MANAGEMENT OF SPORTS ACTIVITY OF PERFORMANCE

Ph.D. MARIAN DURBĂCEA-BOLOVAN
"CONSTANTIN BRANCUȘI" UNIVERSITY OF TG-JIU
FACULTY OF MEDICAL AND BEHAVIORAL SCIENCE

Abstract
The abstract has to include enough information for readers to be able to appreciate the nature and meaning of the subject, the adequate character of the research method as well as the results and conclusions of the paper. The abstract is not an introduction, it synthesizes the essential results of the research and does not list only the matters discussed in the paper. The abstract shall be written with times new roman, font size 10, italic. It shall include 200-250 words, single spacing.

Keywords: Sports, Sports clubs, sports management, sports performance

Classification JEL: M40, M41

1. INTRODUCTION

The management is the processing to obtain the material resources and that interfere, human, financial and informational resources, to achieve the purpose of that organization, by directing of the organizational system in the context of a environment dynamic, to have the efficient and substantial operation.

Behold few contemporary definitions of management, as they are formulated in the specialty literature. In the etymological vision, the current management concept, comes from the Latin word “manus” (hand), namely "maneuvering". In English language appeared the verb “to manage” with the noun “management” namely of original sense to the “maneuver” and with the content of “the ponderate correct relations with things or beings in order to obtain a result favorable” (A. Voicu, 1995).

In the “Management Dictionary” (Coordinator: D. Fundatura, Deacon Coresi publishing house of Bucharest 1992), the management means:

- art of leading a company. The management, focuses to the organization and leading of company, in the reality regroups the ideas of organization and management in a specific formation which must dominate the specific concepts and economical activities and ensuring the operate and develop of company in terms of set objectives;
- Method to lead and manage the rational organization (companies, public entity's, associations, ...and other) to organizing the activities, for to establish purposes and objectives, build strategies, using better the people, the technology and material resources, ensuring increased profitability and effectiveness of companies.

2. THE HEADMASTERS AND THE MANAGERIAL ROLES

The Headmasters is a person in an organization which is responsible for the work performance, of one or more persons employed by those organization. Managers occupy positions that have a variety of names: supervisor, team leader, team manager, head of division, head of department, administrator, director, manager, second chairman, president, ....and other. They are the ones that other members of the organization, usually designated as well the subordinates or performers, collaborators, are presented the report on tasks received.

The managers are those who hold power within in the company, compared with employees or performers. Formal authority, the legal basis, is owned by the company or club owners, who are always and her managers.

Managerial roles, may be grouped into three categories:

a) interpersonal roles; on how the manager interacts with people, the relationships he has with others;
b) informational roles; on how a manager change (collect and disseminate) and process data;
c) the decisional roles; which refers to the modality used from the manager when interacting with people, the relationships he has with others.
SPORTS MANAGEMENT

Within the management of sports activities are relevant the particular traits of these functions:
- the activities that make up their specific content, in whole, only for managers, being the key element that differentiates them from the frames of execution;
- the managerial functions are exercised in all sports organizations, regardless of their size and at all levels within that sport, consequently have general characters;
- the management functions of sports activities have a different weight in the hierarchy of the organization, which means that it the higher level is achieved primarily provision and organization, and at the lower levels, the control and coordination.

The provision function, includes measures and activities that are in the currently to give results future. Establishing the conditions that will form the focus of future sporting activities, setting or at material and financial means necessary.

In the report on realization to proposed objectives, will manifest and other management functions. The realization of the provision is made in particular by planning activity.

Characteristics and orientations of modern management

It can be appreciated that at present, the management system was established theoretical and methodological applicative coherent, which includes concepts, principles, methods and techniques. This domain of greatest interest and with differently primary role in the modern society, gives some perspective and guidance defining features detailed.

1. The global vision, systematic approach to problems
2. Deepening interdisciplinarity
3. Deepening of forward and shift to a proactive approach
4. Increasing the managerial dynamism
5. Deepening of the finality of managerial activities
6. Universality management
7. Professionalization of management function

The research objectives and working assumptions

The main objective of the research is: developing of a model for analyzing to management for sports clubs, to identify factors that determine organizational performance and best practices, in order to determining ways to implement for that sports clubs.

To achieve this overall objective, we proposed a number of specific objectives that can be summarized as follows:
• developing a model for analyzing the performance of processes and activities, from sports clubs, to identify measures to improve the management and increase organizational performance;
• highlighting the potential benefits of improved management processes and activities;
• identifying specific ways and best practices in the operationalization of activities and processes in the field of sports management;

The research sample

The sample was composed of sports organizations. I used a composite sample of group of clubs, representative for that domain, which have provided support in addressing this type of research. This consideration has enabled us to realize a study in which we involved people with concerns and management positions in sports clubs.

