

OPERATIONAL MANAGEMENT IN SPORTS PERFORMANCE

Virgil ENE-VOICULESCU¹

Carmen ENE-VOICULESCU²

¹Senior lecturer Ph.D., Naval Academy „Mircea cel Batran” Constanta, Romania;

²Professor Ph.D., University „Ovidius” Constanta, Romania

Abstract: *The management of the sports phenomenon, which has greatly been expending all over the world, both quantitatively and qualitatively, imposed the discovery, use and adjustment of a new method of guidance and modernization of the structures of the sports organizations. The development of the economic sector related to the social covering of the sports field through a rapid development of sports materials and equipment, training and competition sites (gymnasiums, stadiums, swimming pools and related equipment) led to the necessity of reorganizing the sports institutional structure.*

A sports manager must be able to understand and adapt to all kinds of situations, to permanently change his/her attitude, behaviour or understanding the problems he/she has to cope with, and , finally, to take the decisions he/she considers to be the most efficient/appropriate to achieve the established goals.

Keywords: *management, sports organizations*

SYNTHETICALLY FORMULATING, THE SPORTS MANAGEMENT REPRESENTS THE SCIENCE AND ART OF EFFICIENT MANAGEMENT.

The performance activity in Romania is managed by the following sports structures:

1. The National Sports Agency, which is the central state authority responsible for sports events. The Sports Department within the Agency is led by a State Secretary and it is structured in the following way:

The General Direction for Organizing and Promoting Sports Events. Tasks:

- Scheduling and organizing sports activities within the sports clubs;
- Promotion and development of sports events.

The Technical General Direction for Sports.Tasks:

- Co-ordinates the activity of national sports federations and of the national teams;
- Methodological guidance
- Specialist training
- Interdisciplinary documentation and assistance

Direction for International Relations, Secretariat and Protocol.

Tasks:

- Sports international relations
- Visas and transport

General Direction for Finance. Tasks:

- Budget, finance and accountancy
- Material framework consolidation
- Organization, payment, staff

The following tasks come under the responsibility of the Sports Department:

- The establishment of principles and sports policy proposal put forth to the government
- The establishment of the general sports development strategy
- Providing for, training and ensuring the professional level of the specialty personnel for sports events;
- Providing assistance and financial support for sports federations, junior sports activities, national sports centres and sportspeople training.
- Providing assistance and financial support for promoting programmes such as “Sports for Everybody” within the sports associations, non-governmental organizations and private sector.
- Representing the state interests within the various international organizations and bodies abroad.
- Payment of sports workers who cater for sports organization;
- Co-ordination and assistance for the activities of the National Institute for research and Sports,

the National Institute for Sports Medicine and the Anti-Doping Laboratory;

- Providing funds, buildings, modernization and maintenance of the national sports centers, clubs and federations;
- Managing the activities of the subordinate sports institutions
- Guiding and checking other sports institutions in relation with technical and methodical aspects

Every county has a sports direction, in charge with sports organization on local level, promotion of local associations, stimulation of the local administration and the private sector with a view to the development of the sports centers and the provision of financial support for carrying out sports events. Article 69 from the Sports law stipulates that all registered sports organizations have the right to be the beneficiary of a national or local financing. The total sum coming from public financial support is determined by annual contracts between the sports organizations and the public one. Until now the state allotted the equivalent of 30 million euro for the Romanian sports development. Below is the breakdown of public subsidies allotted to the sports organizations in 2010:

The Romanian Olympic Committee- national level- 7.015

Private sports clubs-local level- 0.40%

Public sports clubs-local level-18.68%

Sports directions-regional level-10.93%

Veteran sportsmen support-national level-4.325

Other public institutions (research, training school museums)- national level-1.14%

International contributions and dues- national level-0.07%

Sports centres and bases-national level-7.73%

The national sports agency expenses-national level-25.83%

National sports federations- national level-23.89%

In Romania there are 46 autonomous sports federations organized in compliance with their own statutes and manifesting as specialized bodies in various sports disciplines . Sports federations include specialized sections of clubs and sports associations. They organize activities on national level, co-ordinates regional development, organizes training for high performance sportsmen, organizes or supervises international events and represents the respective sports on international level. The Romanian Olympic Committee-was set up in 1914 and has juridical status. It has its own personnel. It operates in compliance with the principles and regulations of the International Olympic Committee with a view to promoting the development of Olympic sports in Romania. Assisted by the Sports Department and in co-operation with the federations, the ROC supports the training and participation of Romanian sportspersons in the winter and summer Olympic Games.

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The Romanian federation “Sports for All”, set up in compliance with special statutes, carries out a programme and organizes a system of public information to stimulate the forms of participation of various groups of population, within clubs as well as individually, in sport and physical activity.

The Sports for Disabled People Federation works out in collaboration with public and private bodies for diversifying the opportunities for participation and integration of disabled people in appropriate national and international competition systems .

University and School Sports Federation whose activity is based on law 84/1995, co-ordinates and supports the clubs and sports association in the development of systematic participation in sports events. In addition, it supports the high performance sportsmen in their training and participation in national and international events, including university world games. The federation represents the Romanian university sports within the international organizations and competitions.

The Council of Sports Science in Romania was set up in April 1992 and includes the scientific associations or the commissions within the field of sports. Its main aim is the development of scientific research in sports domain. The Council provides counselling for the private organizations in sports.

The Sports Clubs are organized for one or several sports disciplines on legal status; they organize training for the

high performance sportsmen who participate in home and international competitions.

In 2010 there were 446 sports clubs organized al district level (42) in various social sectors (184 school clubs, 17 university clubs, 92 institution clubs, 8 in the army, 3 within the police force, 9 in other domains), or they are organized under the form of scientific, or they are organized as private, amateur or professional clubs (92); there are other 1824 sports sections in force.

They are financed by the central and local public administration , private organizations and the clubs’ own incomes (income sources varies from one club to another). Out of the 1620 sports associations, 2890 function in schools, 28 in universities, 1620 in industrial and commercial environment, 73 within the armed forces, 1747 at local level and 236 in other domains or within private initiative, but their number is increasing, especially after the enforcement of the provisions of the law Nr.69/2000 on Physical Education and sports. We are going to present the organization of a Romanian sports club which is a working tool meant to order, explain and implement the concept of management in collective and individual sports in the socio-economic development conditions specific to our country. It must contain all the functions and representations in the sports organization.

ORGANIGRAMA

Within the sports organization the executive manager is the “architect” of the organization. His view over what the organization should or could be may engender the will for change and his personality must encompass the following five main dimensions in relation with his subordinates:

Extroversion	Emotional stability	Degree of tolerance	Conscientiousness	Open-mindedness
Out-going; talkative	Stable; trustworthy	Tolerant, co-operative	Reliable; responsible	Curious; original
versus	versus	versus	versus	versus
Withdrawn; shy	Depressed; anxious	Aloof, strict	Scruffy; impulsive	Dull; unimaginative

These are the main five dimensions of the manager personality.

The executive manager (trainer) fulfils four basic functions: to foresee, to organize, to order, manage and control in order to:

1. define the strategy;
2. specify the methods, technology and resources through which the strategy will be implemented;
3. work out plans and programmers/projects/syllabi
4. create and administer an organization through which those plans and programmers will be implemented;
5. check and provide permanent counseling