

## STRATEGIES OF ANALYSING THE MANAGERIAL PERFORMANCES OF SPORTIVE STRUCTURES IN CONSTANTA COUNTY

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**Abstract: Objectives:** *This is a study that wants to testify the real situation of the development of the management activity within performance sportive clubs by analyzing these structures, division of labour and management style. The second objective is represented by the identification of relevant information regarding the changing resistance, agents (managers) involved in this process of changing, the causes of this resistance to changing and also optimum solutions for the activity within these clubs, the development and the application of a managerial project that can lead to a new form of organization and to a new organizational culture.*

**Research methods.** *For the preliminary study we wish to analyse the activity in all sportive clubs and associations in Constanta county. The managers (from 6 sportive clubs), as leaders, with functional and operational attributes within these clubs had a major role to our study. Our investigation included all club managers, consultants, department managers that are involved directly in all levels of professional and sports training.*

**Results:** *The main result was the development of the project for all sportive clubs in order to determine the best efficiency and results during the performance activity. Other result refers to revising the national system of physical education and sport, to managing the sportive activities and the national and international structures (the management of the performance sports organizations, the organizatory mode) by defining the concepts of role, methods, structural characteristics and the employer's reactions.*

**Discussions and conclusions:** *Our study confirmed firstly the hypothesis that a structural re-organization within clubs facilitates the promotion of top performances. We are willing to believe that, for the activities, the clubs in our country are logistically managed and then the resources would be better used and the athletes' performances would significantly improve.*

**Key words:** *clubs, strategic projects of development, management, sportive structures.*

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## 1. Introduction

Within this study we extrapolated the modern concepts of management in performance sportive clubs in Constanta county involved in developing scientific research studies during a period of great social and economical turbulence and also during structural changes caused by the transition. ( A. Larion, 2002).Moreover, we consider that, in this situation, the results of our scientific investigation become efficient and contribute to the improvement of the theoretical and practical notions within the management of the Romanian sportive structures. Taking into consideration that the theme of this document can be considered a step forward, bringing permanent improvements, this scientific research that we have performed represents a subsidy for the purpose of this study. (A. Larion, C. Gevat, 2004 , J. Simonet, 1987). From this point of view, we will examine the sportive structures of high performance with the help “of the seven S”: strategy, structure, systems, style, scale of values accepted, personnel (staff) and competence (skills) - stressing that these variables form an independent network (M. Kubr, 1992). Theoretically speaking, this study promotes the leadership strategy or, in other words, modern challenges of management, quality, methods of organizing the sportive activity. The choice of this theme is subjected to the Romanian social and economical reality which is in a process of development, a process which triggered similar phenomena in many fields, including in performance in sport.

## 2. The purpose of this work

The purpose of this work identifies with the title of this study “Strategies of Analysing the Managerial Performances of Sportive Structures in Constanta County”.

Being realistic, our investigation aims: labeling all the information necessary to approach the changes needed with the sportive structures in order to create a management project which can lead to an efficient and effective development of the performance in sport activities in sport clubs in Constanta county. At the same time, we took into consideration the emphasize on the human, financial and material resources which can lead to the improvement of the development strategy of the clubs involved in this research

The subject of this study relies on the following research :

1. mainly, a public opinion poll was performed regarding the real situation of the development of the leadership activity within performance in sport clubs by analyzing the organizatory structures, the division of labour and the coordination, the existent jobs, the management style, etc

2. the identification of relevant information in order to approach changing, agents (managers) involved in this changing, the cause of the resistance to changing as well as solutions to optimizing the entire activity within clubs;

3. the elaboration and application of a managerial project that can lead to the formation of a new organizational model, as well as a new organizational culture. Thus, the new objectives of this project are:

- the anticipation, the explanation and the delimitation of the organizational model;
- the identification of the best solutions and the standard level of work tasks;
- the control and prevention of errors;
- passing from a centralized level in managing sport clubs and associations to a self-administration and managing level;
- to be easily applied and programmed to all levels and managerial fields in order to form an unitary concept of thinking and administration that acts in Constanta county and also in the whole country.

### 3. Hypotheses

The contemporary society is characterized by depth, complexity and rhythm unprecedented like the economical, technological or other transformations that triggered changes in all levels of organization of social life (family, team work, school, etc.). Within this context, we issued the following **hypotheses**:

1. We believe that the changing of the sportive structures should be done gradually during a systematic process of diagnosis and analysis in both internal and external environment, a process that allows the identification of the factors (strong points, weak points, opportunities, and threats) that can influence positively or negatively the efficiency in the managerial field as well as the entire activity. We consider that the old organizational structures of performance in sport are rarely (or partially) effective and, therefore, some new developing strategies should be elaborated and put into practice

2. We think that, during our present economical (transitional) development phase, the logistics within a club is a real problem which should be nationally solved, at the same time with the organization of a logistic centre for the economical problems of the system.

### 4. The research phases

Our investigation is based on the analysis of answers to the two types of questionnaires, regarding the internal documents of clubs about the real material, financial and human resources situation, the organizational programmes of the sport clubs (if they existed) and the requirements of the jobs.

