

Journal of Table Tennis Sciences, No.2, pp.61 – 63.

20. Willmore, J.H. & Costill, D.L. (2004). *Physiology of sport and exercise*. Champaign, IL: Human Kinetics.
21. Weber, K. (1982). Analyse der körperlichen Beanspruchung in den verschiedenen Rückschlagspielen unter dem Aspekt der Präventiv- und Leistungsmedizin. In: Andersen/Hagedorn: *Training im Sportspiel*. 4. Int. Sportspielsymposium. Ahrensburg. Pp. 111-133.
22. Weber, K. (1985). Reaktion und Adaptionen im Tennissport – eine sportmedizinische Analyse. [Reaction and adaptation in tennis – a sports medicine analysis]. Köln: DSHS.
23. Weber, K. & Hollmann, W. (1984). Neue Methoden zur Diagnostik und Trainingssteuerung der tennisspezifischen Ausdauerleistungs-fähigkeit. [New methods on diagnostic and workout plan of tennis specific endurance abilities]. In: Gabler, H., Zein, B. (ed). *Talentsuche und Talentförderung im Tennis*. Ahrensberg: Czwalina. Pp. 186 – 209.

MANAGERIAL PERFORMANCES IN SPORTIVES STRUCTURES FROM CONSTANTA COUNTY

Alin LARION

Cecilia GEVAT

“Ovidius” University of Constanta

Key words: clubs, sports structures, strategic development projects

Abstract:

Doing a survey about the real state of developing the managerial activity within the performance sports clubs by analyzing the organizational structures, work division and coordination, existing jobs, the management style etc. In the second, the objective is identifying the relevant information for approaching change, agents (managers) involved in the change, the causes of change resistance, as well as the solutions of optimizing the entire activity within the clubs.

Our operational surveys confirmed the first assumption, namely that a structural and process-related reorganization of the sports clubs facilitate the promotion of top-performance. We are keen on believing that *if the sports clubs' activities are managed from the logistical point of view, resources would then be better employed, and the athletes' performance would significantly improve.*

Introduction

The extrapolation and the challenge of the modern management at the level of performance sports clubs in the district of Constanta implied the conducting of serious studies and scientific research in a period of great social and economic turmoil and of structural changes caused by transition and not only (A. Larion, 2002). Moreover, we consider that in this situation the results of our scientific investigations become efficient, contributing to the enrichment of the theory and practice of the Romanian cultural and sportive management. Considering that the theme of this paper can be taken a step forward, bringing permanent improvement, the reasons invoked, such as the scientific research we conducted can act as a subsidy for the purpose of this paper (A. Larion, C. Gevat, 2004, J. Simonet, 1987). From these points of view we examine organizations with high performance using "cycle of seven S": strategy, structure, systems, style, scale of values accepted personnel (staff) and competence (skills) - stressing that these variables form a network independent (M. Kubr, 1992). From the theoretical point of view, the paper promotes the high managerial strategy or challenges the modern management which links the virtues of the qualitative organizing methods of the cultural and sportive activity. The choice of a theme is subjected to the Romanian social economic reality, which is in full process of development, process which triggered off similar phenomena in all domains of activity, including performance sports.

Purpose The title of the paper identifies itself with the main purpose of the investigations and scientific research from our paper, which is “Analysis strategies of managerial performances in sportive structures from Constanta county”. Having a real base, our investigations are directed towards: labeling all relevant information for approaching the necessary changes within the sportive structures to elaborate a managerial project which can lead to efficient and effective development of the activity of the performance sports clubs in Constanta County. In the same time, we had in view to take advantage of the human resources,

financial and material, which can lead to the improvement of the strategy in sports clubs.

The aim of the research can be divided into the following research objectives:

- First doing a survey about the real state of developing the managerial activity within the performance sports clubs by analyzing the organizational structures, work division and coordination, existing jobs, the management style etc.
- Identifying the relevant information for approaching change, agents (managers) involved in the change, the causes of change resistance, as well as the solutions of optimizing the entire activity within the clubs;
- The elaboration and putting into practice a managerial project which can lead to forming a new organizational pattern, as well as of a new organizational culture. Thus, further targets of the program are:
 - anticipation, explanation and delimitation of the organizational pattern;
 - identifying the best degree of specializing and standardizing work assignments;
 - fighting and preventing errors;
 - passing from a centralized level in the management of clubs and sportive associations at a level of self-administration and high management;
 - to be easy to put into practice and programmed at all levels and managerial domains in order to form a unitary concept of administrative thinking and acting in the district of Constanta and all over the country.

