

RESEARCHES ON REDESIGNING THE MANAGEMENT SYSTEM IN SPORTS ORGANIZATIONS (NOTE II)

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ABSTRACT. Management is an ensemble of a methodological, decisional, informational, organizational nature that allows its approach as a system. Management finds no reason to be outside the organization, and the organization cannot run without management. In diagnosing the activity of a sports organization, it is undoubtedly necessary to use the methodological advantage of the systemic approach. From the point of view of the management of sports organizations, the system approach addresses the functioning of the whole and the parts, the relationships between the leading and the leading system and the dialectical link between the organization's systems, the organizational environment and the goal orientation. Physical, informational and psychological transformations take place within sports organizations. These are found in the organization's external environment, and are input inputs into the organization's system. In order for these transformations to take place, sports organizations must have the ability to act / react through its resources and through efficient working methods, and the result of these transformations is the output streams of the organization's system. The organization must also have the capacity to maintain and evolve under the impact of external environment demands and to adapt / re-adapt to exchanges within the internal environment.

Keywords: *management, sport organization, strategy.*

REZUMAT. *Cercetări privind reproiectarea sistemului de management în cadrul organizațiilor sportive (nota II).* Managementul este un ansamblu de natură metodologică, decizională, informațională, organizatorică ce permite abordarea sa ca și sistem. Managementul nu-și găsește rațiunea de a fi în afara organizației, iar organizația nu poate funcționa fără management. În diagnosticarea activității unei organizații sportive se impune, fără îndoială, utilizarea avantajului metodologic al abordării sistemice. Prin prisma managementului organizațiilor sportive abordarea sistemică vizează funcționarea întregului și a părților, relațiile

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dintre sistemul conducător și cel condus și legătura dialectică dintre sistemele organizației, mediul organizațional și orientarea către scop. În cadrul organizațiilor sportive au loc transformări de natură fizică, informațională și psihologică. Acestea se regăsesc în mediul extern al organizației constituind fluxuri de intrare "input-uri" în sistemul organizației. Pentru ca aceste transformări să aibă loc organizațiile sportive trebuie să dispună de capacitatea de a acționa/reacționa prin intermediul resurselor sale și prin metode de lucru eficiente iar rezultatul acestor transformări reprezintă fluxurile de ieșire "output-uri" ale sistemului organizației. Organizația trebuie să aibă totodată capacitatea de a se menține și evolua sub impactul solicitărilor mediului extern și de a se adapta/readapta la schimburile din cadrul mediului intern.

Cuvinte cheie: *management, organizație sportive, strategie.*

Introduction

The management system of the sports organization is defined in the literature as "all the organizational, decisional, informational and methodological elements through which the management processes are carried out" (Cornescu, Mihăilescu, Stanciu, 1998).

It cannot be conceived and realized without taking into account the specific elements of the organization, including: the profile, size and structure of human, material and financial resources, the potential and mentality of the staff, the position of the organization in the national or international economic context.

Analysis of any system involves: a) identifying its component parts (subsystems), inputs (inputs) and outputs (output data); b) identifying the interaction between subsystems; c) decipher the messages sent through the feedback.

The management system within the sports organization comprises several components that differ according to the nature and characteristics of the methods they use and are: the organizational subsystem, the information subsystem, the decision subsystem, the methodological-informational subsystem.

The efficiency of the sporting organization's activity is given by the way the objectives are achieved, the interaction and the functioning of its subsystems taking into account also the external factors that can intervene in this process.

Sports organizations must address the position of any organization, regardless of the field of activity (Cucui & Cucui, 2014).

Diagnosis is the managerial tool to examine organizations to identify causal strengths and weaknesses, to solve the problems they face by formulating recommendations to amplify their managerial potential.

The diagnosis focuses on the analysis of an ending period in the life of an organization, based on which the organization's strategy is projected, involving the identification of positive and negative aspects, as well as the discovery of the causes they generated in order to elaborate recommendations for redesigning the organization's strategy, various areas.

The management of sports organizations at the moment cannot be conceived without the use of scientific methods and techniques that allow efficient and rational use of resources, stimulation of staff and managers, correct assessment of the results obtained, optimization of the decision-making process and of all management functions.

The organization must be capable of maintaining and evolving beyond the requirements of the external environment and adaptability to changes in the internal environment (Cucui, 2016).

Managerial intervention will optimize the work done within the sport organizations to achieve the proposed objectives (Cucui & Cucui, 2016).

Purpose

In the idea of developing the activity of sports organizations at the level of children and juniors, it is necessary to create this desidiness by redesigning the management system of the sports organization. This is done on the basis of the thorough analysis of the existing situation (SWOT), which proposes a series of objectives aimed at solving the deficiencies in the system.

The goal is to diagnose the management system within the football club, to identify its deficiencies in order to improve the activity by conceptualizing and developing the organizational development strategy.

Methods

SWOT analysis is an effective method used in strategic planning to identify potentials, priorities, and create a common vision for achieving the development strategy. In fact, the SWOT analysis has to answer the question "Where are we?", Which involves analyzing the internal environment of the organization and the general and specific external environment.

Applying the SWOT analysis is facilitated by using a list of issues to be followed in the analysis and whose answers are relevant to assessing the environmental and organizational situation. It is advisable that the issues raised in terms of strengths, weaknesses, opportunities and threats should provide the necessary scale to truly be strategic issues, relate to strategic plans, and provide meaningful clues to assess their judiciousness and, if need be, to reconsider them.

