

## PERFORMANCE MANAGEMENT IN THE INSTITUTION OF PHYSICAL EDUCATION AND SPORTS - THE OBJECTIVES FOR THE FOUNDATION OF THE DOCTORAL THESIS

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### Abstract

The path followed by this thesis covers succinctly the majority of the concepts and components of the performance management in the institutions of physical education and sports – brought to light by the greatest specialists in this field – from a new perspective of the modern organization management and knowledge based on society. Our research is based on an exploratory-descriptive investigation which serves our goal the most and allows the gathering of information from significant groups from the point of view of their contribution to identifying the problems and the solutions from the field of physical education and sports.

### Hypotheses:

1. The subgroups of the research batch offer diverse information from the point of view of the problematic and solutions in the field of physical education and sports.
2. By processing the information we observe a large number of statements regarding the things that are not functional and a smaller number regarding the possible solutions.
3. Regarding the managerial solutions in the field of physical education and sports we observe mainly theoretical explanations in the detriment of practical solutions.
4. The collection of data offers per ensemble valuable and original literature for the extraction of viable solutions in the problematic of physical education and sports.

### General objectives:

The research goal is to integrate the institutions of physical education and sports in the economic-social structure of the country in the context of the European integration and the internationalization of the organizations.

The main objective of the research is to identify the present problems in the field of physical education and sports and to find possible solutions to get over them.

### Specific objectives:

- Positioning the institutions of physical education and sports in the gear of the Romanian society.
- The role of the management in the contemporary world and its impact on the management of the institutions for physical education and sports.
  - Predictable mutations in the contemporary world and their impact on the management of the institutions for physical education and sports: the necessary assimilation and adaptation to change.
  - Elements of the general management involved in the management of the institutions for physical education and sports and their impact on creating a new segment of management.
  - The economical, organizational and managerial impact based on knowledge in the management of the institutions for physical education and sports.
  - The concept of performance in the activity of physical education and sports and its role in the contemporary world.

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- The specificity of the management for the sports performance and its role for completing the mission of the institutions of physical education and sports.
  - The material resources of in the institutions physical education and sports and the role of the financial management in the acquiring and administering these funds.
  - The systemic approach of the activity of physical education and sports in the general context of education and civilization.
  - The necessity for editing a manual and producing a specialty like the management physical education and sports.

All these opinions form a large spectrum, but we made a selection of four categories of respondents implied in one way or another in the theme of the thesis.

**Key words:** physical education, sports, management, manager, performance.

### Introduction

More than 20 years ago under the name of informational society the real flux of goods and

services started to be replaced by the flux of information with the help of virtual economy. Nowadays this economy appears under the name of

*society of knowledge* having the continuous improvement of the human part as main factor in the progress of humanity.

As it is presented in the UNESCO report "Higher Education in a Learning Society" we can say that "the societies formed in the present and in the near future become more and more *societies of knowledge and learning*. Production, transmission and application of knowledge in any domain of activity are means of raising the productivity. At the same time, if there is no continuous learning, the personal adaptability or the individual way of living become of poor quality in content and performance, and the quality of life decreases in terms of economic standards, of diversity and profoundness of actions or cultural experience.

The intelligence based on knowledge and professional competence which is analyzed through the assimilation of new abilities and knowledge indicates a personal life of high quality capable to contribute to the development of national and local community."

In this society of knowledge and learning we observe that the world's leading orientation is the performance. The performance really and highly evaluates all kinds of resources, being the most efficient and certain way in achieving this goal.

The performance is the object and the subject of the management and therefore we are witnessing a fundamental interest of the management towards the performance.

Performance is the starting point for competitiveness and therefore the performance must become the basic philosophy for the modern organization and for its management.

Although semantically the performance is widely accepted and utilized, from a practical and theoretical point of view the concept is poorly defined and has major consequences on multiple levels.

The performance is accepted in general as a complex and dynamic manifestation of exceptional execution of human work and management whose finality is the progress, the efficiency and efficacy, the prosperity and satisfaction.

