

[DOI: 10.20472/IAC.2015.017.085](https://doi.org/10.20472/IAC.2015.017.085)

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PARTICULARITIES OF SPORT ORGANIZATIONS MANAGEMENT

Abstract:

Sports clubs are increasingly concerned to develop and implement complex strategies to improve organizational performance, thus enhancing the role of organizational diagnosis or to assess the current situation of a sports club to identify the most appropriate interventions for development. In this idea sports clubs management analysis aims to identify and assess organizational failures wellbeing of the organization's management system. Because of the many sports options the consumer has, it is not enough for a sport organization, just be well led. To succeed in an increasingly competitive environment, every sport organization today must face the challenges, more difficult to predict exactly which causes management to worry about more than performance.

Because of the many sports options the consumer has, it is not enough for a sport organization, just be well led. To succeed in an increasingly competitive environment, every sport organization today must face the challenges, more difficult to predict exactly which causes management to worry about more than performance. Analysis of management models, in both clubs must be adapted to the characteristics of customers, complexity of the process, the specifics and peculiarities specific sport, they carry the characteristics that apply to sports clubs and manages these processes and resource characteristics human (staff employed).

Management creates and maintains a coherent decision-making procedures and it motivates people so that they can identify with the objectives and contribute to achieving the organization's strategic plan. This requires a suitable information flow, determination of objectives, a selection of activities required to follow these goals, motivate members, employees, volunteers to work together to achieve these goals. The organization must be led by competent managers at the early stages of activity to its most developed stage. Through public relations activities, the organization will project a positive attitude and image that will be preferred by top public. This image must be that of an organization working for the benefit of the community and is mainly interested in the physical, mental and moral development of youth. Such an image has to be consistent with the core values of the country in general and those of the community in which the organization, in particular.

Keywords:

Management; sport organizations; business planning

JEL Classification: M12, G32, O22

Introduction

The organization is an open, adaptive system, taking into account that is part of larger systems that have well-established links with the leadership. At the same time the organization has a proper degree of autonomy, self-contained operation. The organization can be understood only if it is an open system whose internal processes are in interrelation with the environment. Within the organization conducting activities with human resources requires the use of other kinds of resources in a specific environment internally and externally. Whatever organization it was formed by people consciously and deliberately to produce something that society needs. Objective (goal) is the reason behind the emergence of the organization and in the same time it is still maintaining motivation. Although the time the order has changed and now no longer coincide with those for which it was created, an organization maintained if its purpose if it satisfies a need. Self-organization expresses its capacity to restore the balance of its components in relation to the disturbances occurred, and self-training reflects the ability he has to use past experiences to optimize its work.

The growing complexity of the phenomena of organizational management imposed its systemic approach. This concept defines the system as a set of items organized on the basis of inter-linkages, whose function allows achieving goals. In the process of knowledge, any object, phenomenon or process can be considered a system. As a result and an organization it can be regarded as a productive system (characterized by inputs, processes, outputs) or as a social system (consisting of all human relationships). Also the management of any sports organization (and beyond) is a system of sub-leader (like all managers and participatory management bodies of that organization) and led subsystem (as all staff and organizational subdivisions forming that organization).

Management of economic units revolve around activities that have to perform and which actually synthesizes in its functions. The formation of these functions you belong inception and management science Henri Fayol¹. He defined five functions of management - forecasting, organization, command, coordination and control - which by their content generally retain their validity today. Subsequently there were other approaches to management functions, differences from what appeared devised H. Fayol. Although the number of functions vary from one author to another, however, we believe the essence of things is the same.

The efficiency of of sport organizations

One way to increase the efficiency of tracking sports organization is its ability to adapt to the external environment. Another way to increase efficiency is to focus on the relationships between components of the system. This idea expresses the essence of systemic, that

¹ Fayol.,H.,Administration Industrielle et Generale,1916

"²the sum of the components of the whole is more than the whole, thanks to the synergy effect of the relationship between the whole product."