In this context, our research will refer to the issues that are the subject of the SWOT analysis and will aim to identify the management of the studied football club.

Results

Research is presented as a set of activities, systematically deployed for the accumulation and processing of data (information) in a particular field of activity, and the use of conclusions, in order to make progress in the knowledge and practice of that field. This research is part of a broader research, aimed at identifying management perspectives in football clubs at the level of children and juniors.

In order to carry out the research, we aimed to identify the problems faced by the sports organizations in Dâmbovița County. For this, through the participation of the members of the management structure and the execution of the sports organizations, we identified and analyzed the existing problems. The problems identified are from both the internal environment and the external environment and are part of our approach to developing the SWOT analysis. A number of 30 issues have been discussed, out of which 24 have been selected, which have been punctuated and analyzed on the list of internal and external issues.

As far as the list of problems in the internal environment is concerned, the intensity and the importance of each problem were determined by giving a value on a scale from 1 to 5, where 1 signifies a very low intensity / importance and 5 a intensity / importance very big.

Table 1. Coefficients internal environment

No.	Coefficients
1.	Preparing the employees for the functions occupied in the organization.
2.	Quality of technical staff training
3.	The quality of the human resource corresponds to the job description
4.	The defined internal informational subsystem and its own IT base
5.	Information flows are in line with club goals

6.	Information and scientific documentation activity
7.	Clear decision-making system
8.	Organizational change at club level
9.	The organizational strategy of the club is determined, has clear directions and objectives
10	Financial resources to achieve the objectives
11	Using specific management methods
12	Quality and endowment of their own sports base

With regard to the problems identified for the external environment, the probability of their occurrence and their impact on sports organizations was determined on a scale of 1 to 5, where 1 meant a very low probability or impact, and 5 a very high probability or impact.

Table 2. External environment coefficients

No.	Coefficients
1.	Involve local authorities in supporting sports activities for children and juniors.
2.	Society's perception and reaction to the importance of sportive clubs for children and juniors
3.	Level of achievement of financial resources from the local budget
4.	The importance given to the development of the material base
5.	The opportunities for training and professional development that can be accessed
6.	Communication and collaboration with local authorities
7.	Applying a systemic and integrative managerial project
8.	Attracting private funds
9.	Collaborations with other sports organizations in the same field of activity
10.	Avoiding the impact of policy change on sports club development strategies
11.	Personnel with specialized training for support and service
12.	Relationship with the component of pre-university and university education

Following the centralization of the information obtained and their analysis, we conducted the structure of the SWOT analysis as well as the future strategies approached by the managerial staff in order to redesign the management system.

Table 3. SWOT analysis and proposed strategies

<p style="text-align: right;">INTERN</p> <p style="text-align: left;">EXTERN</p>	<p>Strong points:</p> <ul style="list-style-type: none"> - Employee training corresponds to the functions occupied in the organization; - The quality of the human resource corresponds to the job description; - Information flows are in line with established objectives; - Self-developed sports base. <p>Weaknesses:</p> <ul style="list-style-type: none"> - insufficiently defined information subsystem; - Insufficient organized information activity. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> - insufficiently defined information subsystem; - Insufficient organized information activity.
<p>Opportunities:</p> <ul style="list-style-type: none"> - Engaging local authorities to support sports activities; - Interest for development and endowment of the sports base; - Relationship with the local administration for sport; - Attracting private funds; - Collaborations with other sports organizations in the same field of activity; - Support provided by educational institutions. 	<p>Development Strategies:</p> <ul style="list-style-type: none"> - Organizing, promoting and developing sporting activities locally. - Organization of programs on exchanges of experience and professional culture. - Organizing competitions to increase the selection area. - Attracting new funds within the private sector organization. 	<p>Growth strategies at risk:</p> <ul style="list-style-type: none"> - Attract local authorities to support the work of the organization. - Informing and stimulating the population about the objectives, results and field of activity of the organization. - Facilities for access to information within the organization.
<p>Threats:</p> <ul style="list-style-type: none"> -Decrease in financial support from the widespread economic crisis from local authorities. 	<p>Growth strategies at risk:</p> <ul style="list-style-type: none"> - Development of professional training programs. - Drawing up fundraising projects. - Strengthening relations with local institutions of common interest. 	<p>Reorientation strategies:</p> <ul style="list-style-type: none"> - Redesigning the information subsystem within the sports organization. - Increasing the financial weight.

Conclusion

By using the tools specific to the proposed research, the documentation on the management of the sports organization through the use of the SWOT analysis and the analysis of the SWOT, I was able to observe the situation of the components of the management system. The use of the SWOT analysis leads to the identification of the real situation of the sports organization, and enables the management system to be improved by direct action on its components.

Based on the diagnosis of the management system, we can say that it has led to the identification of the directions of action in order to achieve the future strategies of the management system development.

Therefore, in order to achieve the established objectives, it is necessary to plan, organize and coordinate the activity rigorously and systematically.

The issues faced by sports organizations can be improved and depend on the ability of the manager (a strategist with economic vision and managerial knowledge) to seize the essential role of scientific management, thus providing favorable premises both for the survival of sports clubs and for their development.

Applying management without solid theoretical foundation and without a systemic view within sports organizations can lead to syncope within the management system.

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