Research results

After establishing the population sample, we determined the information type that corresponds to the objective of our research through a questionnaire and an interview. In order to analyze the sports organization management, we developed a questionnaire to obtain data to quantify the 35 model’s items.

The questionnaire was distributed personally and via email to sports clubs’ managers and specialists. The answer categories were based on type “YES” and “NO” answers, regarding 15 items and 20 questions to evaluate the agreement on a Likert scale from 1 to 3 (1-disagreement, 2-undecided, 3-agreement) and 20 items to evaluate factors determining organizational performance and effectiveness of sports clubs’ managements. To obtain the average score in each factor, we calculated the arithmetic average of the agreement’s values, from all the 27 questionnaires, from 1 to
3, with absolute frequencies, the average score being between minimum value 1 (disagreement) and maximum value 3 (agreement).

To increase the effectiveness of using the questionnaire to obtain information, we conducted interviews with 9 people, most of them sports managers (5 people) and 4 sports management specialists from clubs which were the study subject. The interview we used was the semi-structured type, including a set of standard questions regarding: the vision and mission of the sports organization, strategies and policies of the organization, marketing strategies of the organization human resources policies, outsourcing activities and clubs’ processes, recruitment and selection of human resources, organizational culture etc. Throughout the interviews, there were added other questions too.

We believe that the interviews had achieved their goal by the opinions and information we obtained, which served obtaining more detailed information about the issues covered in the questionnaire. The interviews lasted between 15 and 30 minutes on average and the discussion was recorded.

The empirical study aimed to elaborate a model for analyzing the sports clubs’ management, with the goal of identifying and implementing the best practices and ways to improve its effectiveness, efficiency and performance growth.

To this end, we have focused our research on improving the sports clubs’ organizational skills in the most important areas, the most important domains included in the questionnaire being:
- the management: to what extent sports clubs have managerial skills and experience to seize opportunities and deal with possible threats;
- Operating systems: the extent to which sports clubs have equipment, knowledge, systems and procedures to allow them to manage their business effectively and efficiently;
- Human resources management: highlighting the extent to which sports clubs’ employees have the skills needed to respond to environmental changes and their strategy, and the effectiveness of using human resources;
- Organizational performance: identification of assessment criteria of organizational performance and to highlight the determining factors in sports clubs;
- Financial resources: sports clubs’ access to financial resources, including the sponsorship to secure human resources, technology and achieve market competitiveness.

CONCLUSIONS

Research based on an analysis model of management to the sports clubs, aims to identify good practices and complex issues facing the sporting clubs and find the most appropriate modalities to improve for their management. Analysis made, represent the concern of sports clubs management to ensuring organizational performance, respectively to improve their competitiveness.

The technical process of forming the sample, observing statistics data band applied corrections were the basis of forming a valid database regarding obtaining new and relevant information. In this sense, most statistical procedures have been completed with appropriate statistical tests. The existence of relevant information regarding the entire population statistics is a major component in the decision making at club level. Structural variables impact the quality of the models and their parameters.

Regarding the hypothesis of the research, we can say that utmost they checked, adding the following comments:
Starting from the general objective and specific objectives of experimental research, the analysis based on the survey conducted on a representative sample of clubs, has allowed us to make a series of proposals to perfect their management and increase the effectiveness and efficiency of operational specific activities. These can be summarized as follows:
- Making a good practices guide regarding sports clubs management, to ensure both effectiveness and efficiency in developing strategies and organizational policies and operational activities specific to this area, essential premises for ensuring market competitiveness;
- Managers must be concerned about the development of strategies and organizational policies and their continuous updating, to keep up with rapid changes of the factors which determine the performance of sports organization;
- Providing training and continuous improvement of the management and execution employees to achieve strategic and operational goals on organizational level and specific human resources functions;
- Clearly define the management objectives of sports clubs, based on thorough analysis of demand and supply, covering the full range of issues regarding customers, competitors, system, structure, mission, people, rewards system, staff evaluation, work involvement and integration;
- Effective implementation of the social responsibility system based on professionally trained employees, good information, not discriminatory social practice, effective policies to ensure health and safety at work, fair employment practices, working conditions, transparency of decision making and environment protection;
● Increase attention to ethics at the organizational level through the development of ethical codes available to employees;
● Regular assessment of the employees’ job satisfaction, given its importance in strengthening team spirit and stimulate job performance;
● Periodic (annual) audit management to highlight weaknesses in the management of sports clubs, in order to improve strategic and operational processes;
● Strengthening specific values of organizational culture in order to stimulate individual and collective behavior.

BIBLIOGRAPHY

[6] Pop C.L., “Management of physical activities in higher education”, Publisher PRO Universitaria, Bucharest, 2015;