Another way to increase efficiency sports organization is the organization's structure. A corresponding structure can foster positive effect with increased efficiency. This explains why organizations in the same area, around the same endowment different results. The difference is due to the different structures of organizations. So we can understand the efficacy forecasted objectives and tasks, which is really the decisive element in the affirmation of sports organization. Efficiency implies goals by saving energy and means of achieving even higher revenue expenditure. In sports, as in education, health and social protection, this parameter must understand nuanced, because the income is not the main goal. Physical education and sport are activities of national interest, supported by the state, in which the ratio of social objectives met and costs is relevant. Commercial component of physical education and sport has some importance in this profile organizations, including sports clubs organized as joint-stock but targets specific to physical education and sport take precedence over economic ones.

A program with limited financial resources requires attention to costs, another on a fixed date (official competition) is dependent on the time factor. Performance (quality) is the main object of physical education and sport, it is a priority to the cost and time, within certain limits. Diagram shown, where performance plays the most important role, reflecting the interaction between the three sides of the process. According to the priorities and stages of the process (of training - education, development of logistics, development of laws and regulations) only certain priorities will determine the different weights of cost, time and performance.

The nature of sport organizations

Ensuring consistency between the organization's management system parameters sport and its essential characteristics and environment. This principle requires constant adaptation of the internal management system specific situation and socio-economic context in which they operate to ensure efficient functionality, appropriate. Participatory management - which involves engagement with managers and other professionals interested as shareholders representatives, trade unions, local authorities, the beneficiaries of the organization's activity sports, exercising management processes and complex relationships or important. The motivation of all those involved in the work of physical education and sport, which can be a very important organization. Determined by ownership, but the concept underlying the consideration of participants, each differentiated motivation, provides management functionality and efficiency.

„Motivation, as a principle of management, also expressed the need for the establishment and use of material and moral incentives and sanction by policy makers to ensure a

² Katz, Daniel, Kahn, L. Robert, 1966, *The Social Psychology of Organizations*, New York, Wiley

harmonious intertwining interests of all parties involved, generating superior performance sports organization".³

The management system provides management functions and relations exercise at sports organization and is defined as all the elements of binding, the organizational, informational, motivational, etc. in sports organizations, through which exercises overall management processes and relations in order to obtain the greatest possible effectiveness and efficiency.⁴ Following management and customization are important elements for each of the central public administration structures responsible for physical education and sport, public services decentralized structures corresponding to each sport and other organizations.

Sport organizations from an economical perspective

The main problem of sport approach from an economic perspective is the complexity of this area and the difficulty of developing a sound and comprehensive information, statistical methods and data to measure and organize the sport in terms of its economic impact on different sectors and areas. Among the elements that determine the specificity of management in sport are: polyvalent nature of the goals and objectives that underlie decision-election; diversity and stakeholder identification difficult; different degrees of importance given goals and objectives for each case; Socio-cultural nature of sport that makes meeting the goals and objectives commensurate to be difficult. There are numerous studies and analyzes addressing sport from an economic perspective, but they can only be private, dedicated to a certain perspective of analysis.

The complexity of the field is not the only impediment to hinder the deployment of comprehensive research in sport, lack of interest by governments and poor organization of the sector is also a decisive factor in the development of comprehensive research and testing to address realistic sport from an economic perspective. A first step to improve this situation would be developing a method for measuring the economic impact of sport in all its related sectors, such foundations are putting a higher strategic plan for the adoption of appropriate decisions, knowingly, and development economic studies aimed uniform and comprehensive sport.

Funding for this area is also a concern that should be given more attention, especially in Romania. In some countries the sport is partly financed by the taxes levied gambling or lottery services. This is just one example that could be adopted in all national communities, but not enough, must be urgently subsidize at least in grassroots sport or by amateurs. As a conclusion, we can say that the economic penetration in the sport is not only necessary,

³ Nicolescu, Ovidiu, Verboncu, Ion, 1999, *Management*, ediția a III a revizuită, Editura Economică, București, p.56

⁴ Nicolescu, Ovidiu, Verboncu, Ion, 1999, *Management*, ediția a III a revizuită, Editura Economică, București, p.57

but even vital, but it can not occur in a professional and durable than through participatory involvement of local and national government in this area and by appropriate funding.

Due to their inertia, sport organizations risk losing members in favor of developers who are willing to offer them better opportunities through a solid marketing structure. Today, people need three basic conditions to play sports and take part in sports competitions: support material (opportunities and infrastructure), organizational support (planning and programming) and professional management (information within the organization and management process very well done). The combined inertia with lack of organizational structure, lack of administrative procedures, inability managers will not only destroy the organization, and the sports movement in the form known today. For these reasons, forces searching for the most appropriate action to avoid these situations.

