

AUGMENTATION OF SPECIFIC MANAGEMENT IN SPORTS PERFORMANCE CLUBS IN THE COUNTY OF CONSTANTA

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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 the district of Constanta, from the perspective of a scientific managing that can efficiently lead sports in Constanta 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. 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.

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. Studying the correlation between these variables forced us to use the methods of the questionnaire and interview. 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.

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: management, sport, sport clubs

Introduction

As the science of leading, the management covers the totality of principles, rules, knowledge, requirements and means, and as an art, it involves the talent, the ability and the skill of making possible the transformation into indicators and parameters the maximum efficiency of the practical activity. When

structure of the communitarian organisation for masses sport. According to the concept of the sport management – the modern one – the sport for all does not have to be entirely under the financial authority but it is necessary to maintain the “humanity”, however without neglecting the significance of the economical side, i.e. the money,

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going into details, we can consider the action, the art or the way of leading an organisation, a company or a group of people, or directing, planning and coordinating and controlling all the decisions which are taken in a specific area of interest. The leadership of the sport phenomenon, which in the last decade has known a spectacular expansion all over the world, in quantity as well as in quality, did need the discovery, the use and the adapting to new methods of direction and modernisation of the

in the life of the individual.

The managers are those finding, planning and using the physical and human resources in order to reach the targets (A. Larion, 2005). This definition does not include guidelines about the way in which these targets are being reached. One can lead and control the behaviour by the way you can predict or explain it.

This means that, if we can understand the reasons of a high class service, of an ethical

behaviour or anything else, then we can act correctly in order to manage it properly. If predicting and explaining consists in the analysis, then the management consists in the action (C. Gevat, A. Larion, 2005). Unfortunately, we see too many cases in which the managers act without analysis, searching a fast solution of the problem. The result is often a disaster. It is important not to overanalyse a problem. It is rather necessary to attack the problem having a systematic understanding of the knowledge of the behaviour.

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 the district of Constanta, from the perspective of a scientific managing that can efficiently lead sports in Constanta in order to achieve high results. That is the very reason why we consider that reaching the main objective of the board meaning efficiency in all domains, by directing resources and efforts towards final targets, the integration in the European Union and the solution for the proposed strategies in order to harmonise the legislation specific to sports, we can thus draw an access way to sports performance by means of high quality scientific managing (A. Larion, 2005).

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 (C. Gevat et al, 2009). The extrapolation and the challenge of the modern management at the level of performance sports clubs in the district of Constanta implied the conducting of serious studies and scientific research in a period of great social and economic turmoil and of structural changes caused by transition and not only. Moreover, we consider that in this situation the results of our scientific investigations become efficient, contributing to the enrichment of the theory and practice of the Romanian cultural and sportive management.

Research motivation

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.

When the tasks which are sustaining the realisation of the objectives of the organisation have been distributed among the individuals and departments, the action of reaching them must be coordinated until the actual fulfilment of these objectives (J. A. Seiler, 1988). We can identify five

basic methods of coordination, the process of facilitating the synchronisation, the communication and the feedback.

a) Direct supervision. This is a traditional form of coordination. It means to act according to the circuit of the hierarchy, of the supervisors or special designated managers in order to coordinate the work of their co-workers. Some of the activities are mainly routine, so that the technology itself can offer a way of coordination and only a small amount of direct supervision is needed in order to do the coordination

b) The standardisation of the results. Even when the direct supervision is minimal and the processes are not standardised, the coordination can be done by the standardisation of the results. The preoccupation moves from the way of work to the fulfilment of certain physical or economical standards.

c) The standardisation of personal abilities. When the processes and the results cannot be standardised and the direct supervision is not measurable, the coordination can be obtained by making a standardisation of personal abilities.

d) Mutual adaptation. The mutual adaptation is based on informal communication for the coordination of the activities. Surprisingly, this is useful for the coordination of the most simple as well as for the most complex divisions of work. As a comparison, we take a small flower shop who's owner works in the shop, a seller and messenger. It is very possible that these persons are coordinating their work by informal processes, adapting themselves mutually to their existing needs. On the other hand, let us think to the managing team of each sport club. Such teams are made of people with different educational background (finances, marketing) and are challenged to think of non-routine matters. Again, mutual adaptability is necessary in order to coordinate the efforts because the standardisation is not possible. We may conclude that the method of coordination which is used is influencing the design of the jobs the same way the working division does it. As we move from left to the right on the continuous of the coordination, the potential of better job designs is rising. In the same context, an inappropriate strategy or coordination can destroy the intrinsic of a job. In a traditional way, most of the professional work is coordinated by some own way of standardisation of the abilities. If the manager of a research lab decides to coordinate the work by more direct supervision, the motivation potential of the supervised jobs may go down. The manager is doing the work *they* are supposing to do.

