interview with the main organizer of the tournament, recommendations are also proposed.

Keywords: project, university, tournament, students, event, management, marketing, ice-hockey, sport

Souhrn

Tato diplomová práce se zabývá managementem a marketingem, a to především ve sportovním odvětví a v projektovém managementu. Studie je rozdělena na dvě části. První část je teoretická a druhá část praktická, když se zaměřuje na organizování mezinárodního univerzitního turnaje v ledním hokeji.

Hlavním cílem práce je zdůraznit důležité části vybraného tématu a vytvořit návrh projektu pro mezinárodní sportovní událost, která se bude konat v České republice.

Teoretická část vychází ze studia odborné literatury a uvádí zúčastněné do zvolené problematiky. Praktická část, která je věnována návrhu projektu pro mezinárodní univerzitní turnaj, čerpá především z informací získaných z dotazníků a rozhovoru s hlavním pořadatelem turnaje. Na závěr jsou navržena doporučení, která by měla v budoucnu pomoci pořadatelům při zkvalitnění organizace turnaje.

Klíčová slova: projekt, univerzita, turnaj, studenti, událost, management, marketing, lední hokej, sport

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1. Introduction

The humans have organized sporting events since time immemorial. The sporting events developed and later took on the form of the Ancient Olympic Games. Nowadays a wide range of sport disciplines exists as well as various sporting events. As Bellamy and Ross (1996) quoted the well-known Aristotelian heritage: “Man is by nature a social animal”, for human being it is natural to meet, share common hobbies, emotions and experiences.

Recently our lives have become vastly “international”, and there seems to be an international aspect present in just about everything. It has become very popular to discover different cultures and to meet new people. Each meeting with a new person, from a different environment or with a different culture can change a person’s attitude or whole life.

Universities offer various seminars, lectures and extracurricular activities to their students, and it is only up to them what they take advantage of. They can also be part of university teams and become representatives of the university. For students it is an honor and it brings many benefits to both sides.

A project can be understood as a temporary effort that unifies and organizes the effort of people with various types of specialization, expended to create a unique purpose. The objective of each project is the realization of a product or service. Business companies use project management primarily in order to make profit. This diploma thesis will create an international university ice-hockey tournament. The objective of this event has a deeper mission. These objectives include giving students the opportunity to meet different cultures and friends. They can acquire valuable information about life in other countries, gain important contacts at foreign universities and last but not least the universities in the Czech Republic will obtain publicity abroad and gain a positive reputation.

2. Objectives and Methodology

Objectives

The main objective of this diploma thesis is to concentrate on management and marketing, especially in the sports area and project management, and to create a project proposal for an international tournament for university students, to be held in the Czech Republic.

In order to fulfill the main objective, the following sub-goals were defined:

- to define all necessary steps and aspects which are important for creating a project proposal
- to create a questionnaire, evaluate it and apply the findings in the practical part of the thesis
- to interview the main organizer of the tournament
- to answer the research questions
- to propose solutions that could improve the tournament in future

Methodology

The theoretical part of the diploma thesis will be based on study of sources which deal with the chosen topic. Management and marketing, especially in sports area and project management, will be explored and compared.

The practical work will be focused on organizing of the international sporting event. The main attention will be given to the feasibility study, financial plan of the event and to arranging the best service for the attendees including accommodation, catering and additional activities. Accessible Internet sources will be used for writing the practical part.

The information will be obtained mostly through the questionnaire and by semi-structured interview with the main organizer of the international university ice-hockey tournament.

“A questionnaire is a schedule consisting of a number of coherent questions related to the various aspects of the problem to be investigated.” (Pathak, 2008, p. 110)

Based on semi-standardized interview with the main organizer and processing of acquired questionnaires, the author of the thesis will propose solutions which could improve the organizing of the tournament in future.

In order to organize a university event properly, and to satisfy the needs and wishes of the attendees, it is necessary to clarify a number of key points. These are listed as the following research questions:

- Are students interested in additional activities such as welcome dinner, nightlife, sightseeing, etc. during the tournament?
- What is the best date and place for the tournament?
- What is the purpose of attending the tournament?
- Would the participants be interested in arranging their own accommodation and catering?

3. Theoretical Part

3.1 Management

Robbins (1988) says that managers work in a place that is called an organization. At the beginning it is important to explain what is meant by the term organization. An organization is a systematic arrangement of people who want to reach certain purpose. Organizations share three common characteristics. First, every organization follows a specific purpose that is expressed in the set of goals. Second, organizations consist of people. Third, there is a systematic structure present in each organization which defines the people's behavior, for example, creating of rules and regulations, finding and choosing the "bosses" or task descriptions (what others are expected to do).

There are also operatives working in the organizations, not only the managers. The operatives are employees who work directly on assigned tasks and do not have responsibility for supervising work of somebody else. On the contrary, the managers are responsible for the work of others (Robbins, 1988).

Koontz and Wehrich (1993) define managing as one of the most significant human activities. In past people started to create groups in order to achieve goals they could not achieve as individuals. This was the reason why it was necessary to ensure managing of individuals. "Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims." (Koontz & Wehrich, 1993, p. 4)

3.1.1 Sport Management

Pitts and Stotlar (2007) defined sport management as the study and practice of all people, activities, companies, or organizations involved in producing, facilitating, promoting or organizing any company or product that is connected to sport.

Sport is all around and millions of people work within this field worldwide. It is played or watched almost by everyone and recently it has become an important industry. Becoming a professional occupation for many, the sport has caused transformation in the consumption, production and management of sporting events and organizations at all levels

of sport. Sport consists of many unique features, for example, people have irrational passions for sporting teams, competitions or athletes. Thus, sport managers must learn to take advantage of these passions and for example make people to buy tickets for events, donate money to voluntary associations, become members of clubs, etc. (Hoye, 2012).

”Sport management is both a professional career path and an academic content area. In the broadest sense, sport management includes all activities, individuals, and organizations involved in the conduct of sport in all of its dimensions – youth and adult, play and work, amateur and professional, for-profit and nonprofit, community and international, recreational and performance oriented, and public and private. The field also includes the management of sport as entertainment.” (Baker & Esherick, 2013, p. 4)

3.1.2 Levels of Management

Most of the activities are performed at the three different levels, to some point overlapping, which require distinct managerial skills. These levels are called: operational, tactical and strategic. Managers need to carry out their managerial functions like planning, organizing, leading and controlling (Donnelly, 1997):

- **Operational Level**

Each organization, regardless of dealing with products or services, has operational level. At this level the attention is focused on effective producing of the organization. For example the faculties need to be sure that their students are accepted to the studies properly, they are registered, divided into proper groups and that their academic records are all correctly maintained.

- **Tactical Level**

Somebody needs to coordinate and determine which products or services should be produced. Such decisions need to take place when a company or organization reaches certain size. These decisions are processed at the tactical level. An unhappy student needs to address his complaint to the Dean of the faculty. At this level managers need to ensure: 1. managing of the operational activities and 2. relationships between the people who provide products or services and those who use them.

- **Strategic Level**

Each organization works in a broader scheme of social environment and there is some level of responsibility that comes with it. At the strategic level the managers always make sure that they work in compliance with general requirements of society. They determine long-term aims and directions of the organization's development and they minimize causing disturbance to the social environment.

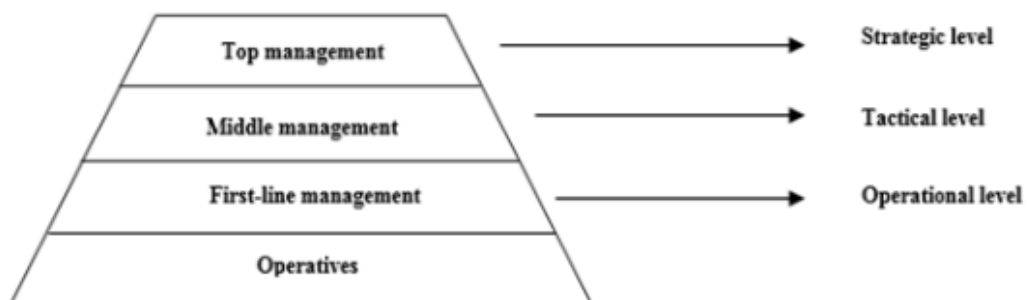
3.1.3 Types of Management and Levels of Management

Donnelly (1997) also shows the managerial activities at the individual organizational levels. The management is divided into three groups:

- Top Management
- Middle Management
- First-line Management

As shown in figure 1, Top Management corresponds to the strategic level, Middle Management to the tactical level and First-line Management to the operational level. Nevertheless, this division does not always fully correspond with reality (Donnelly, 1997).

Figure no. 1: Types and levels of management



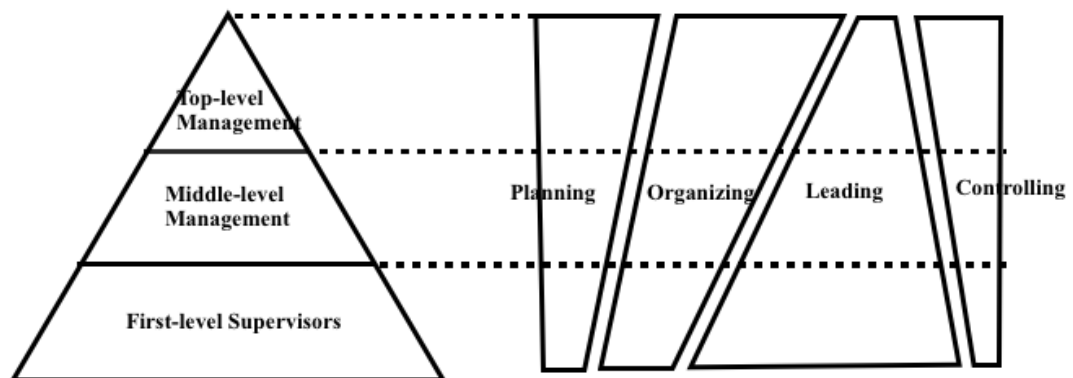
Source: (Donnelly, 1997, p. 73)

Robbins (1988) presents in his book that the first line managers are commonly called supervisors. In tennis clubs, for example, this position receives the title of coach.

Middle managers could have titles like project leaders, division or district managers and top managers would be vice presidents, chief executive officers or chairmen of the board.

As it was said before, the managers need to perform their managerial functions such as planning, organizing, leading and controlling. Koontz and Weihrich (1993) show in the figure 2 the volume of time spent by managers in carrying out managerial functions.

Figure no. 2: Time spent in carrying out managerial functions



Source: (Koontz & Weihrich, 1993, p. 6)

3.2 Project Management

Project management is according to De Ceuster (2010) a management discipline that contains four following functions:

- Planning
- Organization
- Controlling
- Directing

Some authors, for instance Koontz and Weihrich (1993), include in managerial functions also staffing which defines recruiting people and keeping filled positions in the organization structure.

The outline above shows that De Ceuster (2010) did not add the "staffing" function in there. This is because the project manager does not have any authority over the people working on a project. At first, the project manager requests all needed resources from the management of the company and the company managers allocate the project team members.

The project manager negotiates with the functional manager or other people in the organization to get the people he requires to finish the project. The functional managers can remove people from the project. It can seriously influence the project result but as a project manager it is important to be able to deal with any kind of problems (De Ceuster, 2010).

3.2.1 Project Manager

Project manager is a person who is responsible for handover of all parts of a project. It can be a full time job or just a role in a certain situation. Work of the project manager is various in different projects but the basic principal is always the same – the project manager is responsible for definition of work, planning and determining the range of required sources and for ensuring of these sources. Among other responsibilities come the fulfillment of the required tasks and solving problems that can cause delay or termination of the project (Newton, 2008).

3.2.2 Project

Meredith and Mantel (2000, p. 9) wrote the definition of the project very accurately: "A project is usually a one-time activity with a well-defined set of desired end results. It can be divided into subtasks that must be accomplished in order to achieve the project goals. The project is complex enough that the subtasks require careful coordination and control in terms of timing, precedence, cost, and performance."

De Ceuster (2010) states that every project has at least six from these seven characteristics:

1. Objective

"The objective should be clearly stated and success criteria should be available to verify if the objective was obtained or not." (De Ceuster, 2010, p. 8)

2. Activities or Task

As the objective is already defined, to reach it, the project manager has to subdivide the work into activities and tasks that can be simply managed. Finishing them will lead directly to the aim.

3. Unique

Projects are unique because they are new and have never been done before. However, even the same house but in a distinct place is a unique project because of the specific conditions at the place.

4. Time

Projects have limitation in time. They have the starting point at some specific date and the ending point when the work should be done. Each activity has its own length.

5. Budget

Budget needs to be organized optimally. As project manager already knows the cost for each activity and the time the activity will be performed, he is already able to specify the budget on a weekly basis. Beginning from these estimates, he builds other budgets such as the cumulative budget or Budget at Completion. The initial base line is often different from the final one.

6. Service or Product

The result of project can be product or service and the project is realized to meet a specific needs. Among the reasons why are projects made belong, for instance, legal, environmental or purely business reasons.

7. Specification

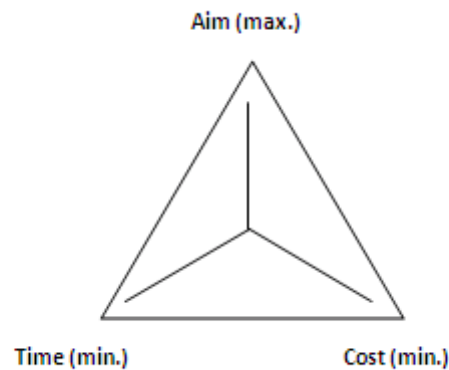
Each project should have specifications described in detail because unclear specifications may lead to a bad project. Even though the specifications are an essential part of the project charter, they are changeable. If this situation happens and the changes are approved, everything needs to be adjusted and all members have to be informed.

3.2.3 Aim of the Project

Rosenau (2007) stated that aim is determined by requirements of "triple constraint", i.e. requirements for performance, time and cost. These three conditions have to be measurable and achievable. Only with these terms it is possible to say at the end that the aim was accomplished.

