

STUDY REGARDING THE MANAGEMENT OF BASKETBALL ASSOCIATIONS AND CLUBS FROM BRASOV

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Abstract: *The sport phenomenon has encountered a spectacular expansion in the entire world and this thing requested using and adapting new methods of directing and modernizing of the structure of sport associations. Sport management contributes to the making of a good and full functionality of sport structures, of human resources, of a multitude of means by which the objectives are realized. The aim of the study is to analyze from the perspective of basketball clubs and sport associations managers the problems which they face in sport organizations and the nowadays trends in sport and finding, after performing an analysis, realistic and viable solutions to improve the management of sport organizations. The analysis was realized based on studying the bibliography and the static information of the investigation under the form of a questionnaire, addressed to the basketball clubs and sport associations managers from Brasov.*

Key words: *sport manager, basketball, sport organization, performance.*

1. Introduction

The globalization of sport activity by the participation of the organizations and the athletes in international competitions, in which they use their embedded value and talent for performance, lead to the necessity of a standard regulation of sport activity on national and international level. Sport organizations, no matter what form of activity, are the main performance and talent generators [11].

„Management is a practical action that represents a system of demands, rules and leadership methods, as well as talent to apply them” [5].

According to Budevici–Puiu L. and Calugher, management represents a set of activities made to reach an entity’s

objectives in an effective and efficient way by vision, organization, coordination, training, and control of the organization’s resources [2], effectiveness and competence in sport organizations.

A sport organization can be efficient if it has a positive report over the results proposed. Effectiveness of team player sports is measured by the numbers of games won in a certain period (championship), and it can be better if the players understand well their role in the team and accept it. Clearing of the roles can be made by an efficient program of setting the objectives and by clear communication of the expectations of the coach for each member of the team (Crăciun M., 2005 quoted by Şanta-Moldovan) [7].

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For the manager, effectiveness is not measured by the number of games won, but by the money the team won. Through performance it's understood that process as well as the result of an action or "a requirement" imposed to a person. From a regulative point of view, performance represents committing a mastery or completing a task as close as the maximum level proposed, by appreciating the result dependence of present skills and existent competence (talent) of the subject [7].

The main characteristics of a good manager: the sport manager is the person that influences directly the actions and the behavior of others in order to assure proper conditions to reach the fixed goals. He must have a series of qualities, knowledge, skills and behavior, necessary for the components of the organization, but also knowledge and skills specific of the domain.

Together with managerial and associated (psychological, sociological, economical, juridical, technical, social protection, administrative) knowledge, skills, character, disposition, managerial skills and authority – all are indispensable to the manager. It is very important to poses that systematic accommodation of the forms and methods to lead at requirement of a reality in continuous change, accommodation that has the role to speed up the development of the whole organization [6].

2. The manager and the managerial team

The managerial team represents a working group that is formed usually with a permanent character, linked to the activities of the manager. They execute analysis, planning, and organization tasks or pursuing the realization of the fundamental objectives of the organization. [1].

People associate in organizations motivated by the idea of reaching a goal,

which can be different. The organization, in the managerial vision of author Mihăilescu [4], means "a group of persons in which they build up structural interpersonal or multi personal relationship, and the individuals are set apart according to authority, status, roles and is formed only to reaching some objectives or goals that were proposed before, aiming at a high efficiency"

The sport clubs – are sport structures with juridical personality, with a self-organization, its own patrimony and well determined objectives.

Sport associations – are sport structures without juridical personality that can be formed, according to the Law of Physical Education and Sport, as particular civil societies. Forming such an association gives the right to obtain a certificate of sport identity, as well as affiliation to the county association, respectively the municipality of Bucharest, on the corresponding sport branch, so they can participate in official local competitions [3].

The number of basketball clubs and sport associations in different counties and towns

Even if basketball is popular sport in the world and in the county of Brasov, the number of clubs and sport association in our county is much lower (7 clubs and sport associations) compared to other counties in the country.

Brasov County	– with 7 clubs
Bucharest	– with 47 clubs
Cluj County	– with 17 clubs
Mures County	– with 11 clubs
Covasna County	– with 10 clubs [10].

In the county of Brasov there are 7 basketball sport clubs and associations: Sport Club "Universitatea " Brasov, Sport Club Municipal Brasov, Basket Club Association "Galactica", Sport Club Pheonix Brasov, School Sport Club "Braşovia", Basket Club Assotiation "Magic Kids", Sport Club "Ţara Bârsei" 2008.

The activity of performance sport associations in basketball is led and coordinated by the Romanian Basketball Federation (FRB, founded in 1931) which, together with other national federations is affiliated to the International Amator Basketball Association (FIBA) [9].

3. Purpose

After the organization mode of the activity the presented research is just for observation. The scope of the study is to analyze from the perspective of basketball club and associations managers the problems that they confront in sport organizations in nowadays trends of the sport and finding, after the effectuated analysis, some realistic and viable optimization solutions of the management of the management of sport organizations. The analysis was realized based on the bibliographic study and the statistical information of the investigation under the form of a questionnaire, addressed to basketball sport club and association managers from Brasov.

