

**BABES-BOLYAI UNIVERSITY, CLUJ-NAPOCA**  
**FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**  
**DEPARTMENT OF MANAGEMENT**

**DOCTORATE THESIS**  
**ABSTRACT**

**IMPROVING THE MANAGEMENT OF HIGH  
PERFORMANCE SPORTS GAMES TEAMS**

**Supervisor:**  
**Professor Dr ANCA BORZA**

**PhD:**  
**Şanta-Moldovan Ioan-Christian**

**Cluj-Napoca**  
**2010**

## TABLE OF CONTENTS

Introduction.....	pag. 1
Investigated theme news.....	pag. 3
Thesis aim and objectives.....	pag. 4

### **PART -I – LITERATURE STUDY**

#### **Chapter 1**

##### **Management and communication methods in sport**

<b>1.1. Aspects of strategic management in sports organizations .....</b>	<b>pag. 6</b>
<b>1.2 Implementing a strategic plan in sports organizations .....</b>	<b>pag. 11</b>
<b>1.3. Management methods used in sports organizations .....</b>	<b>pag. 13</b>
1.3.1. Management method through objective .....	pag. 14
1.3.2. Management method through budget .....	pag. 17
1.3.3. Management method through projects .....	pag. 18
<b>1.4. Communication in sports organizations .....</b>	<b>pag. 21</b>
1.4.1. Communication process and its importance .....	pag. 22
1.4.2. Communication methods .....	pag. 25
1.4.2.1. Oral-verbal method.....	pag. 25
1.4.2.2. Written method.....	pag. 26
1.4.2.3. Non-verbal method.....	pag. 27
1.4.3. Communication difficulties.....	pag. 28
1.4.4. Communication between coach and athletes.....	pag. 30

## **Chapter 2**

### **Particularities of human resource management in high performance sport games**

<b>2.1.</b>	<b>Human Resources within organizations</b> .....	pag. 34
<b>2.2.</b>	<b>Managers and their role within organizations</b> .....	pag. 37
2.2.1.	Manager types .....	pag. 38
<b>2.3.</b>	<b>Building the technical team within sports organizations</b> .....	pag. 46
2.3.1.	Technical staff competences .....	pag. 47
<b>2.4.</b>	<b>Building the performance teams</b> .....	pag. 53
2.4.1.	Player selection .....	pag. 55
2.4.1.1.	Stages of selection .....	pag. 56
2.4.2.	Players preparation for participation in competitions .....	pag. 58
2.4.2.1.	Sports training methods .....	pag. 61
2.4.2.2.	Technical preparation .....	pag. 63
2.4.2.3.	Tactical preparation .....	pag. 65
2.4.3.	Recovery after the effort of training and competition .....	pag. 67
<b>2.5.</b>	<b>Developing the training plan</b> .....	pag. 69
2.5.1.	Induction of sports shape .....	pag. 70
2.5.2.	Training and competition cycles .....	pag. 71
2.5.3.	Developing the planning documents .....	pag. 72

## **Chapter 3**

### **Team management of high performance sports games**

<b>3.1.</b>	<b>Performance sports organizations</b> .....	pag. 75
<b>3.2.</b>	<b>Effectiveness and competence in sports organizations</b> .....	pag. 78
<b>3.3.</b>	<b>Factors affecting performance</b> .....	pag. 80
<b>3.4.</b>	<b>Sports competition</b> .....	pag. 86
3.4.1.	Preparing and organizing competitions .....	pag. 88
3.4.2.	Forms of organizing competitions .....	pag. 92

## **Chapter 4**

### **Evaluation of human resources in high performance sport games**

<b>4.1. Professional performance evaluation</b> .....	pag. 99
<b>4.2. Performance evaluation objectives</b> .....	pag. 105
<b>4.3. Performance evaluation methods</b> .....	pag. 109
4.3.1. Evaluation scale method .....	pag. 110
4.3.2. Comparative methods of performance evaluation .....	pag. 111
4.3.3. Evaluation method through objectives .....	pag. 115
<b>4.4. Performance sport evaluation</b> .....	pag. 118
4.4.1. Player evaluation tools.....	pag. 123
<b>4.5. Sports games evaluation</b> .....	pag. 125
4.5.1. Types of evaluation in training and competition .....	pag. 128
4.5.2. Program packages for analysis and evaluation .....	pag. 133
<b>Conclusions</b> (for Part I).....	pag.137

**PART II PRELIMINARY RESEARCH REGARDING TEAM MANAGEMENT  
OPTIMIZATION WITHIN SPORTS ORGANIZATIONS**

**Chapter 5**

**Practical study regarding management styles in relation with the  
performance of a managers sports team from Romania**

<b>5.1.</b>	<b>Introduction</b> .....	pag. 143
<b>5.2.</b>	<b>Objectives</b> .....	pag. 146
<b>5.3.</b>	<b>Subjects and methods</b> .....	pag. 147
<b>5.4.</b>	<b>Research results</b> .....	pag. 159
<b>5.5.</b>	<b>Conclusions(for Part II)</b> .....	pag. 223

<b>Bibliography</b> .....	pag. 231
---------------------------	----------

Annex 1. Questionnaire to managers of performance sport organizations .....	pag. 240
---	----------

Annex 2. MLQ-45 questionnaire .....	pag. 245
-------------------------------------	----------

**Keywords:** organization, management strategies, communication, training, competition, motivation, evaluation, human resources.

