

# Management Training in the Sport of Basketball, Handball, Volleyball and Tennis

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## *Abstract*

*Use management as applied science in sports, creates opportunities for rationalization and systematization of sports activity, based on knowledge and applicability of laws and principles that control the dynamics of phenomena. Inefficient management of Romanian sport has led to a slow adaptation to new socio-economic conditions in sport requires new guidelines.*

*The transition period requires a cultural change in the wider professional communities, based on a system of values in the application of methods, techniques and management tools to increase efficiency at the organizational level. In Romania, the development of managerial capacity is necessary for themselves, both among managers and among non-managers as a major socio-cultural problem that requires concerted action.*

**Keywords:** *management, sports, competition, private sports club.*

**JEL classification:** M140, M100.

## **1. Summary of SWOT analysis in order to develop the business of sports organizations**

SWOT Analysis is a scientific management method useful for environmental assessment in order to sustain strategic directions organizational strategic and development of the business of sports organizations.

SWOT analysis is a specific method of forecasting management function in diagnostic operations that we consider a step in the activities involved in strategic planning and drawing up plans. SWOT analysis is inextricably linked to the stages of audit management and development strategies and objectives of the fields and has a strong applied as a diagnostic formulation and helps determine the target activity and sports development organization.

Effective implementation of the SWOT analysis is conditional on environmental knowledge and understanding of internal and external environment. Thus in exploring the internal environment of the school basketball, handball, volleyball and tennis set we operated with the following terms: strengths, weaknesses, the intensity and extent of the problem. In addressing the operational environment for sports organizations SWOT should mention that it covers only those components that affect its activity.

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Sports organization environment is made up of all internal and external elements in and the action that management establish and maintain its functionality. Environmental organization that has two components: the internal environment and external environment and targeting those categories of items that reflect the potential of sports organizations on existing managerial resources within the organization and how it is operationalized, internal organization and strategy elements specific management organization. The external environment consists of macro environment and microenvironment.

Using SWOT analysis in the private school basketball, volleyball, handball and tennis, both as a research method and as a specific method effects in improving business management, involved completing the following procedures and steps:

1. Delimitation of internal environment problems that could subject the list of problems in the application of SWOT analysis. Have been identified 35 issues that were on the list.

2. Determination and delimitation of external environmental issues covered by the list of problems in the application of SWOT analysis and led to the identification of 28 issues were included in the list.

After in-depth analysis on establishing and running a private school basketball, handball, volleyball and tennis can issue the following categories applying the SWOT method issues:

*Strengths:*

- Sports Training is more effective and qualitative in a private school basketball, handball, volleyball and tennis;
- There is an increased desire in the practice of sports games;
- It is considered necessary to establish a private school basketball, handball, volleyball and tennis
  - Structural and process organization can be provided at school level;
  - The law allows private sports bodies to work and even collaborate with budgetary structures;
  - Tenders and services-oriented messages are attractive and all walks of life;
  - Promoting the sport movement to include those who lack the skills to guide them to the sport;
  - Selection and training of talented elements;
  - Organizing work on a timetable;
  - Quality of human resource management for component;
  - Effective coordination of staff throughout the course of business;
  - Database information and own up;
  - Quality of human resources for technical function;
  - Concept for the development of materials;
  - Organizational strategy is determined, has clear directions and objectives; Organizational change in schools for basketball, handball, volleyball and tennis involves increasing performance and expanding its area of action sports games;
- The tasks are distributed according to human resources and skills needs;

- Human resources - athletes, coaches, persons responsible for organization and management structure at sports;
- Financial resources are well defined and fixed phones to begin with;
- There is insufficient due to interest children and to establish school basketball, handball, volleyball and tennis.

*Weaknesses:*

- Opportunities to increase income through investments and sponsorships;
- Organized financial component to ensure the necessary financial resources and time;
- Level of education is low to begin with;
- Inconsistent training children;
- Always seeking the necessary financial means;
- Out of their sports facilities, involves a constant search for their rent;
- Limited human resources and organizational management;
- Bases and sports facilities needed insufficient activity;
- Organization of structural and process the positions, functions, hierarchical levels and training cannot do all the functionality of the phenomenon;
- Compulsion fee from small children involves a selection of items talented.