The organization, administration and management are driving forces of any country sports organizations. These three elements must work together for an association, club, league, sports events organizer or regional organization to achieve the highest level of efficiency and to solve problems apar.O viable organization forms a coherent, interlinked units and interactive sections or departments that operate within a system. In any country, sports activities need a good organizational structure for athletes, clubs, teams participate in events easily. To achieve this, drives a sports organization must work together to achieve well-defined goals. The administration is allocating human, material, financial required to maintain operation of the organization and to implement strategic actions. Once the structure of an organization is clearly defined, must be in place and effective administration to spirjini and track actions of these units, and to be in touch with those who practice sports.

Management creates and maintains a coherent decision-making procedures and motivates people so that they can identify with the objectives and contribute to achieving the organization's strategic plan. This requires a suitable information flow, determination of objectives, a selection of activities required to follow these goals, motivate members, employees, volunteers to work together to achieve these goals. The organization must be led by competent managers at the early stages of activity to its most developed stage. Through public relations activities, the organization will project a positive attitude and image that will be preferred by top public. This image must be that of an organization working for the benefit of the community and is mainly interested in the physical, mental and moral development of youth. Such an image has to be consistent with the core values of the country in general and those of the community in which the organization particularly.

The state, represented by governmental organizations, is involved in developing the sport from a multitude of reasons: internal, social - to give people a basis of increasingly large entertainment and education, but also a way of strengthening health; the international nature by fulfilling foreign policy objectives, namely improved international relations of that country. Outside governmental organizations acting and a number of NGOs on

international, European Union, UNESCO, etc., which places sport as the main vehicle to achieve their objectives.

It can be appreciated that the relationship between sport and ideology is distinguished threefold:

- Sport can be used as vehicle design and manipulation of a favorable international image, ideological and political priorities of a country. A number of countries have identified the sport means to assign the leading position in international organizations. The sport was at an event organized social under government control, as an obstacle in the degeneration of social conflicts.
- The business world has entered the world of sport through a variety of ways. In certain sports, business involvement was the result of great marketing opportunities offered by the respective sports (insurance companies, cigarettes, advertising, food). Other sports were attractive for entrepreneurs in industries sporting equipment and material. The game team sport highlights a number of extremely useful elements when trying to emulate sporting successes in business management of companies through the construction of the project-oriented teams.
- Permanent competition against other teams, which can be measured by points, victory, failure, etc., provides a measure of success in meeting goals. Team sports can „win” only if all members use capability in a coordinated effort of all individuals in team activities.

Conclusions

The most important question that persist is ”Managers and organizations that develop and implement plans, so performing an intense planning activity, performance outperformed those not planning practice?” Of course, intuitively, we expect to be a healthy response „YES”. Reviewing the evidence, the reality of the vast majority of organizations - based on research undertaken - it gives us an answer, but it should not be interpreted as an attribute or result solely of formal planning. So we can not say that the companies plan their activities and have formal plans in the performance will exceed all those who have no plans formale.O lot of studies have been done to see whether there is relationship between planning and careful and performantă.O particularly important issue for achieving effective planning is the organizational mission, a notion that meet and hear more often.

Clearly and essential planning process builds on an organization's mission or purpose or rationale of existing firm. The mission expresses its unique sense of basic activities of an organization that does more to separate itself clearly from the same type.

Organizing is the process of creating an organization structure, in which people become unable or acquire the ability to work and participate together effectively to achieve their objectives. There are two main issues on the organization. The first is to divide the organization into subunits corresponding objectives and its strategy. This is not what many

people misunderstood one and only goal of organization process. The second aspect, sometimes less tangible, are relations of authority. These relationships, as we shall see, are the threads that link senior management levels with the lower or lower employment and enable the distribution and management coordination of the tasks. The instrument which establishes the relationships of authority is the delegation. We can not understand the organization without first novel concepts to understand and delegation, responsibility and authority. The delegation that term is mostly used in management. It represents the division, entrusting tasks and authority for an individual recipient, who assumes responsibility for them.

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