

INNOVATIVE SYSTEMS IMPLEMENTED IN SPORTS MANAGEMENT

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Abstract: The onset of the twentieth century is characterized by complex transformations at social, economic and technological level requiring the orientation of organizations, including sport related ones, towards the adoption of innovative management systems that ensure a high performance of their sports activities.

The new management concepts that have become popular over the past decade are: participatory management, innovative management and cooperative management.

The paper presents some considerations regarding the adaptation of both innovative and participatory management in organizations and especially in teams focused on performance sports.

Keywords: sports management, participatory management, innovative management.

Introduction:

All management systems, which evolved over the last 100 years, were reported to conformist principles based on the idea that an organization is composed of the leading factors and factors of execution.

If, at first, the autocratic or directive management system was overwhelming and canceling the

autonomy of the organization, over time have been approached new management systems, namely: participatory management, in which case the attitude of control was replaced by the concept of explain and convince, in fact to communicate in order to delegate tasks, as shown in the scheme from Fig. 1 [1].

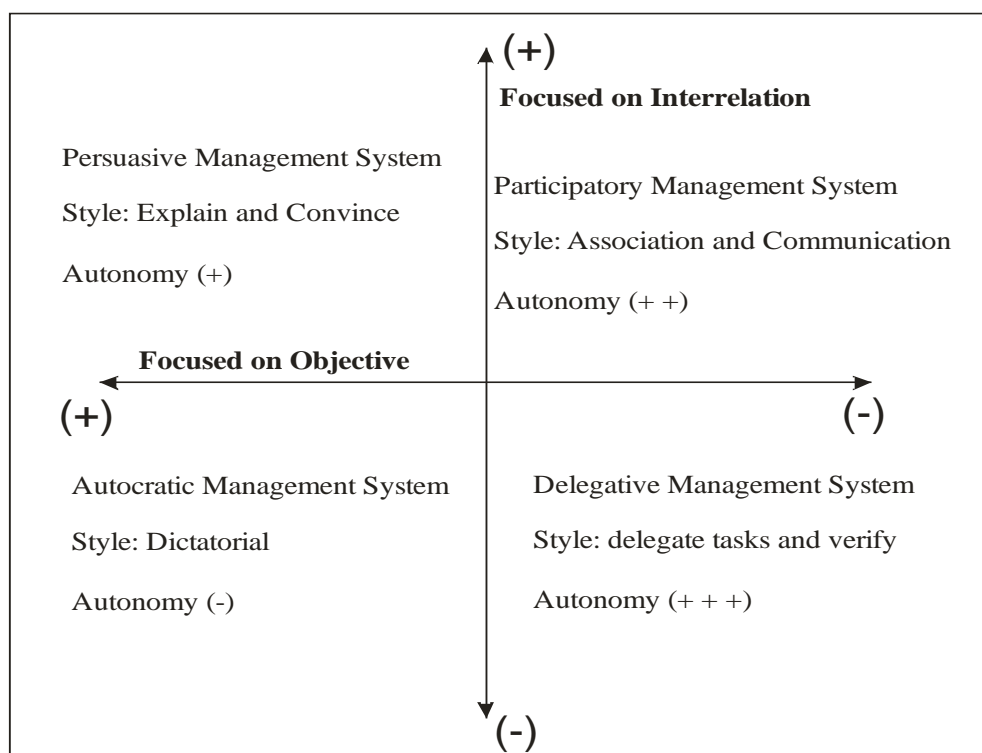


Fig. 1 Management systems and the level of involvement of collaborators

The advantages and drawbacks of the four management systems.

The advantages and drawbacks of the four management systems are systematized according to data from Figure 1.

