

## MODERNIZATION OF THE SPORTS MANAGEMENT SYSTEM

Teodorescu Anemari Simona, Gheorghe Georgeta Ioana, Ivan Paula

*Spiru Haret University, Physical Education and Sports Faculty*

**Abstract :** The management in sport has a very important role today, in these circumstances in which the sport is a source of income and stimulates the industry and the economical development.

The level of sport today requires some programmers of management of sport, recently appeared in international management and adjusted to Romanian conditions.

In order to highlight the multiple sides of the correlation between management and efficiency, it is necessary to underline the influence of efficiency on management. In the specialized literature there is the opinion regarding the conditioning of the management by the efficiency, both from the theoretical point of view and from the practical point of view. It is thus demonstrated that efficiency places its mark on management, first and foremost through the methods and techniques of commensurate efforts and effects.

The acceptances of the theory and practice of sports management, the dynamics recorded by sports in the last decades, the rapid overcoming of the performances, the efficiency in organizing the sporting activities were possible due to general acceptance regarding the broadening of the scientific, technical and technological basis of the sport. The broadening of the scientific basis of contemporary sport has also been achieved through management. A better organization of the sports structures, a better organization of the sports activity, the clear and precise establishment of the attributions of each compartment and of each sports specialist have made the management an indispensable term for any specialist in the field of sport: to make the activity more efficient

**Keywords:** *management, sport, sport organization.*

### Background

Management contributes to the systemic approach to efficiency by outlining a system of indicators for its evaluation, a system used in economic practice. [1]

In order to highlight the multiple sides of the correlation between management and efficiency, it is necessary to underline the influence of efficiency on management. In the specialized literature there is the opinion regarding the conditioning of the management by the efficiency, both from the theoretical point of view and from the practical point of view. It is thus demonstrated that efficiency places its mark on management, primarily through the methods and techniques of commensurate efforts and effect [2].

In the management efficiency approach two ways are outlined:

- a. in a restricted sense - related to the direct efforts involved in the functioning and improvement of the management system and the direct effects generated by its level;
- b. in a broad sense - determined by the efforts and results caused by the functioning of the organization, as a whole.

In this context, the direct efforts involved in the functioning and improvement of the management system, but especially the direct effects generated by its level, we can say that the results of the last edition of the Rio de Janeiro 2016 Olympic Games, should put us in thoughts. However, since there is no national strategy assumed at the

political level, the results will not be able to appear.

With regard to management in a sports context, it should be taken into account that the national sports organizations act in a context based on internal and external factors. External factors are represented by the economic, political, cultural and social conditions faced by the individuals involved in sports activities, and the internal factors are the workplace conditions, as well as the administrative activities of the sports organization. The success of the operations depends on the way in which the managers have knowledge about the field and manage the internal factors such as: activities, skills and abilities of the employees, responsibilities and motivation regarding the achievement of the organization's objectives.

Similarly, external factors such as: world economy, local economy, technology, politics, market penetration of competitors, needs and trends recorded at youth level and social and cultural context are equally important. If we look at things from the point of view of sporting events, the external factors include the public persons involved in the event, important for its success, and who thus influence the decision-making, although they do not have the quality of direct participants: the local community, the civil society, the local and national authorities. in the legislative, economic, health and safety, cultural and social fields, politicians and the media [3].

**Presentation, analysis and interpretation of the current state of knowledge**

Sport often means a team, and a team has to put its energy into modernizing and adapting the field to the present competitive level. In accordance with the EU 2020 Strategy, sport can make a significant contribution to the smart, sustainable and favorable growth of social inclusion and the economy. The Ministry of Youth and Sport seeks to update the normative framework for financing sports activities in the context of the European Commission's recommendations through the White Paper on Sport, part of the Lisbon Treaty. Supporting and strengthening the strategic position of sport in Romania (as a public policy in the EU decision-making process) and integration into the world sport elite is also a priority on my agenda. Another priority is to increase the role of the private sector in promoting sport, as well as performance by transforming the sports market from the cost market to the profit market.