*Opportunities:*

- Perception and reaction in local society in the sport of basketball, handball, volleyball and tennis;
- Legal and regulatory framework provided by the law of physical education and sport application documents;
- Sports Organizations partner or potential partner for the conclusion and promoting strategic alliances;
- Relationship with central government body for sport;
- Square and sports equipment suppliers of materials;
- The specialty specific knowledge and support and maintenance departments;
- Relationship with component and university education;
- Investment in the local sports equipment - sports halls and others;
- Legislation on associative and volunteering;
- Categories of people who want to practice sports movement;
- Relationship with local and county organizations;
- Degree of achievement of financial department of the local sources of European development programs;
- Organizational culture values, traditions, attitudes, work for sports activities;
- Legislation on sports activity causes change;
- Content strategy and development organization of sporting activity is permissive to support activities in basketball, handball, volleyball and tennis;

- Possibility of establishment and operation of private sports organizations;
- Companies and other partner's willingness to support work in the field;
- Ability to apply a new management concept in a systemic vision and strategic integration.

*Threats:*

- Funding sports programs as a tool to achieve their strategy;
- Tax policies-sponsorship for financial resources;
- Political change and influences on development strategies;
- Financial revenues are not stable in relation to school needs.

## **2. PEST analysis**

Organization's external environment consists of all elements whose existence is likely to influence the behavior and performance of the organization. These elements are outlined in terms of categories grouped in two components of external environment: macro environment includes elements of general sports organizations and microenvironment influences. In the macro I opted for their systematic model PISCES: politico-legal factors, economic, socio-cultural factors, technological factors.

*Political-legal factors:*

- Government strategies, sector strategies and local strategies in sport, approved by laws of matter for bodies;
- Regulations relevant competent international bodies IOC, sports federations;
- Stability / change policy and influence strategies for organizing and developing private sports structures;
- Tax policies - sponsorship;
- Legal and regulatory framework conducive to private component involvement and collaboration with local government;
- Encouraging investment;
- Legislation on volunteering and associatively;
- Legal and regulatory framework conducive to the involvement of nongovernmental organizations, NGOs, promoting partnerships and volunteerism.

*Economic factors*

- State and local economy overall, so far as it can produce resources for sport;
- Employment of labor;
- Availability and costs of materials and equipment;
- Various utilities (electricity, gas, water, telephone, fax, internet) costs and modes of supply;
- Possibility of investment in sport and sponsorship;
- The possibility of obtaining grants for private clubs;

- Economic interest of international organizations;
- Price movements affect stability and financial resources of sports organizations;
- And a very important point: family income (parents) in parallel with the current economy.

#### *Socio-cultural*

- Demographic indicators, social distribution of population, share of population by age;
- The level of general education and segmentation, level of education are contributing factors or not sport;
- Organizational culture specific values, attitudes in favor of acting or sports activity;
- Indices of consumer sports products and services;
- Favorable attitudes and social concerns;
- The categories of the population with the potential to practice a sporting activity;
- Data on somatic potential - motric children and young people;
- The birth rate resonance - involves the number of existing children to practice sport;
- Attitude towards investors in sport;
- The attitude towards the quality of sports;
- Attitude towards minorities, races, nationalities, people with disabilities.

#### *Technological factors*

- The base level of equipment and sporting facilities;
- The level of expertise and areas of support and maintenance;
- Application specific methodology in the field of basketball;
- Possibilities to improve the technology, the speed with which it can transfer technology and the investment therein;
- The forms of training and professional development and organizational;
- Acquisition of computer equipment needed research in sport;
- The rate of replacement and new equipment;
- Setting up databases loyal beneficiaries (participating systematic training);
- The amounts to be invested in specific activities of research and development function;
- Modern means of communication with beneficiaries (consumers sporting activity).

Microenvironment consists of suppliers' materials, equipment and services necessary functionality and sports projects, the competitors and public organizations that directly related to sport a structure.

### **3. Identification of major issues that require development projects congruent**

Concrete problems that we faced on the overall development strategy of the school basketball, handball, volleyball and tennis is to nominate and to finalize the investment objectives (infrastructural and material basis) through the delivery of all items necessary to prepare for sport (coaches, bases sports equipment) and training process optimization. These problems were financial and economic problems, problems in finding effective coaches to meet unit training and game concepts that use an appropriate behavior to children and parents, issues of spatial resources (rooms, tennis), problems the organizational. Therefore, we decided to create a management strategy that would have resulted in the development of private schools for basketball, handball, volleyball and tennis to meet their strategic objectives.