Doležal et al. (2009) write in their book about "triple constraint" as well. There are three essential criteria of project management – aim, time and cost. Their purpose is to optimally balance these three criteria. The key point is that these three criteria are interconnected. For instance, if one of the criteria changes and the second one should stay unaltered, then the third quantity needs to be changed by appropriate amount.

Figure no. 3: Triple constraint



Source: (Doležal, Máchal, & Lacko, 2009, p. 63)

A project manager always needs to be clear on what exactly is there to be achieved. He or she also needs to know the specific aims and they have to be ready to demand from the customer in written form (Němec, 2002).

Doležal et al. (2009) claims that the aim of any project is to provide an added value to the stakeholders. Furthermore, the objective of the project is to create approved terminal results, especially outcomes in a required time frame, as well as in a frame of a given budget and acceptable risk parameters. The specific and measurable project's objective is

created by a set of target conditions and parameters that project managers have to accomplish in order to provide expected contribution to the stakeholders.

Doležal et al. (2009) added that among the key factors of project success belongs the right definition of project's objective. The more vaguely the aim is defined, the more uncertainly the project will finish. There is also a high probability that in the course of time the stakeholders will find that the project is not like he has defined. One of the tools for well defining of aim is the "SMART" method. According to this method, the objective should be:

- **S** – specific (to know what)
- **M** – measurable (to be able to determine the results)
- **A** – agreed (to be sure that all relevant people know and agree)
- **R** – realistic (to make clear that we are down to earth)
- **T** – timed (because without specifying a date above is meaningless)

3.3 The Project Life Cycle

Project is a dynamic system that is developing in a closed life cycle. According to Němec (2002) the life cycle takes place in three stages:

- **Pre-investment Stage** – is the most important part of the project. Top management has to set goals, defines strategies and is fully responsible for this stage. Crucial task is to find out if all stages are feasible.
- **Investment Stage** – is the most laborious and the most expensive part. Top management and project manager are responsible for this part of the project.
- **Stage of Operation and Evaluation** – result of the project is implemented and compared with the planned goals. Gained data are analyzed and recorded for the future needs.

Němec (2002) stated that the project life cycle is divided into stages according to responsibilities for their managing and according to investment spending.

Doležal et al. (2009) divide project life cycle into three stages which specify more what is during each stage happening:

- Pre-project Stage (preparatory, definitional)
- Project Stage (implementation)
- After-project Stage (evaluation)

For a specific project it is necessary to have more specific divisions of project stage (Doležal et al., 2009):

- Initiation
- Planning
- Implementation
- Ending

Meredith and Mantel (2000) focused on project effort. They explained that the least effort is required at the beginning, when the project idea is being evolved and subjected to project selection processes, and at the end. The peak of effort is during the "real work of the project" within the implementation stage. When the project is close to completion, the effort is ceasing until the point when evaluation is finished and the project is completed. It may happen that in some cases the effort never drops to zero because the project team may be maintained for next upcoming project that comes along. The new project will then increase from the ashes from the preceding.

3.3.1 Pre-project Stage

Doležal et al. (2009) write that the main purpose of the pre-project stage is to examine an opportunity for the project and consider feasibility of the intention.

Sometimes into this stage there is also included vision, fundamental idea, that some project could be realized. During this stage there are processing two main documents:

1) Opportunity Study

Study should answer this question: ” Is it right time to design and implement intended project?” Study has to consider the situation of an organization on the market, expected development of the market and company, etc. The result should be the recommendation or not recommendation of intended project realization. In the case of recommendation, it should have also preparation of the first detailed project characteristics. The opportunity study contains (Doležal et al., 2009):

- Analysis of incentives
- Analysis of opportunities
- Analysis of threats and the necessary responses to them
- Analysis of problems which is an opportunity to solve
- Basic conception and the content of intention
- Estimation of intention’s hope
- Basic assumptions
- Notification on significant risks
- Final recommendation and conclusion

The conclusion summarizes whether it is appropriate in terms of time, financial situation, sources and other realities to start the project (Doležal et al., 2009).

2) Feasibility Study

If the organization decides, on the basis of previous study, to carry out the project, this study should show the best way to implement the project. The feasibility study should specify the content of the project, plan opening and ending dates, estimate overall costs and estimate necessary significant sources. The feasibility study includes (Doležal et al., 2009):

- Recapitulation of Opportunity Study’s conclusion

- Description of the fundamental project's idea and its content
- Specification of the project's aims
- Analysis of the current state
- Analysis of the current conditions for the project implementation
- Localization of the project environment
- Organization and managing the project
- Description of main technical solutions
- Estimation of project duration
- Estimation of overall project costs
- Estimation of critical sources
- Proposal of milestones
- Estimation of contributions
- Financial and economical analysis
- Social and other project impacts
- Connections to other projects
- Analysis of basic risks
- Analysis of critical failure factors
- Explicit conditions and assumptions for project process
- Recommendation for project stage (especially for initiation project stage)

In some cases a combination of the two documents is used, called a pre-project consideration. This type is used mostly in more simple projects. In general, this stage should answer the strategic project questions. Where are we coming from? Where would we like to go? Which way should we choose? Does it make sense to implement the project (Doležal et al., 2009)?

Lower-level management decides whether a project will start or not. It means that the team who had made the pre-project documents only recommends suitable processes but does not decide about launching it (Doležal et al., 2009).

Němec (2002) defined the first stage as pre-investment stage which is in some cases, mainly in Feasibility Study, similar. The pre-investment stage is divided into five parts:

- 1. Analysis of Requirements and Conditions** – in this part it is necessary to determine all innovations and aims, to define strategies and set a proposal.
- 2. Introductory Feasibility Study** – in simple projects this may serve as a sufficient material for making the final decisions whether or not to continue the investment stage or reject the proposal. With complex and special projects it is indispensable for decisions to carry out the Feasibility Study as well. The Introductory Feasibility Study contains parts such as analysis of demand, capacity and performance, incomes, technical solutions, structure of employees, locality and economic analysis.
- 3. Selection of Option** – people propose different options; evaluate them by means of computer technologies. At the end they choose one variant from all of them.
- 4. Feasibility Study** – after Introductory Feasibility Study showed that the project is convenient, it is essential to make Feasibility Study that is very expensive.

In the table 1 it is shown what the Feasibility Study should contain according to UNIDO (Manual for the Preparation of Industrial Feasibility Studies):

Table no. 1: Feasibility Study

1.	Summary of the study results
2.	Background and the history of the project proposal
3.	Capacity of the market and organization
4.	Raw materials, materials and production inputs
5.	Locality and estate
6.	Technical project's solution
7.	Business organization and overhead costs
8.	Labor force
9.	Project implementation
10.	Financial and economic analysis

Source: (Němec, 2002, p. 57)

5. Evaluation of the Project's Proposal – in this final part there are basis for making the decision and at the end the decision will be made. The optimal alternatives will be chosen.

3.3.2 Project Stage

During the project stage the project team is created. Then the plan and its implementation are made. At the end the results are passed on and the stage is concluded. Doležal et al. (2009) divide this stage more in detail into four groups:

- **Start-up**

If the decision to implement the project has already been made, it is necessary to initiate the project properly. In compliance with previous pre-project stage it is important to verify and alternatively specify the project's aims, the project's purpose, staffing, competencies, etc. All these specifications can be included in the Foundation (Identification) Project Document which is then the main project document defining the technical-organizational parameters of the project.

- **Planning**

In this moment the project team already has the specific and is able to create a project plan. The plan is, after its approval, called "a baseline".

- **Implementation (Physical Implementation of the Project)**

The implementation should start with a "kick-off meeting". It is a special type of meeting where the important stakeholders meet. They speak about the project plan and the schedule, and it is officially stated that the physical implementation is about to start. In the course of realization it is essential to observe and compare its progress with the plan. If there are some differences from plan or new findings, the correction arrangement needs to be performed; the plan has to be changed or has to be created a new baseline.

- **Close-out**

During this stage the outputs are passed on, the acceptance protocol is assigned and the invoicing is carried out. Němec (2002) follows up the investment stage in detail and divides it into two main parts - disposition and implementation.

In the disposition part the author focuses especially on project staffing. At the beginning Top management appoints the Main Project Manager (MPM) and members of the project team. The MPM has to be appointed very carefully because his job will include many tasks together and his responsibility will be very wide. To specify that more, he has to be good at all managerial functions - planning, organizing, leading and controlling. The Top management may choose from different type of people (Němec, 2002):

- **Experts in the field** – these people are not great project managers because they tend to focus on detail. Often they forget to keep other conditions of the project, such as time schedule or costs limits.
- **Managers** – people who have worked on projects before as team members and have previous managerial skills, have the potential to become excellent project managers.

- **”Meritorious” chiefs** – who are currently available. People with no previous experience on projects may not have the right ideas and solutions for project issues.

In the table number 2 Němec (2002) summarized the characteristics of the Main Project Manager (MPM):

Table no 2: Characteristic of the Main Project Manager

Function of MPM	MPM is responsible for
Planner	Creating and implementing of realization’s plans
Organizer	Dividing of work in team, employee training, dividing of responsibilities and authorities Forecasting of problems and proposals for their solutions
Leader	Selecting of team members Handling labor claims and project member’s problems Providing information about the project implementation
Coordinator	Creating of suitable labor contacts at the all level of managing
Negotiator	Formulating and presenting of requirements which are beyond his or her authority
Controller	Finding out the differences from the plan Observing the expended costs and their evaluation regarding the budget

Source: (Němec, 2002, p. 69)

As the Top Management has to choose the right Main Project Management, for a MPM it is very important to select the best people to his or her team - skillful and enthusiastic individuals willing to work in a team. They should be ready to see beyond their personal interests and be ready to dedicate some extra time if needed (Němec, 2002).

In the following chapters Němec (2002) focused on determining the project organization when it is necessary to ensure the convenient organizational environment to achieve the aims and implement the plans. Furthermore, disposition and implementation phases have to be divided according to time and sources and employees should gain responsibility and authority. Last but not least, the author focused on formulating the project documentation, carrying out the selection procedures of suppliers, ensuring the finances and controlling.

The second part of the investment stage is called implementation. Němec (2002) states that this is real start of the physical realization of a project. It is indispensable to manage and control the project especially from the point of view of time, costs and quality. Whole system of managing the implementation part is consisted of six components that help each other. These components are controlling, information, directing, decision making, motivation and administrative-technical security. The main tool for observing the progress during the project implementation is Gantt chart. To control its performance the project manager has to set the frequency of controls. The more often they happen (weekly, daily), the more easily the problems can be found and corrected.

3.3.3 After-project Stage

The implementation of a project brings many new pieces of knowledge and experience that can be used in next projects. It is necessary to analyze the course of the project and to identify the good and bad features. The purpose of this evaluation is not stating things like “it did not work out” etc. The findings from such evaluation serve as “lessons learned” and prevent repeating of similar mistakes in future. For instance, the quality of subcontractor is evaluated which may lead to termination of cooperation with the poor ones. The project managers have to take into consideration that the benefits of their project may show only after certain period of time. They have to keep that in mind when planning the date and the way of evaluation (Doležal et al., 2009).

Němec (2002) divides the final stage (after-project stage) into two phases. In the first phase, the regular operation runs as usual according to the implemented project. In the second phase, the MPM and project members evaluate the project. The MPM, in cooperation with other managers, creates the Final Report and presents it to the client of the project or to the representative of the Top Management.

The content of the Final Report does not have any fixed directives; it depends on the character and the size of the project. Němec (2002) created an example of what the Final Report should contain:

- Evaluation of the process and implementation
- Evaluation of efficiency

- Evaluation of resource utilization
- Evaluation of product or service level
- Evaluation of financing
- Supplements
 - made or recommended corrective actions
 - important information
- Statement of
 - project is finished
 - there will be no requirements of other additional financial resources
 - there was made a special fund which will cover all owed amount

Němec (2002) agrees with Doležal et al. (2009) that the final evaluation can be taken as a guideline for next projects in future. It contains valuable information that prevents the whole team from making unnecessary mistakes. It makes the team members more aware of efficient and fast processes. The MPM should also evaluate all project members. The evaluation should be objective and motivating to future.

3.4 Risk Management

”Risk management in the sense of project management relates to the science of identifying, assessing and responding to relevant risks during the lifespan of the project.” (De Ceuster, 2010, p. 203)

As already mentioned each project is unique. Therefore there are certain inherent risks that may occur during project time. It is quite natural that some unforeseen issues arise, even though the quality risk management may be on high level. The project team is very active and tries to discover any potential risk long before the project begins (De Ceuster, 2010).

As the last step of the planning process, Němec (2002) states the plan of risks. Project managers have to answer a question: ”What will happen if some risk incident

appears?’’ Each project implies some level of risk, therefore it is necessary to be careful and look for potential symptoms of arising risk. There are two types of project risk. The first type of risk is predictable (both higher and lower probability of risk) and occurs due to size, extensiveness and complexity of the project, or due to organization’s culture, lower qualification and motivation, not sharing of common aim, short deadline or limited finances. The second type of risk cannot be predicted, for example sudden changes in political situation, in macro-economy, in laws or in technological development. These causes bring about higher risks especially in long-term projects.

Project managers have to forestall or decrease predictable risks by means of preventive actions. In case of a risk incident (despite the previous preventive actions), the project managers have to prepare subsequent measures, ensuring especially some reserve in terms of time and finances. It is appropriate to prepare a plan of risk in the form of table that is shown in the table number 3 (Němec, 2002):

Table no. 3: Planning form of risk incidents

Project:				
Made by:		Approved by:		Date:
Number	Description of the risk incident	Probability of the occurrence	Preventive actions	Subsequent measures
Probability of the occurrence of the risk incident: 1 - insignificant, 2 - minimal, 3 - relatively high, 4 - high				

Source: (Němec, 2002, p. 93)

In modern project management the risk is understood as a negative occurrence (a threat) as well as a positive occurrence (an opportunity). Sometimes it is also called a positive risk. Doležal et al. (2009) presents a summary of actions which are parts of Risk Management. The first part is analysis of risks that include identification and assessing of risks and afterwards responses to the risks. The second part contains observation of risks that keep project managers on their toes and prevent potential damage that may appear during the project.

