

THE ROLE OF THE SPORTS MANAGER IN THE PROFESSIONAL ACTIVITY

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Keywords: management, physical education and sport, professional activity, competences, leadership.

Abstract: Preparing competent specialists in the field of sports management has to allow for a clear and pertinent answer to the new commands and social exigencies regarding the diversified activity of sport. The manager is a person with a double role, who has to carry out both the specific professional activity but also the management activity.

Sports management represents the coordination of the techniques, processes, financial, material, informational, and human and time resources, as well as of the situations problems and contingent aspects with the purpose of increasing the efficiency of the production and of the exchange of sports products and services, as well as the increase of the results, respectively of the sport performances.

The specific management processes are led by persons who have competencies, knowledge and qualities in organizing and conducting the activities that are the managers (D. Ausubel, Fl. Robinson, 1981; J. Bruner, 1970). The methods, techniques and procedures used in the managerial process contain varied knowledge from fields as: reference field, sociology, psychology, economy, pedagogy, law, marketing, ergonomics, informatics (O.Nicolescu, C.Russu, 1980).

The range of sports managers is very wide containing leaders from different sports organizations (federal secretaries, presidents, clubs, secretaries, club managers and sports base managers), leaders for the preparation processes – coaches at different level – federal coaches, coaches for the national leagues, coaches from clubs and associations, teachers specialized in sports training of the children and juniors from schools. (I.Petrescu, 1993; A.V.Voicu, 1995, 1998; S.I.Pop, 1997).

The socio-psychological basis of the training is the motivation, which consists of the satisfaction of the individual needs and interests of the members of the group in the process of accomplishing the objectives. (V.Popescu, 1973; J.Naisbitt, P.Aburdene, 1993).

The fact that the particularities of the ways of work of the leaders depend on the good functioning of the organization, and its productivity, is no longer a secret.

A sociable, adaptable, polite, tempered, correct, respectable, dynamic, confident in his own forces and the forces of the group and who takes advantage of all these qualities and makes a behavioural style out of them, will obtain much better results in his activity than an unsociable, unpopular, grumpy, quiet, unstable, uncontrollable, subjective person; a human leader, fair, exigent will be much efficient than a person who talks much but does not act, presumptuous, who acts as a victim of the misunderstanding and falsehood, and thinks he is the only defender and owner of the truth, and who assumes a false heroic condition for himself (A. Budevici, 2000). All these variables of the manager make up a series of arguments regarding the present

interest of this paper, because they are meant to point out, to decipher, and to outline the purpose, the usefulness and the importance of the manager for the good functioning of the leadership activity.

After carrying out different and varied activities in the society, people interconnect with each other in leadership relations deriving from the organization and management of the activity in organizations, institutions or economic, social, scientific or sports unities.

The sports activity must also fit into the science of management, fact which also explains the presence of a course in the educational plan of an institution which is proposes to form high-qualified specialists, capable to exert managerial competences under different circumstances and at different organization levels of the Romanian sport.

By the virtue of their formal role in the sports organizations, the sports managers allow their subordinates to set and reach their objectives. The degree in which they master the leading techniques will determine to a great extent the results of their activity. After almost a century of research in the field of management, the question about the efficiency of the manager is still not answered.

The taxonomies of the managerial services put into light the fact that the work of the managers implies many varied and fragmentary activities (Mintzberg, 1973), inclusively interactions with different persons both from the interior and from the exterior of the organization (L. Roșca, 1977) and also a decisive process related to a number of problems, which are usually more than the fact that such managerial decisions have a rather more affective than rational character (M. Zlate, 1977), are are highly politicized (Mintzberg and colab., 1976).

The managerial act aims at the people. They have different problems to solve, have different value scales, contrary and expectative point of views regarding their functions and the organizations where they work.

Rensis Likert (1959) noticed 30 years ago that the effect of the management exercise on the human component represents the highest responsibility in an organization, because it is a very important aspect. From here on, the leadership techniques of a manager are very important in influencing the people and their results in the sports organizations. Actually, the leadership role can be exerted for all the managerial activities of the sports manager.

There are also differences between leadership and management. An individual can obviously be a leader without being a manager. The reverse is also possible, but it is definitely more difficult to create such circumstances in the sports administration. Actually the importance of the efficient management is high for the organizations which offer sports services and physical activity services which imply the education of the habits, performance, keeping the shape etc.