Other methods of coordination

a) Integration. (The process by which the coordination between the differential departments is obtained (G. Johns, 1998). A good integration makes the coordination without diminishing the differences that give the possibility to each one of fulfilling his

job. In the increasing order or the degree of elaboration, there are three methods of integration: boundary roles, operational groups and permanent integrators.

b) Boundary roles. A boundary role within a department, is done by a person which is designated to realise the coordination with another department, as part of his tasks. In other words, he is a person who gives part of his working time for part-time connection between two departments. Sometimes, the other department can act by mutuality, appointing a connection person. Therefore, in a professional sport club, one can ask the best ones to act as connecting persons with certain sport clubs. It is possible that the connecting persons to do this specific task as part of their job.

c) Operational groups. When there are problems arising which involve simultaneously several departments, the boundary roles are not very efficient. The operational groups are groups designed especially to solve coordination problems which may arise. Representative individuals of different departments are included, either *permanently* or *part-time*, and when the proper integration is done, the group melts itself. Which are the implications of the structural characteristics in satisfying the employees in their job? There is no easy association between rising and lowering the professional satisfaction. The formalisation produces often dissatisfactions of work, except for the individuals who need more safety given by rules. The formalisation is a particular problem for the interface type of employees having direct contact with people outside the organisation. There are few studies about the individual reaction to the variation of the control area. One important mechanism by which the structural characteristics influence the job satisfaction is the design of the working place. For instance, the extreme division of work will reduce the variety of tasks of each job and generates dissatisfactions. Analogically, the coordination of this divided work by a powerful formalisation, results into a decreasing of the autonomy and the stimulation of the dissatisfaction. A careful attention should be paid in this case to the intimate relationship between the structure and the job design. Generally, the classical theoreticians incline to favour the mechanical structures (organisational structures characterised by height, specialisation, centralisation and formalisation). These structures have a tendency towards height, tight control area, specialisation, a high degree of centralisation and formalisation. The other structural and staff aspects from the figure are completing these basic prescriptions. By analogy, the organisation is structured as a mechanical device, each part serving a separate function, each part being in a close coordination with the other ones.

The flexibility and informal communication are preferred to rigidity and strictly hierarchical

circuit. Therefore, the organic structures match more with those going with the flow of human relationship type of thinking. Generally, the strong mechanical structures are more suitable in a steady environment with a routine technology. Organic structures work better when the environment is less steady and the technology has less routine. The global competitions, as well as the improvements in technology and communication lead to positive changes in the sport field and such new structures were implemented. A typical example is when a more adaptable organisation was created by removing the unnecessary bureaucracy and decentralisation of the decision making process. An extreme case is the appearance of the **network** organisations.

Within the **network organisations**, the different functions are coordinated in the same measure by market lead mechanism as well as by managers and lines made by the local and central authority. Therefore, the emphasis is on who can do what more efficiently and economically and not on the steady boundaries imposed by the organisation chart. All the activities necessary to make a product (in our case the move), are part of the network as a whole and not kept "at home" by one company/department

Ideally, the members of the network co-work, share information and personalise the services in order to satisfy the needs of the organisation "Sport for all" from a certain division. One of the organisational tendencies of the '90s was to reduce the staff. In this period of time more jobs disappeared because the organisations tried to encourage the efficiency and to reduce the costs in an age of global competition of changing governments, corporate assaults and of more advanced technologies. One useful rule is to avoid the unnecessary formalisation and the centralisation in matters which can have a negative impact in the given operation. One tactic is to reduce in a great measure or even to eliminate whole departments of administrative councillors at central level. The human resources department can be reduced and the judicial one can be as well eliminated. Many such administrative units became with the time overfilled and are known as isolating the managers from the real problems of the departments and as sources of bureaucracy in the decision making process. Therefore, the reduction can lead to decentralisation, given to the line managers more power and accelerates the decision making. The outsourcing of some activities can be a valid strategy but it is clear that some consulting arrangements can be more expansive than the inner departments. One useful rule is to think well before we reduce the staff, what work can be done and *who* should do it.