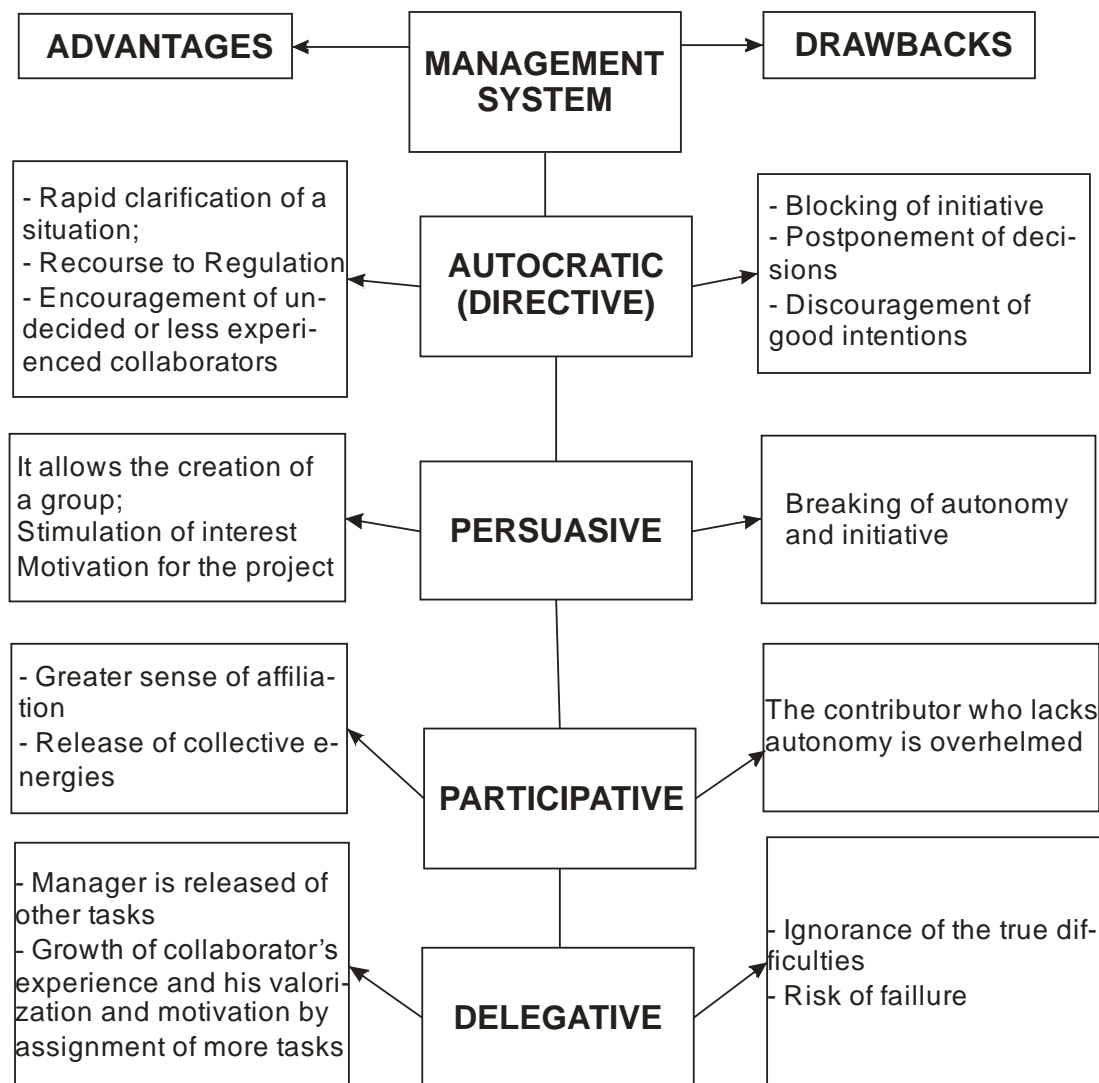


Fig. 2 Advantages and drawbacks of the four management systems

In recent years, new interim management systems have been implemented based on the 4 systems and the most important are: cooperative management, innovative management or ideas management. For example, in Fig. 1.3 where the four management systems are identified, it can be observed that intermediary links on the participatory scale of the components of some teams from a sports association can be found [2].