Therefore it can only result from a performant management. I dedicated two distinct chapters of my thesis to the performance and performance management and I analyzed them from an economical point of view as well as from the point of view of the physical education and sports *The Concept of Performance in the Activity of Physical Education and Sports* and *Performance Management and its Specificity in the Activity of Physical Education and Sports*).

The fundamental characteristic of the performance remains in any case the fact that it regularly causes a *change* for the better.

This approach gives shape to the conceptual part of the doctor thesis entitled *Performance*

*Management in the Institution of Physical Education and Sports*, realized in the context of the predictable mutations of the 21<sup>st</sup> century change, globalization, economy, organization and management based on knowledge), based on a vast selective scientific research and its afferent conclusions which together build a quarter of the economy of the thesis.

All these mutations have still not been clarified, not only conceptually but more so operationally, especially the knowledge capital (the intellectual capital) which represents the essence of these mutations.

Thinking of Peter Drucker who said that the only certitude for the future is that it will take place in waters more turbid than the present ones, I considered it necessary to present the new orientation of the modern management towards the phenomenon of change both as an opportunity and as a threat for the sports organization of the future. Therefore it is necessary to quickly identify the transformations of the society and economy at all levels in order to have the certain opportunity of survival as well as of a long term development. Under these circumstances the main task of the management is to help the necessary organizational culture to get over crises, to adapt to sudden changes, but also to exploit new opportunities in order to raise its value.

Analyzing these issues while the "hazard" leaves its mark on the nature of things and apparently the "chaos" rules, when a socio-economic structure "jumps" on a new step of complexity, we can firmly say that civilization has arrived- one that is based on knowledge and brings a new way of life consisting of: diverse resources, interchangeable and relatively easy to replace; production methods which replace the actual obsolete fabrication systems; training systems based on individual virtues and capacities versus the one based on the group. This *change* to the post-capitalistic society leads to a vast analyses of the performance field in the whole front of scientific research.

The Performance Management in the Institution of Physical Education and Sports will be generally based on the intangible intellectual resources and on the knowledge capital. On account of the importance of the predictable mutations of this century I will try to emphasize in a distinct chapter a series of defining elements of these mutations *Elements of the general management involved in the management for the activities of physical education and sports in the context of change, globalization, economy, organization and management based on knowledge- chapter 3*), but also changing the nature and type of creation of the value in the company based on knowledge.

The modern organization is predicted to be a type of organization which will have a major impact on all its resources in general and on the knowledge

resources in particular. In the new society, that continuously grows, the valuable creation remains the primordial objective to motivate the organizations on their path to performances on all hierarchic levels.

The phenomenon of globalization has a great influence on the educational field, especially in the eastern European countries, where from the integration perspective the educational system finds itself in a permanent reorganization.

Starting from this idea the first chapter is therefore dedicated to *the specificities of the institutions of physical education and sports and to its impact on the management.*

The sports institution is the type of human organization which trains and forms athletes for their participation to the national and international competitive system.

The activities of the sports units take numerous forms depending on the level of the material development, the concentration level of the activity, the level of the scientific activity, the nature of the property, the national specificity and last but not least on the professional capacity and competence of the field specialists.

The sports unit can be compared to a complex organism where the combination of the organizational factors is based on certain rules of practical instruction, scientific research, work, capital, which lead to performances necessary for its existence.

The characteristics of the system of physical education and sports rise from the social-political ensemble of life, but also from the economic, scientific and cultural life of our people:

a) Based on a scientific development the phenomenon of practicing physical exercises with all its manifestations imposes its circumscription in the area of aspiration and motivation of the human being. I. Abrudan, 1996)

The system of physical education is a reflection of the specific phenomenon among numerous interfaces and the science of physical education and sports.

b) Our system has a series of open and dynamic organizational characteristics and features which lead to the "spiral" form and a never ending ascendant path in a perpetual progress.

c) The Romanian system of physical education and sports has a strong national character, is part of the human condition of our society and creatively emphasizes some traditions like revitalizing our national sports, "oina" and "trânta"). It represents a cultural act and has an essential contribution to maintaining and strengthening our health, to the growth of the physical and intellectual

capacity, the profitable use of spare time, the harmonic physical and moral growth of the population.

d) The components of the subsystem have the capacity of regulation and auto-regulation on both the level of the "whole" and of the "parts". They fight continuously against desynchronization, against entropic random actions realizing a reciprocal relation on one hand and with the whole system on the other hand.