De Ceuster (2010) recommends to project managers to begin with Risk Management already at early stages of project planning. "Identifying risks early may also lead to changes to the initial project plan or even cancellation of the project when risks would be so big; that the project will probably fail anyway or will cost so much that it is not economically viable." (De Ceuster, 2010, pp. 203-204)

Each project management plan, to be completed, needs to have a detailed Risk management plan. People who close their eyes to risk will be assailable to the threats but they will also lose many opportunities that could appear on the way through the project. A risk management plan will help the project manager to define the risks, to estimate probability and effect of the risk, to evaluate significance of the risk, to define the financial effect of each risk and all risks together and to make preventive and alternative plans (De Ceuster, 2010).

3.5 Marketing

Marketing is more than any another area in entrepreneurship based on customer relationship. The real basis of modern marketing thinking and praxis is to create values for customers and satisfy their needs and wants (Kotler & Armstrong, 2004).

The American Marketing Association (2013) defines marketing as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

Kotler and Armstrong (2004) wrote very simply and clearly that marketing is satisfying of customer's needs of one side and creating of profit on the other one. The aim of the marketing is to search for new customers, to promise them to gain extraordinary values, and to keep existing customers by satisfying their needs. Simultaneously with previous activities to create profit as well.

Authors wrote many definitions about marketing. They can be differentiated between a social and a managerial definition. A social definition represents the role marketing plays in society which one marketer explained like to "bring a higher standard of living to people". Managerial definition of marketing is described as "skills of selling products". Thereafter, people are surprised it is not the most important part of selling. The

real aim of marketing is to know and understand people so well; that marketers are able to invent products and services which fit them so much that they will be sold by themselves (Kotler, 2000).

Kotler (2000, p. 8) wrote brief and accurate definition: "Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others."

3.5.1 Sport Marketing

The term 'sport marketing' was used for the first time in the United States in 1978. Since then, sport marketing has been used to describe a diversity of activities connected to sport promotion (Shilbury & al., 2009).

"Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others." (Shilbury & al., 2009, p. 17)

Mullin et al. (2007) define sport marketing as meeting the needs and wants of sport consumers through diverse exchange processes by two various ways:

- by the marketing of sport (the product or service)
- by marketing through sport (using sport as a marketing tool for non-sport goods or services)

Funk (2008) focused on sport marketing and distinguished it from traditional marketing in following steps:

1. Sport organizations are competitors but they have to cooperate with each other as well.
2. Sport consumers usually understand well to the products that they use or consume.
3. The supply of sport products is high and the demand fluctuations are normal.
4. Products of sport are not tangible.
5. Sport products are produced and consumed as well.

6. Sport helps people socialize.
7. Sport products are not consistent in nature.
8. Maintaining control over the core sport product is very hard.
9. Ancillary products stay essential to sport.
10. Sport is not easy to price.

Masteralexis et al. (2012) agree in many points with Funk which it is shown in the table number 4 where are differences between traditional and sport marketing.

Table no. 4: Key differences between traditional and sport marketing

Traditional marketing	Sport marketing
The success of any entity may depend on defeating and eliminating the competition.	In many cases, sport organization must simultaneously compete and cooperate.
Very few consumers consider themselves experts and instead rely on trained professionals for information and assistance.	Due to the preponderance of information and the likelihood of personal experience and strong personal identification, sport consumers often consider themselves experts.
Customer demand is more predictable because the product is always the same.	Consumer demand tends to fluctuate widely.
When a customer purchases a sweater, it is tangible and can be seen and felt and used on more than one occasion.	The sport product is invariably intangible, subjective, and heavily experiential.
Mainstream products have an inventory and a shelf life, and supplies can be replenished.	The sport product (the game) is simultaneously produced and consumed; there is no inventory.
Although other people can enjoy the purchase of a car, the enjoyment or satisfaction of the purchaser does not depend upon it.	Sport is generally publicly consumed, and consumer satisfaction is invariably affected by social facilitation.
Inconsistency and unpredictability are considered unacceptable – for example, if a particular car occasionally went backward when the gear indicated forward, consumers would be up in arms.	The sport product is inconsistent and unpredictable.
The mainstream marketer works with research and design to create the perceived perfect product.	The sport marketer has little or no control over the core product and often has limited control over the product extensions.
Only religion and politics, which in and of themselves are not viewed as products or services but rather as beliefs, are as widespread as sport.	Sport has an almost universal appeal and pervades all elements of life.

Source: (Masteralix et al., 2012, p. 52)

3.6 Sport Consumer

As it was written already before, the sport marketing is different from the traditional one. Thus, a sport consumer is also not the same as the traditional one. The sport consumer is interested in sport products and services which are cardinally various from general business products and services (Li et al., 2012).

Smith (2008) defined a sport consumer as an individual who buys sporting goods, uses sport services, participates or volunteers in sport and follow sport as fans. According to these four aspects Smith (2008) divided sport consumers into four types:

- **Sporting goods consumers** – buy sport equipments.
- **Sport services consumers** – use sport education or coaching clinics.
- **Participants and volunteers** – do sport actively.
- **Sport fans and supporters** – consume sport passively through, for instance, sport events on television, sport events online on the Internet or on the air.

3.6.1 Sport Manager's Responsibilities

''A sport manager is responsible for achieving the sport organization's objectives through efficient and effective use of resources.'' (Lussier & Kimball, 2009, p. 6). Authors meant by efficient, to gain maximum from the available resources, and by effective, to do the proper strategy to reach the goals. The manager's resources contain human, financial, physical and informational resources (Lussier & Kimball, 2009).

3.7 Sporting Events

Novotný (2010) defines sporting event as one-time sporting action which can last hours or days and where are taken place one or more sports all at once. If there are more sport sectors and disciplines, these events are called, for example, the Olympic Games or the Commonwealth Games. Sporting events are held for various reasons and it is not possible to put them into one category.

Novotný (2010) divided them into following groups according to the:

1) Sphere of Activity:

- National level
- International level
 - European
 - World

2) Accessibility:

- Free accessible – anybody can participate this event without the difference of age or gender. People just register online or in person and afterwards pay the starting fee (if there is any).
- Access only on the basis of performance qualifications – the condition to participate this event is to accomplish certain qualification level.
- Accessible by invitation only – these events are closed, usually organized as exhibitions for fans. Big companies can organize some of them for their employees as well.

3) Environment:

- Indoor – inside of sports halls. Problems sometimes appear with the limited capacity of hall but the risk of event's cancelling is minimal.
- Outdoor – weather plays here a big role. Organization of these events is more difficult.

4) Discipline:

- One discipline – they compete for one winner, the champion, of the sporting event. For instance, the Czech Republic Championship in road cycling.
- More disciplines – people compete in various disciplines such as, for example, the Czech Republic Championship in athletics.

5) Aim:

- Non-profit aimed – the profit is not the aim. The organizers want to cover the whole event's costs but they do not expect profit for themselves.
- Profit-aimed –the profit from these events are for organizers the essential income.

4. Practical Part

4.1 Characteristic of a Sporting Event

The Czech Technical University (CTU) in Prague features great facility for organizing sporting events. It offers wide range of sport studies as well as courses, both summer and winter ones. Students can choose from almost 50 different types of sports including the less frequent ones, for example capoeira, curling, dragon boats or frisbee.

There is a sport organizational team at the Czech Technical University that has already participated in many international tournaments abroad, for instance in EuroRoma, EuroParis or in SELL Games in Tampere or in Riga and has been very active.

This sporting event is called the CTU's Rector Cup. It will be organized by the Czech Technical University and will take place in the Czech Republic. The second of the two Czech participating universities will be the Czech University of Life Sciences in Prague (CULS). The rest of the teams will consist mainly from the foreign universities. In the past many various countries have participated in the tournament, for example, from Austria, Switzerland, Netherland, Finland, Slovakia or from Sweden.

The CTU's Rector Cup has already been organized for four times. However, the incoming participants have not been provided other extra services, for instance, the accommodation, catering and free time activities. But this year it is the organizers will have arranged everything – the tournament itself, as well as accommodation, catering with welcome dinner, party in a famous club in Prague and sightseeing in the historical part of Prague.

This tournament has many aims which should be achieved. The main aim is to publicize the Czech Technical University and the whole Czech university system abroad. Further, the organizers would like to support the spirit of sharing and exchanging – allow the students to meet different cultures and new friends. The students get valuable information about life in different countries and they may be able to build up valuable contacts at other foreign universities.

By organizing this tournament, the university can count on invitation to some tournaments from the participating universities.

Generally speaking, the organizers would like this event to be “as international as possible”. They would like to host at least five different countries at the tournament.

4.2 Questionnaire and Interview

4.2.1 Questionnaire

During the writing of the thesis a questionnaire was undertaken. The main aim of this questionnaire was to gain important data from ice-hockey participants (previous and future ones) in order to make the tournament`s program according to their stated requirements. Before the questionnaire was sent to the students, the author of the thesis had sent it to a test group of 15 people. These people were supposed to find out possible mistakes and misunderstandings in the questionnaire.

The questionnaire was in English and was made through Google Docs. The link was sent to 153 students from nine foreign universities:

- Comenius University in Bratislava
- Eindhoven University of Technology
- Kempten University of Applied Sciences
- Slovak University of Technology in Bratislava
- University of Bern
- University of Geneva
- University of Jyväskylä
- University of Vienna
- University of Zurich

Students could fill it in the limited time of one week (12nd – 18th of January). The response rate was 77, 78 %, when 119 students filled the questionnaire.

In the questionnaire closed and semi-closed questions were used and it consisted of eleven questions. This is enclosed in Supplement number 1 of the thesis. For more information the author carried out a semi-structured interview with the main organizer of the tournament who has got already many experience with the organization.

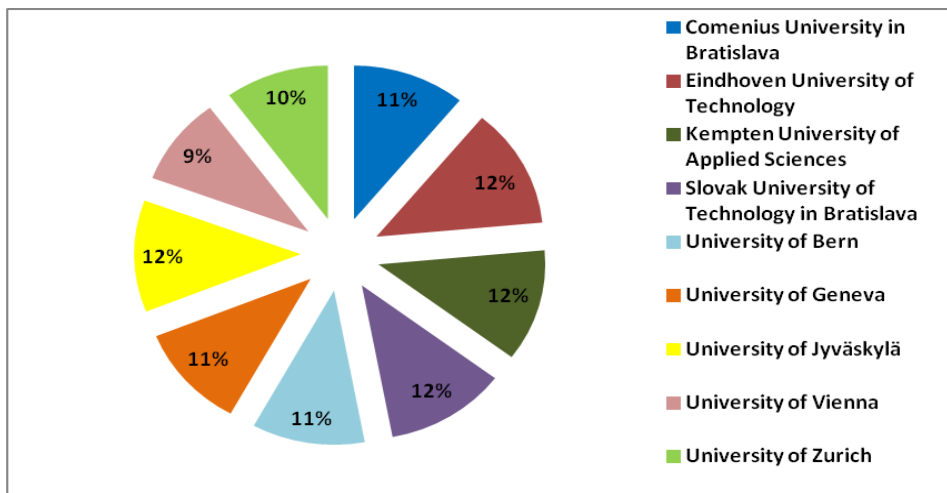
According to the questionnaire`s results and the answers from the main organizer, the program of the tournament was prepared.

4.2.2 Results of the Questionnaire

Where have you been studying?

The first question shows the universities which participated in the questionnaire. In graph number 1 the real percentage of students is reflected. The highest number of responses was received from Eindhoven University of Technology and the lowest number from the University of Vienna. As is visible from the pie chart, the responses from all the universities are very similar.

Graph no. 1: Universities



Source: Own processing

What would be the ideal date for the tournament?

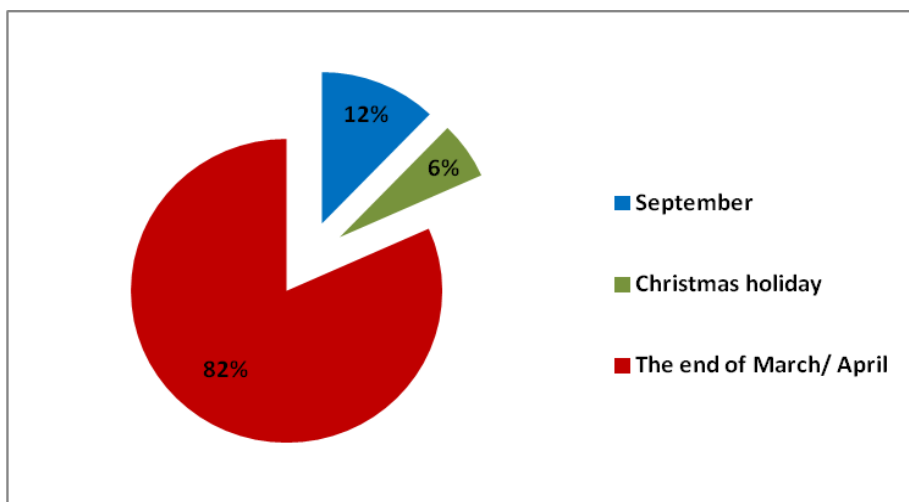
For the organizers of the tournament it is very important to choose the most appropriate date for the participants. Three dates were chosen:

- September - in Czech Republic universities are still on holidays

- Christmas holidays - university students do not usually have classes
- The end of March/ April - during the standard university semester when students would need to take days off classes

According to the graph number 2, answers were very clear when 82 % students would like to have the tournament at the end of March or in April, 12% would prefer to have it in September and only 6 % during the Christmas holiday.

