



## SPECIFIC MANAGEMENT IN SPORTS PERFORMANCE CLUBS IN ROMANIA

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### Abstract

**Purpose:** The hereby paper represents a vocational and theoretical study, being an attempt to implement high quality management within the structures of performance sports clubs in Romania, from the perspective of a scientific managing that can efficiently lead sports in Romania, as a E.U. member, in order to achieve high results. From the theoretical point of view, the paper promotes the high managerial strategy or challenges the modern management which links the virtues of the qualitative organizing methods of the cultural and sportive activity. From the point of the sportive structures we try to elaborate a managerial project which can lead to efficient and effective development of the activity of the performance sports clubs in Romania, based of the high experience in the district of Constanta.

**Methods:** direct observation, method of data analysis and theoretical generalization literature, SWOT analysis, correlation method between different organizational structures from another country and from economical or social domain through comparative management.

**Results:** According to the variables shown in the investigation field, when the observing methods validated our expectations, we passed from their analyses to their linking. The two of these merged in the method of analyses – diagnoses SWOT – directed both towards the activity of the functional managers (managers, directors) and towards the operational managers (technical directors or coaches involved in the training process). The investigation was based on the analyses of the answers of questionnaires, on the internal documentation of the clubs regarding the real situation of the material, financial and human resources, the organization programs of the sports clubs (where they existed). The SWOT analysis unearthed strong points that can be implemented that can be logistic support in the current organization of specific structures in sport from Romania, develop a network linking the different approaches to issues facing sports clubs in the current economic and social situation, especially based of E.U. effort in the crisis period

**Conclusions:** The research was conducted in the domain of structural and procedural organization and focused especially on the sportive organizations from the county of Constanta. The scientific investigations made in this paper had as main aim the promoting of high quality management within the performance sportive clubs marked by the social and economic characteristics of the transition period of our country. Certainly, these investigations were centered on several independent variables presented in the work hypotheses which were partially confirmed because a lot of activity sectors (including performance sport) are determined or closely related to the social-economic factor.

**Key words:** economical crisis, management, sport, sport clubs.

### Introduction

Sports organizations are not simply a product of a particular technology, they are designed and run by people who share different values, with different experiences and perceptions (A. Hotz, 1994). To some extent, reflect the personality of the organizations they lead and they formed (P. Kotler, 1986). Each organization is, in a sense, an evolving social experiment and adapt their responses to environmental changes (C. Gevat, A. Larion, 2004).

Sports management, is a distinct branch of sports science, because it meets the basic requirement, which is to have its own research field, use scientific methods to investigate its purpose and reach "general theoretical truths" explaining deeper investigated and issued sentences reality which helps practice (A. Larion, 2002, 2003). Sport is now the source of a source of "economic profit" to be well managed and that people enjoy sports through contracts clear, honest and consensual, led by experts "in the economic managers" so "sport deal directly with the economic (G. Johns,

1998). Structural organization consists of grouping functions, tasks, powers and duties according to specific criteria and their distribution in organizational subdivisions in order to achieve them, the groups and individuals, in order to ensure the best possible conditions to meet and exceed organizational objectives (O. Nicolescu, I. Verboncu, 1996).

Structure and style sports organizations are the product of a complex mixture of technology, culture, sports, environment and personal leadership styles.

### Methods

The scientifically methods used in the current research was be: direct observation, method of data analysis and theoretical generalization literature, SWOT analysis, correlation method between different organizational structures from another country and from economical or social domain through comparative management.

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## Results

The aim of the research can be divided into the following research objectives:

-First doing a survey about the real state of developing the managerial activity within the performance sports clubs by analyzing the organizational structures, work division and coordination, existing jobs, the management style etc.

-Identifying the relevant information for approaching change, agents (managers) involved in the change, the causes of change resistance, as well as the solutions of optimizing the entire activity within the clubs;

-The elaboration and putting into practice a managerial project which can lead to forming a new organizational pattern, as well as of a new organizational culture. Thus, further targets of the program are:

-anticipation, explanation and delimitation of the organizational pattern (J.P. Kotter1982);

-identifying the best degree of specializing and standardizing work assignments;

-fighting and preventing errors;

-passing from a centralized level in the management of clubs and sportive associations at a level of self-administration and high management;

-to be easy to put into practice and programmed at all levels and managerial domains in order to form a unitary concept of administrative thinking and acting in the district of Constanta and all over the country.

