

CHARACTERISTICS AND ORIENTATIONS OF MANAGEMENT IN SPORTS

NEFERU FLORIN

LECT.UNIV.DR. “CONSTANTIN BRÂNCUȘI” UNIVERSITY OF TÂRGU-JIU

FACULTY OF HEALTH AND BEHAVIORAL SCIENCES,

e-mail: florin_neferu@yahoo.com

Abstract

Management applied in sport contributes to achieving full functionality of sports structures, the large masses of people, a plurality of means and skills, objectives and intentions.

Through the efforts of management in sport individuals or groups of people are coordinated towards achieving a common goal, complicated and difficult process due to concerns divergent which always, through his, they are converted into cutting issues ensuring mobility objectives. Sports management helps to master and control both situations and complex systems ensuring permanent and continuous management of a multitude of sporting activities generating efficiency.

Particularities of management in sport resides in that it applies to all forms of sports, all sports disciplines, which provides an organized leading to superior results in sporting competitions.

Keywords: management, process, functions, sports

Clasificare JEL :

1. Introduction

In recent decades occurred substantial changes in sport given the dynamic development of sports that has expanded both locally, nationally and internationally. Widening the participatory horizon also determined the conceptual change of the mode of development of the work and operation of sports structures to obtain increasing performance. In these circumstances, the use of management in sport has become indispensable to achieve specific targets in the context of changing conditions.[1]

Current trends of sport require to meet the functional needs, using management to ensure interconnection structures and activities. This makes the management to play a leading role in sports that provide increased specialization in resolving key issues and sustainable.

Management applied in sport contributes to achieving full functionality of sports structures, the large masses of people, a plurality of means and skills, objectives and intentions. Through the coordinated efforts of management in sport are individuals or groups of people (teams) to achieve a common goal, complicated and difficult process due to concerns divergent always, through its cutting issues are transformed into ensuring mobility objectives. Thus, sports management helps to master and control both situations and complex systems ensuring permanent and continuous management of a multitude of sporting activities generating efficiency.[7]

Peculiarities of management in sport resides in that it applies to all forms of sports, all sports disciplines, which provides an organized leading to superior results in sporting competitions. Within sports activities the management ensures coordination and training of the individual or groups of individuals to an improvement in fitness and spiritual comfort by providing an organized framework of sports training. Such management specialization makes that by controlling all the activities done by the assessment provided by the sports competition to influence sporting performance continuously.

Sports management is a catalyst both within the sports structures and specific activities because it contributes to achieving efficiency by detecting, encourage and stimulate people with special skills for sport through the selection process by ensuring an encouraging psychosocial

climate and rewarding those that surpass continuously achieve higher performance. Also, sports management contributes to the establishment and optimal dimensions of sport activities and the individuals involved in this process, ensuring the recruitment, hiring and promoting individuals based on competence, generating consensus and creating optimal conditions to achieve a favorable climate that ensures a major impact achieve efficiencies in sports.

2. The management process

In the opinion of renowned authors in the management process in general and the management in particular it is determined by the theoretical and practical needs. From this point of treating the category of "process" reflect the temporal parameters, management behaviors and modify its development plan in space. Fully understood as the fundamental features required, general and relatively stable core management process consists in shaping human efforts to coordinate joint work. This effort takes place in time and space and is done in the form of combinations necessary due to the division of labor and management cooperation.

As the Romanian sports system has a strong contextually determination with profound mutation is appropriate to use management that through his processes produce radical changes in the variety, flexibility and dynamism of sports activities for them to meet the need, desire, will and action tendency of people.[1]

Currently in sports emerge and develop cyclic many actions and various benefits of attitudes and interventions, various analyzes and deliberations on directors athletes through management process, transform into a series of strategies, regulations, decisions, behavior and more. Process management is the content and purpose of any management system. In addressing management issues in sport must emphasize the concept of process characterized in all its complexity, business management within each sports organization which reveals its purpose. Management process in sport, is a work process that, like other organizational human systems regard to the content and effects, is divided into two main groups, namely: process execution and management processes.

Execution processes within sports organizations include the activities of all personnel within the structure sport (federation, club, sports association or corporate sports center sports - team sports) aiming to achieve established objectives. In general, sport objectives are linked to the achievement of physical performance. Execution processes in sport is based on specific means that a greater share in lower training and competing. The manager is the one who outlines exactly what organizations must do to know success, establishing a set of activities through plans.

Management processes in sport means all actions by which the manager provides, organizes, coordinates and controls the activity decisions to his subordinates in order to achieve the organization's objectives sport or sporting activity.[3]

Looking sports organizations as a system we can say that through management processes is achieved harmonious functioning of all parts of their dialectical relationship between leader and led scheme. In sports organizations management process is a continuous and uninterrupted process that occurs along with goal setting and decision making and staking continues with tasks that lead to goals. Thus, the management process is cyclical and comprises a complex set of specific activities of managers. The implementation of the required activities put them in management.[4]

Process management division into management functions includes the following functions: foresight, organization, coordination, training, control. In terms of form and content, management functions are different in relation to the exercise of hierarchical level. Thus, in upper management are prevalent the forecast and the organization and to be lower levels prevailing hierarchical coordination and training.

