

## THE ROLE OF SPORTIVE MANAGEMENT IN THE DEVELOPMENT OF SPORTING ACTIVITIES IN ROMANIA

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**Key words:** *sportive management, applied science in sports, diagnosis.*

**Summary:** *The degree of studying the sports management, internationally and nationally, does not cover all the issues raised up by the current requirements. The need to improve the sports management in Romania justifies the present paper.*

*The purpose of the research is to highlight ways of improving the impact of management in Romanian sport, to organize new strategies in management development, which would contribute to the development of sport, a systemic process of sports management problems.*

### **Introduction**

The need to improve sport management in sport is proved by the modest successes of sports in Romania. The huge avalanche of technical indexes entered in the domain of sport through the related fields will lead research in sport to a greater diversity that might influence superior performance.

The use of management as applied science in sport, creates an opportunity to rationalize and systematize the sport activities, based on knowledge and applicability of laws and principles that control the dynamics of phenomena.

Starting from the etymological meaning of the word management derives from the Latin "manus" (hand), later on taken in Italian as "mannegio" and in French "manage", and later to be borrowed in the form of the English verb "to manage" which means to lead. Appeared as derived words "manager" and "management" mean leader and leadership.

Solving the following objectives is necessary to achieve our purpose:

- a systemic approach to determining the importance of management in sport activities;
- complex treatment of sports management subsystems in Romania;

- assessing the situation of sport in Romania according to statistics of social surveys and investigations;
- establishing diagnoses in sports management system based on studying professionals' opinions and highlighting the impact of the sports management;
- dealing with the problems in sport in the context of transition to market economy and of moving towards integration into European economic structures.

### **The Concept of Management**

The Concept of Management is based on three meanings: management as process, management as leadership team, management as a scientific discipline.

Thus, management is seen as:

a) means that connects systems in the context of a dynamic environment, following a correct and efficient functioning from a socially-legal point of view;

b) practice and profession, whose goal is economic efficiency, which requires a manager to lead effectively in this direction - so it is a complex process that requires professionalism.

The management plays an essential role among the sciences, based on principles, concepts and theories whose own goal is to make the transition from theory to practice through effective action. It is the process of achieving the objectives of the organization working with and through people and other resources of the organization.

The management is placed at the border between art and science. The art of management is expressed through the great "science" of using and exploiting the creative compromise that may result in increasing efficiency and effectiveness.

This means achieving managerial success that Kreitner presents as:

$$S = A \times M \times O$$

where: success (S) is the product of managerial ability (A), motivation to lead (M) and leadership opportunity (O).

The management is science, as theoretical accumulation (laws, principles, methods, etc.) and art, as effective implementation in practice of this theoretical basis. The models belong to theory - i.e. to science, and the development of simplistic assumptions, adequacy and use of methods is related to practice, meaning the managerial ability.

The study on the evolutionary process of management reveals that activities such as organization and administration were used since antiquity, by the Egyptians, Greeks and Romans.

The most interesting evidence is the definition of management formulated by Socrates, very close to the contemporary understanding of that concept calling it learning (understanding) over science and technical experience. Management techniques were also used in ancient Rome, the proof is the long domination as empire. The ability used in organizing and leading people, the use of scalar principle of delegation of authority has led to a proven efficiency, an unprecedented organization for that historical period.

From investigations made we noticed that in the European sport there are a number of features that come from changes in the economic system, political structures, etc. being distinguished three models: the liberal, the interventionist model and the mixed model.

The Liberal model – specific to states based on liberal culture where sport is seen as a free initiative of citizens. In the case of this model the State ascribes the attributes exclusively in terms of logistics and financially, providing through subsidies development of infrastructure and research in sports, while encouraging initiative to create autonomous organizations.

The Interventionist model – has a strong impact in promoting and developing sport seen as a public service. The autonomy created by this model is only technical, offered to both federations, and clubs. This model applied in countries like Spain and France led to a special development of physical education and sport system.

The Mixed model – provides an optimal environment of cooperation between governmental agencies and the nongovernmental organizations and represents the most common form. Usually, the cooperation between the two structures is regulated by laws and regulations (Sports Law) where are set very clear the types of relationships between the parts. They differ from country to country.

Among the contemporary management guidelines we can mention:

- a) interdisciplinary orientation that required specific elements of other sciences which have been adapted and oriented in applied management;
- b) professionalization of manager office due to increased demand for specialists, and the increasing of knowledge, to meet new requirements;

- c) increasing motivation, which makes the management of human resources to meet changing situations on training and engagement of the human factor;
- d) flexibility of management systems under the influence of social change dynamics, which reflects on the leading factors from a decision point of view;
- e) increasing the importance of strategic management, which must respond to evolving requirements, emphasizing the anticipatory nature on orientation towards planning methods of different innovation processes;
- f) universality of management in terms of scope and areas of application.

The growth of sport in recent decades, rapid overcoming performance, efficiency in organizing sports activities were possible because of general understandings on broadening the scientific basis, technical and technological of sport. Expanding the scientific basis of modern sport has been done by management – as applied science in sports.

In the period after 1989 in Romania have been made great efforts to increase level of knowledge of sport management as an applied science. In this regard the Ministry of Youth and Sports together with Sport Issues Research Center conducted a series of publications which aimed sports management, sports bases, the information in the sports organizations of the time in sports administration and evaluation of coaches in sports organizations. Important contributions to the study of management in sports lies to authors as I. Lador, S. Todea, A. Lazarescu, I. Todan, V. Oprisan and others who study and present the relationship between management and sport in order to achieve more efficiency within sport activities.