4. Research methods

Methods used: bibliographic methods, questionnaire method, data analysis and interpretation method, graphic method.

To know the opinion and the problems that the sport organization managers deal

with, in basketball, from the county of Brasov, I realized an investigation under the form of a questionnaire with 11 closed and open questions. The questionnaire is anonymous or assumed and the number of questioned candidates was 7, mentioning again that in the county of Brasov there only 7 basketball clubs and sport associations listed in FRB. This questionnaire was taken from the PhD thesis of the author Turcu I. [8], adapted and developed by Tomele S. in 2012.

5. Content of the experiment

The data obtained was analyzed and statistical processed and I presented them by graphic drawings. After the obtained results conclusions and proposal were made.

Below are the most important questions, with the answers and their analysis:

Increasing the level of training of the human resources (personnel) in sport makes the organization:

- 1.To reduce expenses at the working place
- 2.To increase the level of requirements at the working place
- 3.To increase optimal working conditions to obtain higher performances

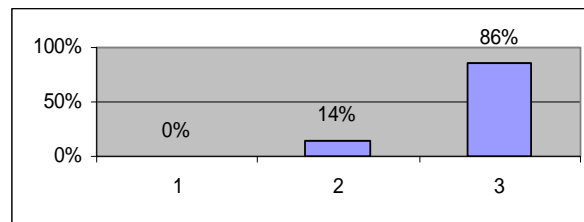


Fig. 1. Diagram showing the way in which the increase of the training level of the human resources (personnel) influences the sport organization.

Which are the main risks that threaten performance activity?

(List the first 3 in the order of importance 1=the most importance).

1. Doping
2. Injuries
3. Violence in sport and around it

4. The lack of financing methods or insufficient budget, reduced possibilities of motivation
5. Infrastructure/ working system/ instable legislation
6. Corruption and fraud
7. Media coverage

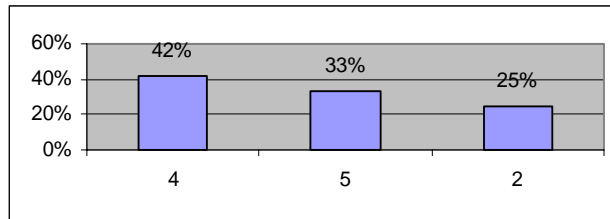


Fig. 2. Diagram showing the risks that threaten performance activity

How do you appreciate the financial situation of your organization at the present time?

1. Very good	2. Good	3. Neither good, nor bad	4. Pretty bad	5. Very bad
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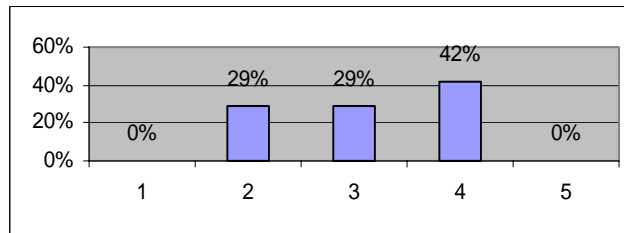


Fig. 3. Diagram showing the financial situation of the organization

How important do you think are the following aspects, for your activity as manager?

		Not at all	Less important	Important	Very important
A.	Managerial culture	1	2	3	4
B.	Collaborators competence	1	2	3	4
C.	Personal relations	1	2	3	4
D.	Managerial culture of the collaborators	1	2	3	4
E.	Relationship with profile organizations	1	2	3	4

Please mention in what measure is your unit / organization supported by:

		Not at all	In very small measure	In small measure	In great measure	In very great measure
A.	Government	1	2	3	4	5
B.	Ministry	1	2	3	4	5
C.	Romanian Olympic Comities	1	2	3	4	5
D.	Sport Federations	1	2	3	4	5
E.	Sport Leagues	1	2	3	4	5
F.	County Directions	1	2	3	4	5
G.	Local Authorities	1	2	3	4	5

6. Results

All managers of the basketball clubs and sport associations in Brasov have superior studies and 43% of them post university studies. More than half of them are young managers with an age below 40 years, and the rest over 40 years old. Conclusions from the answers of the managers to questions 1 and 2.

At question 3 the opinions of the managers are divided. A part of them, 43% consider that the local endowment with sport units is good, while the others consider that is lacking and unsatisfactory.

In question number 4 with reference to the activity to train human resources (personnel) involves the manager to have responsibility, over half of the managers, 75%, consider that the activity to train human resources (personnel) is the main attribution of the manager.

Managers appreciate that in optimal work conditions, greater performances can be obtained in the organizations, and this thing is conditioned by the high level of training of the human resources (personnel), 86% answered at question 5.