Hypotheses The contemporary society is characterized by the depth, complexity and the rhythm without precedent of the economical, technological or other kind of transformations which trigger off changes at all organizing levels of the social life (family, work team, school etc.).

In this context we emit the following *hypotheses*:

1. We believe that the change in the sportive structures must be realized gradually within a systematic process of diagnoses and analyses of the inside and outside environment, which will allow the identification of the factors (strong parts, weak parts, opportunities and threats which may influence in a positive or negative way both the efficiency of the management domains and the entire activity. We consider that the old organizing structures of performance sports are rarely (or partially) efficient and as a result we have to elaborate and put into practice some new developing strategies.

2. We think that the present stage of economic development (of transition), the problem of using the logistics within the club is a real problem which has to be solved at national stage, in the same time with the organization of a Logistic Center for the economic system.

Procedures

The investigation was based on the analyses of the answers to the two types of questionnaires, on the internal documentation of the clubs regarding the real situation of the material, financial and human resources, the organization programs of the sports clubs (where they existed) and the job requirements.

The subjects of our research was the following structures from Constanta county:

- Sportive Club „Știința”
- Sportive Club “Farul”
- Scholar Sportive Club No.1
- Scholar Sportive Club Nr. 2
- Scholar Sportive Club Medgidia

The research had the following **stages**:

- **first stage** (2006-2007): establishing the objectives, the subjects (6 sportive structures representative for the city of Constanta), the elaboration of the questionnaire, the presentation of the questionnaires to the functional and executive managers from the sportive structures involved in the research, the analyses of the balance sheets for the results of the clubs in the period 2006-2007, carrying out a prospective project of developing these structures;

- **the second stage** (2007-2008): putting into practice the prospective project of developing performance sports organizations.

- **the third stage** (until February 2009)

Results

In the first rank, deals with a detailed study about the fundamental issues of management, notes regarding the factors which triggered off the organization and functionality of the sportive structures on an international plan, a historical retrospective of the sportive structures from our country and sports events, their level of knowledge, the personal experience acquired in the organization and management of sports

clubs, culminating with the presentation of nowadays reality and its importance in optimizing the functionality and the increasing efficiency in performance sports clubs. In the second rank, systemizing specific management notions, reviewing the national system of physical education and sport, the management of the sports activities, the compared management of national and international structures. Moreover, we refer to the management of performance sports organizations and the organizational pattern by means of delimiting the notion, role, constitution, methods, characteristics and employer's reactions to structural characteristics. We punctuate performance sports organizations and we establish elements, strategies, stages of the concept of organizational change. In the third rank, management in performance sports clubs from the city of Constanta by the operational stage of research, the beforehand study of the sportive structures in Constanta, the elaboration and putting into practice of a development program for performance sports clubs. According to the variables shown in the investigation field, when the observing methods validated our expectations, we passed from their analyses to their linking. Studying the correlation between these variables forced us to use the methods of the questionnaire and interview. The two of these merged in the method of analyses – diagnoses SWOT – directed both towards the activity of the functional managers (managers, directors) and towards the operational managers (technical directors or coaches involved in the training process). According to what was mentioned above, we drew out a project of institutional development based on the following factors:

Discussions

The research was conducted in the domain of structural and procedural organization and focused especially on the sportive organizations from Constanta county.

The scientific investigations made in this paper had as main aim the promoting of high quality management within the performance sportive clubs marked by the social and economic characteristics of the transition period of our country. Certainly, these investigations were centered on several independent variables presented in the work hypotheses which were partially confirmed because a lot of activity sectors (including performance sport) are determined or closely related to the social-economic factor. After having gone through the literature, we have decided the *strategic development plans for the sports clubs* should have the following structure:

1. Club's (institution's) identification details:

- name, address, fax number, web page, management team.

2. Organizational culture:

- Club's history, its role in the community, traditions.

