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The Approach of Sports Organizations from the Perspective of Managerial Functions

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Abstract

The approach of the sports organization as a public entity calls into question the state's elaboration of a policy in the field to make available to sports organizations strategic choices, thus required to practice a rational and efficient management to achieve strategic and managerial performance in sports organizations. Such an approach is necessary because the organization, like any organization, has to operate on economic principles, on strategically and efficient management and management principles.

Keywords: *sports management, strategic management, sports organization.*

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1. Introduction

Sport is a social phenomenon which, over time, has had a huge impact on society and has allowed the formation and socialization of individuals, ultimately leading to the general development of society and sports organizations. Until the first half of the nineteenth century, sport was a prize for society's elite. From this period, he began to change his functions.

The organization of the first edition of the Athens Olympic Games in 1896 was a reference point in the perception of sport that determined a new way of thinking, imposing a new philosophy of sport. Beyond the fact that sport has become a major social phenomenon, it has also turned into an educational approach in the sense that it is, on the one hand, a tool of education imposed by changes in the minds of men, and on the other hand, moral reference to education. Sport is much more than a sport, it has become a showcase involving several categories of actors: sports organizations, trade organizations, spectators, central and local communities. If at the beginning of the last century there were few non-lucrative sporting organizations over time, their number increased a lot.

The media interest in sport has grown equally. Sport has developed in two directions: the amateur movement and the professional sport. Funding for sport is provided by public viewers and collectives. Amateur sport creates a space of conviviality and socialization, being a tool for creating a climate of ethics, civilization and freely agreed responsibility.

In all countries, amateur sport is perceived as a bearer of democratic virtue, equal opportunities under competitive conditions. The professional sports are guided by other, more pragmatic criteria for profit.

There is a certain supply monopoly owned by a federation or a professional league that fixes the supply level, the timing of the events, the number of bidders. The monopoly of a club's positive sports results is the safest way to reduce profit. In these conditions, the economy of the economy is moving away from the economy in general, as efforts are made by those interested, that the activities carried out are as attractive and reductive as possible [1]. These ratings are based on the fact that sport has become a show with competitors such as theatre, film, opera, other sports shows, and that he looks at viewers, viewers, commercials (advertising, patronage, sponsorships, sports betting).

2. Theoretical Background

The implementation of the model addresses several aspects of managerial functions found in any organization, whether sporting:

- a) The predictive function, which refers to the setting of the objectives the organization has to achieve, the necessary resources (material, financial, human, time) depending on the evolution of the environment in which it operates. The predictive function consists of: - the diagnosis that makes the state a reality over a long period of time with the statistical data, the prognosis that concerns the overall problems of the organization's development for a minimum of 10 years; plans whereby the organization's objectives are detailed in less time (usually between one month and five years). It presents, on this occasion, the fundamental objectives and resources needed; programs that contain elements of high degree of certainty for the achievement of tasks resulting from the achievement of the organization's objectives. The configuration of the prediction function is shown in Figure 1.

Figure 1. Systematization of prediction function

b) Organization that encompasses all work processes in an organization by grouping them on levels, work groups and departments at different hierarchical levels. What is being pursued is the flexibility of the organization to enable it to adapt to changes in the environment. The concepts with which the organization functions are:

- *formal layout*: organizational structure, post, work groups, departments, hierarchical level, hierarchical weight, etc.
- *informal aspect*: authority (personal, hierarchical, functional, responsibility, accountability, delegation, centralization-decentralization).

The organization is the set of "actions by which the leading system, the system being managed and the systems of the connections between them are formed" [2]. In other words, the organizational function is the process through which the planning function is performed in terms of human resource management, organizational function refers to two large groups of actors who participate in the achievement of the objectives of the organization:

- managerial team (managerial organization);
 - execution staff (organization of production, basic, auxiliary and service activities).
- c) Coordination refers to activities that harmonize management and executive decisions and actions in the organization. The coordination function is to:
- triggering of shares [3];
 - adaptation to existing conditions [4];
 - organizing the decisions and actions of the staff [5].

