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# THE MANAGEMENT METHODS IN PERFORMANCE SPORTS

Theoretical  
article

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## Abstract

*Sports are a widespread phenomenon, capable of raising human energies and mobilize financial and material resources that can be difficult compared with those in other areas of social life. Management of sports organizations is influenced and determined by the compliance and requirements arising from the documents issued by international organizations with authority in the field. Organizational development is considered essentially as a strategy to increase organizational effectiveness by determining changes that consider both human resources and organizations. On the whole society, it is accelerated by an industry evolving sport with distinctive features. Its development is conditional on macroeconomics and technology. The complexity of the activities of sports organizations performance, the main laboratory performance national and international sports, requiring a more thorough investigation to enable knowledge of the complex mechanisms of their management and simultaneously identify some optimization solutions throughout the economic-financial and human resources.*

## 1. Introduction

Senior management of an organization does not need to use methods and techniques of management and leadership, as managers are forced to find solutions to a wide range of issues and resolve every problem through a specific method or technique. Management methods are defined as combinations of means and processes by which management influences follower action to achieve objectives. This process converts the information management method in action and decision processes using, and through harmonization requirements, maximizing results.

Management of sports organizations cannot be designed without using methods that could allow deepening and law enforcement, rational use of human resources, stimulating the use of human creativity, optimizing and standardizing decision-making and management of all functions. Efficient management methods aimed at using tools and instruments of economic factor labor increase the efficiency of sports activities, achieving goals and equitable solutions to problems that may arise in an organization, increased integration in sports organization and increase job satisfaction.

According to various studies of the various organizations demonstrated that the implementation of strategic management is based on a number of elements, the development of a clear concept in this area, an adequate organization, definition of the knowledge necessary resources and redefining the business of selecting candidates responsible leadership posts and leading. The quality of human resources and how they performed their first training and further influence this wealth of items. The managerial system is directed to resort to the exercise, in particular, attributes the provision and organization, but at the same time it is necessary to use a proper system of methods and techniques by which decisions are taken, it directs the action and get results sports wishes to reach strategically.

## 2. Literature review

### 2.1 Management by objectives

The method of management by objectives was generated by the need of ordering actions in an organization based on the idea that the success and development of objectives depend on the correlation between organizational objectives and personal subdivisions workers (Borza, 2005).

Management by objectives means that all group members have a performance superior motivation, having a higher degree of awareness tasks and the best chance of being efficient (Epuran, 2001).

The objectives can be defined as goals, measurable goals that a team or an individual wants to achieve within a set means premeditated (Borza, 2005). Setting these goals within a sports organization is

one of the most important actions taken by managers.

In the extremities there are unrealistically high goals that are frustrating for employees, while small targets do not mobilize employees to maximize their potential (Certo, 2002).

Applying the management by objectives involves the following steps (Mihuț, 2003):

1. Setting overall objectives of the organization;
2. Delimitation of partial objectives, subdivisions;
3. Determining measures to achieve the objectives set and achieving results;
4. Comparison of results targets and objectives for a further period.

These steps form the specific method cycle whose duration varies depending on the hierarchical level at which senior management is.

### 2.2 Management by budgets

The budget "as a managerial tool" provides the financial expression, sizing goals, expenses, income and results from the management centers (or organizational subdivision) and finally assess the economic efficiency by comparing the results with their budgeted level.

Strategic management of an organization remains a number of activities that are not recommended to be decentralized: the development and substantiation of development strategies, negotiations between subdivisions budgeted for finalization and harmonization of budgets, budget accounting director etc.

The budget management application steps are delineated as follows:

1. Delimitation and sizing management centers;
2. Development and substantiation budgets;
3. Approval of budgets; Budget implementation;
4. Control and budget analysis.

Using management through strategy budgets in sport presents a number of advantages such as strengthening financial discipline and expenditure for each compartment of the organization; objective evaluation of financial results.

Sports clubs management is performed according to the budget you have available, managing to establish goals for the next championship or a longer period of time. These objectives must be realistic and daring to motivate athletes in training and competition.

### 2.3 Management through projects

In the area of sports organization this method is used by a high level within the organization that has the capacities of sports events involving great human solidarity without which operationalization of major sporting events would not be possible.