Given the fact that Romania tends to obtain the status of functional market economy, this implies that all systems will relate to market mechanisms. This also requires the sports system to create an economic orientation mechanism and to revise the notion of success. In sport, success should not only mean superior performances in titles and medals, but also financial benefits. In the new context, the benefit should be seen as a measure of success, so the benefit of sporting activities should express the difference between expenses and receipts. Looking at sports competition and as a means of obtaining financial benefits creates favorable premises for the existence of sports structures that thus become more powerful in securing the financial resources necessary for the development of the activity. [4] This also implies a more efficient management that can ensure the achievement of the objectives, a better planning and a more efficient control of the processes and activities.

At present, there is a major difficulty for sports leaders who have to go beyond their complexes and assume the decisions to guide the management process in order to achieve maximum economic efficiency of sports activities, but also of their social utility (including sports performance). In the sporting activity, the application of the principle of efficiency summarizes the purpose of the management activity. On the one hand, efficiency represents the ratio between the effects achieved and the

effort made and their result must be as high as possible, and on the other hand, the efficiency can be the ratio between the effort made and the effects obtained, in which case their result must be as high as possible smaller.

In 2028 the Romanian sport will align with the international performance standards and those of social development by creating a quality sports infrastructure and a culture of sport through unity, solidarity, ethics and excellence. The intense mass sport practiced by all age groups is a foundation for a healthier population, for an effective educational and social integration and is also the basis of selection for the performance sport.

In sport, a cohesion of human resources is needed, which must be in full consensus regarding the need to develop a legislative, institutional and managerial framework that responds to the current demands of Romanian sport and which fully responds to the perspectives and orientations of integration in European structures. [5] In this sense, it is necessary to design and implement programs based on clear short-term goals, which aim at success in the process of change and the development of timely intervention capacities in the dynamics of changes so that they respond to the needs of the moment and its conjuncture. This reforming process must be based on a scientific processes and management relationships that lead to superior performance. The proposed remodeling should aim to reinvigorate the sport-specific processes at the macro level as well as a remodeling of the management system at the level of sports organizations. The objectives of a management professionalization program are aimed at developing general and functional management capabilities with a direct impact in improving the performance of sports organizations.

The Romanian state assumes its mission to support and develop the sport taking into account the following directions of action:

- a. increasing the degree of active participation of the population of all ages in sports activities with a permanent character in the interest of raising and maintaining the level of individual health, improving the degree of cohesion, integration and social trust;
- b. increasing the degree of practicing sports activities especially among children and young people in order to train and develop active, educated and responsible citizens;
- c. increasing the level and quality of Romania's representation in the highest performance sports competitions. In this context, 3 central

pillars are delimited, the 3P of the national strategy for sport: Participation, Practice, Performance.

As a consequence, it is proposed to effectively increase the level of physical activity of the population across all regions and all socio-professional categories, with all the positive implications deriving from it (increasing the level of education, socialization and the health status of citizens, of the active and positive attitude in society). In the first stage, the level of physical activity of the population at national level is expected to increase by 15% in the next 7 years (INCS, 2014).

However, sport is perceived differently, depending on the people's relationship to it. For children and young people, movement is associated with play, with social integration, with physically and emotionally harmonious development, with learning rules and observing them. For adults, sport and physical activity represent the opportunity for a healthy lifestyle and the opportunity to relax, and the elderly, in addition to improving their health, keep them active. For all socio-professional categories, sport should be an integral part of the lifestyle

considering the multiple benefits that derive from practicing physical activities.