Graph no. 2: The ideal date for the tournament

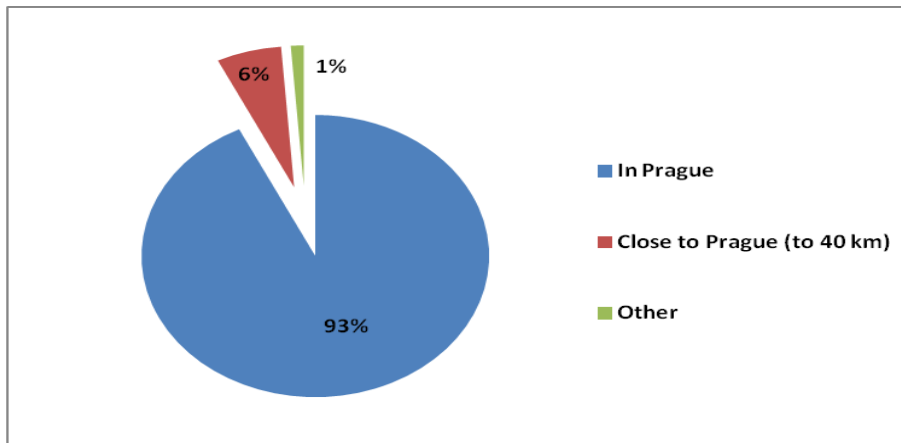


Source: Own processing

Where should the tournament take place?

As ice-hockey is very popular in the Czech Republic, it is possible to find many ice-hockey stadiums here. In the last years this tournament has always been held in Prague. Thus, the organizers wanted to give participants other options such as ice-hockey stadiums close to Prague (for example- in Kladno, Slaný or Velké Popovice) or in some other cities which respondents could have added to the questionnaire themselves. The graph (pie chart) number 3 is very clear- 93 % of the respondents would like to have the tournament in the capital city Prague, 6 % close to Prague and only one person answered that he would like to have it in other place and added the city Brno.

Graph no. 3: Place of the tournament

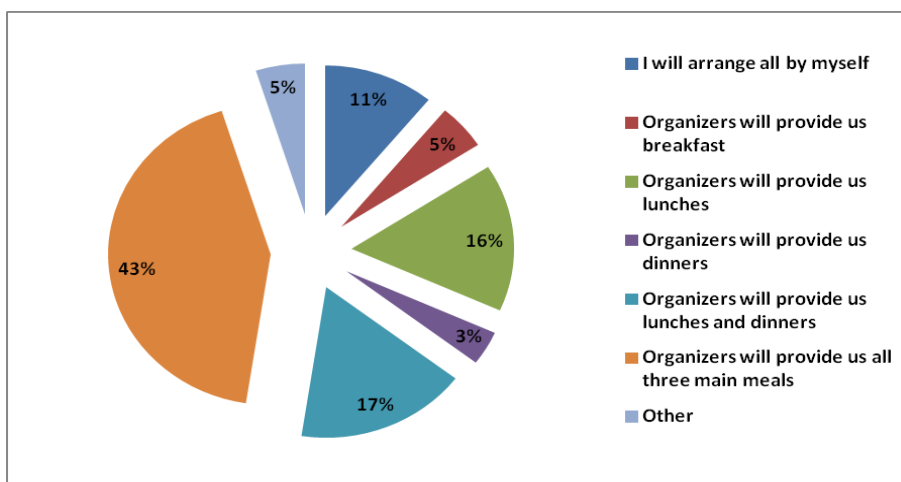


Source: Own processing

What type of catering do you prefer during the tournament?

For the last few years the organizers have not arranged catering for the participants of the tournament. Thus, the answers should help the current organizers provide the best catering service. In the graph number 4 there is shown that 43 % students would like to have all three main meals provided by organizers, 17 % would prefer to have lunches and dinners and 16 % only lunches. Eleven percent answered that would like to arrange the catering by themselves. Among other, the students mentioned that they would like to have breakfast and lunch or breakfast and dinner.

Graph no. 4: Type of catering during the tournament

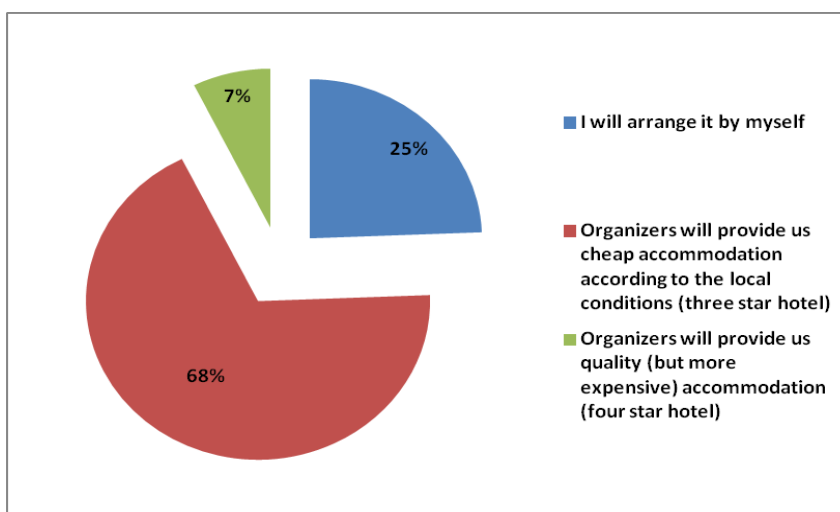


Source: Own processing

What type of accommodation do you prefer during the tournament?

Among the aims of the thesis belongs to meet students from different countries, to meet their culture and to gain new friends to the future from abroad. One of the best ways how to achieve it is to spend as much time together as it is possible or even to stay in the same hotel during the tournament. In the graph number 5 there is shown that 68 % would prefer cheap accommodation according to the local conditions (three star hotel) provided by organizers, 25 % would arrange the accommodation by themselves and 25 % would like to stay in the quality (but more expensive) four star hotel provided by organizers. As the biggest share of students would like to have accommodation provided by organizers, here is then the possibility to arrange it in one hotel to achieve one of the set goals.

Graph no. 5: Type of accommodation during the tournament



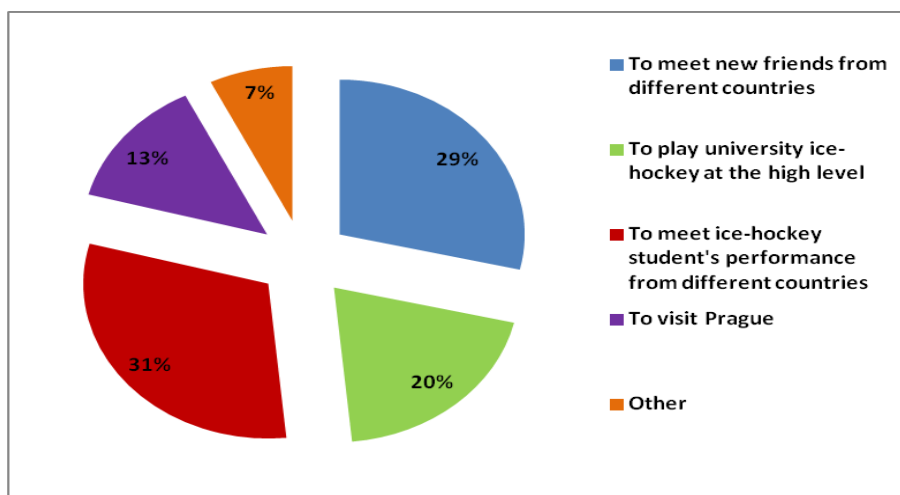
Source: Own processing

What do you expect from your participation at the ice-hockey university tournament?

Organizers wanted to know what is the main purpose (purposes) that students come to the tournament to the Czech Republic. Students could choose more than one answer at this question, see the graph number 6. They attend the tournament especially to meet ice-hockey student`s performance from different countries (75 %) and to meet new friends from different countries (70 %). Among other answers belong with the 48 % to play university ice-hockey at the high level and to visit Prague with the 33 %.

Students also wrote other reasons which bring them to the Czech Republic such as to have fun and to see their old friends from their team.

Graph no. 6: Expectation from the participation at the ice-hockey university tournament?

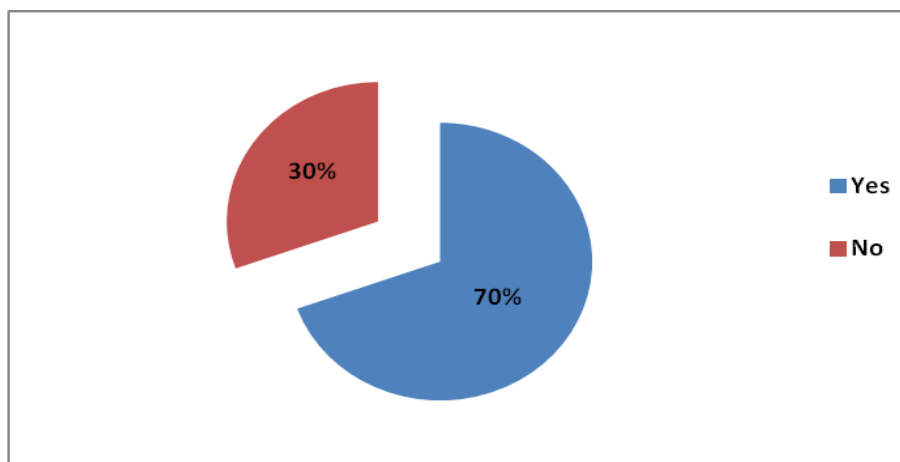


Source: Own processing

Would you like to visit the historical part of Prague with your guide?

From the questionnaire is obvious that students would like to visit the historical part of Prague with their guide. According to the graph (pie chart) number 7 it is 70 %.

Graph no. 7: Visit of the historical part of Prague with their guide

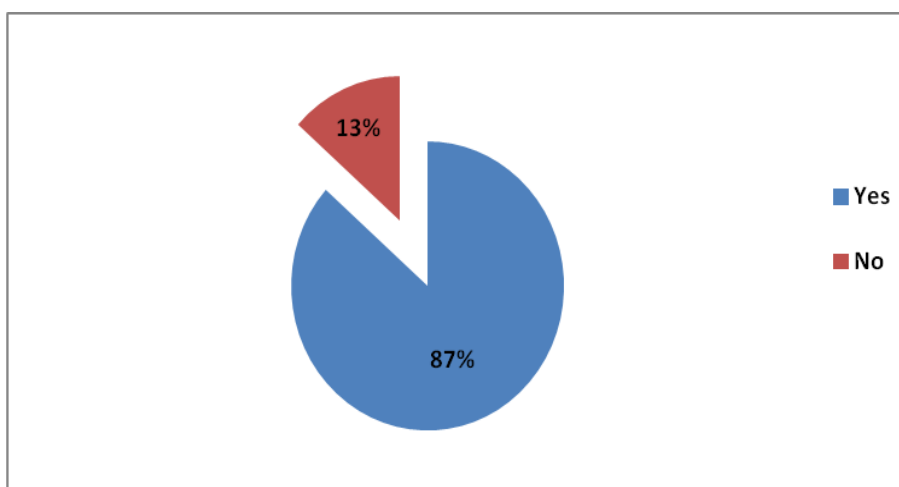


Source: Own processing

Would you like to have the welcome dinner at the tournament?

The author of the thesis has got experience with the international tournaments and with the university tournaments as well. The aim would be to welcome all the participants at the welcome dinner before the tournament started. It is apparent again, see the graph (pie chart) number 8, that students would like to have the welcome dinner as 87 % of them answered positively.

Graph no. 8: Welcome dinner at the tournament

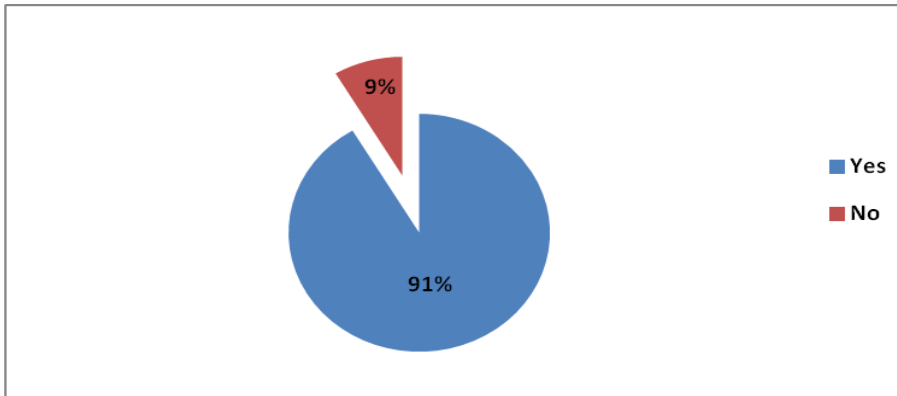


Source: Own processing

Would you be interested in meeting the nightlife in Prague?

The tournament will be attended by students and they usually want to see the nightlife abroad as well. As one of the aims is to meet new friends, the party for all of them could be also one of the way how to achieve it. The answers were very positive, see the graph (pie chart) number 9, where 91 % students answered yes.

Graph no. 9: Interest in meeting the nightlife in Prague

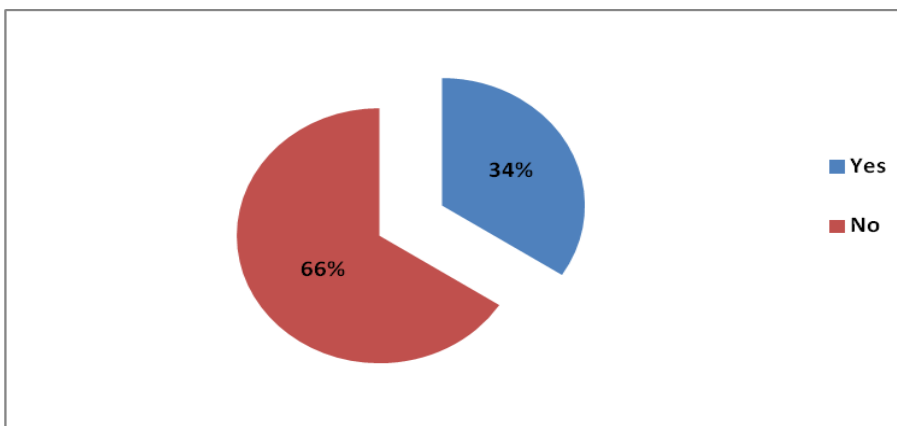


Source: Own processing

Would you be interested in a half-day/ all-day trip within the Czech Republic?

Organizers were curious whether the participants would like to go for a half-day or an all-day trip within the Czech Republic. The results were, shown in the graph (pie chart) number 10, that 66 % were not interested in that.