3. Detailed information:

- population (school, sports);
 - number of athletes per segments (high schools);
 - number of athletes with good and very good results;
 - number of athletes with health, social, etc issues.
- Didactic personnel: coaches, athletes, instructors (full-fledged / substitute, working hours, teaching degrees, categories of coaches);
 - Material resources: training facilities (halls, gyms, classrooms, labs, workshops, libraries, cabinet etc., sports grounds)
 - non-didactic and sanitary spaces;
 - training materials, devises, apparatuses etc.;
 - revenues, financing;
 - own revenues provided by additional services.

4. Quality information:

- The athletes' background: family, neighborhood, education level;
- The education of the training staff and the auxiliary personnel;
- Graduation ratio;
- Sports debut ratio.

5. Presentation of the institution's mission and vision.

6. Presentation of the targets / purposes, the strategic choices and their role in the project's general objectives (implemented within the operational plans).

7. Drafting the operational plans

Conclusions

Rethinking and procedurally and structurally reorganizing the club by the clear identification of the

aim and objectives by means of which we can delimit positions, domains, jobs, activities and assignments. The proposals presented hint both at the short term strategy and at the long term strategy in the implementation of the high quality management within the performance sports clubs in Romania. As a result of the analyses conducted at the studied sportive structures, the financial accountancy domain has to be linked to the proposed targets; the sponsorship being on a high position in the organizational culture of the sportive club;

- attracting parents and creating a familiar direction for their involvement in the activity of the club as financing partners by taxes, subscriptions etc.;

- organizing at a national level some perfecting courses for sports and educational management, according to which the entire staff should be assessed at central level in the organizational structure of the performance and high performance sport;

- the preoccupation at institutional structural level of creating manager positions in sport (by transforming the vacant ones, by redistribution, by change, by restructuring etc.).

We consider that we should attract students from different specialties of the same faculty in order to find at the level of the city talents for performance sport by strategic partnerships with the institution of profile. The management of changing performance sports clubs can choose between following the old well-known path of low specialized competencies, which seems easier to realize by the managerial agents, and continuously modernizing the initial forming offer and eventually, developing a new strategy regarding the management domains, as well as the activity done within the sportive structure. Our operational surveys confirmed the assumption, namely that a structural and process-related reorganization of the sports clubs facilitate the promotion of top-performance logistic components. In this respect, we would like to highlight the following aspects that require restructuring and reorganization: elaboration of new organizational charts of the clubs, elaboration of the job descriptions which clearly define the functions, attributions and tasks split per individual sectors of activity, reorganization in functional sectors per logistic component.

<i>Strategic targets</i>	<i>Strategic options</i>
<p>Curriculum/programming</p> <p>1. Selection campaign extended to the entire county;</p> <p>2. Periodical assessment of the level reached in training by using sets of efficient tests;</p> <p>3. The elaboration of some evaluation instruments for the proposed targets according to the documents</p>	<p>1.1. collaboration with the schools of the city;</p> <p>1.2. watching the contests between schools;</p> <p>1.3. the organization of competitions in order to find future sportsmen;</p> <p>1.4. advertizing selection activities by mass- media;</p> <p>1.5. attracting students from different specialties of the same faculty in order to find at the level of the city talents for performance sport by strategic partnerships with the institution of profile.</p> <p>2.1. establishing at the end of each training cycle examination and control tests for each training level;</p> <p>2.2. analyzing and statistically interpreting the results compared to the proposed targets;</p> <p>3.1. permanent monitoring of the activity by registering partial and final results;</p> <p>3.2. drawing out some progress sheets for sportsmen;</p> <p>3.3. statistic analyses of the results from comparative events.</p>
<p>Human resources</p> <p>4. Improving relationships, trust and competence delegation in team work</p> <p>5. The elaboration of the behavior code of the pupils</p>	<p>4.1. resorting to team work in the elaboration of all the documents for school (project of institutional development, managerial plan, rules for internal order, behavior code);</p> <p>4.2. directing pupils observed at sport classes to the adequate type of sport;</p> <p>4.3. round tables with debates on professional themes;</p> <p>4.4. organizing and keeping department meetings by the chief of the department;</p> <p>4.5. organizing club days;</p> <p>5.1. the behavior code of the sportive pupils should be easily understood by pupils, and its elaboration should represent the result of team work.</p>
<p>Material and financial resources</p> <p>6. using and developing the already existing material</p>	<p>6.1. making available periodically for the sponsors the sports bases;</p> <p>6.2. renting the sports bases;</p>