**The subjects** of our research were the following structures in Constanta county:

Sportive Club "Farul"

Academic Sportive Club N°.1

Academic Sportive Club N°. 2

Academic Sportive Club Medgidia

The research had the following phases:

- The first phase (2006-2007): establishing the objectives, the subjects of the research (6 sportive clubs representative of Constanta city), the elaboration of the questionnaire, presenting the questionnaires to the functional managers of the sportive structures involved in the research, the evolution analysis of the results of the clubs during 2006-2007, achieving a prospect project for developing these structures;
- The second phase (2007-2008): the application of the prospect project for developing the performance sportive organizations
- The third phase (until February 2009): applying the project

### 5. Results

First of all, the study thoroughly presented the main problems of management, memos regarding the factors that produced the international organization and function of the structures, a historical retrospection of the sportive structures in our country and the sportive events, their knowledge level, the acquired personal experience in organizing and managing the sportive clubs which culminated in the presentation of the nowadays reality and their importance for a better functioning and the increase of the efficiency with performance sportive clubs. Secondly, the systematization of some specific notions of management, revising the national system of physical education and sport, managing the sportive activities both nationally and internationally. Moreover, we refer to the management of performance sportive

organizations and to their organizational mode through the concepts of role, methods, the employer's characteristics and reactions as well as the structural characteristics. Elements, strategies, the phases of the organizational change concept were established. Thirdly, management in performance in sport in the clubs in Constanta city, through a previous study of the sportive structures in Constanta and their development and the application of a developing programme. By studying the correlation between these variables makes us use the methods of questionnaire and interview as well as the analysis method –SWOT diagnosis- for the activity of the functional managers (managers, directors) as well as the operational managers (technical directors and the coaches involved in the formation process). According to what we have already mentioned above, we drew up an institutional developing plan based on the following factors presented in the table below.

## 6. Discussions

The study was performed in the structural and procedural organization field of the sportive organizations in Constanta county. The scientific research accomplished in this paper had as main goal promoting the high quality management within performance sportive clubs marked by the social and economical characteristics of the transitional period in our country. This investigation centred round many independent variables presented as work hypotheses and which were partially confirmed because many

activity fields (including performance in sport) are determined or closely related to these factors. After studying literature the strategic plan for developing the sportive clubs was performed on the following structure:

1. The club (institution), identification data name, address, fax number, web page, management team;
2. Organizational culture: history of the club, its role in community, traditions;
3. Detailed information: school (sportive);  
Population:
  - number of athletes on segments (high schools);
  - number of athletes with good and very good results;
  - number of athletes with health and social problems;
  - didactic staff: coaches, athletes, instructor (Full-fledged / working hours, didactic degrees, categories of coaches);
  - material resources: teaching facilities (halls, gyms, classrooms, labs, workshops, libraries, office, sport fields);
  - didactical and medical offices;
  - teaching materials, apparatus, etc.
  - financial incomes;
  - personal incomes provided by additional services;
4. Information regarding the athletes' data: family, neighbourhood, education;
  - the formation of the didactic and auxiliary staff;
  - the graduation year, the first year;
5. The presentation of the mission of the institution and its vision;
6. The presentation of the objectives/ goals, strategic options and their role on the objectives of the general project (applied in the operational plans).

## 7. The elaboration of the operational plans

STRATEGIC TARGETS	STRATEGIC OPTIONS
<p><b>Curriculum/Programming</b></p> <p>1. Selection campaign on the entire county;</p> <p>2. Periodical evaluation of the training level through efficient test batteries</p> <p>3. The elaboration of some assessment instruments of the objectives proposed in the planning documents</p>	<p>1.1. collaboration with schools in the town-hall</p> <p>1.2. seeing school competitions</p> <p>1.3. organization of some proper competitions with the purpose of discovering future athletes;</p> <p>1.4. the popularization of the selection activity by means of mass-media;</p> <p>1.5. the co-optation of students from different faculties all over the county and town-hall to discover talented persons for performance in sport through strategic partnerships with the proper institutions;</p> <p>2.1. establishing, at the end of each training meso-cycle, some tests for each training level;</p> <p>2.2. the statistical analysis and interpretation of the results in comparison to the proposed objectives;</p> <p>3.1. a continuous observation of the activity by registering the partial and final results;</p> <p>3.2. the elaboration of some progress charts for athletes;</p> <p>3.3. the statistical analysis of the results in comparative competitions;</p>
<p><b>Human resources</b></p> <p>4. Improving the collaboration relationships, trust and delegation of team work abilities</p> <p>5. The elaboration of the student's conduct code</p>	<p>4.1. the team elaboration of all school documents (project of institutional development, managerial plan, conduct codes, regulations of internal order);</p> <p>4.2. guiding the students seen on the physical education classes towards adequate sportive fields;</p> <p>4.3. round tables on professional debates;</p> <p>4.4. organization and development of department meetings by the head of the department;</p> <p>4.5. organization of the club's festive days;</p> <p>5.1. the conduct code of the student athletes should be understood by them and its elaboration should represent the result of the team work;</p>
<p><b>Material and financial resources</b></p> <p>6. The valorification and development of the existent material and financial resources</p>	<p>6.1. the sponsors should have periodically access to the sports ground;</p> <p>6.2. renting the sports grounds;</p> <p>6.3. renting on contract basis the clubs area to arranging commercial areas;</p> <p>6.4. selling tickets, badges, brand marks, etc. that represent the personality of the club;</p>
<p><b>Community relations</b></p> <p>7. The real implication of the parents' committee in solving the school problems</p> <p>8. Developing some local partnerships</p>	<p>7.1. inviting parents to the sportive competitions;</p> <p>7.2. discussions with parents about possible financial support;</p> <p>7.3. helping parents to better understand the sportive phenomenon;</p> <p>7.4. building a parents committee willing to collaborate;</p> <p>7.5. attracting parents and the creation of a family <i>direction</i> by involving them into the club's activity as financing partners through taxes, season tickets, etc.</p> <p>8.1. collaboration with local radio stations and TV networks;</p> <p>8.2. new partners: Sponsors and involving the administration committee, of some bank managers and financial potent firms.</p>

## 7. Conclusions

The hypothesis is confirmed. The main management problems, remarks regarding the factors that triggered the organization and functioning of the sportive structures, internationally speaking, all those should lead to the implementation, in nowadays society, and the removal to change of the operational and functional managers.

## References

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