Graph no. 10: Interest in a half-day or an all-day trip within the Czech Republic



Source: Own processing

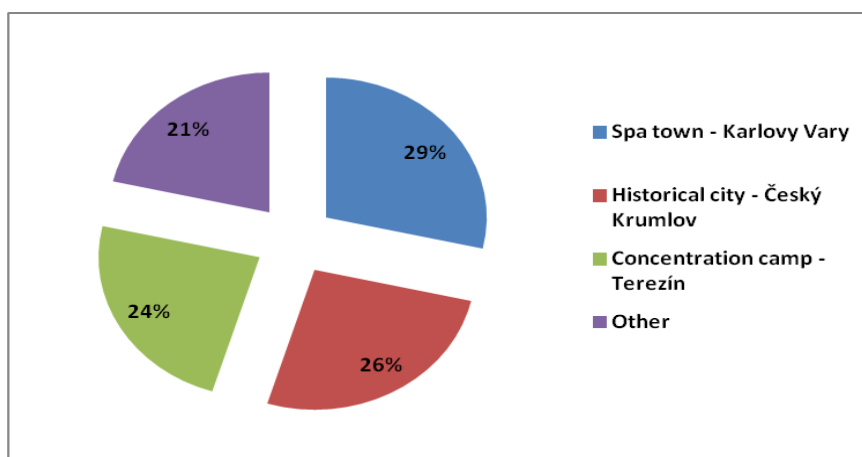
If your answer was in the previous question yes, where would you like to go?

The last question was related to the previous one. The respondents whose answers were positive replied to it. They could choose from popular places in the Czech Republic. In the graph number 11 it is visible that answers are similar when 29 % would like to visit

the spa town Karlovy Vary, 26 % would like to make a trip to historical city Český Krumlov and 24 % to concentration camp Terezín.

Among the others, with the 21 %, students wrote the castle Karlštejn.

Graph no. 11: The place where to go for a trip



Source: Own processing

Questions related to gender and age of the respondents were intentionally not used at the beginning of the questionnaire. The international ice-hockey student tournament is organized for men therefore the questionnaire were sent to them only. The aim of the questionnaire was to find out students' requirements for the tournament irrespective of their age. Thus, the assistant of the main organizers did not ask about this question as well.

4.2.3 Interview

The author of the thesis also performed an interview with an employee at the CTU who has already organized many sport tournaments. The interview was held on 16th of November and following questions were asked:

- How many times has an ice-hockey tournament been organized in Prague?
- Which tournaments do you participate in/ organize?
- What do you arrange for the participants of an ice-hockey tournament?
- Which teams have already participated in the tournament?

- Is there any possibility of getting any financial support at the Czech Technical University?

During the interview the author of the thesis noted down all important information which then she used in the thesis.

4.3 Pre-project Stage

4.3.1 Feasibility Study

1) Introduction and Description of a Current State

The Czech Technical University has very active organizational team which has already participated in many international tournaments such as EuroRoma, EuroMilano, EuroParis, SELL Games in Tartu, Tampere or Riga. They have played ice-hockey tournaments in Füssen, Geneva or in Eindhoven. As sport was always a part of everybody's life, CTU offers students a wide range of sports.

The CTU's Rector Cup has been already held in Prague for four times. Nevertheless, in the past university organized for the incoming students only the tournament. The accommodation, catering and free time in Prague the universities arranged by themselves. This year it will be for the first time different from many sides. Universities will have arranged accommodation, catering, welcome dinner, party in a club and sightseeing as well.

2) Aim of the Project

The main aim of the project is to publicize the Czech Technical University and whole Czech university system abroad. The CTU is well-known and reputable university in the Czech Republic and it would like to make itself visible abroad as well.

Further, organizers want to improve the current ice-hockey tournament by providing accommodation, catering and other additional services such as welcome dinner, party in a club or sightseeing.

Among other aims belongs mainly giving opportunity to students to meet different cultures and friends. Thanks to this tournament students are able to acquire valuable

information about life in other countries, they can gain important contacts at some universities and meet interesting people.

The CTU could also count on invitation of participated universities to certain tournaments in the future in return for this tournament. Thanks to the tournament's organization, next "door" in taking part in international events could open for CTU students.

Organizers would also like to achieve the objective to have teams from five different countries in order to have the tournament as international as it could be possible.

3) Alternative Solutions

Before choosing the most appropriate ice-hockey stadium where the tournament will be held, a research will be made. It will show the most suitable place for the tournament regarding stadium, accommodation, transportation etc. After detailed research on the internet and also in the field and interview with people from the ice-hockey sphere, there were chosen three variants which will be now more compared, see the table number 5. Variant number one will be ice-hockey stadium Hvězda which is located close to the Czech Technical University.

Variant number two is ice-hockey stadium Letňany. A club which has two ice rinks and the third variant will be ice-hockey stadium Sparta- one of the most famous clubs in the Czech Republic.

Table no. 5: Alternative solution for the tournament

	Variant no. 1	Variant no. 2	Variant no. 3
Place	HC Hvězda	HC Letňany	HC Sparta
Parameters of the stadium			
Size of the ice ring	60x30m	60x30m 60x29m	60x29m
Capacity	800	850	14660
Facilities of the stadium			
Locker room	yes	yes	yes
Rent of the ice ring	3015 CZK	3773 CZK	3713
Internet	yes	yes	yes
Other possibilities			
Parking places	yes	yes	yes, but paid
Transportation connection	good, close to Dejvická (CTU)	bad	good (city center)
Restaurant	yes	yes	yes
Cloakroom for referees	yes	yes	yes
Possibility of nearby accommodation	yes	yes	yes

Source: HC Hokej Hvězda, <http://www.hcsparta.cz/zobraz.asp?t=info-o-arene>, 2014; HC Sparta Praha, <http://www.hcsparta.cz/zobraz.asp?t=info-o-arene>, 2014; Ice Arena Letňany, <http://www.icearena.cz/index.php?t=info>, http://www.hokejhvezda.cz/?page_id=39, 2014

CTU's Rector Cup has been already held for four times in the past in the ice-hockey stadium Hvězda. Nevertheless, the research was made to find out if there is not any other ice-hockey stadium with better conditions for the tournament.

From the table it is visible that the places differ in three parameters- parking places, transportation connection and, of course, the price. Ice-hockey stadium Sparta is

unnecessarily too big for university tournament. Another disadvantage is parking places. Especially Czech players use cars (because of the sport equipment) and then the high price of the ice rink.

Ice-hockey stadium Letňany has one big advantage- two ice rings. In our case, when the tournament will expect eight teams, one ice rink is sufficient. Among the disadvantages belong transportation connection and also the high price of the ice rink.

After author's research and also an interview with the main organizer of the tournament, the ice-hockey stadium Hvězda was chosen as the best variant. It has many essential advantages. Firstly, the rent of the ice rink is the cheapest one and the university has already good relations with the owners. Secondly, the stadium is very well situated regarding to the university and to the city center as well. Further, there is sufficient number of parking places (around 40) for the students and fans.

4) Market analysis

- **Key Success Factors**

In order to analyze the internal environment, an analysis (see figure number 4) of key success factors which helps to find out the strengths of the tournament has been made.

Figure no. 4: Key Success Factors of the CTU'S Rector Cup



Source: Own processing

Experienced organizer

The main organizer has organized many sport tournaments and has been teaching sport for many years therefore he has gained many experience in this area. He has been playing ice-hockey by himself as well as coaching that. These all mentioned attributes create a very big advantage for organizing the event.

Enthusiastic team

All team is consisted of people with passion for sport and international environment. All of them want to participate in the tournament, help foreign teams, learn how to organize the events and speak with foreign languages. This event accomplishes all of that.

Well-situated tournament

Tournament will take place in Prague- in one of the most beautiful cities in Europe with fantastic history. Thus, attendees are attracted by the location.

Good transportation connection

The ice-hockey stadium Hvězda and also the hotel where the attendees will stay are located in Prague 6. This area is close to the city center and also transportation during the night is working very well. For students it is important that they can go without any problem by themselves to the city center.

Good price

Ice-hockey stadium Hvězda is one of the cheapest ones in Prague (the possible variants were made in this thesis before). The price of the ice-rink is significant item in the organizer's expenditures thus it belongs to the important advantages.

Ice-hockey stadium offers catering

Among other key success factors belongs restaurant and bar at the ice-hockey stadium Hvězda. It will save a lot of time and energy for attendees as well as for organizers. They will be able to eat at the same place as they play the tournament.

- **Competitive analysis**

The international university ice-hockey tournament is in the Czech Republic just one and it is the CTU's Rector Cup. As the potential competitors has been found non-international ice-hockey tournaments:

- Academic Championship of ice-hockey in the Czech Republic
- Ice-hockey battle

In the table number 6 is made comparison of the selected factors relative to the CTU's Rector Cup. The Academic Championship is an ice-hockey tournament which has very high prestige. It is divided into 2 groups- Bohemia and Moravia where in the first group there play 13 teams and in the second one 8 teams. The tournament is also divided into base part, where plays all teams, and into play-off where only the best teams attend.

The ice-hockey battle is an ice-hockey tournament among four Prague universities- Czech University of Life Sciences, Czech Technical University, Charles University and University of Economics. It is played during one afternoon and a significant part of that is an entertainment program for fans.

Table 6: CTU's Rector Cup Competitive analysis

	Academic Championship of ice-hockey	Ice-hockey battle
Price of the tickets	+	+
Web sites	++	+++
Quality of the event	++	++
Advertising	+++	+++
Additional program	+	++
Date of the event	++	+
Organization team	++	++
Support of the universities	++	++
International tournament	+	+

No competition +; medium competition ++; High competition +++ (The table above explains what the competition is in specific features between the CTU's Rector Cup and other ice-hockey tournaments)

Source: Own processing

At the beginning it is important to declare that the competitors above are not the direct competitors as they are not international university tournaments. These two tournaments are together with the CTU's Rector Cup the only ice-hockey university tournaments in the Czech Republic therefore the analysis was made for them.

According to the competitive analysis, competitors have advantages mainly in advertising and web sites. Both of them sell tickets for the games which is important income for them. Ice-hockey battle has prepared the entertainment program very well as well as party for all players and fans. Both tournaments have support from the universities and an experienced organizational team.

To sum up, the CTU's Rector Cup has good possibility to continue in organizing the tournament and in possible enlarging of the tournament by adding other sports.

- **SWOT analysis of the CTU's Rector Cup**

Strengths

The university tournament will be held in Prague which belongs to the most popular cities in the Europe. The ice-hockey stadium and the hotel where the attendees will be accommodated are located in the Prague 6 which is close to the city center. This area offers good transportation connection even during the night. The ice-hockey stadium Hvězda has many advantages such as good price of the ice rink which will help organizers to decrease the expenditures for the tournament and a restaurant. Participants will be able to have lunches and dinners there. Whole team will be consisted of sport enthusiasts and an experienced main organizer therefore teams will have the best possible care.

Weaknesses

On the other hand, there are also weaknesses. Organizers rent the ice rink for certain period of time. Each hour is planned and even though each game has about 10 minutes in reserve, the time pressure will always stay. Further, the tournament is arranged for students therefore the organizers try to find the lowest prices for them, get free entrances, for instance, to clubs or some other discounts in order to attract them. Organizers do not order the referees by themselves but the ice-hockey organization assign them. Thus, here it can happen that the referees will not be at the expected level. Among weaknesses belongs also indiscipline of some attendees of the tournament.

Opportunities

Regarding opportunities of the tournament, the organizers could enlarge the tournament by adding other sports. Thereby it could bring more students from different sports and more publicity as well. Nowadays, companies work with students and universities thus organizers could, with the active attitude, acquire some sponsors. Moreover, the Czech Technical University could get offers to tournaments from incoming universities. Further, ice-hockey could spread more among the university students and become even more popular. In Prague 6 there is a possibility of many sport fields where could be organized other types of sports. One of the opportunities is also sharing the organization of the event with other university, for example, Czech University of Life

Sciences. Last but not least, the Czech Technical University could obtain publicity abroad and gain a positive reputation.

Threats

Concerning threats of the tournament, one of them is lack of registered teams. It could happen that teams will not be interested in the event thus the tournament would not be organized. The second case which could cause cancellation of the tournament is rejecting the student grant or a special-purpose reserve from the university. Other universities (in Czech Republic as well as abroad) can organize an international tournament too. It could influence the attendance of universities. Among other threats belong unexpected financial expenditures.

In table number 7 SWOT analysis was made to evaluate the strengths, weaknesses, opportunities and threats of the international university ice-hockey tournament.

Table no. 7: SWOT analysis

	Weaknesses	Strengths
	W1. Pressure of time	S1. Prague = well-situated
	W2. Students -> the lowest prices	S2. Good transportation connection
	W3. No power of referees' selection	S3. Good price of the ice rink
	W4. Indiscipline of some students	S4. Restaurant at the ice-hockey stadium -> no need of travelling because of eating
		S5. Enthusiastic team and experienced main organizer
Opportunities	WO Strategies	SO Strategies
O1. Sponsors	ST1: decreasing the expenditures of attendees thanks to sponsors (W2+O1)	ST4: adding other sports to the university tournament (S1+S2+S5+O5)
O2. Opportunities of future tournament's offers		
O3. Raising public awareness of the CTU	ST2: CULS could receive a university grant as well which would decrease the expenditures too (W2+O6)	ST5: enhancing of tournament's PR (S5+O3+O4)
O4. Increasing of ice-hockey popularity among students		
O5. Enlarge the tournament		
O6. Organizing of the event together with CULS		ST6: becoming huge international university tournament (S5+O5+O6+O7)
O7. Sport fields in surroundings		
Threats	WT Strategies	ST Strategies
T1. Lack of registered teams	ST3: well-trained, organized and vehement team (W1+W4+T1+T4)	ST7: Improved promotion of the tournament (S1+S2+S4+S5+T1+T3)
T2. Rejecting student grant or special-purpose reserve		
T3. Other universities organize tournaments at the same time (competition)		ST8: Persuasive attitude and requests of the grants (S5+ T2)
T4. Unexpected financial expenditures		

Source: Own work based on previous analysis

By summarizing of characteristics which were mentioned in the SWOT analysis, author of the thesis recommends several possible strategies (the order of the following strategies does not determine their preference):

WO Strategies

- **ST1:** Organizers will try to find sponsors which could help the organizers with the financial side of the tournament. Thanks to them the teams would pay less money for whole event and it would attract more universities (and it would spread the tournament). Further, organizers could afford more of additional program for the participants.
- **ST2:** By organizing the tournament with the CULS together, the organizers assume that students from the CULS would receive some grant from their university as well which would help the financial situation.