The actual state of the physical education and sports can be debated from all points of view, but the solutions offer a larger spectrum of debates. We can only find opinions without any connection to the Romanian or global realities and needs.

In order to offer a milder view upon the situation the second chapter *Physical Education and Sports as Activity of Education, Health and Civic Activity*) analyses from a theoretical point of view the importance of the physical education and sports in the Romanian economy and society. The physical education and sports carry out diverse missions: educational, social, psychological, economical, of health and of image.

It is wrong to analyze sports only from the point of view of performance and competition, because sports are also practiced in order to prevent health problems, to relax and to build social relationships.

Sports are extremely interesting for applied sciences. It can offer new jobs, for the fact that in this field competence and creativity can lead to performance results. The sportive performance is the consequence of individual training of the sportsman) assisted by an interdisciplinary team.

The motivational component is essential for the sportive performance and its management. A new type of management needs to be introduced - a motivational one. Therefore the major goal for the future managers must be the motivational management oriented towards performance. Following this path the managers' performance is to bring people to work with them and for them.

Under the present circumstances of a society based on knowledge the management of any modern organization which has as major goal achieving performance needs to acknowledge the major implications of the motives of the employees, of the creativity and innovation, of raising the standard of quality, ethics in business and social responsibilities towards the creation of long-term values on a organizational level, even if it is a sportive one. All these are the base of the chapter *The Motivational Component in the Sportive Performance and its Management.*

Although the majority of the specialists say that the following two are not part of the concept of physical education and sports- *the material resources* (halls, stadiums, gear, materials etc.) and *the economical-financial management* (governmental subventions, local budget funds, sponsorship, honoraries, leasing etc.)- they are indispensable components which complete the concept of physical education and sports.

The financial capital is one of the most important strategic resources for the sports organizations, whereas the capability to acquire, integrate, stock, spread and apply helps the organization to create value and acquire competitive advantage.

This is the reason why the chapter *The Financial Management in the Activity of Physical Education and Sports* follows right after the chapter *The Material Resources of the Activity of Physical Education and Sports*.

Therefore the performance management in the institutions of physical education and sports will take diverse dimensions insisting upon monitoring the acquirement and application of the financial capital which has a great influence on the value of the sports organization.

As a result the concept of financial management represents a quarter of the thesis including its functions, the material resources of the activity of physical education and sports, the management of the acquirement and application of the resources or financing the sports activity depending on the organizational structures and the management.

Taking into consideration the mutations generated in the whole society but mostly in the institutions of physical education and sports the educational and civilization role has grown impressively generating an impulse for us to dedicate two chapters to this phenomenon *The Activity of physical education and sports – through education towards civilization and performance* and *The Process from Bologna*.

In this context we presented the Romanian system of physical education and sports, the present situation and the demand for modernization, its relationship with the educational system and the research. We can not leave out the Bologna Declaration and the new demand regarding the training of the specialists for the activity of physical education and sports. As a result the education in general and the physical education and sports in particular take up 20% of the economy in this doctor thesis.

The last part of the thesis consists of selective scientific research which leads from a practical point of view to the substantiation of certain aspects

treated along the thesis from a theoretical-methodological point of view. I. Bogdan, 2006)

Because of a mixture of interdisciplinary approaches a miscellaneous research methodology was necessary in regard to: the study of a general and a special bibliography concerning the theoretical and practical state necessary for the elaboration of a thesis founded scientifically; referring to the bi-dimensional and/or tri-dimensional – past, present, future – while elaborating concepts and phenomena from the general to the particular or from the particular to the general; the questionnaire method for the elaboration of a selective scientific research.