Autocratic decision by leader	Leader proposes decision, listens to feedback, then decides	Team proposes decision, leader is final decision	Joint decision with team as equals	Full delegation of decision to team
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Fig. 3 Types of leadership.

The implementation of these management types or processes differs depending on the type and scope of the organizations.

Implementation of modern management procedures at the level of sports teams

Participatory management has made its presence felt increasingly more since the end of last

century and the first decades of the XXI century and the results came shortly in the light and were materialized through the leading positions occupied in international and national competitions by the teams in which the coaches have applied the principles of this type of management.

Peculiarities of participatory management practiced at the level of collective games teams (handball, volleyball, football, basketball, rugby etc.) are given by the fact that coach assumes the tactical orientation of game and the players develop the game's project and give solutions,

which is known in sports management as the participatory demonstration.

The difference between autocratic or participatory management within a team is resulting from schematizations in Fig. 4

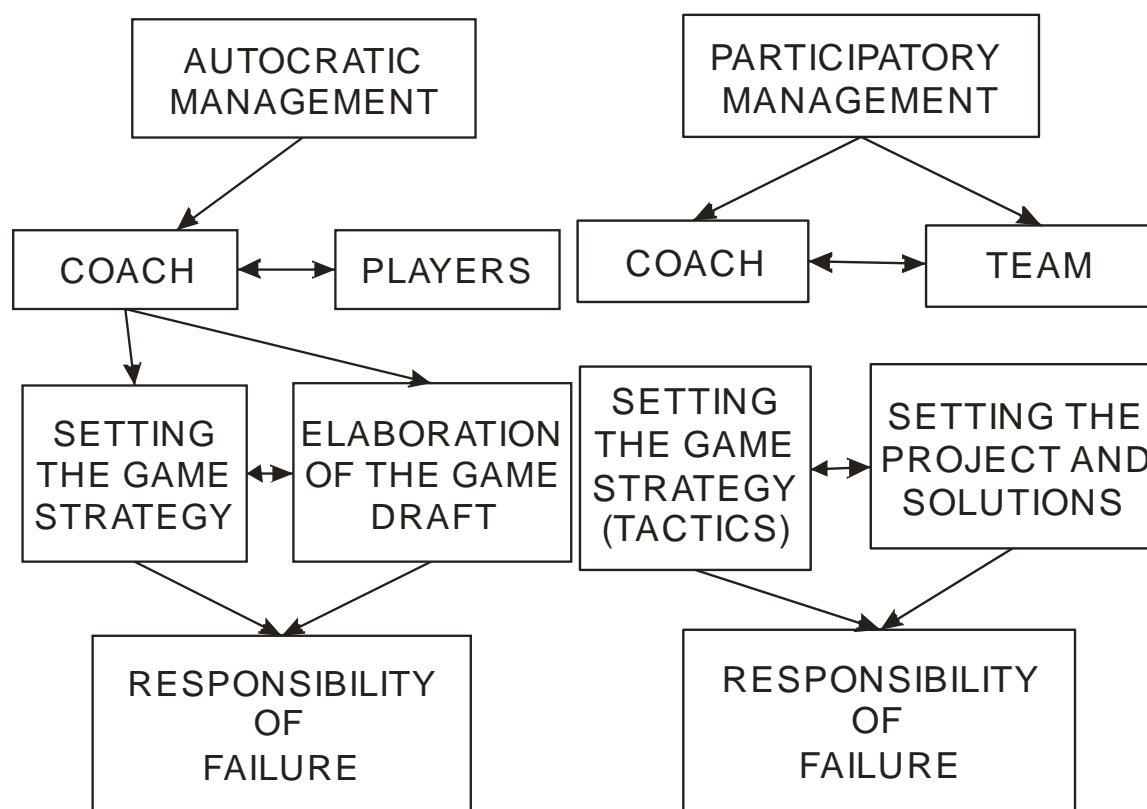


Fig. 4 Activities and effects of applying the autocratic management and participatory management within a sport team

Analyzing the two schematizations it appears that in the case of application of participatory management the coach leaves the players to decide how to play the game based on the tactical plan drawn up by him, which ensures the identification of optimal solutions by players during the game.