The state of the Romanian sport today is the consequence of several factors:

1. Insufficient or misdirected funding,
2. evaluations and decisions that are inadequate to reality,
3. outdated or insufficient infrastructure,
4. decrease in the number of children going to sports and the number of legitimized performance athletes,
5. keeping old training patterns that are beginning to be out of use,
6. the absence of a philosophy at the population level regarding the practice of physical activity as a lifestyle, etc. According to the latest Eurobarometer (European Commission, Eurobarometer - Sport and Physical Activity, March 2014) [6], Romania is among the member states of the European Union that have a large percentage of the population who do not practice sports or any other form of physical activity. [7]

Eurobarometer data (March 2014) indicate that in Romania, reported at European level, things are different

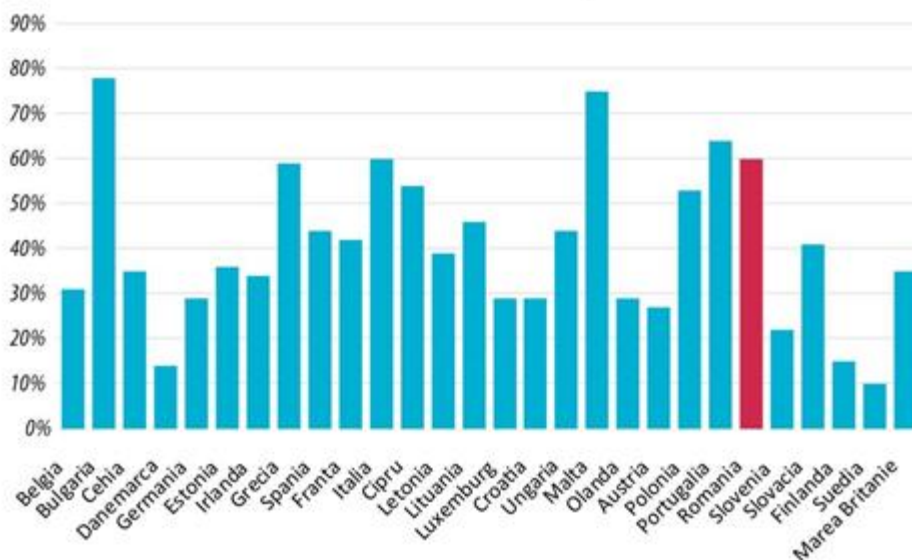


Fig.1. Eurobarometer data on the practice of sports activities in European countries (European Commission, Eurobarometer - Sport and Physical Activity, March 2014) [7]

Physical activity must be reintegrated into daily life. A first step is to provide the population with access to as many sources of information regarding the positive effects of physical activity at the level of the individual and society. The main means of elaborating and achieving this objective are:

- a) Supporting projects for the development of mass sports in the print media, online media, audio-visual media and civil society. In this regard, articles will be published in print and online media, radio and TV shows dedicated to the promotion and practice of sport at the population level, and will work with non-governmental organizations to disseminate

information as widely as possible. All this will be done on the basis of agreements concluded between the Ministry of Youth and Sport with public and private media institutions, as well as with civil society. It will appeal to the support of federations and sports clubs and will be attracted for the active promotion of the renowned sports movement, sports specialists, creative people, politicians, etc.

- b) Elaboration and implementation of a national campaign for the promotion of mass sports in primary, secondary, high school and university institutions. The school must become the core of mass sport, raising awareness among children and young people about the benefits of physical activity on health and social integration. In this sense, various video spots that emphasize the importance and positive effects of playing sports will be realized and watched during the hours of management and sports. The image capital of some Romanian athletes will be appealed with significant results at international level, creative people, sports specialists, politicians, etc.

- c) Elaboration and realization of a national campaign for the promotion of table sports in the online environment through the available means of the M.T.S. within the communication departments (social networks that promote mass sport through spots, posters, photo and video materials, information and promotion sites dedicated to this phenomenon, etc.).
- d) Informing and educating the local authorities on the advantages they can obtain for the communities they coordinate from the development of mass sports.
- e) Conducting studies to highlight the interests, needs and motivations of different population groups regarding physical activity, as well as disseminating the results of scientific research on the benefits of adopting an active lifestyle. A new project will be started to evaluate the biometric potential of the population, and its results will be exploited at national and regional level.