The characteristic elements of the coordinating function are shown in Figure 2.

Figure 2. Elements characteristic of the coordination function

- d) *Involvement* is the process through which community members are motivated in setting and achieving goals (a complex, differentiated and gradual motivation).

The motivation function is considered the equilibrium function of a managerial system because it also influences the other functions of the management:

- upstream (forecast, organization);
- downstream (coordination, control).

The proposed model is based on the idea that V. Vroom launched about the link between performance, on the one hand, the skills and motivation on the other hand [6].

$$\text{Performance} = P (\text{skills} \times \text{motivation})$$

From this perspective, a good practice guide will be developed.

The purpose of the guide is to promote within the organization a group of staff integration techniques that have to meet two requirements:

- efficiency of the enterprise within a certain structure.
- adaptation and structural evolution by using animation as the engine of change [7:54].

What we want is to create an animation process.

- e) Control ensures the evaluation, measurement and comparison of the organization's performance with the established objectives, the establishment of the abbeys and corrective measures in order to meet the normality imposed by the achievement of the proposed objectives.

P. Bergeron defines the management control function as the exam which ensures that the results are consistent with what he has established [8].

Being a good manager means monitoring how resources are made available to the organization (material, human, financial, and informal). From this point of view and considering the utility scheme, control is considered to be the apotheosis of management functions, not only by its importance but also by the fact that it concludes a cycle (the virtuous cycle of management) that declares a new cycle of gift on a higher basis. Taking into account such considerations, we can introduce the new concept of managerial utility.

The legend :

P - Planning

O - Organization

Co - Coordination

T-M - Training-motivation

C – Control

Figure 3. Configuration of managerial utility

By synthesizing an organization to become effective, you have to "learn" what the role of a manager means: set an objective, organize, motivate a collaborator, communicate and delegate tasks, and evaluate, measure and compare performance with stable targets. Thus, the virtual circle of management (Figure 4).

Figure 4. Virtuous circle of management

In fact, control provides the reverse connection within the organization as a system. We consider that the sports organization is based in particular on three main elements:

- personal management, meaning the art of the individual to lead himself/herself in relation to other individuals. This idea

contributed to the starting point in defining the concept of "self-organization".

- leadership, considered "the ability to raise human vision within a broader horizon to bring the efficiency of human activity to higher standards and the capacity to form personality beyond its usual boundaries" [9].
- organizational management through which we understand the ability of a team to lead an organization as a whole, a complex of uncertainties and change.

From this perspective, six essential qualities of an efficient leader are identified [8]:

- Creative perspicacity (asking good questions)
- sensitivity (to reduce their susceptibilities);
- the ability to have a vision of the future (the ability to protect itself in the future and the image of an organization perfectly suited to future needs);
- flexible (ability to adapt);
- the ability to make people focus on an objective (channelling individual efforts);
- patience (to present long-term interest).

There are three reasons to support this statement:

- first, the existence of tough competition on the sports market;
- Secondly, making available to the consumer good and high-quality goods and services;
- And thirdly, the use of an effective management tool to promote policies to integrate and animate the human resource towards achieving the organization's goals.

We can therefore talk about the governance of the sporting organization as a set of mechanisms for transforming objectives into real facts, taking into account the expectations of its members. The three conditions underlying the training of managers' behaviours will be taken into account:

- information asymmetry;
- limit limited rationality;
- high degree of uncertainty.

The process of forming an effective manager is lasting and is rather tedious because he knows multiple levels of decline (Table 1).

