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MANAGERIAL LEADERSHIP FROM THE PERSPECTIVE OF ENVIRONMENT ORGANIZATIONAL SPORTS

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Abstract: *Any sport organization needs good leadership and effective management. This may come to realize objectives through organizational environment. Sports gear organizational environment is the main sport organizations because it is based on communication between the organization and external environment, according to that design, so sports organization strategy.*

Key words: *sports organizational environment, strategy sports organizations, strategic vision.*

Sports organizations that any organization operating in a changing environment where its footprint on the development organization. Organizational environment is the factors that influence directly or indirectly objectives, plans and results of organizations. Organizational environment includes external environment and internal environment interact.

The external environment of sports organization

Knowledge of sport organizations external environment is particularly important for their managers, as they, on behalf of the organization they represent, must develop relationships with markets, customers, suppliers, competitors, intermediaries and investors. This is done in terms of a knowledge society. Hence the important role they have departments that organization must make a substantial contribution in the development organization. In order to achieve sporting organization must promote efficient strategy to conquer new markets and resist

existing ones. From this perspective the organization's external environment analysis is not only useful but necessary (Douglas Brownlie, 1995).

Organizations external environment consists of factors such as:

- *economic* - Sports organizations operate and develop the economic principles;
- *cultural* - Sport organization in terms of cultural factors is influenced in two ways:
 - of components (values, norms, customs, traditions, customs) of the external environment there;
 - of their organizational culture that has developed over time.
- *politics* - Political factors influencing sport organization can be found in existing government policy on sport and development institutions as a consultant;
- *demographic* - Is the population structure, territorial distribution in

rural and urban environments. It is envisaged that development concerns in sport should contribute to personal development of each individual, on the one hand and providing the necessary logistics, on the other;

- *technological* - Technical factors relate to investment in sports development to ensure conditions for its practice.

Environment an organization has several forms or more states by the organization evolves and adapts. They are:

1. *Stable environment*. Stability plays a beneficial environment for sports development organization, as it concentrates its efforts on targets that must reach them and not remove the negative effects that have to eliminate. This is the ideal.

2. *Unstable environment*. Instability is the most common situation in the social economic reality. There are several factors that disrupt society as a whole, organizations are forced to take measures to eliminate dysfunction and to adapt to achieve development objectives.

3. *Turbulent environment*. The state of turbulence is the most complex environmental condition that affects the very existence of the organization. In these circumstances organizations should make special efforts to ensure its survival.

External environmental components that enter into direct relations organization, permanent and strong need to achieve its objectives dictated by present and future, forms the microenvironment organization (Balaure V., 2005, p 69).

Microenvironment is based organization transformation is the interface between the inputs (resources they consume organization: material, human, financial) and outputs (products resulting from the transformation of resources) that the organization provides market. Sports organizations establish market relations into account:

A. *Suppliers* - Are those individuals who provide sports organizations equipment, energy, services, labor, information needed to perform necessary activities. Suppliers should

be monitored because of their outstanding issues can interfere with sports organization.

B. *Customers* - Are those individuals or circles of people whom they are addressed sports products and services. Good quality sports products and services brings new customers who come from different backgrounds.

C. *Intermediaries* - Are those agents involved in the promotion and sale of sports. They promote sports, selling players, clubs and teams contract with the various levels.

D. *Competitors* sporting organizations are those organizations that have as main objective to participate in competitions in various fields of sport.

Macroenvironment is the variables and factors that form the necessary environment for the conduct of business. Macroenvironment refers to the four factors that affect how tasks are addressed: socio-cultural, technological, economic, political-legal (N. Pop, 2001).

1. *Socio-cultural* - Considering consumer behavior on the market. Socio-cultural factors relate to age, sex, nationality. For example the distinction between man and woman are made in different geographical areas depending on specific growing area. This has an impact on sports in the area concerns. In some areas of sports culture is very well developed compared with other areas where sports culture is in early stages.

2. *Technological factors* - Are represented by IT technologies, specific elements of the knowledge society (new forms of communication, technological development, etc..) Which have an impact on the evolution of organizations. For example, the advent of the Internet has produced relevant changes in the organization and functioning of organizations taking into account the processes of communication and publicity of the organization underwent profound transformations in terms of effectiveness and efficiency of the information provided by sports organizations.

3. *Economic factors* - Refers to the basic elements (resources) underlying functioning of the organization. Any activity needs to take place on economic principles,



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even if it is known that in sports activities that often are not profitable. It follows that the principles on which sports are other than a common organization. The human dimension of his sport prevail.

4. *Political and legal factors* - Refers to the interests of individuals and sports organizations. These factors relate to government policies that promote the facilities and legal regulations for the conduct of sporting activities at all levels (performance sport, sport for maintaining health of individuals).

External environment analysis takes into account all four categories of interacting factors (social, cultural, economic and political-legal) acting on it. This inter-be done in different directions taking into account the context in which act organizations:

- Knowledge management;
- Evaluation performanțelo sports organizations;
- Promotion of flexible strategies by sports organizations.