The research was conducted in the structural and procedural organization and specifically targeted sports organizations in Constanta.

Scientific investigations carried out in this paper were generally aim to promote efficient management of the clubs performance in terms of social phenomena - stormy economic characteristics of the transition period through which our country. Of course, these investigations were focused on several independent variables discussed the assumptions that were partially confirmed because many sectors (including professional sports) are determined or closely linked to socio-economic factors.

Processual analysis of sports organizations (R. Ray, 1994) captured in our research makes direct reference manager functions, powers, duties and managerial activities. Set of questions in the questionnaire and study interior regulations developed in accordance with the legal provisions in 2011, based on the following:

-governing bodies of sports clubs are: director, deputy director, the teachers, the Board of Directors, chairs.

-clubs, governing bodies of sport performance are: Honorary President, Director general meeting.

In the documents mentioned above we found the main duties and powers of the Director of the school sports club and executive director of the sports club, structured in managerial dimension.

Regarding design:

-curriculum design, development and club according to local curriculum development and taking into account national curriculum (CSS LPS);

-develop strategies to achieve the performance objectives established jointly by sport specialists (CS "Farul");

-draft budget and draft procurement of sports and school unity;

-extra-identifying sources of funding;

-documentation for school investments and repairs (background notes);

-draft development-specific resources of the club;

-inform all interested groups and organizations / beneficiaries about club activities.

In terms of organization:

-procurement official curriculum documents (textbooks, teaching materials library books on LPS-CSS) sporting equipment required minimal training (at CSS No.1, CSS Medgidia, CS Farul).

-received budget allocation of budgetary chapters, present budgetary situation of these clubs:

-purchase extra funds and their distribution according to priority club;

inventory-distribution means and inventory objects, updating the club's annual inventory in accordance with the laws, implementation procedures and chairs vacant vacancy in accordance with law;

-collaboration with local authorities, City Hall, regarding the allocation and use of funds for operation, maintenance and repair of school sports club, from the analysis of budget documents, we found the lack of a national grid for sports clubs stating the amounts allocated local councils according to the results obtained;

-contracts with operators in Constanta, NGOs, the mutual provision of services;

Further, in the 14 questions that determine the profile of the questionnaire, we find that defining the following dimensions:

- Possess specific skills and knowledge: professional experience, skill, creative intellectual skills, give evidence of work responsibilities and appropriate behavior towards sports club;

- Have authority;

- Have pedagogical skills (knowledge of psychology and team members, understanding, desire to achieve more than in the previous stage, honesty, justice, respect for athletes, stimulating understanding, trust, tact etc.)

- Training the driver to rely on double specialization: specific studies and economics:

• club managers studied one specialization: teacher physical education by graduating from the Faculty of Physical Education and Sport, have studies and graduate, but graduate education management courses short term (2-6 months) exception is Club President "Stiinta" Constanta



who has a Ph.D. in physical education and sport;

-Professional experience from specific activity at least 5 years performance in the same club;

-Ability to lead activity manifests in how they carry out management functions:

-Functional manager of sport organizations surveyed expected quality work of coaches in 2 ways (C. Gevat, A. Larion, 2004):

-Solid and reliable distinction between coaches who benefits program at or above expectations and those whose work is satisfactory;

-Develop evaluation systems that work with coaches to see shortcomings in their work;

In the course of the first part of the research, in 2011-2012, we diagnosed and analyzed in sporting structures representative of Constanta, imposed stringent elaboration of a draft program for the development of sports clubs performance project that we wanted to be applied at Constanta club managers, being found applicability to the acceptance in whole or in part by functional managers in the period 2012-2014. In drafting the institutional development should consider limiting factors of sports performance to be solved by applying a performance management: lack of financial resources, sponsors (and political motivation for the sponsorship), lack of sports oriented process elements talented reduced motor activity levels of children and youth groups.