Sports clubs/private sports associations are not state funded but is supported by individuals, private companies through sponsorships and donations. Given that the economy in Romania is still in the transition to functioning market economy, this funding is insufficient, one of the causes of the low funding and lack of a strategy to develop a proper management and marketing of a uniform policy. Optics you should express their orientation towards the product or market-orientation that is both one strategic alternative.

Sports product orientation meet mitigation actions aimed at the negative effects of variability and diversification of services delivered sports. Market orientation is a strategic alternative to the actions that the organization (club) is made the client (beneficiary), the essential tool customization services sporting opposed in principle, standardization and other instruments mentioned in the previous strategy. Typically, the strategic effects of each alternative are opposites, which is why school basketball, handball, volleyball and tennis should seek to balance the action, making a combination of the two alternatives in which the emphasis is on either of these guidelines.

Development of sports activity clubs / private associations in our country involves turning it into a profitable activity for the beneficiaries of the school basketball, handball, volleyball and tennis. On this line is part of the methods, techniques and marketing strategies, using experiences in advanced countries, as well as positive results.

It should be noted that the goods offered by non-profit association in our case school sports are virtually all cases services, even if they sometimes involve the combination of products. Unlike high-performance clubs that are formed into joint stock companies and income from sale of players, school basketball, handball, volleyball and tennis (nonprofit organization) for the greatest part of income from sources independent of those created (possible) the beneficiaries of their services. In addition, for companies, their reason to exist is the appearance of a difference between revenues and costs, as a sign of economic efficiency. Non-profit organizations aimed at holding a tie between revenues and costs regulating their work based on income obtained in advance in order to achieve in the future of

services for certain categories of people that have not necessarily related to income source.

Based on the SWOT analysis and strategic segmentation performed PEST in our scientific approach has led to delimit the field of strategic activity to which it can act to implement the performance management program that includes appropriate activities: basketball, handball, volleyball and tennis performance, basketball, handball, volleyball and leisure tennis, basketball, handball, volleyball and tennis for people with disabilities, basketball, handball, volleyball and tennis for social integration.

Can be summarized like this:

- Recovery of individual skills and training through an organized system of selection, training and competition;
- Cultivation of sport for health, education and recreation as part of lifestyle, to achieve well-being of the individual;
- Provide some form of consulting methodology by organizing introductory courses in organization, management and activity-specific groups of children: instructor - coach, referee, scorer, timekeeper, etc.;
- Provision and development of the material by identifying rooms and land.

### **Conclusion**

The transition period in which realized an transition from state to private clubs run by management to the need to find the most effective forms of management and financing. It should be noted that sponsorship and funding as an instrument of the promotional mix has its main field of application in sport. In the SWOT analysis were defined domestic environmental issues and environmental issues were identified external Thus a total of 35 problems for the internal environment and external environment 28 of which were included in the list (Annex 1.2). In the SWOT analysis we made the general picture synthesizing the main elements identified model strengths, strengths, weaknesses, opportunities, threats, greater weight is the strengths and opportunities.

Applying the PEST analysis we determined which factors political, economic, social and technological influences private sports organization in the context of current sports development. Based on the SWOT analysis and PEST have completed the delimitation of the scope of strategic activities to which it can act to implement the performance management program that includes appropriate activities: basketball, handball, volleyball, and tennis performance, basketball, handball, volleyball, tennis and leisure; basketball, handball, volleyball, and tennis for people with disabilities, basketball, handball, volleyball, tennis and social integration. The Logical Framework method we set the start of the project, the main objective: marketing project analyzing the market and target customer needs, specification of expenditure and resources, identifying solutions to address the objectives.

Strategic vision of the school basketball, handball, volleyball, tennis and short-term activity will object selection and training of talented performance

features sports, leisure activities in developing educational and social plan, participation in competitions for children and juniors, integration children with disabilities and those disadvantaged easy. Nonprofit organizations (school basketball, handball, volleyball, and tennis) aims to have a tie between revenues and costs, and regulate their activity on the basis of income obtained in advance for future implementation of services for certain categories of persons, Why did not necessarily related to income source ( programs for children with special needs). In the long run we will set up a private center of excellence for talented juniors so gifted items identified to continue their preparation for higher performance in our club. This center will serve the business performance in junior basketball, followed by selling players to generate profit for the club-school basketball, handball, volleyball, and tennis.

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