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Original article

PRIVATE SPORTS ORGANIZATION MANAGEMENT AND SOCIAL RESPONSIBILITY

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Abstract

Aim. This paper highlights the transformations to which private sports organizations nationally and internationally are subject, as well as those elements that require the change of the traditional attitude in relation to the results and performance of current sports activity. The tough competition in the European sports market requires that the performance - results relationship represent a "whole" inextricably linked able to place sports organization in a favourable position as compared to its main competitors. The results define and measure the performance of sports private organization activity, but the spectrum of quantifiable performance is of an economic, technological, financial, economic and social nature. Such performance generates a complex chain of effects both at the level of the sporting organization and in the area of interest to the community. The overall assessment and evaluation of private sports organizations cannot ignore the economic and social performance. In this context, the social issues must become a permanent concern of the current activity of sports organizations that wish to accept performance and generate performance. The impact that sports activities have on the society involves an assumption of the social responsibility coming from the sports organizations. Social responsibility in sports is the achievement of success in an ethical manner with respect for people and the community, through actions and activities that go beyond the immediate interest of the sports organizations. The public sports system does not meet the market needs because it was not designed based on these needs.

Conclusions. The public sports system does not meet the expectations of its beneficiaries because it is not the result of a relationship between supply and demand. This is, in fact, the chance of private sports organizations. They can invest in sports just because the state neglected this area. They can find opportunities unexplored by the sports traditional system inadequate to the world in which we live. They can offer to the sports programs the necessary effectiveness for long-term operation. They can build real bridges between the audience's expectations and market needs, building sports programs both for the sports system as a whole and for communities.

Keywords: sports, performance, responsibility, social, management

Introduction

When it is stated that sport is a real phenomenon, it is no exaggeration, because of the irresistible charm, for which people have come to follow the evolution or involution of this phenomenon, breathless, because sport is, ultimately, part of a culture of a people, part of the destiny of a country.

The spread and popularity of the sport rest exactly in that fascination that confers it the necessary strength to resist the erosion of time. The strength of sport is given by the hundreds of thousands of spectators in the stands of stadiums, by the million viewers in front of the TV.

Competitiveness is the essence of sport, it

propelled and transmitted the wishes of the people from generation to generation, so that, today, there is no person who does not recognize his/her passion for sport.

The accurate and immediate purpose of the sport - *the victory* has made the sports movement to become inseparable from the nation and the state, being more powerful than any other social movement through its positive image.

Sport always interact with other subsystems of social life, it turns it into a very comprehensive phenomenon, bringing together under its area of preoccupations million individuals with different cultural and historical baggage.

The achievement of great performance,

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starting from the children until the top of the pyramid is no longer valid without creating a number of conditions of extreme necessity which fully solve the problems imposed by the radicalization of the process of training granting it top managerial and scientific assistance.

Professionalism and ethics in sport management is represented by the diversity and professionalism of the participants in sports activities in Romania.

This work highlights the transformations faced by the private sports organizations domestically and internationally, and those elements that require the change of the classic attitude in relation to the results and performance of current sports activity.

Purpose

Overall assessment and evaluation of private sports organization management through the dynamics of sports, economic and social performance, which creates the prerequisites for the viability of the organization while taking into account the environment undergoing an accelerated transformation.

Contents

In the development of the private sports club law a strategic dynamic thinking, and an adequate management training to build durable and sustainable strategic options, generating that competitive advantage by gaining dynamic and challenging skills in the direction of technology and modernization are required.

Research literature refers to several approaches for the compliance of development strategies of organizations / companies. (Nicolescu, Verboncu, 1999).

In sports, in order to have long-term viability and competitiveness the private sports organization must consider a number of factors that influence its strategy, policies and performance.

The content of the strategy and of the development policy influences the effectiveness of the interrelation with supra-systems to which the private sports club belongs to the extent to which the club maintains its market share occupied and the profitability achieved.

The strategy of the private sports club is the fundamental structure of current and future resource allocation and of the interactions with the environment, indicating the way in which the private sports club will achieve its objectives. By designing the strategy, the club designates its major long-term goals, the ways to achieve it along with the resources

allocated, having the purpose of obtaining the competitive advantage according to the club's mission.

The strategy of the private sports club has a formal character, taking the form of a "business plan" that includes operational plans and programs on medium and long term.

The strategy of the private sports club has in its content elements aimed at anticipating changes, technological, economic, social, financial, managerial developments, capable of ensuring the maintenance and development of the club.

The club strategy forms the basis for the elaboration of the growth and development policy of the sports organizations. The club policy derives from the strategy, being an instrument of guidance and operationalization of the strategy.

The policy of the private sports club includes a set of targets relating to:

- All specific activities
- The volume, structure and optimization of the use of available resources
- The chart of major actions of promotion and realization of activities
- The people responsible and performers
- Financing Sources
- Intermediate and final deadlines for implementation and achievement of special programs on fields: sports, technical, financial, human resources, marketing.
- Partial and global efficiency indicators.

Private sports club policy is provided on the short and medium time horizons, considering the internal and external contextual changes of the club and may include additional elements not contemplated at the establishment of the strategy, following the analysis performed. In the process of its development the private sports club policy must be realistic, mobilizing and efficient so as to reflect more quality with corresponding benefits in terms of performance.

The private sports club policy is reflected by statements that direct club's thinking and action, sets the limits within which the managerial decisions are made and does not require specific actions.

Private sports club success measured in terms of professional, economic and institutional stability effectiveness is given by the strategic thinking of the manager as product of harmonization of smart thinking with creative thinking and with direct synergistic effect and dynamic adaptation that provides competitive advantages.

The action of sports management means professionalism and professionalization,



competitiveness and performance, practical activities intrinsic and extrinsic motivation and respect for this area.