Organizational change management is complex because it involves first understanding the purpose of the organization, then the structure, procedures and systems, and thirdly what can be described as "dynamic" organization, means relations between people and between groups, relationship coach - sport - leadership. The choice of a theme is subjected to the Romanian social economic reality, which is in full process of development, process which triggered off similar phenomena in all domains of activity, including performance sports.

Considering that the theme of this paper can be taken a step forward, bringing permanent improvement, the reasons invoked, such as the scientific research we conducted can act as a subsidy for the purpose of this paper. Having a real base, our investigations are directed towards: labeling all relevant information for approaching the necessary changes within the sportive structures to elaborate a managerial project which can lead to efficient and effective development of the activity of the performance sports clubs in the district of Constanta.

In the same time, we had in view to take advantage of the human resources, financial and material, which can lead to the improvement of the strategy in sports clubs.

In the sportive club Farul Constanta commencement, conduct and conclusion of training are led by coach. It has the mission to "manage" sequence means used, density and intensities work done, making observations and corrections in reaction and

participation of athletes. Under pedagogical tact, skill and experience of his work adapting means and intensities, depending on the reaction athletes practiced effort. If we find difficulty in making the effort, unable for various reasons (fatigue, poor recovery after an accident or illness, insufficient recovery after competition), operating changes required by the athlete reactions to requests.

At the same time, works with all means pedagogical, psychological, material and financial to motivate athletes to engage fully in meeting the quantitative and qualitative aspects of training provisions.

Motivation is a process that begins with awareness athletes on training and performance objectives, intermediate results and aims of the business in terms of results to be achieved titles, sports prestige and moral and material rewards that will benefit athletes for achieving the objectives.

Processual analysis of sports organizations captured in our research makes direct reference manager functions, powers, duties and managerial activities. Set of questions in the questionnaire and studying the rules of procedure prepared in accordance with the laws in 2012, based on the following:

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At Sports High School Constanta (L.P.S.) route collaboration is longer because of performance issues are intertwined with aspects of school (teaching) from Professor - sports, sports - teacher - Manager, sport - Coach - general education teachers - manager.

Collaboration is permanently maintained by involving teachers without restraint order affective, volitional, skills in all actions required by the social order.

The other sports organizations studied (School Sports Club no. 1 Constanta, Medgidia School Sports Club) is found weekly meeting (on Tuesday), but the main feature that collaboration between managers - Board members do not always found on the best position, being less common. Club Sport Science University Constanta, given the small number of sports sections (2), collaboration is not supported by weekly meetings, it can be found as "urgently" and at annual reviews. Sports Club "Farul" Constanta, draw the conclusion that these collaborations are included in the weekly meetings held every Monday and extraordinary, organized whenever necessary.

Note that the clubs performance with increased diversification polling area sports clubs managers allow specialists to work performance and the initiatives and innovations through open



discussions, whenever it can be organized outside the framework of meetings.

-Information circulating on the chain of command, while feedback is materialized in setting future goals:

studied in clubs, the main feature linked to the circulation of information is found in full, with the best example to CS "Farul" Constanta, where most daring meet performance objectives at section level, discipline, team coaches / coach, so the information is transmitted on the basis of competences: individual, collective, employees are encouraged, according to the information received, organize their decisions and feedback gains individual character based on systematic and honest communication with the manager, the objective nature of information transmission in the foreground, excluding routine, improvisation, dogmatism, promoting new technologies rigors of training (H. Mintzberg, 1973).

- training and development

-Provides information and creates the potential service teacher education degree subordinated supporting staff participation in training modules;

Department-organized teams and school teams to ensure development through institutional projects local, national, international;

-Director coordinates, evaluates, controls and is responsible for the overall activity of the club, to the Council staff, board of directors and upper school authorities, executive director responsible for the overall activity of the club to the general assembly and superior sports authorities (DJST, ANST)

- negotiation / conflict resolution;

Crisis-prevention through effective communication;

-Resolving conflicts between departments, parent-teacher, student-teacher; reduce conflict situations between teacher (coach) - student and teacher - pupil;

-From procedural analysis that we have undertaken on the basis of questionnaires showed that the clubs were not reported major conflicts, only isolated cases resolved without criminal factor involved.