Our research is based on an exploratory-descriptive investigation which serves our goal the most and allows the gathering of information from significant groups from the point of view of their contribution to identifying the problems and the solutions from the field of physical education and sports. M. Herciu, 2005)

Before initiating any research we must determine a set of presumptions which in the end will be proved right or wrong. We get started from the following **hypotheses**:

1. The subgroups of the research batch offer diverse information from the point of view of the problematic and solutions in the field of physical education and sports.

2. By processing the information we observe a large number of statements regarding the things that are not functional and a smaller number regarding the possible solutions.

3. Regarding the managerial solutions in the field of physical education and sports we observe mainly theoretical explanations in the detriment of practical solutions.

4. The collection of data offers per ensemble valuable and original literature for the extraction of viable solutions in the problematic of physical education and sports. I. Bogdan, 2007)

The motives for choosing the theme for the thesis entitled *Performance Management in the Institution of Physical Education and Sports* are:

- I am working in this field; I am lector at the Faculty for Physical Education and Sports of the University *Transilvania* Braşov, assistant chief at the Department for Theoretical Disciplines and Collective Sports;

- the sports activity has a deep managerial character anywhere and no matter how it is being practiced;

- the management plays an important role in the contemporary world;

- the activity of physical education and sports is reevaluated on a governmental and institutional level, and under the circumstances of a deep study one can find the possibilities for a managerial promotion on the steps of the hierarchy.

*The research goal* is to integrate the institutions of physical education and sports in the economic-social structure of the country in the context of the European integration and the internationalization of the organizations.

*The main objective* of the research is to **identify the present problems in the field of physical education and sports and to find possible solutions to get over them.**

Starting from the unity through diversity the four subgroups of participants (beneficiaries of the sports activity, professors, managers and postgraduates in the management) all bring complementary information which will outline a whole on two different levels:

- problematic
- solutions

In order to achieve the goals and general objectives of this thesis we set a number of specific objectives resuming the opinions of the questioned regarding the following aspects:

1. Positioning the institutions of physical education and sports in the gear of the Romanian society.
2. The role of the management in the contemporary world and its impact on the management of the institutions for physical education and sports.
3. Predictable mutations in the contemporary world and their impact on the management of the institutions for physical education and sports: the necessary assimilation and adaptation to change.
4. Elements of the general management involved in the management of the institutions for physical education and sports and their impact on creating a new segment of management.
5. The economical, organizational and managerial impact based on knowledge in the management of the institutions for physical education and sports.
6. The concept of performance in the activity of physical education and sports and its role in the contemporary world.
7. The specificity of the management for the sports performance and its role for completing the mission of the institutions of physical education and sports.
8. The material resources of in the institutions physical education and sports and the role of the financial management in the acquiring and administering these funds.
9. The systemic approach of the activity of physical education and sports in the general context of education and civilization.
10. The necessity for editing a manual and producing a specialty like the management physical education and sports.

All these opinions form a large spectrum, but we made a selection of four categories of respondents implied in one way or another in the theme of the thesis. I. Lador, 2000)

The first group of respondents, the beneficiaries, solves the problem situations on a pragmatic level by anchoring the state of things from the field of physical education and sports to the reality without passing them through the filter of experience in this specialty. They will offer great value to the research because change is very important at this level. Their opinion counts.

We are asking from the second group of respondents, from the educational system, to operate the problem situations and to solve them practically with the person as the beneficiary.

The third group, the managers, is expected to offer solutions by respecting the equation costs-benefits referring to the modalities of modernization. They aim for the investment system.

The fourth group, the postgraduates in the field of the management, who show a large spectrum of interests and preoccupations and who use the newest sources of theoretical and practical accumulation of material, will offer dynamic point of views and interactive visions. I. Turcu, 2007 )

The results of this research stand as reference point not only for the institutions involved in the analyses but also for all factors involved or interested in this problematic who believe that it is important to offer professional education to the people involved in the activity of physical education and sports and those who practice the performance management in these type of institutions.

All these objectives are the foundation of the doctor thesis entitled *Performance Management in the Institution of Physical Education and Sports*, which is built on the consultation of a vast biography part of which, 60%, were edited after the year 2000.

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