In their operation sports organizations should consider the environmental changes taking place on time to avoid the disruption by taking appropriate measures. Top management must be able to predict the state of imbalance.

Knowledge Management

With knowledge-based society requires an explosion of information, management of this situation is of great importance for all organizations including sports. To this end management organization should ensure the development and use of cognitive members composing it. From a practical perspective, it is necessary to provide operational information to finding those methods and techniques to ensure optimum within the organization.

Sport organization as any organizationBeyond its particularities, should identify opportunities and provides the environment and in this direction should be taken by carrying out activities to assure accomplishment of the tasks for which there. Aeste actions are:

- development and implementation of activities to be consistent with social needs by:
 - differentiate management functions on different hierarchical levels, at a cognitive level;
 - differentiation by identifying the specificities of each compartment, in structural plan.
- Coordination of all actions are consistent within the organization in accordance with the restrictions they impose on the environment.
- adaptation of organizational structures of sports organizations to environmental requirements, which is reflected in the situational approach (contingency) of the situation of the organization.

It follows, hence, the need for a flexible organizational structure enabling the organization to adapt on the fly. In this context the role of managers is particularly important because they must have the skills and competencies to take the necessary decisions to achieve goals. In this strategic vision is needed to create conditions accountability of decision. To this end the organization should be based on competitiveness given the competition that exists on the market. Decisions must always be taken in accordance with the objectives of the organization and must ensure that appropriate technological support.

These statements become even more necessary as we believe sport organization as an open system in which uncertainty and limited rationality into alternate certainties. Rationality is based on two fundamental principles:

1. Coordination of activities undertaken within the organization by working with the external environment, which are two components to ensure effective management.
2. Continuous adaptation to the environment situations. This is achieved visibility that organizations, highlight the contact with the surrounding world, comparing the situation with the external and internal decision-making in the internal environment in line with what happens outside the organization.

Performance evaluation in sports organizations

Performance evaluation in sports organizations means those procedures regarding behavior management hierarchy of individuals who compose the organization and organization behavior. To this end management organization should take measures to ensure that expected results are the agreed objectives. This depends on how top management organization coordinates its decisions whose consequences to converge towards the targets. It is appropriate for this purpose to identify:

- cause-effect relationships for all the activities in the organization;
- reference standards to be explained to all members;
- distribution objectives compartment levels and even individual level.

What above is, in fact, the rationale for organization management. Since there are fewer failures in business processes, the more we can speak of a management organization. Management organization is required to make public what is happening within the organization to provide the consumer products and sporting as much information and thereby creating a brand.

Although sports organizations have a separate specific, they are not foreign to the phenomenon of innovation. Constantly

innovating, both in terms of personal development of individuals who compose it and the technical support you need to give to the organization, top management should identify those methods and techniques necessary to do so. For example the concept of coaching is very important for practical management of sports organizations. Say this thinking only two aspects of innovation in modern management:

- motivation by values;
- programming Neuro (P.N.L.).

All this constitutes the essential argument that the assessment of performance in sport organization is the cornerstone of effective management.

Responsive organization environmental strategies

Sports organization is that orientation strategy, aimed at long term position as well, bringing profit organization, it is the result of efforts to adapt the organization to the organization's environment. A powerful strategy reinforces the competitive ambitions of the organization responsible for creating a dynamic market needs and requirements. Sporting organization in policy are the following issues:

- focus on goals and objectives;
- assurance criterion sports organization.

A sports environment strategy can be developed over a period of one year in small regional competitions, the European Championships two years and four years for the Olympics. Long-term strategy is usually subject to uncertainty. The strategy combines internal environment with good functionality forming the external sports organizations. (Mihalescu N, 2008, p.95.).

The success of an organization depends on how they solved the three criteria antreprenorilale, technical and administrative.

1. *Criterion entrepreneurial* refers to how the organization is viable products and services they provided, it must be well adapted to the existing market.

2. *Technical criteria* includes those technical activities leading to the formation of organizational products, delivery requiring the use of specific technologies.



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3. *Administrative criterion* refers to organizational leadership, ie actions entrepreneurial management, which ensures operation.

Creating strategic vision for a sports organization it is the result of using the two types of strategic approaches:

a. practice of effective and efficient management that optimal management of resources available to the organization ensures compliance to all categories of interest;

Achieving such an objective is achieved through coordination and correlation of all actions obtonere performance in the organization. Actions to be to use the organization's management are:

- monitoring of their activities are carried out;
- achieve an optimal flow of information to support timely decision making;
- establish the responsibilities of each member of his behavior;
- avoiding disruptions in the functioning of the organization in all departments.

b. use of environment related opportunities in the organization are:

- implementing the principle of entrepreneurial flexibility;
- encourage a spirit of innovation and creativity;
- promotion strategies to achieve organizational mission performance;
- creating marketing and research and development departments;
- information quickly to what is happening in the market, given the speed with which changes occur in society.

This is very important for the organization and hence for a sport organization is to have a mix of strategies with which they can enter the market and survive in the tough competition.

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