WT Strategy

- **ST3:** In order to evade problems such as bad-timing of the tournament or indiscipline of some students which could lead to bad results of the event, it is very significant to have well-trained, organized and vehement team.

SO Strategies

- **ST4:** Prague 6 offers many sport fields and with the enthusiastic team and experience which the main organizer has, the organizers could add other sports and enlarge the current tournament.
- **ST5:** This strategy would use all possible communication tools to promote the tournament as much as it is possible. Nowadays, organizers would use especially social media where most of the tournament's target groups are available.
- **ST6:** In the Czech Republic there is a big opportunity to create an international university tournament which would consist of around 5 sports. It is necessary to spread the organizational team which could happen by connecting with Czech University of Life Sciences. In this way, the tournament could become bigger.

ST Strategies

- **ST7:** In order to avoid the cancellation of the tournament on the grounds of lack of registered teams or competitive tournaments, the organizers would need to improve the promotion of the tournament. They need to put all the effort to that.
- **ST8:** This strategy include persuasive attitude of organizers who will ask for the special-purpose reserve. They will also need to take care of students who will fill in the request for student grant. All these aspects are very important to the smooth course of event.

5) Human Resources

The student university tournament will be prepared mainly by two people- main organizer and assistant of the main organizer.

Main Organizer

Main organizer is the person from the Czech Technical University who has already organized the ice-hockey tournament for four times. He has deep knowledge of ice-hockey and he knows the system at the university. He has responsibility for whole tournament and his main task is the financial part of the tournament.

Assistant of the Main Organizer

Assistant of the main organizer (author of the thesis) will take care of whole tournament regarding operation of the event. She will find and contact the proper teams, invite them and arrange for them all what is necessary from the accommodation to the catering. She will prepare for them a welcome dinner, a night event and a trip to historical center of Prague. Further, the assistant will promote the tournament at the universities, on the internet and she will write the text to the university magazine. Moreover, she will order the ice rink for the tournament, referees, a medic from Red Cross and choose students who will help during the tournament.

Students = Guides

Each student will take care of one foreign team during the whole tournament. They will welcome them at the hotel. He or she will be their guide and help them with anything they will need. Their work for them will finish after teams leave. Students will stay with them at the hotel in order to be always close to them if anything happens.

Photographer

Photographer will be chosen also from students. Among his/her main tasks will belong to take photos and make videos to create then a set of photos and a short video. Everything will be published on the university and Facebook webpage.

Medic from the Red Cross

During the whole tournament there will be one medic from the Red Cross who will help the players if they need the medical aid.

Referees

Each game needs to have three referees who will lead the game (one main referee and two assistants) and two other referees who will operate the timekeeping.

6) Technical and Technological Aspects

The ice-hockey stadium is prepared for tournaments and thus in the student university tournament there will be no need to arrange any special technologies. All necessary aspects such as ventilation, lighting, sound system (microphone, speakers) and scoreboard are already part of the stadium's equipment. People who will be working with the technologies are competent people who have already experience with them (HC Hokej Hvězda, 2014).

As the tournament will not be online, it is no need of laptops for recording the games. Although in some special case it is good to have at least one or two laptops. The assistant of the main organizer will provide them.

7) Risk Management

Each realization of tournament takes some risks and threats. There may appear problems which will lead to negative or even fatal impacts. Therefore, it is very important to create a table of risks which can appear before or during the tournament and make effort to avoid them or at least reduce them. Among the biggest risks of the tournament belongs the refusal of a student grant or a special-purpose reserve. It would cause the total cancellation of the action.

The evaluation of the risks will be realized at the chosen scale of low, middle or high probability of risk. Further, strategies to the risks will be made and each risk will have one person who will be responsible for that. These all steps reduce or eliminate the impacts on the projects and they are written in the table number 8.

Table no. 8: Tournament's risks

Identification of the risk	Probability of the risk	Strategy against the risk	Responsible person
Rent of the ice rink	Middle	Rent the ice rink a sufficient time before the start of the tournament	Assistant of the main organizer
Student grant from the CTU university	Low	Correct filling out of the grant's request	Main organizer (the request is sending by CTU students)
Special-purpose reserve from the CTU's rector	Low	Correct filling out of the special-purpose reserve request	Main organizer
A sufficient number of teams	High	Addressing the universities; in the case of less than eight teams - > different variant of game system	Assistant of the main organizer
Technical or other problems of the ice-hockey stadium	Low	This situation will be solved at that moment	Manager of the ice-hockey stadium
Cancellation of the accommodation by the hotel	Middle	Ensuring the accommodation in other hotels in Prague	Assistant of the main organizer
Team does not arrive to the tournament without apologizing	Low	This situation would be solved at that moment -> probably it would be taken as a victory for the opponent	Main organizer
Team cancellation of registration just before the tournament	Middle	Addressing other teams	Assistant of the organizer
Player's injury	Low	Ensuring the emergency service	Assistant of the organizer
Failure of tournament's schedule	Middle	Emphatic compliance schedule	Assistant of the organizer
The absence of certain persons related to the organization	Low	Always more than one person should be able to manage the certain position	Main organizer

Source: Own processing

Rent of the ice rink

For the tournament it is necessary to have rented the ice rink. As the event is planned to be in April, it is appropriate to order the ice rink already in November to be sure it is still free. In case of somebody else's reservation, there are two solutions of the situation:

- to find another ice-hockey stadium
- to organize the tournament in other days

Student grant from the CTU University

Students from the Czech Technical University have to fill out the request and send it to the Grant Commission of the CTU. The request is attached in Supplement number 4. They need to observe the date and the exact request's form. The amount of the student's grant is 47 000 CZK. If the request is rejected (it has never happened in the past), the tournament will not be able to be realized.

Special-purpose reserve from the CTU's rector

Main organizer has to request for the special-purpose reserve from the CTU's rector. The amount of money which will be requested is 75 000 CZK. If the request is rejected, the tournament will not be able to be realized.

A sufficient number of teams

Assistant of the main organizer has to send an invitation letter to the universities a sufficient time before the start of the tournament. In order to make sure universities will participate in the action, they have to pay the certain amount of the fee in advance. If the organizers are not able to find eight teams, then it is possible to add the teams from the Czech Republic or change the game system of the tournament.

Technical or other problems of the ice-hockey stadium

Some technical problems can always appear. For instance, lights can stop shining, the ice-rink can start melting or in a catastrophic case the construction of the stadium can fall down. These situations will be solved at the moment if they appear.

Cancellation of the accommodation by the hotel

Cancellation of the accommodation could cause very huge problems if it happened close to the beginning of the tournament. Since it is a large number of participants, it would be very hard to find one hotel for all together. Therefore, participants would sleep in more hotels close to the ice-hockey stadium Hvězda.

Team cancellation of registration just before the tournament

In this case it is possible as it was written before to invite teams from Czech Republic, especially from Prague. The main advantage of the Czech teams is in faster communication and then in faster organization.

Team will not arrive at the tournament without apologizing

This situation should not happen as professionals lead all the teams. It could cause just some external forces such as travelling problems, injuries, etc. In this case the opponent would win the game without playing it.

Player's injury

During all games there will be one medic from Red Cross who will take care of injured players. If anything happens, he or she would treat them. In more serious cases the medic from Red Cross or any assistant would call the ambulance.

Failure of tournament's schedule

Assistant of the main organizer and also the main organizer will emphatically observe the schedule. Assistant will take care of teams to be prepared at least 10 minutes before the start of their game. The ice rink is ordered exactly for certain time and each game is planned precisely thus any delay would have definite impact.

The absence of certain persons related to the organization

Despite all the careful preparation it may happen that some of people related to organization will be missing. The biggest problem would appear if the main organizer were

ill and were not able to come to the action. In this case it is necessary to have at least one person who would stand in his position (for instance the assistant of the main organizer).

8) Financial Plan

At the Czech Technical University there is a possibility to receive a special-purpose reserve from the rector and student grant as well. The author`s aim is to request for these grants to cover necessary needs for the tournament which are shown in the following tables. The concrete values were found out during the interview with the main organizer of the tournament. In the past the student grant`s request was 42 000 CZK but this year organizer will request for 47 000 CZK. In the table number 9 there is shown the specific amount the organizers will request. In this thesis it will be called available budget.

Table no. 9: Available budget

Special-purpose reserve of the CTU Rector	75 000 CZK
Student grant	47 000 CZK
Total	122 000 CZK

Source: Own processing

Table number 10 shows costs which are necessary regarding the game such as rent of the ice rink and cloakrooms, timekeeping, staff which takes care of timekeeping, referees and of course medical aid. At the beginning of February the main organizer of the tournament will pay the deposit at the amount of 25 000 CZK for the ice rink. The rest will be paid in April.

Table no. 10: Costs which are necessary regarding the game

Price of the ice rink and cloakrooms	20 x 3015 CZK	60 300 CZK
Timekeeping	18 hours x 250 CZK	4 500 CZK
Timekeeping staff	2 referees x 150 CZK x 18 hours	5 400 CZK
Referees	2 referees x 18 matches x 300 CZK 2 referee x 18 matches x 400 CZK	18 000 CZK
Medical aid	1 medic from Red Cross x 18 hours x 150 CZK	2 700 CZK
Total		90 900 CZK

Source: Own processing

In the next table number 11 there are shown necessary costs as well regarding the prizes and organization room.

Table no. 11: Other necessary costs

Cups and prizes for the best players	11 000 CZK
Rent of the lounge as an organization room	5 000 CZK
Total	16 000 CZK

Source: Own processing

The last table of costs number 12 shows costs which are not necessary but in organizers' opinions are very important for the smooth running of the tournament and for good memories of the attendees.

Table no. 12: Other possible costs

Refreshment for organizers and coaches	2 000 CZK
Refreshment for players	5 000 CZK
Souvenirs with logo of CTU	3 000 CZK
Total	10 000 CZK

Source: Own processing

In total, all costs are 116 900 CZK.

To summarize, the student grant and the special-purpose reserve will cover all the items which were mentioned in the tables above.

9) Public Relations and Marketing

Target Group

- Students and young people especially from Prague and surroundings
- Friends and families of the competitors
- People who are interested in ice-hockey, in student tournaments or in foreign "environment"
- All people who are attracted by the advertising campaign

Capacity of the ice-hockey stadium is for 800 people (410 seats) and the aim of the organizers is to fill it up. In the following steps there are concrete ways of promotion and PR:

Graphic style of materials

Nowadays everything is very dynamic and fast thus all materials will be in bright colors in order to catch the attention of people.

Posters

Posters will be printed and put up at the Czech Technical University but also at other universities in Prague such as Czech University of Life Sciences in Prague and in surroundings. The assistant of main organizer will print 50 posters in the size of A2.

Facebook

The organizers will give the main effort into this social media. They will create the Facebook event and they will promote it to the target groups. As among the organizers are also students from at least two different universities, the way of promoting and sharing the event will be much faster and easier. The tournament will be also promoted on the official university web pages on the Facebook.

University web page

Each university has its web page where they post the news and important things. The poster which will be made for the tournament will be put up on the university web page. By this way all students of the university are able to see the promotion of the tournament. Hereby, there is a higher chance to get more people for the action.

Articles

Organizers will gather the information from last years about the tournaments and they will post it to the Facebook to raise the awareness about the action. Especially before the beginning of the tournament the organizers, friends of them and students which are

already interested in the tournament will publish interesting articles, photos and information to remind people the event.

Documentation

The part of Public Relations is photos and video documentations. Thanks to these materials which the organizers will publish to the pages, the participants have opportunity to see them and spread these materials among their friends and acquaintances. The organizers may get also feedback which is very important and can get new participants to following tournament.

4.4 Project Stage

4.4.1 Ice-hockey Stadium

According to the author's research and also the interview with the main organizer of the tournament, the ice-hockey stadium Hvězda was chosen. In the thesis above there were discussed advantages and disadvantages of three ice-hockey stadiums.

In the following table number 13 there are shown information and parameters of the ice-hockey stadium Hvězda.

Table no. 13: Information and parameters of the ice-hockey stadium Hvězda

Start up	1. 10. 1983
Size of the ice ring	60 x 30m
Height of the stadium	12 m
Lighting	Discharge tubes
Locker rooms	5
Capacity of the parking places	40
Capacity of the audience	800 (410 seats)
Restaurants	Yes (60 people)
Bar	Yes (50 people)
Fitness Centre	Yes
Ice-hockey shop	Yes

Source: HC Hokej Hvězda, http://www.hokejhvezda.cz/?page_id=39, 2014

From the table number 13 it is visible that the stadium Hvězda has all necessary parameters included. Among the main advantages belong the capacity of parking places, five locker rooms and possibility of having catering in stadium's restaurant and bar. In case of interest teams will be able to do their warm up in the fitness centre. The capacity of audience is sufficient therefore the stadium is the best choice for the tournament.

The stadium is situated close to Dejvická station which is final station of metro line A. The exact address is Na Rozdílu 1, Prague 6 – Vokovice. The place is accessible by public transportation (tram, bus) and by private one as well. In the figure number 5 is the ice-hockey stadium Hvězda.

Figure no. 5: Ice-hockey stadium Hvězda



Source: HC Hokej Hvězda, <http://www.hokejhvezda.cz/>, 2014

4.4.2 Participants of the Tournament

The CTU's Rector Cup will have eight participants. The organizers' aim is to have as much diverse teams as it is possible, i.e. from different countries. In the past the tournament had participants from 4 different countries. This year the organizers' aim is to reach five different countries.