This professionalization of managerial work has a double meaning: on the one hand regarding the basic profession, on the other hand the level of knowledge in the field of management science and the level of the skills required for their application (Purcărea, et al., 2000).

The organizations and individuals are "moral agents", they formulate missions, set goals, present the organization as a corporate entity, act, operate and are assessed on the basis of moral standards, depending on the effects of their actions.

It is important to note that organizations do not manage themselves. They are coordinated, managed, directed towards the mission and objectives by a person or group of persons. Any organization needs a leader, manager, a *key* person, who creates the structure and system that support the "statement of values" of the organization (Burduș, 2007).

The manager must be the person who shapes the system of values and norms, he/she must be the model of thought, action and feeling that everyone in the organization accepts, understands, learns in the common effort to fulfil the mission and progress. (Dumbravă, 2001)

The tough competition in the European sports market requires that the relationship performance - result represents a "whole" inextricably linked, able to place sports organization in a favourable position compared with its main competitors.

The results define and measure private sports organization activity performance, but the quantifiable performance spectrum are also of economic, technological, financial, economic and social nature.

Such performances generate a complex chain of effects both within the sports organization and in the area of interest to the community. The assessment and overall evaluation of private sports organizations cannot ignore the economic and social performance. In this context, the social issue must become a permanent concern of current activities of sports organizations willing to accept performance and generate performance.

The whole process of adapting to European requirements and developments in sport, society and modern sports management systems make the manager the "glue" that has the capacity and formal power to bring to a common denominator all these elements. The increase of the degree of professionalism in leadership, regardless of the socio-

economic field where it occurs, is one of the lines of force of the current development (Cornescu, Mihailescu, Stanciu, 2003).

The impact that sport has on society implies an assumption of social responsibility from the sports organizations.

Social responsibility in sport is achieving success in an ethical manner, with respect for people and community, through actions and activities that go beyond the immediate interest of sports organizations.

The public sports system does not meet the market needs because it was not designed starting from these needs. The public sports system does not meet expectations of its beneficiaries because it is not the result of a relationship between supply and demand.

This is, in fact, the chance of private sports organizations. They can invest in sport precisely because the state missed this area.

They can find opportunities unexplored by the traditional sports system inadequate to the world in which we live. They can offer sports program the effectiveness necessary for the long-term effectiveness.

They can build real bridges between public expectations and actual market needs, building sports programs which both the sports system as a whole and sports communities take advantage from.

The concept of "social responsibility" involves a series of value judgments being a subjective one and influenced by context (Popa, Philip, 1999).

Social responsibility is not only the financial support of sport events, but a particular way of doing business, as the private sports club has incorporated into its management the economic and financial side on all operational levels.

Social responsibility of the private sports club is a whole culture of the business environment comprising professional ethics, sports consumer rights, transparency in dealings with public authorities, community investment (Ehrbar Al.Eva - The Roosevelt Institution -2006).

In planning and designing sports programs, private sports club includes volunteering actions with an important economic and social impact.

Social responsibility in the management of private sports club involves developing a strategy for community involvement, a partnership from which the club and everyone involved gets medium- and long-term benefits.

The private sports club follows and adheres to the programs involving social responsibility being



motivated by the sporting spirit, collective interest in promoting the image of the organization, the manager's personal interest, but also the competitive battle (Association for Community Relations, Study - 2004).

The private sports club organizes sports activities and social responsibility projects, which may represent a strategic marketing tool, capable of allowing the seizure of a market niche that later will prove profitable.

The private sports club cannot develop in an isolated world, and an important part of the economic and financial success involves connections with various partners and commitments in different segments and industries.

The activities involving social responsibility bring to the club that competitive advantage in the sports sector in the sense of anticipation or contribution to the development of certain national sports projects.

A relevant aspect in managing a private sports club investing strategically into actions with social responsibility is that it can prevent or reduce the negative effects of appearances in the media, it can avoid unreliable business relationships, the financial management errors, or even the possible interruptions of work in order to optimize the quality of sports services.

A private sports club cannot be strategically involved, by itself, in the social arena, but needs the minimal involvement of public authorities in promoting the principles of community development, without pursuing a direct economic or financial benefit.

From this perspective, we believe that the promotion of public responsibility should lead to an increase in the transparency of public sports clubs practices, to encourage their cooperation with private sports clubs for solving the many problems concerning the finding and training of athletes.

Conclusions

In Romania, sports activities of social responsibility are manifested in isolation, and in most cases they are provided through partnerships by private sports organizations / associations: specialized federations, county associations, private sports clubs.

Moreover, Romania has failed in this respect to go in line with countries with strong experience in the field, but there are the prerequisites for the emergence of a culture of social responsibility, through the emergence in the local environment of enterprises, companies, organizations and private

sports clubs who can generously direct their attention to people's needs.

Essentially, the private sports club, by form, structure and organization, proves an active involvement in society, and the managers of these private's sports structures generally have a broad vision and performance on sports and physical educational programs, with unsurprising results in the field they lead with professionalism.

The overall assessment of the private sports club performance cannot be separated from the economic and financial performance which they record, consistent with the set objectives. The improved performance of the private sports club involves combining a sustainable strategy which aims to target the interdependence between the purposes of all the stakeholders: managers, coaches, athletes, parents, authorities, different categories of sports consumers.

The increase in the population's health through programs and activities organized by the private sports club will generate a complex chain of effects, manifested primarily in the area of performance club and secondly in terms of the macro system, which is equally in the community interest.

In the future, if Romania abandons the superficiality regarding the development of programs of physical education and sports, has another vision of the legislation in the field, and involves companies, firms, Romanian organizations on the recognition and application of that practice of social responsibility in our field of activity, we will surely achieve success in the education -sports environment and beyond.

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