The prediction function

By prediction function, the most important function of the driver is given a prospective dimension management. She is all actions that establish objectives in the short, medium and long term, formulating courses of action to achieve them and contain the necessary resources.[2]

The forecast is based on a deep analysis are taken into account: available resources, initial results of the current situation, goals activity. Through foresight, sports manager anticipates developments in selection, promotion and affirmation of athletes in competitive plan, and according to many competitive elements aimed at a domestic or international affirmation of sports.

Designing the future in sport is achieved through several operations: diagnosis, prognosis and planning. Diagnosis is a set of operations on objective knowledge, thorough situation at some point. By analyzing statistical diagnosis of human, material and financial related athletic activity, is looking to conduct a comparative analysis of the existing performance targets (which it is desired to reach).

The organization function

This function is characterized as the most visible function of management that describes all management processes, activities, measures and resources which is the system leader, led system and the system links between them.

By organizing rationally and harmoniously combine all the normal functioning of the unit as a whole, ensuring disposition of material and human potential in an optimal unit. Through the organization is established which will make each member of the sport and the way in which the communication between members and compartments sports organization. Thus, the organization is a process that contributes to determining the use of all resources methodical organization. Organization provides a combination of general interests of the individual participants by setting clear tasks in sports. Depending on their complexity, structure of the sports facilities is perfect and specific forms to distinguish federations, clubs, sports associations, departments, teams, sports groups and others. By organizing are established organizational structures and their compartments, being structured and specific skills.

The organization provides within the sports structures a functioning based on order and discipline, on rationality and efficiency, ensuring that measure and balance sports activity under optimal conditions can reach a maximum efficiency. Given the dynamics that knows the sport in the current period required drivers athlete attention to organization function amid a deep knowledge of each department and each member so as to establish with more concrete organizational structure and division of tasks and resources.[3]

In sport organization is based on hierarchy and division of duties imposed on their establishment, as well as liabilities, taking into account the preferences and options that team members. Organizing a sports structure is formal when activities of individuals composing it are institutionalized, coherent and targeted, coordinated consciously towards the goals, performance established and informal, where the activity is non-institutionalized and is not strictly subordinated to a goal contractual unit. Organizing in sports activities is conceived as an open and continuous interaction with the environment and therefore this function has known continuous improvement.

The coordination function

Alvin Toffler defined managerial function of coordination as "all actions by which a manager creates and maintains harmony between the activities and the people they lead" in an environment that is in constant motion.[2]

In sports organizations through management coordination action aims to adapt them to present conditions in every moment of their existence. Coordination contributes to a unified guidance of sports activities by harmonizing all human resources (coaches, trainers, athletes, support staff, etc.) involved in achieving goals. The coordination action may be bilateral or

multilateral in relation to their subordinates with the manager wants to establish a balance, a timing of actions and human resources involved in achieving the organization's objectives or sports activity.

In a sport organization coordination must be carried out continuously. To no interruptions between the various structural elements of the sports organization or between its human resources, must operate a system of communication that provide good reception and scheduling decisions at all levels by establishing relationships between managers and subordinates.

Managers must exercise professional athletes coordination function for sports structures to meet a development both in terms of its own shares and shares in sports performance by reducing inefficient and waste fewer resources. [5] This function of management is found at all levels of the sport structures, providing firm guidance to the efforts of all the human resources involved in achieving a common goal (including objectives related to achieving athletic performance). In this regard, to achieve coordination, sports managers must ensure a climate of communication between bosses and subordinates to discrete summation of individual energies which emphasizes internal cooperation within a framework of sports.

In the process of sport management, coordination function is an important because it gives harmonization of sports structures in terms of knowing the success of sport in terms of efficiency.

The training function

In the management sports structures training function is particularly important by its action on human resources to determine their active participation in the achievement of all. In some papers training is defined as "all actions that affect the business manager of its employees to achieve the objectives set by needs that motivate." The great importance of involvement is that the only function of management is focused on achieving harmonization of human type variables (needs, aspirations, interests, expectations, etc.) imperatives and determinations of an organizational nature (goals, objectives, requirements, responsibilities, deadlines, etc.). The training function is focused exclusively on the human factor as a reason having more sustained and effective involvement of staff.[7]

Training function comprises two points, namely: command and motivation.

Command is an intervention by managers acting on subordinates to drive and mobilize to achieve their respective goals and objectives. It is influenced by the manager's leadership style: democratic, consultative, persuasive or authoritative. Command is the transmission of a decision by the manager by performers from different parts of the organization of sports. Orders must be made by manager straightforward, clearly stated to answer the questions: Who? What? How? When? Manager orders also must not exceed the competence or capacity subordinates execution. Orders manager should be aware of subordinate staff aims to attract and promote discipline in their work.