Six months before the beginning of the tournament, following eight universities will get the invitation to the CTU's Rector Cup:

- o Comenius University in Bratislava
- o Czech Technical University in Prague
- o Czech University of Life Sciences in Prague
- o Slovak University of Technology in Bratislava
- o University of Bern
- o Eindhoven University of Technology
- o Kempten University of Applied Sciences
- o University of Vienna

In case that some of the universities reject the invitation, it is necessary to have other universities that could replace them:

- o Charles University in Prague
- o University of Economics in Prague
- o Technika Prague

Tournament application will have the deadline which have to be followed and will be set for the 15th of January. The application will contain binding agreement (that the team will take part in the tournament), the number of participants and the registration fee which is in the amount of 9 000 CZK.

In the later communication the teams will send to the organizers the exact time when they arrive in Prague, the way how they come here and the leaving time as well. The organizers will create the exact schedule according to this information and they will do the draw.

4.4.3 Transportation

Czech teams from Prague will come to the tournament by themselves as they live in the city. All teams will come by their own buses. The organizers do not need to arrange

any transportation for them. It will facilitate also the transportation from the hotel to the ice-hockey stadium etc.

After teams arrive in Prague, students who take care of teams will welcome them at the hotel. Each team will have one Czech student who will be available for them during the whole tournament.

4.4.4 Accommodation and Catering

Accommodation

Eight teams will participate in the tournament. Organizers assume that each team will consist of 19 members (17 players and 2 coaches). The overall number of participants will be then 152 but two universities will be from Prague. Thus, these students will not stay at the hotel. Each foreign team will have also one guide which will stay in the hotel with them. To sum up, the final number that will be accommodated at the hotel will be 120 people.

The aim is to accommodate all international teams in one hotel in order to students make as much foreign relations as it is possible. The accommodation will be provided in the three star hotel Krystal that is located close to the ice-hockey stadium Hvězda. Teams will have options among three types of rooms when double and triple rooms will be provided for players and single rooms for coaches.

Table no. 14: Total price for 1 night for six teams in the hotel Krystal

Type of room	Number of rooms	Price of rooms	Total price
Single room	12	700 CZK	8 400 CZK
Double room	42	1 000 CZK	42 000 CZK
Triple room	6	1 350 CZK	8 100 CZK
Total	60		58 500 CZK

Source: Own work based on data from Hotel Krystal, <http://hotel-krystal.hotel.cz>, 2014

In the table number 14 there are shown the prices of the rooms and how many rooms are necessary for the tournament. The hotel provides the breakfast and it is already included in the price of the rooms. As you can see in the table number 15 the accommodation for each team will cost 29 250 CZK for one night. The total sum (it

includes 3 nights and 6 teams) for all teams will be 175 500 CZK. Three rooms will be provided to the guides of the foreign teams and they will be paid by the CTU.

Table no. 15: Total price for three nights in the hotel

1 night for 1 team	3 nights for 1 team	3 nights for 6 teams
9 750 CZK	29 250 CZK	175 500 CZK

Source: Own processing

Each room has a bathroom, toilet, balcony, refrigerator, TV and phone. In the room there is also a possibility to connect to the Internet.

Teams will get the information about the accommodation by email as well as the map and other useful information. In case that teams plan to come in the higher number of people, organizers will arrange for them the accommodation in the same hotel (if there are still free rooms) or offer them other hotels according to their requirements.

The organizers need to keep in mind the option that some of the foreign teams will not attend the tournament thus some of the Czech university will replace it. The good point at this situation is that the organizers will not have to find any other accommodation for the Czech university, as they will be from Prague. On the contrary they will need to cancel the certain number of rooms in the hotel.

Catering

Catering will be provided in more places. Breakfasts will be in the hotel, lunches in the ice-hockey stadium Hvězda and dinners will be at various places.

On Thursday international teams will arrive at the hotel. All teams, Czech teams as well, will have the welcome dinner at 8:00 p.m. in the restaurant at the hotel. The restaurant is for 160 people where after discussion with the manager they will provide for us 1 more place. Thus, if all the participants arrive, the capacity is sufficient.

During the welcome dinner the main organizer will have the speech to all the participants. He will speak about the program, special events and he will introduce his assistant and students who will take care of foreign teams.

As on Friday the last match finishes at 22:00, there is no possibility for teams to eat all together. Therefore, teams will eat by themselves according to their schedules at the ice-hockey stadium Hvězda. After they finish the match, the dinner will be prepared for them in the restaurant.

On Saturday the tournament will be already finished. The time is set up for 6 p.m. so there is a great opportunity to arrange a special dinner in the city center.

During the whole tournament all participants will have arranged a water intake. Players, coaches and also referees will have prepared bottles of water in the locker rooms. Regarding the organizers and students who take care of teams, they will join all the meals with the teams and there will be also prepared special snacks for them.

4.4.5 Rules of the Tournament

- Standard IIHF ice-hockey rules will be applied (IIHF, 2014)
- The tournament will consist of eight teams.
- The division into groups will be done by the draw. The draw will be realized after the application deadline and paying of the application fees.
- Teams will be divided into two groups where each team will play three matches in a group.
- The game will last 2x20 minutes (brutto time- without interruptions). Last two minutes of each game will be played with netto time (time interruptions).
- Teams which will be at the 3rd and 4th place in the groups, they will play games for the 5th, 6th, 7th and 8th places.
- Set time for each game is 60 minutes and it is divided:
 - Game – 2x20 minutes
 - Ice cleaning - the rest of the time
- The two best teams of the groups will play semifinals and then match for the 1st and 3rd place.

- Groups:
 - The winner of the game will take 2 points. If the match ends in a tie, each team will get 1 point. The order within groups is decided by:
 - .1) Points
 - .2) Inter-game results (result of a game between the teams with the same amount of points)
 - .3) Inter-game score
 - .4) Score
- Play-off and games for places:
 - If a game results in a tie, three penalty shootouts will decide about the winner. In case of a draw after the 3 shootouts the “sudden death” system will be used with reversed order of teams.
- Penalties
 - Player who gets a match penalty will not be able to play in the following match.
 - Player who gets a 2nd match penalty will be excluded from the tournament.
- Litigation
 - In the case of litigation, the organizing committee will make the final decision.
- Insurances
 - All players need to have the insurance for accidents. The organization committee declines all responsibility if any accident happens.

4.4.6 Program

The beginning of the CTU's Rector Cup is set for the Thursday 21st of April 2016 hence teams should arrive this day in order to have time to prepare for the welcome dinner. It will be prepared at 8 p.m. in the restaurant at the hotel. The welcome dinner is included in the registration fee which all teams will pay. Main organizer will welcome all the participants and he will introduce them the program of the tournament. Each attendee will

be able to choose from 3 different meals and soups which will be sent to the universities two months before the tournament starts. Welcome dinner includes soup, main course, dessert and welcome drink. For drinking there will be water with lemon and cucumbers. Attendees will buy other non-alcoholic and alcoholic drinks by themselves.

On Friday in the morning, teams will be able to have breakfast from 7 to 10 a.m. It will depend on them what time they prefer. As Friday is already the first day of tournament, teams will have prepared lunch in the ice-hockey stadium Hvězda according to their tournament schedule. Teams which play against each other will have lunch together. At 11:30 a.m. first 2 teams will have lunch and then the times will be at- 12:15 p.m., 13:00 p.m. and 13:45 p.m. for following teams. First day of tournament is shown in the table number 16.

Table no. 16: First day of the tournament - schedule

Friday		
14:00	Comenius Bratislava	CULS Prague
15:00	Eindhoven University	Bern University
16:00	SUT Bratislava	Vienna University
17:00	CTU Prague	Kempton University
18:00	Comenius Bratislava	Eindhoven University
19:00	CULS Prague	Bern University
20:00	Vienna University	CTU Prague
21:00	SUT Bratislava	Kempton University

Source: Own processing

On Thursday there will be no dinner together because of tournament timing. Teams will eat in the same way as during lunch. First dinner will start at 7:45 p.m. and it will continue to 10:45 p.m. On Thursday matches will finish very late and students have still one day of tournament ahead. Thus, there will be no party or special event prepared for them as they need to sleep and be ready for the following day of games.

On Saturday the tournament starts very early at 8.00 a.m. by the match of Czech University of Life Sciences against Eindhoven University. For foreign teams applies the same rule with breakfast as the day before- they can go for breakfast any time they prefer between the time 7 to 10 a.m. In the table number 17 is shown the second day of the tournament.

Table no. 17: Second day of the tournament - schedule

Saturday		
8:00	CULS Prague	Eindhoven University
9:00	Bern University	Comenius Bratislava
10:00	Vienna University	Kempton University
11:00	CTU Prague	SUT Bratislava
12:00	Semifinal A1- B2	
13:00	Semifinal A2 - B1	
14:00	About 7th place (A4 - B4)	
15:00	About 5th place (A3 - B3)	
16:00	About 3rd place (losers of semifinals)	
17:00	Final (winners of semifinals)	
18:00	Results of the CTU Rector`s Cup	

Source: Own processing

In the table number 17 there is visible that the tournament finishes at 6 p.m. After all matches there will be the ceremony when the CTU's rector together with the main organizer of the tournament will announce the results of the tournament. Among the results belong as well the best backward, the best forward and the best goalkeeper of the tournament.

On Friday there will be arranged a special dinner in the city center for all the participants. Dinner will take place in the famous Czech restaurant - Švejk at 9:00 p.m.

Švejk restaurant has capacity for 265 people, it is situated in the city center, they offer Czech traditional cuisine therefore it is an excellent choice for the final dinner. A meal and one non-alcoholic drink are covered in the calculated teams' expenditures. Attendees will pay other expenses by themselves. There will be prepared variety of meals. Below there are some typical Czech meals the participants will be able to choose from:

- Goulash with onion and bread dumplings
- Czech cream sauce, bread dumplings and cranberries
- Roasted knee of pork with mustard and horseradish

- Smoked ribs with barbecue sauce and garlic mayonnaise

At midnight (after dinner) there will be prepared two special buses which will take all participants to the party in the club Mecca. Each participant will get a special bracelet which will mean free entry for them to the club. In the club Mecca there will be a normal party and VIP floor of the club will be reserved for the participants of the tournament only. After participants want to go back to the hotel, they will call taxi or go by Prague public transport. Their guides will be there with them and they will be prepared to help them.

Saturday is the last day for all participants. The day will start with the late breakfast at 9:30 a.m. After the breakfast all people who are accommodated at the hotel will have to leave their rooms. One special room will be reserved for all the guests and there they will be able to leave all their luggages and necessary things. The day will continue with the trip to the city centre to see all the historical and interesting places of Prague.

Firstly, the teams will be divided into three groups. In each group there will be two teams with two Czech guides. The meeting point will be at 11:30 at Museum station for Czech students to be able to meet others. As Czech students already know Prague, it is assumed that not all of them will be participating this day thus they will join the groups they will choose by themselves.

Groups will go separately (otherwise as one group there would be too many people) but the way will stay the same for all of them. The tour will be consisted of following places:

- Wenceslas Square
- Old Town Square
- Charles Bridge
- Prague Castle
- Vyšehrad

After they see Prague Castle each guide would take his group to the restaurant for late lunch (after discussion what they prefer) and then they would continue to Vyšehrad

which is the last point of the tour. Guides will accompany their teams to the hotel where their job ends as all teams go already home.

4.4.7 Preliminary Budget of the Whole Event

Drawing up a preliminary budget of the action plays a significant role in the planning and organizing of the tournament. It contains revenues and expenditures of the tournament. In table number 18 there is shown the preliminary budget from the side of expenditures.

Table no. 18: The preliminary budget of the event - expenditures (in CZK)

Item		Price (CZK)
Ice-hockey stadium	20 hours x 3 015 CZK	60 300
Timekeeping	18 hours x 250 CZK	4 500
Timekeeping staff	2 referees x 150 CZK x 18 hours	5 400
Referees	2 referees x 18 matches x 300 CZK 2 referees x 18 matches x 400 CZK	18 000
Medical aid	1 medic from Red Cross x 18 hours x 150 CZK	2 700
Photographer	2 days x 1 000 CZK	2 000
Accommodation for 6 guides	3 room x 3 nights x 1000 CZK	9 000
Catering		
- welcome dinner	for all	41 000
- 6 referees	4 meals x 100 CZK	2 400
- 8 guides	3 meals x 100 CZK	2 400
- main organizer	3 meals x 100 CZK	300
- assistant to the main organizer	3 meals x 100 CZK	300
- medic care	4 meals x 100 CZK	400
- photographer	3 meals x 100 CZK	300
Bus to the Mecca club	2 buses x 1428	2 856
PR and Marketing (50 posters)	50 x 28.90 CZK	1 445
Cups and prizes for the best players		11 000
Rent of the lounge as a organization room		5 000
Refreshment for organizers and coaches		2 000
Refreshment for players		5 000
Souvenirs with logo of CTU		3 000
Total		179 301

Source: Own processing

The revenue side of the preliminary budget is displayed in the table number 19.

Table no. 19: The preliminary budget of the event - revenues (in CZK)

Item		Price (in CZK)
Special-purpose reserve of the CTU Rector		75 000
Student grant		47 000
Registration fee - 7 teams (CTU is not counted)	9 000	63 000
Total		185 000

Source: Own processing

From the tables above it is obvious that with the budget that the organizers have, they cover all the necessary things for the tournament from the ice-hockey stadium, referees, prizes, to the welcome dinner and souvenirs with logo of CTU. Organizers want to have some reserve money in case of any problems or unexpected expenditures appear. From the tables it is counted that the reserve sum is 5 699 CZK.

Each team will pay accommodation, transportation and catering (except the welcome dinner) by themselves. In the invitation letter which assistant of the main organizer will send five months before the beginning, there will be calculation of expenditures of the tournament for the teams regarding accommodation, registration fee and catering. It is calculated in the table number 20.

Table no. 20: Expenditures for foreign teams (without transportation)

Item		Price (in CZK)
Accommodation - 3 nights		29 250
Catering		
- 2 lunches at the ice-hockey stadium	19 people x 100 CZK	3 800
- 1 lunch in the city center	19 people x 150 CZK	2 850
- 1 dinner at ice-hockey stadium	19 people x 100 CZK	1 900
- final dinner in the city center	19 people x 250 CZK	4 750
Registration fee		9 000
Total for whole team		51550
Total for one person		2713

Source: Own processing

From the table above is obvious that the total amount for each team is 51 550 CZK. If the amount is divided into attendees (it is assumed that each team will have 17 players and 2 coaches), each attendee will pay 2 713 CZK which would be rounded off to 2 750 CZK. The rest of money (4 921 CZK) will be gathered and the organizers will buy for it needed assortment for welcome drinks which will open the welcome dinner.