### **Particularities of Sports Management**

In recent decades, substantial changes have occurred in sports dynamics of sport-related data which has expanded locally, nationally and internationally.

Expanding the participatory horizon has determined the conceptual change of the way to develop work, and this made it necessary to adopt means to guide the organization and functioning of sport structures to achieve increasing performance. In these circumstances, the use of management in sport has become essential for achieving specific goals in the context of changing conditions.

Current trends in sports require, for operational needs, the use of management to ensure interconnection of structures and activities. This makes management to play a leading role in sport which to ensure a strong specialization in resolving essential and sustainable problems.

The management applied in sport contributes to a full functionality of sports structures, of large masses of people, of a multitude of resources and skills, goals and intentions.

By means of management in sport the efforts of individuals or groups of people (teams) are coordinated in achieving a common goal, complicated and difficult process because of the divergent issues, which always, through it are transformed into cutting issues ensuring mobility of the objectives.

Thus, management in sports helps to control and manage the complex situations and systems providing permanent and ongoing management of the myriad of sports activities generating efficiency.

Particularities of management in sports lies in the fact it is applicable to all forms of sport, all sport disciplines, which provides organized participation, which leads to superior results in sport competitions. Within sports activities, the management provides coordination and training of individuals or groups of individuals to an improvement of the physical fitness and spiritual comfort by providing an organized framework of sports training.

The management in sport is a catalyst, both in sports structures and their specific activities as contributes to efficiency through detection, encouragement and stimulation of persons with special skills for the sport, through the selection process by providing them an encouraging psycho-social climate and rewards for those who continuously surpass themselves in obtaining better performance.

Also the management in sport contributes to the creation and optimal sizing of sporting activities and of the individuals involved in this process, ensuring the recruitment, hiring and promoting of individuals, based on professional competence.

### **The Management Process**

In view of renowned authors in the management, the process, in general, and management, in particular, is determined by theoretical and practical needs. From this angle the term "process" reflects the temporal parameters of management, behaviors in terms of development and change in space, understood as a total of basic necessary features, general

and relatively stable, the essence of management process consists in shaping human efforts to coordinate work in common.

Currently, in the field of sport emerge and develop numerous actions and different cyclical benefits, a number of attitudes and interventions, various analyzes and deliberations that sports leaders, through management process, transform into a series of strategies, regulations, decisions, behavior and more. The management process is the content and purpose of any management system.

In addressing issues in sport management it should be emphasized the concept of process that characterizes the entire complex, managerial activity within each sports organization which reveals its purpose.

The process of sports management is a working process which, like other human organizational systems, in relation to the content and effects, is divided into two basic groups, namely: performance processes and management processes.

Execution processes within sports organizations include the activities of all personnel within the sport structure (federation, club, sports association, sports center or corporate sport – sports team) aiming to achieve the established objectives. Generally in sports the objectives are related to physical in achieving performance.

The processes of performance in sport are based on specific means that are more prevalent in training and lower in competition. The manager is the one outlining exactly what organizations need to do to know the success, by providing a set of activities through plans.

Talking about sport organizations as a system, we can say that, through management processes, is made smooth functioning of all components, dialectical relationship between the leader and the led system. In sport organizations, the management process is continuous and uninterrupted, which appears along with setting the objectives and continues with decision-making and drawing tasks, leading to goals.

The implementation of activities required to order their management functions. Division of management process in management functions includes the following functions: forecasting, organization, coordination, training, control. In terms of form and content management functions differ with respect to the hierarchical level at which it is carried.

If senior management prevail forecast and organization, and for the lower hierarchical levels prevail coordination and training.

## Conclusions

Cohesion of human resources is necessary in sport, that would be in full consensus concerning the need for a legislative, institutional and management framework, to meet current requirements of Romanian sports. In this regard, design and implementation of programs based on clear short term objectives become necessary, covering the process of change and success in sports development. This reform must be based on a scientification of processes and management relationship, which would lead to the achievement of superior performance. The objectives of management program of professionalization aims to develop general and functional management skills with a direct impact in improving the performance of sport organizations.

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**Titlu:** Rolul managementului sportiv în dezvoltarea activității sportive în România

**Cuvinte cheie:** management sportiv, știința aplicată în sport, diagnoza.

**Rezumat:** Gradul de studiere a managementului în sport pe plan internațional și național nu acoperă întreaga problemă față de cerințele actuale. Necesitatea perfecționării managementului în sportul din România justifică cercetarea de față. Scopul cercetării este de a evidenția modalitatea de ameliorare a impactului managementului în sportul din România, elaborarea unor strategii noi în dezvoltarea managementului ce ar contribui la dezvoltarea sportului, o tratare sistemică a problemelor managementului în sport.

**Titre:** La role de la management sportif dans le développement de l'activité sportive en Roumanie.

**Mots clés:** *management sportif, science appliquées au sport, diagnostic.*

**Résumé:** Le niveau d'etude du management dans le sport sur le plan international et national ne couvre pas toutes les questions aux exigences actuelles. ***La nécessité de perfectionner*** la management dans le sport en Roumanie justifie cette recherche.

L'objective de la recherche est mettre en évidence ***la modalité d'améliorer*** l'impact du management sur le sport en Roumanie, elaborer de nouvelles strategies dans le développement de gestion qui aideraient le développement du sport, un traitement systématique des problèmes de gestion dans le sport.