The Eurobarometer data also indicate concrete results regarding the differences according to sex and age in the population of our country regarding the very rare or non-existent practice of physical activities and sports:

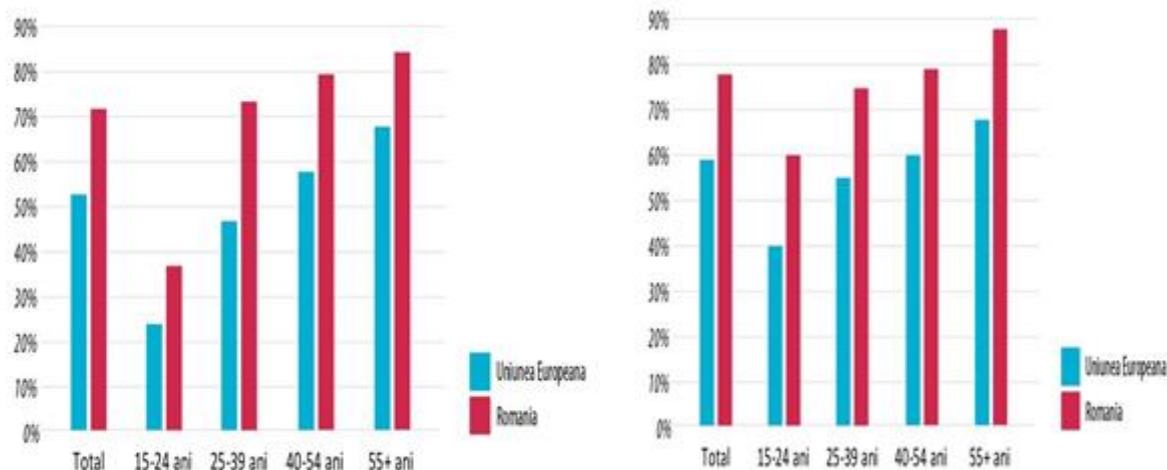


Fig. 2. The results of the Eurobarometer on gender and age differences in the population (European Commission, Eurobarometer - Sport and Physical Activity, March 2014) [7]

Romania's attempt to engage in the organization of large events depends on the optimal way of ensuring the sports facilities for which the initial investment is huge, and can only be supported by a solid economy but with a full involvement from the state authorities. Even if the budgets for large sporting events are considerable, it should not be forgotten that they create short-term benefits and the revenues partially cover the organizational

costs. But the nature of the event makes the process of accelerating the economic development felt not only in the host region, but also at national level by promoting tourism, intensifying transport (airports, roads, railways), business and services locally, boosting industry and increasing the number of jobs. It is imperative to understand the importance of the intrinsic relationship between management and sport as a relationship between

manifestation, development and efficiency of human experience in the evolution of society. The essential changes in the field of social life impose that it is necessary to find new solutions for the development of sport in Romania that respond better, more efficiently, to the stimulation of the biological (physical-intellectual) capacities of the individual by continuously modeling his aptitudes that lead to a great social harmony.

### Conclusions

The acceptances of the theory and practice of sports management, the dynamics recorded by sport in the last decades, the rapid overcoming of the performances, the efficiency in organizing the sports activities were possible due to general acceptances regarding the broadening of the scientific, technical and technological basis of the sport.

It will be achieved in accordance with the purpose and methods proposed to implement the objectives aimed at supporting and strengthening the strategic position of sport in Romania (as a public policy in the EU decision-making process) and for integrating our country into the world sport elite.

It can be asserted that the penetration of the economy in sports is not only necessary, but even vital, but this can only happen in a professional and sustainable way only through a participatory involvement of the local and national public administrations in this [8]

The actual implementation will follow the preservation of the directions of action in the sense of strictly fulfilling the proposed objectives and framing the established time frames. On the other hand, monitoring involves careful monitoring of the way the activities specified in

the Strategy are carried out and the degree to which the anticipated results are achieved at national and local level. In this way, the possible risks inherent to the implementation phase can be avoided and barriers that tend to occur sometimes in the decision-making process can be overcome. The potential difficulties encountered during the course are not insurmountable, they can be solved by a consistent and intelligent action, by a suitable legislative and institutional framework outlined and by an effort to change the mentalities regarding the intervention of the state and the central bodies in the development and organizing the sport.

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