As it is university tournament and students represent their universities, organizers expect that universities will pay considerable amount of their expenditures and students will pay reduced price for the tournament.

All calculations were made according to the current exchange rate in January 2015; its change may affect the attractiveness of the tournament. If the change was significant, then the organizers would have to solve it according to their or participants' needs.

4.4.8 Monitoring and Controlling

During the tournament and its planning it is necessary to do monitoring and controlling of all the actions. Thanks to that it is possible to keep the set time-schedule and organizers are able to avoid mistakes, bad organization or occurrence of unexpected situation. As especially the main organizer and his assistant prepare the tournament, they will have meetings together and take care of the upcoming action.

4.5 After-project Stage

The end of the CTU's Rector Cup is set for the 23rd of April 2016. After the tournament finishes, the organizers will do its evaluation. They will evaluate the tournament in terms of organization, finances, satisfaction of participants, etc.

Organizers should not forget to write emails to the universities with thanking for participating in the tournament. There will be also added the webpage of the Czech Technical University and FB webpage where they will be able to find photos from the tournament.

Organizers will evaluate the organization of the tournament and the satisfaction of the attendees by sending them the questionnaire. The main questions will be:

- Were you satisfied with the tournament?
 - Organization
 - Accommodation
 - Catering
- Did the tournament meet your expectation?
- What did you like the most on the tournament?
- Where do you see the main weaknesses of the tournament?
- What would you change on the tournament?
- What should be improved?
- Will you participate in the tournament next year again?

Further, organizers will evaluate the schedule of the tournament. The main parts which they will focus on will be:

- The smoothness of the tournament – if there was not any delay
- Attractiveness of the tournament – how attendees liked the certain parts of the tournament

One of the important parts will be to draw up the real budget of the whole CTU`s Rector Cup and to find out if all the set objectives were achieved.

Last but not least, the main organizer will assess the work of his assistant and students who were helping with the international teams. It should help them to improve their personal and working skills to their next experience.

Based on all the above documents and information, there will be drawn up statistics and the whole tournament will be evaluated and written into the Final Report.

5. Proposals and Recommendations

During obtaining the information from studying literature, from gathered questionnaire and from the undertaken interview, the author of the thesis came up with some proposals and recommendations which are important for this tournament.

Project team

The most important aspect for any project is the organizational team as they are the “soul” of the project. Therefore, the organizers should choose the right six students as guides of the foreign teams who will spend most of the time with them. They should be enthusiastic about the event and should be responsible. These guides can influence the next year’s participation of current teams.

Request for student grant and special-purpose reserve

The international ice-hockey university tournament cannot be organized without the student grant or special-purpose reserve from the CTU’s rector. Thus, organizers need to write the requests very precisely. They should include parts such as:

- What does the tournament bring to the university?
- What are the benefits for the university?
- What does the tournament bring to the students?

Organizing of the tournament together with the Czech University of Life Sciences in Prague

Sharing the tournament’s organization with the CULS could decrease the team’s expenditures as the students from Czech University of Life Sciences would be able to receive some grant from the university as well. Among other benefits comes especially bonding of the universities’ and students’ relationships.

To attract sponsors

The organizers could try to find sponsors to decrease the teams' expenditures. Companies like to get into people's association with sponsorship and helping others. The organizers have to be very active and address companies by themselves. In return, the companies would be presented on the posters, on Facebook pages and on the university pages as sponsors of the tournament.

6. Conclusion

The main objective of this diploma thesis was to emphasize the important parts of management and marketing, especially in the sports area and project management, and to create a project proposal for an international university event.

The knowledge of sport management and marketing as well as of project management was obtained by looking at and studying literature. Information which was needed to write the practical part of the diploma thesis was gained from the internet sources, from a questionnaire and from a semi-structured interview with the main organizer of the international university tournament.

The practical part of the diploma thesis depended on the results of the questionnaire undertaken. Thanks to it the research questions have been answered and thereby one of the aims was accomplished.

The following information was found out:

- foreign universities prefer to have accommodation and three main meals provided by the organizers
- students are interested in additional activities during the tournament
- students would like to attend the tournament at the end of March or in April
- the main purposes of attending the tournament include meeting and comparing performance of ice-hockey students from different countries and possibly learning from them as well as meeting new friends from different countries

At the end of the thesis the author proposed solutions that are important for the organizers of the tournament and which could help to improve its level. The organizers should form the right team of students who help them with the foreign teams as the organizational team is the “soul” of the project. The organizers should arrange and fill out the paperwork correctly so that the finances can be obtained from the organizing university. The organizers could attract sponsors to decrease the team’s expenditures. In return, the companies would be presented during the tournament. Last but not least, they should think about sharing the organizing of the ice-hockey tournament with the Czech

University of Life Sciences in Prague. This could also decrease the teams' expenditure as the students would be able to receive some grant from this university as well.

The project proposal for an international university ice-hockey tournament has successfully been prepared and the tournament can be organized in the year 2016 according to this diploma thesis.

To summarize, all the stated objectives in this diploma thesis have been achieved.

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7.3 Documents of the Czech Technical University

Unpublished internal documents of the Czech Technical University in Prague

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List of Supplements

Supplement 1: Questionnaire

Ice-hockey student university tournament

Dear all,

I am a student in the last year at the Czech University of Life Sciences in Prague.

Hereby, I would like to ask you to fill a questionnaire which is connected to my diploma thesis. My diploma thesis is regarded to the ice-hockey university tournament which would be held in the Czech Republic and would last 2-4 last (it depends on the results from this questionnaire).

By means of the gathered information I will find out what is the best way for organization of the tournament. The questionnaire will take three minutes of your time and it is anonymous.

Thank you in advance for your cooperation.

Petra Valjentová

1. Where have you been studying?

(Write the whole name of your university)

2. What would be the ideal date for you for the tournament?

- September
- Christmas holiday
- The end of March/ April

3. Where should the tournament take place?

- In Prague

- Close to Prague (to 40 km)
- Other:

4. What type of catering do you prefer during the tournament?

- I will arrange all by myself
- Organizers will provide us breakfasts
- Organizers will provide us lunches
- Organizers will provide us dinners
- Organizers will provide us lunches and dinners
- Organizers will provide us all three main meals
- Other

5. What type of accommodation do you prefer during the tournament?

- I will arrange it by myself
- Organizers will provide us cheap accommodation according to the local conditions (three star hotel)
- Organizers will provide us quality (but more expensive) accommodation (four star hotel)

6. What do you expect from your participation at the ice-hockey university tournament?

(You can choose here more answers)

- To meet new friends from different countries
- To play university ice-hockey at the high level

- To meet ice-hockey student's performance from different countries
- To visit Prague
- Other

7. Would you like to visit the historical part of Prague with your guide?

- Yes
- No

8. Would you like to have the welcome dinner at the tournament?

- Yes
- No

9. Would you be interested in meeting the nightlife in Prague?

- Yes
- No

10. Would you be interested in half-day/ all-day trip within the Czech Republic?

- Yes
- No

11. If your answer was in the previous question yes, where would you like to go?

- Spa town- Karlovy Vary
- Historical city- Český Krumlov
- Concentration camp- Terezín
- Other

Supplement 2: Poster

**4TH INTERNATIONAL UNIVERSITY
ICE-HOCKEY TOURNAMENT**

CTU'S RECTOR CUP





**PÁTEK 4.4.2014
14:00-22:00
SOBOTA 5.4.2014
8:00 - 18:00**

**STADION HC HVĚZDA
PRAHA 6
NA ROZDÍLU 1**

**ZA PODPORY REKTORA
ČVUT V PRAZE A FSP**



Source: Internal data of the Czech Technical University in Prague, 2014

Supplement 3: Evaluation of the tournament

4.7/2013

Mezinárodní univerzitní hokejový turnaj 2013

– O pohár rektora ČVUT –
Jiří Spilka

České Vysoké Učení Technické v Praze

Úvod

- ▶ Mezinárodní univerzitní hokejový turnaj se konal 19.4. a 20.4.2013 v Praze
- ▶ Turnaje se zúčastnilo osm evropských univerzit.
- ▶ Výše poskytnutého grantu: 42 000 Kč

Zápasy

Skupina A	Skupina B
SUT Bratislava – Bern 4:1	UK Bratislava – Vienna 4:0
UK Prague – München 5:2	ČVUT – Eindhoven 8:0
SUT Bratislava – München 5:1	ČVUT – Vienna 7:0
Bern – UK Prague 5:2	UK Bratislava – Eindhoven 0:19
UK Prague – SUT Bratislava 5:2	ČVUT – UK Bratislava 3:4
Bern – München 11:1	Eindhoven–Vienna 1:9

Semifinále:
Bern – ČVUT 1:4
UK Bratislava – SUT Bratislava 5:0

O třetí místo: Bern – SUT Bratislava 2:1
Finále: ČVUT – UK Bratislava 1:2

Konečné pořadí

- ▶ pořadí:
- 1. Univerzita Komenského v Bratislavě
- 2. ČVUT
- 3. University of Bern
- 4. SUT Bratislava
- 5. Univerzita Karlova v Praze
- 6. University of Vienna
- 7. Technical University München
- 8. Eindhoven University of Technology

Nejlepší hráči turnaje

- ▶ brankář: A. Arnaud – Bern
- ▶ obránce: David Sem – ČVUT
- ▶ útočník: Bronislav Varga – UK Bratislava

Závěrečné foto

Poděkování

Hokejový turnaj O Pohár rektora ČVUT by se nemohl konat bez podpory Fondu studentských projektů a Rektora ČVUT.

České Vysoké Učení Technické v Praze
Jiří Spilka, spilka.jiri@fel.cvut.cz
Zdeněk Valjent, Zdenek.Valjent@utvs.cvut.cz

Source: Internal data of the Czech Technical University in Prague, 2014

CELKOVÝ ROZPOČET PROJEKTU

Požadované finanční prostředky

NEINVESTIČNÍ VÝDAJE		
	Požadavek v KČ (bez DPH)	Úpravy GK ČVUT (nevyplňovat)
1. Spotřební materiál (kancelářské potřeby, ...)		
2. 2.1 Služby (zakázky na výrobu, tisky, kopírování, vazby, ...)		
2.2 Pronájem přístrojů a zařízení a prostor		
3. Cestovní výdaje studentů ČVUT		
3.1 Jízdní výdaje		
3.2 Pobytové výdaje		
Celkem		

Source: The Czech Technical University in Prague, <http://intranet.cvut.cz/informace-pro-studenty/granty/fsp>, 2015

DALŠÍ ZDROJE FINANCOVÁNÍ	
Název	Částka
Celkem	

Source: The Czech Technical University in Prague, <http://intranet.cvut.cz/informace-pro-studenty/granty/fsp>, 2015

ZDŮVODNĚNÍ NÁVRHU PŘIHLÁŠKY

ZDŮVODNĚNÍ (uvádějte k jednotlivým bodům)

1. Zdůvodnění zařazení projektu do příslušné kategorie:

2. Současný stav řešeného problému. Byl podobný projekt řešen v minulých letech?
3. Konkrétní formulace cílů řešení v r. 2015 a předpokládaný harmonogram jejich plnění:
4. Způsob řešení a charakter prací a popis organizačního zabezpečení (srovnej též 6):
5. Předpokládaná prezentace výsledků, jejich využitelnost a realizovatelnost, dopad výsledků na rozvoj školy, fakulty (součástí):
6. Návaznost projektu na další řešené projekty, předpokládaná spolupráce s externími institucemi a spolupracovníky. V případě záštity řešitele a spoluřešitelů např. klubem SU ČVUT specifikujte detailně způsob spolupráce a vyžádejte podpis předsedy daného klubu:
7. Stručná informace o materiálovém a přístrojovém zajištění. (viz též 6):
8. Další zdroje financování. V přihlášce je nutno uvádět, jaké spolufinancování řešitel očekává. U projektů, které již v minulosti byly financovány z FSP je doporučeno získat výrazné spolufinancování z dalších zdrojů:
9. Konkretizace a podrobné zdůvodnění finančních požadavků v členění podle B1 až B3 (nabídka firem, odkazy na dodavatele). Specifikujte podrobně předpokládané zdroje, vč. FSP:

10. Další sdělení:

Prohlášení navrhovatele:

Prohlašuji, že jsem uvedl úplné a pravdivé údaje. Beru na vědomí, že v opačném případě nebo při porušení obecně uznávaných zásad etiky mohu být vyloučen z účasti na výběrovém řízení.

Zavazuji se, že vynaložím všechny své schopnosti k dosažení navrhovaných cílů, řádnému hospodaření s grantovými prostředky a dodržení předpokládaného harmonogramu.

Souhlasím s tím, aby odbor pro studium a studentské záležitosti používal osobní údaje uvedené v této přihlášce ke zpracování a evidenci mého projektu.

.....

.....

datum

navrhovatel

VYJÁDŘENÍ GRANTOVÉ KOMISE FSP

K PŘIHLÁŠCE PROJEKTU DO FSP ČVUT PRO ROK 2016

1. Kategorie projektu (označit X)	vzdělávací 1	umělecká 2	prezentační 3	sportovní 4	kulturní 5	společenská 6
2. Název projektu						
3. Navrhovatel: Vztah k ČVUT						
4. Doporučení Označit X						
1	<input type="checkbox"/>	Udělit grant v požadované výši				
2	<input type="checkbox"/>	Udělit grant redukovaný				
3	<input type="checkbox"/>	Neudělit grant				
Vyjádření komise:						
5. Podpora řešení z prostředků ČVUT						
Neinvestiční prostředky	Celkem Kč					
Datum:	Předseda grantové komise					

Source: The Czech Technical University in Prague, <http://intranet.cvut.cz/informace-pro-studenty/granty/fsp>, 2015