Reflections in advance about the structural aspects of the staff reduction can replace the involving of the employees in such plans. Taking

people by surprise by diminishing the labour will result in: lower motivation, weak sport results, and continuous mistrust in the management team.

Target

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 county 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.

Objectives

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;
 - 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.

Hypotheses

The contemporary society is characterized by the depth, complexity and the rhythm without precedent of the economical, technological or other kind of transformations which trigger off changes at all organizing levels of the social life (family, work team, school etc.).

In this context we emit the following hypotheses:

1. We believe that the change in the sportive structures must be realized gradually within a systematic process of diagnoses and analyses of the inside and outside environment, which will allow the identification of the factors (strong parts, weak parts, opportunities and threats which may influence in a positive or negative way both the efficiency of the management domains and the entire activity.
2. We consider that the old organizing structures of performance sports are rarely (or partially) efficient and as a result we have to elaborate and put into practice some new developing strategies.
3. We consider that the procedural and structural changes can be projected and the construction of the project has to envisage some reference elements.
4. Any change of the sports structure means the effort of the entire group as well as team work. We believe that these ideals are the very base of success and have to boost the activity of the new sportive structures.
5. We think that the present stage of economic development (of transition), the problem of using the logistics within the club is a real problem which has to be solved at national stage, in the same time with the organization of a Logistic Center for the economic system.

Discussion

The research had the following stages:

- **first stage:** establishing the objectives, the subjects (4 sportive structures representative for the city of Constanta), the elaboration of the questionnaire, the presentation of the questionnaires to the functional and executive managers from the sportive structures involved in the research, the analyses of the balance sheets for the results of the clubs in the period, carrying out a prospective project of developing these structures;
- **the second stage:** putting into practice the prospective project of developing performance sports organizations. According to the variables shown in the investigation field, when the observing methods validated our expectations, we passed from their **analyses** to their **linking**. Studying the correlation between these variables forced us to use the methods of the **questionnaire and interview**. 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 to the two types 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) and the job requirements.

According to what was mentioned above, we drew out a project of institutional development based on the following factors:

Strategic targets	Strategic options
Curriculum/programming 1. Selection campaign extended to the entire county; 2. Periodical assessment of the level reached in training by using sets of efficient tests; 3. The elaboration of some evaluation instruments for the proposed targets according to the documents	1.1. collaboration with the schools of the city; 1.2. watching the contests between schools; 1.3. the organization of competitions in order to find future sportsmen; 2.1. establishing at the end of each training cycle examination and control tests for each training level; 3.1. permanent monitoring of the activity by registering partial and final results; 3.2. drawing out some progress sheets for sportsmen; 3.3. statistic analyses of the results from comparative events.
Human resources 4. Improving relationships, trust and competence delegation in team work 5. The elaboration of the behavior code of the pupils	4.1. resorting to team work in the elaboration of all the documents for school (project of institutional development, managerial plan, rules for internal order, behavior code); 5.1. the behavior code of the sportive pupils should be easily understood by pupils, and its elaboration should represent the result of team work.
Material and financial resources 6. using and developing the already existing material and financial resources	6.1. making available periodically for the sponsors the sports bases; 6.2. renting the sports bases; 6.3. selling tickets, badges, emblems etc. which represent the club.
Human relationships 7. The real involvement of the parents committee in solving the school problems; 8. Developing some local partnerships	7.1. inviting parents to sportive events; 7.2. attracting parents and creating a familiar direction for their involvement in the activity of the club as financing partners by taxes, subscriptions etc. 8.1. collaboration with the local radio and television channels; 8.2. new partners: sponsors and attracting in the administration council some bank managers and financially strong firms.

Conclusions and recommendations

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.

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.).

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