Table 1. Levels of management decline

Level	Mode of manifestation
1. Anticipation	Knowledge of what can happen in the future within the organization (risks, trends, opportunities)
2. Strategic choice	Making the right decisions regarding the strategic choice made by the management team: - avoiding risks; - knowledge of trends; - exploiting opportunities.
3. Organization	Ensuring the organizational infrastructure necessary to achieve the objectives (resources-material, financial, human, informational, time, projects, priority, rules-organization and operation, job description, quality assurance procedure).
4. Motivation	Payroll and reward system, motivation policies (intrinsic rewards - enriching work content, empowering, self-employment teams, technology integration and layout of workstations, new organizational and work time programs, extrinsic rewards - reward based on competencies, pay-as-you-go system, incentive systems, attended by all members of the organization, etc.)
5. Animation	Recruitment, training, coaching, mentoring, evaluation, re-enrolment, collaboration, etc.
6. Leadership	Promote effective leadership policies such as leadership and employee determination and self-confidence leadership, and promote positive leadership styles (visionary, autonomous, affiliated, democratic, emotional intelligence).
7. Communication	There are several communication possibilities: listening, writing, speaking, presenting, using feedback.
8. Finding solutions to a series of dysfunctions occurring within the organization	Solving problems, tensions, conflicts.
9. Achieving performances	Evolution of the organization in the context of change, innovation, increasing the volume of knowledge, qualities, etc.
10. Control or piloting	<ul style="list-style-type: none"> - evaluation of the results according to the benchmarks (objectives set); - Determining the deviations and causes that caused these deviations; - taking corrective action.

The manager's working procedure is as follows:

- inventory of all the problems the manager has to solve in a certain period (usually one year).

- classification of problems by action areas.
- restructuring issues, avoiding duplication and other redundancies.

The endpoints of the proposed model

The efficiency of sports organizations takes into consideration the following aspects that are specific to any sporting product [1].

a. Trends in the world of better sport and beyond borders [7].

- sporting the population;
- democratization of sport;
- increase in free time;
- valorisation of sport;
- improving living standards.

b. The semantic connection of any sporting product with sport activity.

c. The life cycle of any sporting product or service (launch, growth, maturity, and decline).

d. The specificity of a sports service: intangible, unstoppable, emotional, symbolic, diversified performs the medium and proposes the presence of the spectator.

e. Typology of sports services: educational sport, competitive sport, pleasure sport, sports as a sports show.

f. The partners of sport: the state, the sports movement, local communities, companies, media.

g. Sports betting: profit maximization, sponsorship and communication, merchandising and recruitment, media.

h. Marketing approach to sports services (Figure 5).

3. Argument of the paper

The organization is the set of "actions by which the leading system, the system being managed and the systems of the connections between them are formed" [2]. In other words, the organizational function is the process through which the planning function is performed in terms of human resource management, organizational function refers to two large groups of actors who participate in the achievement of the objectives of the organization:

- managerial team (managerial organization);
- execution staff (organization of production, basic, auxiliary and service activities)

Figure 5.Marketing mix of a sports service (product)

Source: C. Fitouri [1:33-4]

4. Arguments to support the thesis

An argument to support the thesis is the fact that the organization is very important for the sport and for any subject because it creates connections between the people and the sport, unites people to make a good thing that is good for their health and for the society.

Another argument is that sport organization makes the difference between people that are implicated in the society, and creates things that are good for them, and the people that are just waiting for things to come true but they are not working for this.

5. Arguments to argue the thesis

An argument to argue the thesis is that a lot of people are more into themselves and not into creating things in a team because they are into personal achievements only and not for the team ones.

Another argument is the fact that people love sport but only “one person in a team” because they can get all the love and all the worth to just get the skill better only for themselves.

6. Conclusions

Obtaining a performance management within the sporting organization must take into account the heterogeneity of groups of individuals with different visions and opinions and with distinct interests. Naturally, the question arises: how can cohesion be achieved within the organization as a prerequisite for achieving performance management. The role of the manager under these conditions is immense. He plays the role of an effective animator who monitors and supervises everything that's going on inside the organization. The potter, in order to produce a clay pot, must know the clay, but not all the clay but the clay necessary depending on the final destination of the vessel. Like the potter, the manager needs to know the members of the organization well (what a manager is expecting from them and what they expect from the manager). This knowledge has in mind: - the organization's mission (personal development of each member); - utility (resource efficiency); - flexibility and time adaptation (accepting change as a necessity of development).

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