It can analyze as example the International Olympic Committee representing an organization led model based projects. It realizes projects for a period of four years from one Olympics to the next.

The project is seen as all concepts related to sports product manufacturing complex based on several processes, activities and actions that contribute to its realization. Within contemporary organizations they use project-based management technique to be able to plan, organize, execute and control complex tasks to be achieved within the project.

The term project refers to a set of work processes, most of which are characterized by innovation, different in nature, which seeks to achieve successful implementation of complex tasks with a specific difficulty.

The successful use of this type of management is an important role assuming that the project manager has to hold a decisional capacity highly accompanied by a great skill to create and maintain human relationships appropriate, given that interests are partially different, and the pace of change is rapid. The manager must be a good specialist in the field. "The advantage of this method stems from the fact that the combined efforts of many specialists may allow saving time, effort, physical, economic and financial" (Ionescu, 2001).

### **3. The professional performances**

The concept of performance management is a way to achieve positive results at both individual and organizational performance by understanding the implementation in the context of a unified plan and business in general.

To include these elements that influence human behavior within the organization and working groups, it illustrates a "model of the main variables of interest" (Smith, 2001).

The items that must be highlighted are the importance attached model under which a holding may be listed even as follows: motivation, task, effort, ability, skills, learning environment, the role of perceptions, actual performance.

Procurement system in terms of knowledge and skills in the work done in time can be defined as professional success. Also, the term can express also professional skill which holds a wide character, it is specific to each individual, it expresses the fact that any individual can achieve its maximum rates perfection. Another consideration is the fact that the craftsmanship and also a certain standard regulated within which you fit any employee (coach, sports).

The evolution of management by objectives involves the development of pre-established steps: start by setting goals rigorously quantified by subordinates and their superiors. They must be made over a period of time variable and depends on the activity and continue with the permanent monitoring and periodic review by superiors to meet those targets rhythms set, although subordinates have the freedom to decide how to

attain them and ending with subordinates and superiors assessment by their achieving the goals set for that based on the results obtained, together able to set new goals.

Also, due to the nature of short-term goals, the managers themselves are tempted to opt for fast results, without thinking about the future or to programs on medium and long term. Comparing the performance of different employers is quite difficult, because each employee has different objectives and different participation to their achievement.

The main factors that can contribute to the lack of success of programs of management by objectives can be the lack of a managerial, poorly trained managers in using this system, setting goals easily reached disincentives or less mobilizing, setting unrealistic goals or difficult met, lack of flexibility in setting goals for different units or components organizational change objectives depending on certain circumstances or changes in the conditions of realization, excessive appreciation of the possibilities of achieving the objectives and bureaucracy.

Performance evaluation highlights the potential employee based on a variety of criteria. The criteria used are based on: the quality of work, quantity of work, understanding the job requirements, presence-motivation, commitment, initiative, cooperation, trust, and the need for supervision.

### **4. Conclusions**

The sport seeks the skills of the individual in an organized system of selection, training and competition, aimed at improving sports results, achieving record and victory; it is a widespread phenomenon, capable of raising human energies and mobilize the material resources that can be compared with those in other areas of social life, its evolution in recent decades, gradually turning it into a complex industry, economic and social effects on the human community.

The manager is the most important character of the organization, regardless of stances that are: CEO, President, CEO, vice president, department manager, coach, etc. This exercise management processes with varying intensity, depending on the hierarchical position they occupy in the structural configuration of the organization, which takes decisions that influence the decisions and actions of others. All organizations exist to fulfill certain goals and objectives, and managers are responsible for the use of organizational resources so that organizations achieve their goals. Managers of an organization are moving towards its objectives by establishing goals or activities through their executed members. If the activities are designed effectively, the commitments of each employee will contribute to achieving the organization's objectives. Managers strive to encourage individual

activities that will lead to achieving the organization's objectives.

The organization will enjoy a favorable image if you have the reputation that their hierarchy based on seniority or responsibility does not evidence the devotion of the employees, but the competence, creativity and performance. Sports and sports management need social awareness and responsibility in theories, techniques, management styles and methods. Understanding sport and sports management helps to develop healthy concepts of responsibility and decision-making activities.

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