-Negotiate the most advantageous sponsorship contracts.

Offer sports organization and its performance is based on performance indicators established by the draft proposed by the school curriculum in the evaluation form and self assessment.

### Conclusions

The research was conducted in the domain of structural and procedural organization and focused especially on the sportive organizations from the district of Constanta.

The scientific investigations made in this paper had as main aim the promoting of high quality management within the performance sportive clubs marked by the social and economic characteristics of

the transition period of our country. Certainly, these investigations were centered on several independent variables presented in the work hypotheses which were partially confirmed because a lot of activity sectors (including performance sport) are determined or closely related to the social-economic factor.

Rethinking and procedurally and structurally reorganizing the club by the clear identification of the aim and objectives by means of which we can delimit positions, domains, jobs, activities and assignments.

The proposals presented hint both at the short term strategy and at the long term strategy in the implementation of the high quality management within the performance sports clubs in Romania.

As a result of the analyses conducted at the studied sportive structures, the financial accountancy domain has to be linked to the proposed targets; the sponsorship being on a high position in the organizational culture of the sportive club;

- attracting parents and creating a familiar direction for their involvement in the activity of the club as financing partners by taxes, subscriptions etc.;

- organizing at a national level some perfecting courses for sports and educational management, according to which the entire staff should be assessed at central level in the organizational structure of the performance and high performance sport;

- the preoccupation at institutional structural level of creating manager positions in sport (by transforming the vacant ones, by redistribution, by change, by restructuring etc.);

3. We consider that we should attract students from different specialties of the same faculty in order to find at the level of the city talents for performance sport by strategic partnerships with the institution of profile.

4. The management of changing performance sports clubs can choose between following the old well-known path of low specialized competencies, which seems easier to realize by the managerial agents, and continuously modernizing the initial forming offer and eventually, developing a new strategy regarding the management domains, as well as the activity done within the sportive structure.

SWOT analysis performed diagnostic plan structure change by improving representative with regard to teamwork, experimental findings relate to the following:

- The coach is very little known sport of Constance, and therefore not implemented, developing strategy for participation in the contest, recovery capacity of the athlete performance and very little motivating athletes in clubs studied contains only the coach's work; this strategy change, referring to the coach training is elastic in nature and at the same time dynamic, which allows to adapt any specialist requirements for rapid integration with differentiated skills required by the labor market.



- The management team are born informal groups (in individual sports (gymnastics) and more prominent in sports games), consisting of experts forming an alliance which is to avoid failures and consolidate outstanding sports results. Likewise, as a conclusion leading underline the existence of strategic alliances between clubs, the profiles and different levels (school sports club with senior sports club, sports section of the ward school sports club / senior-level sports industry, ie double legitimation).

Functional core structure of the training and development of athletes is a relatively independent dimension, surrounded and thus influence the external part of a series of objective factors (space-time-habitus psychosocial) and subjective (teaching style method teacher), on the other hand, inside the psychosocial climate (or both) that installs between the two agents of instruction (teacher-student, coach-athlete, team, team work and so on).

Psychosocial habitus was recovered in the organizations studied by affective-motivational processes employing order on the one hand a series of teacher personality traits: the capacity for empathy, innovation, creation, analysis, passion and so on, and on the other some characteristics of the student (athlete): motivation, interest, desire, aspiration, perseverance, etc. available

The analysis of procedural, performance management principles were found in methods to highlight the clubs strategy studied (A. Larion, 2005,2007):

-moral integrity (honesty, respect his word and commitments analysis presented in meetings and others);

-transparency in any action based on fundamental accounting rules, shareholders' rights and to specify sponsors, encouraging other investors affiliation contracts athletes become active within the club (in the present context, only C. S .Farul Constanta);

-sustainability-any action to have long-term sustainability of all activities.

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