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Managers affirmed that the main risk that threatens performance activity is the lack of financing methods, the budget being insufficient with reduced possibilities to motivate the personnel. The second problem that threatens performance activity brought in discussion by the managers is related to infrastructure, working system and instable legislation. On the third place are the risks related to injuries that appear in the performance activity. On the last place are the risks related to fraud and corruption. Regarding the risk related to the doping of the athletes, media coverage (lacking, or exaggerated and cheap), and violence in sport or around sport and others, were not found in any opinion. At these chapters the managers consider that there are no problems to report in Brasov basketball clubs which is a good thing for performance sport activity. These

conclusions were drawn analyzing the manager's response to question 6.

Regarding the budget of the organization, at question no.7, according to the opinion of the participating managers at the study, no club has a good situation at the present time. 29% consider they have a good financial situation, other 29% consider they have a financial situation neither good nor bad, and the main part 42% consider that the financial situation of the organization at present time is fairly bad.

On the question 8 "How satisfied are you: A. the profession you have; B. the working place you have; C. the income you get; D. what you have realized in your profession?"

Even if the great majority of the managers declare that they are satisfied with their profession and their working place they have (conclusions from the responses of the managers at questions 8A and 8B), no manager considers himself extremely satisfied with the income he obtains. Only 43% are satisfied while the rest have greater expectations at this chapter, 28% of them being unsatisfied or very unsatisfied (conclusions resulted from question 8C). When it comes to professional accomplishment over half of the managers answered question 8D, that they are satisfied, and 29% of the managers appreciate that they could have achieved more in their profession.

Books, newspaper articles and management magazines are in top preferences when it comes to research and raising the level of management knowledge. Management courses are at the bottom of the chart when it comes to preference, according to the managers' opinions which answered from question 9 "By what means do you increase the level of knowledge in management?"

Managers consider being very important the competence of the collaborators and personal relations for the efficiency of the

activity of basketball clubs and sport associations in Braşov. Also the managers consider that the managerial culture, relations with profile organizations and the managerial culture of their collaborators being also important for the efficiency of the activity of manager, conclusions found in answers from question 10 "How important do you think are: A. managerial culture; B. collaborators competence; C. personal relations; D. managerial culture of the collaborators; E. relationship with profile organizations, for your activity as manager?"

On the question 11 "Please mention in what measure is your unit / organization supported by: Government, Ministry, Romanian Olympic Committees, Sport Federations, Sport Leagues, County Directions, Local Authorities?"

Managers expressed their regret that the sport clubs and associations are not at all supported by the Government, Ministry, Olympic Committees, Sport Leagues, not even in the smallest amount. Also they mention that even FRB sustains the sport clubs and associations in the smallest amount. Sport clubs and associations from Braşov are supported mainly by County Directions and local authorities, according to the answers of the managers from question 11.

7. Conclusions

The analysis has offered us interesting and relevant results to the problems which the sport association's managers confront from the basketball domain in Braşov.

All the sport managers give a great importance to the financial resources; team budget, and show how financial resources can influence the performance of the questioned sport clubs. The greatest source of income for the sport clubs comes from donations and sponsorship from local authorities, but are insufficient.

The most important aspects of sport management are bringing sponsors, new valuable players, and on the last place duty delegation. Financial resource nowadays plays a great role in the existence and viability of a sport club.

Superior studies and long professional experience are not always advantages in the financial domain, especially when it comes to bringing donations and sponsors.

Other factors for the success of the basketball sport clubs and associations from Brasov are in the optics of the questioned managers, human resources, the competence of the collaborators and personal relations. Between the competences of an authentic sport manager would be human resources from the specific activity domain as well as motivating personnel and athletes. It is known that valuable players are acquisitions with great sums, and in return they bring more money to the club.

To be a manager a great role is motivation, consisting in optimizing the collective behavior by satisfying the needs and individual interests in accordance with the team and sport organization, making the employees and especially the players to realize better performances.

The data obtained plead for the necessity of improving managerial training and sport leaders from Brasov, both in financial abilities domain and organizational to make them capable to get out with ease from the delicate nowadays situations (technique of the crises management). Continuous improvement of sport managers by experience exchanges with the organization departments for the basketball competitions from other countries that have tradition in this sport. Participation of the managers at specialty courses in the domain of sport management.

Developing and harmonization of cooperation relationships and partnerships with the Minister of Education and

Research, National Agency for Sport, Romanian Olympic and Sport Comities, specialty sport Federations, other sport structures (clubs, school sport units).

Realizing partnerships with televisions, mass-media, etc., to attract sponsors and spectators that support the teams, and implicitly performance is almost compulsory.

Increasing efficiency of the sport activity, realizing objectives and finding fair solutions of the problems, affirmation of the employee personality, increasing the level of integration in the sport organization and increasing the satisfaction in work are the efficient leading methods of the managers to succeed in their professional activity.

Sport clubs and associations managers together with their managerial team can obtain excellent results, at a high competitive level if they have all the necessary things in the management areas: the instruction process with high qualified technicians, financial, material human, informational resources, administrative services, medical and psychological assistance, research, developing, relations and marketing, all directed to energizing the team and participate with them with success in great competitions.

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