At the same time, by involving players in the team management their responsibility increases in case of failure unlike in the case of autocratic

management when the responsibility for failure rests more than 90% on the shoulders of coach.

By assuming participatory management at the level of sport teams it is necessary to address other principles such as those specific to the management of ideas since, as seen in this case, the setting of game project and solutions is involving some elements of management of ideas as shown in the schematization from Fig. 5

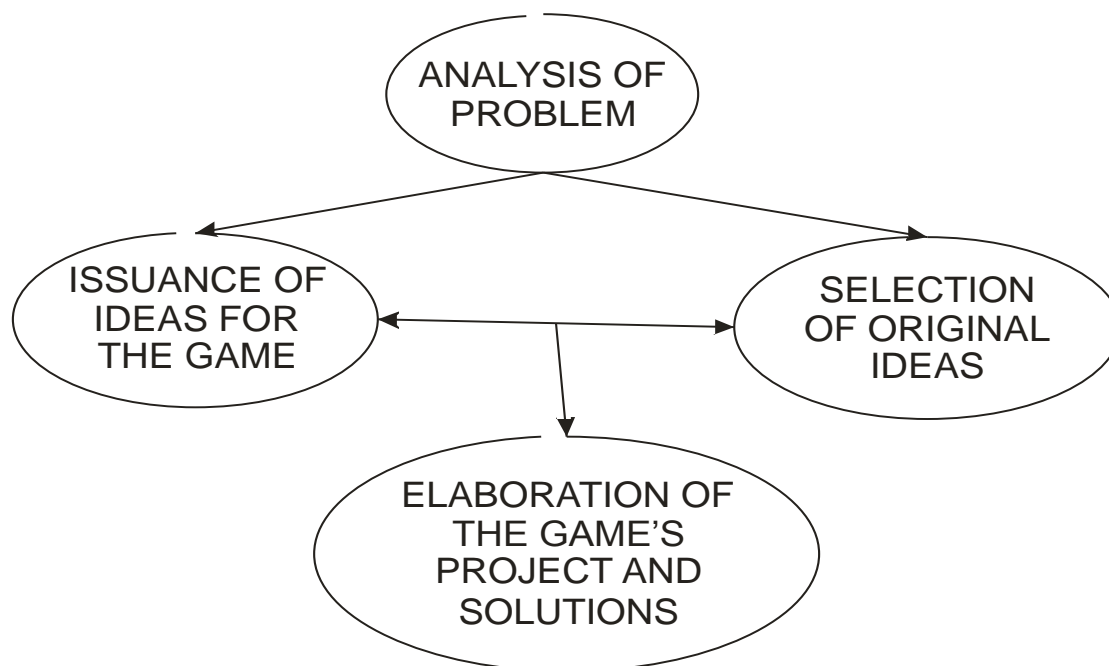


Fig. 5 Management of ideas for elaboration of a game project

Elaborating the draft of the game and the optimum solutions for the team by the help of management of ideas is possible due to the cognitive ability of the players based on the synergy effect players general behavior aimed at winning the game.

Conclusions:

Application of participatory management and application of collective intelligence at the level of sports teams led to successful handball, soccer, rugbyteam etc. participating in international (World Championships and Olympic Games) or nationalcompetitions.

In this regard, one of the promoters of this management style, for 13 years already, is France's handball team coach Claude Onesta, who has obtained the best results at World Handball Championship in Qatar at the Olympic Games in 2008 and 2012. Thanks to the same style of management, Francehad also played in the final of World RugbyChampionship in 1999. [3,4]

There have been registered good resultsby using the same management style in terms of organizing

the mass sports competitions and at the level of local sports organizations. [5]

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