Motivation has a significant role in driving tool consisting of optimizing behavior by addressing collective and individual interests in line with those of leading sports organization subordinates to achieve better performance.[6]

Training is a complex process and should take account of existing climate in sports organization and the individual and collective characteristics and determine full participation in achieving the organization's objectives or sports activity. In the sports structures in Romania sports managers should pay particular attention to the process drive / motivation coaches and athletes so that they may realize their full potential available to them in achieving optimum performance in competitive activity. Therefore, the processes of sports management training tool application requires a strict differentiation leading to self-overcoming and self-realization of each performer individually. By this note individualization training function acquires a high degree of complexity. On the one hand, sports managers seek full involvement and efficient staff structure of sport in achieving objectives and, on the other hand, a training / motivation entities (coaches and athletes) who needs and personal aspirations to get titles and medals.

The control function

The management control function is “all evaluation activities operative and post-operative outcomes of the organization, its organizational links and each employee, identifying deviations arising from the objectives normal norms and standards initially established and the causes that have generated and adaptation measures to ensure the elimination of irregularities, stating the organization's dynamic equilibrium”. [2]

Management processes within the sports structures control function is an attribute of leadership contributing to the organization's objectives sports in developing lines of action. It aims to measure results, performances at some point. Done systematically control allows to identify malfunctions or problems that arise in the activities aimed to eliminate the problems. Thus, control sports manager shall ensure that the planned objectives are achieved. [6]

Control must cover all compartments sports organization from the simple structures up to the global system. Control must always refer if performances are at the expected level. The discovery of misconduct requires management to adopt corrective measures. This means that the control function to be exercised routinely be operative and have a preventive character to work immediately as a judgment or a decision to become operational. Such control may refer deviations as close as determining for their quick reaction time of correction.

Regarded as a function of sports management control is based on a system of evaluation, measurement, recording and assessment of sports performance.

In this regard, for example, in sports training control function eluting through various tests and control rules, systematically conducted cyclically to reveal if there are deviations from sports performance expected and trigger corrective measures in preparation. In sport management control aims: to set the standard and level of athletic performance, comparative analysis of the result and standard, corrective action on the outcome of the moment in relation to the objective.

At the sports organizations level are two types of control: [7]

- Participatory control is achieved by management structures (General assembly of members or shareholders, Board of Directors) that seeks major issues across the organization;
- Specialized hierarchical control targeting compartments within the organization or certain areas (economic control, financial control, technical control).

5. Conclusions

Sport is in a continuous and rapid development, and in parallel there is an increase increasingly greater the various industries involved in this field. By its nature and the stakes they represent, the sport needs to develop a comprehensive strategy, coherent and completed by a ratio of different purposes, as well as products that you can promote and this in a manner specific to keep autonomy.

Current trends of sport require to meet the functional needs, using management to ensure interconnection structures and activities. This makes the management to play a leading role in sports that provide increased specialization in resolving key issues and sustainable.

Management applied in sport contributes to achieving full functionality of sports structures by coordinating the efforts of individuals or groups of people to achieve a common goal.

Particularities of management in sport lies in the fact that it applies to all forms of sporting activities, ensuring an organized leading to superior results. Under the management of sporting activities ensure coordination and training of the individual or groups of individuals by providing an organized framework of sports training. Such specialization

makes management by controlling all the activities done by the continuous evaluation to influence sporting performance.

A sports management means the process of achieving the objectives of sports organizations or institutions, the engagement and commitment of the five main functions: prediction, organization, coordination, training and control.

These functions may be defined by a number of common features, as follows:

- The activities that make up the content management functions are specific to managers. Functions is exercised either the entire organization or in a particular area. Management functions are exercised in all organizations, regardless of their size and area and at all hierarchical levels, which are determined by the essence of process management;

- Placing himself at all hierarchical levels, functions differ as a form and content;

- They have a different weight vertically hierarchical pyramid, meaning that at high levels is exercised primarily the provision and organization, lower levels making it especially characteristic functions of coordination and control;

- Differs from one compartment to another.

Management functions are exercised in all sports organizations, regardless of their size and at all levels within their sport, so they are general. They are interrelated, interlocking and ultimately determine the decision of forming an integrated management functions that generate the overall sporting activities in an organization. Exercise management functions have a number of features from one organization to another and from one management system to another. They are interrelated, interlocking and ultimately determine the decision of forming an integrated management functions that generate the overall sporting activities in an organization. Exercise management functions have a number of features from one organization to another and from one management system to another.

6. Bibliography

[1] **Dragnea, A.**, Theory of Physical Education and Sports, School Book Publishing House, Bucharest, 2000.

[2] **Grigore, L.**, International management, Lumina Lex Publishing, Bucharest, 2002.

[3] **Lador, I.**, Theoretical bases of management in sports, University of Pitesti Publishing, Pitesti, 2000.

[4] **Mihail, A.**, The impact of globalization on sport. European integration in the context of economic globalization, vol. III, Agir Publishing, Bucharest, 2003.

[5] **Manolescu, A.**, Human resources management , Economic Publishing House, Bucharest, 2001.

[6] **Petrovici, V.**, Leadership styles and management efficiency , Economic Publishing House, Bucharest , 2002.

[7] **Dina Gentile**, Teaching Sport Management: A Practical Guide, Jones and Bartlett Publishers Ltd, 2010.