There are of course some differences between leadership and management. An individual can obviously be a leader without being a manager. The reverse is also possible, but it is definite.

The problem of the managerial leadership is complex and difficult. There are still a lot of controversies regarding the concepts and research methods in the field of leadership. Many questions have remained unanswered, questions referring to the ways in which the leaders are able to teach the other and to attain the objectives of the group (I. Holdevici, 1993; I. Lazăr, 1995).

Actually there is no secret recipe or universal pattern for an efficient managerial leadership in the sports organizations.

As a creator of conditions for the efficient use of the resources, the manager profession implies also many knowledge and different aptitudes (I.K.Babanski, 1979). The aptitudes – seen as features, born and gained aptitudes – condition the simplicity and the efficiency of the managerial process.

It is estimated that over 80% from the activity of the sports manager can be programmed. So, the judicious planning the working hours is possible taking in to account the following:

- nominalising the most important activities which are to be solved;
- estimating the necessary time for solving important, actual problems, avoiding the excessive fragmenting of the respective activity;
- anticipating some eventual disturbances which may appear in the programmed period;
- the proper use of the different services, of the secretariat;
- delegating the authorities in order to solve the secondary, simple, usual problems;
- preparing, carrying out and finalizing different meeting sessions.

In order to obtain a higher efficiency in his work, a manager has to organize his activity according to:

- what is important and urgent (what is urgent and important will be a priority) ;
- "discovering" those co-workers or subordinates which are able to solve the respective problem, mentioning "what they have to do" and "the deadline";
- if the objective of the activity presupposes „the emergency”, then a shorter term will be granted for the answer;
- if the objective is more complex and of a higher duration, then a strategy will be finalized, setting some steps for the answer.

The purpose of the manager, as we have seen, is to carry out a systematic, elaborate and rationally planned, organized activity thus providing the harmonization of the requirements with the real possibilities of satisfying them. The manager usually transfers these papers, activities at the level of the co-workers, other technicians, etc. in order to accomplish the proposed objectives.

Implying many co-workers in the management program will not diminish the role of the manager to lead and control the activity of the subordinate personnel.

In the activities and actions carried out in order to fulfil the stipulated objectives, the meetings as working sessions –have a very important place. (V.Triboi, 2005). In the bureau of the manager or in the secretary's office, there should be the sports agenda of the unity, the working programs, and graphics with the balance of the sports results from the main competitions, the organizational chart of the sports unity. In order to accomplish all these facts there are no unique recipes.

In the daily activity the manager has to be close to his co-workers and subordinates, sportsmen and technicians. The door of the manager must be always open for the one who request a meeting with him. He also has to have some spare time in order to reflect in peace. At the same time, the manager has to know how to keep a secret from the ones with whom he talks and to be ready to help them. The management can also be considered a profession (P. Enache, A. Budevici, 2004), because:

- it implies a specialized professional education, adequate schools and courses;
- the finality of this occupation lies in the accomplishment of some precise objectives by carrying out an activity of executing and fulfilling some specific attributions (of projecting, organizing, coordinating and controlling);
- the leadership work is considered to be a second profession;

- the act of leading has at his basis theoretical and methodological knowledge, supplied by complementary sciences for the specific professional training of the manager, especially the acquisitions of the management science;

- the manager benefits from professional certification which offers him rights and obligations stipulated under the laws in force and their judicial statute.

The organization represents the function, the main basic managerial activity, which provides the premises of the success in the sports activity together with the growth of the autonomy and responsibility degree of the manager.

In the sports activity, the organization of the activity at the level of a performance unity (sports club) presupposes both the effective participation of the sportsmen and the coaches, as the main factors which provide the sports results after the coaching process – contest, but also of their other “functional parts of the sports club” (medical, methodological, techno-material, of supplying and maintaining; financial –accountancy –human resources, secretariat – database, firemen, guardians, etc.).

Between the activity of the manager and that of the other co-workers –sportsmen, employees of the unity and the environment where the respective activity takes place there is unity and interdependence report.

It is a reality the fact that, presently there are little data and information which can be oriented towards a secure success in the managerial activity from sports.

We presently assist at the emergence of new disciplines and sports test, new techniques, new sports materials. The future managers will have to be formed so that they could know thoroughly the problematic of the science of how to organize the sports activity, in order to be able to accomplish their mission.

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