and financial resources	6.3.renting on a contract the space of the club in order to make commercial spaces; 6.4.selling tickets, badges, emblems etc. which represent the club.
HUMAN RELATIONSHIPS 7. The real involvement of the parents committee in solving the school problems; 8. Developing some local partnerships	7.1.inviting parents to sportive events; 7.2.talking with parents about the possibility of financial support; 7.3.educating parents to correctly understand the sportive phenomenon; 7.4.forming a potent parents committee ready to collaborate; 8.1. collaboration with the local radio and television channels; 8.2.new partners: sponsors and attracting in the administration council some bank managers and financially strong firms.

MANAGEMENTUL PERFORMANT ÎN STRUCTURILE SPORTIVE DIN JUDEȚUL CONSTANȚA

Alin LARION
Cecilia GEVAT
Universitatea „Ovidius” Constanța

Cuvinte cheie: cluburi, proiecte strategice de dezvoltare, structuri sportive

Rezumat

Este un studiu care dorește să ateste starea reală de dezvoltare a activității de conducere în cadrul cluburilor sportive de performanță prin analiza acestor structuri prin a analiza diviziunea muncii și de a stilului de management .Al doilea obiectiv este de identificare a informațiilor relevante privind rezistența de schimbare, agenți (manageri) implicați în schimbare, cauzele privind rezistență la schimbare, precum și soluții de optimizare a întregii activități în cadrul cluburilor.

Studiul nostru a confirmat ipoteza în primul rând, și anume că o reorganizare structurală în cadrul cluburilor facilitează promovarea performanței de top. Suntem dornici de a crede că, în cazul activităților acestor cluburi din județul nostru "sunt gestionate din punct de vedere logistic, și atunci resursele ar fi mai bine utilizate iar performanța sportivilor" s - ar îmbunătăți în mod semnificativ.

Introducere

În acest studiu s-au extrapolat noțiunilor moderne de management la nivelul cluburilor sportive de performanță în județul Constanța implicate în efectuarea de studii de cercetare științifică într-o perioadă de mari turbulențe sociale și economice cât și a schimbărilor structurale cauzate de tranziție și nu numai. (A. Larion, 2002). Mai mult, considerăm că, în această situație, rezultatele investigațiilor noastre științifice devin eficiente și contribuie la îmbogățirea noțiunilor de teorie și practică în managementul structurilor sportive românești. Având în vedere că tema din acest document poate fi considerată un pas înainte, aducând îmbunătățiri permanente, această cercetarea științifică pe care am desfășurat-o constituie o subvenție pentru sensul prezentei lucrări (A. Larion, C. Gevat, 2004 , J. Simonet, 1987). Din acest punct de vedere vom examina structurile sportive de înaltă performanță cu ajutorul "celor șapte S": strategy, structure, systems, style, scale of values accepted personnel (staff) and competence (skills) - stressing that these variables form a network independent (M. Kubr, 1992). Din punct de vedere teoretic, lucrarea promovează strategia de conducere sau mai bine zis provocări moderne de management, metode calitative de organizare a activității sportive. Alegerea acestei teme se supune realității social-economice românești care este în plin proces de dezvoltare, proces care a declanșat fenomene similare în toate domeniile de activitate, inclusiv pentru sporturile de performanță

Scopul lucrării. Scopul lucrării se identifică cu titlul acestui studiu "Strategii de analiză a performanțelor manageriale ale structurilor sportive din județul Constanta". Având o bază reală, investigațiile noastre sunt îndreptate către: etichetare a tuturor informațiile relevante pentru abordarea modificările necesare în cadrul structurilor sportive de a elabora un proiect de conducere, care poate duce la dezvoltarea eficientă și eficace a activității sportive de performanță din cluburile sportive din județul Constanta. În același timp, am avut în vedere reliefares resurselor umane, financiare și materiale, care pot duce la