Sport is in a continuous and rapid development and in the same time we can state an increasingly growth of the various industries involved in this field (S.F. Voicu., 2003:7). By its nature and the stake that it represents, sport needs to develop a comprehensive strategy, coherent and completed by a report of various purposes, as well as by products that can promote it , and all this in a specific manner, to preserve autonomy (Oana O., 2005:27).

Management process carries on and develops in an internal and external environment of organizations, on stages that include: diagnosis of the situation, planning and taking decisions, organizing, coordinating activities, monitoring and evaluation of results (Certo, 2002:225). It has a universal character, the result of human thought and practice, with the main aim to achieve the objectives of development and welfare (Mihut et al., 2003:1).

In sport, as in any other activity, performance manager organize work to achieve greater efficiency, taking into account both ongoing human aspirations and needs and the importance of unity and the activity he manages.

### **Interest of the investigated theme**

Sport was born from the ideal for man, is more than a religion, culture or sub-culture and must be defended and its values turned to account. (Watt CD, 2003:20).

The complexity of the activities of high performance sport organizations , the main laboratory of national and international sports performances, required a more profound investigation to enable the knowledge of the complex mechanisms of management while identifying some optimization solutions on economic and financial, human resources, selection and preparation for major competitions plan.

I attempted in this paper to combine in a complex manner both information and findings on sports organizations and to find ways to optimize the high performance sport organizations management.

Locating the case study to the level of teams and clubs **can** be justified by the following arguments:

- existing sporting traditions;
- results obtained by the players at national and international competitions;
- number and variety of sports organizations;

- positive perceptions of consumers about the role and importance of sport.

**The aim** of the thesis consisted primarily of selection methods and tools that can help to optimize and develop the management of high performance sport organizations.

Thesis **objectives** were:

- improvement of sports organizations' activity on the following plans : communication management, public relations management, human resources management and evaluation management;
- increasing the decision component's efficiency in functionality and performance of sport organizations;
- highlighting the role and importance of manager's personality parts in sports;
- discerning the most effective leadership styles of managers of sport organizations;
- designing a scientific research questionnaire relevant in the context of the topic studied;
- finding from the analysis of realistic and viable solutions to optimize the management of performance sport organizations .

The thesis is divided into two parts: Part I- study literature, which includes four chapters and Part II - the preliminary research regarding the optimization of team management as part of performance sports organizations which includes a practical-applied study regarding the management styles related to the performance of a group of sports managers in Romania, conclusions, bibliography and appendices.

# **PART I - STUDY LITERATURE**

## **CHAPTER 1.**

### **MANAGEMENT AND COMMUNICATION METHODS IN SPORTS**

#### **Aspects of strategic management in sport organizations**

Strategic management process is an extensive and complex process in which organization's top management sets on the bases of anticipating what changes will occur inside and outside its long-term development that will achieve performance, ensure rigorous formulation, appropriate implementation and ongoing evaluation of the strategy (Avenier MJ, quoted Lador I. et al., 2008:85).

Strategic management process is used to approximate the conditions of a market in a continuous changing with organization's resources and expertise also in a continuous evolving (Borza A., 2003:16).

Organization's strategy is the art to select and optimize resources and means that any may have in order to achieve its objectives, requiring to the rivalry where, when and competitive battle conditions (Niculescu M. et al. , 1999:49).

Development policy of sports organizations is based on all plans, programs, strategies and methods used to maintain an optimum ratio between its development and overall development policy of the organization.

We believe that implementation of strategic management must be based on a number of elements, on the developing of a clear concept in this area, appropriate organization, definition of the knowledge, providing the necessary resources and redefining the activity of selecting candidates for positions with management responsibilities. All these elements are influenced by the quality of human resources.

#### **Communication in sport organizations**

Organizations in all areas have become aware of the need for communication, realizing the strategic role that communication plays in achieving the purposes. (Oprisan V., 2001:89).

Communication strategy represents the defining lines of attitude and conduct of the organization to achieve its objectives of communication and thereby the targets of management and sports performance.



In sports, communication means encoding messages to transmit information in a timely fashion or not to disclose tactical intentions to the opponent. Graphic expression field situations are applicable to the theory but also in practice. Processing the records during the trainings and matches reveal specific abstract data for non-sporting people. The codes can represent coaches, players, positions and functions participation in the field, the routes traveled by the ball and players, travel order, directions and changes of direction, trajectories' height and other things specific to the team and sports industry, according to regulations or traditions.

We believe that coaches are models for athletes that they coach. Therefore, they are the ones who can shape the team communication process so as to ensure effective communication in this way:

- a) Provide positive feedback during training - an important source of motivation. This is extremely important, especially before competitions.
- b) To give equal attention to all athletes of the team. Athletes whom we appreciate tend to do more to become better, to improve themselves because retain a correct self appreciation, begin to believe that they are as the coach appreciate them and behave accordingly, while those valued negative tend to depress the motivation, to abandon the sport, as we all tend to avoid negative situations.
- c) To obtain a certain behavioral response from an athlete, it is important to provide information in a positive manner.

A good leader is strong, authoritarian, with balance in relations with subordinates, demanding and tough, demanding in setting goals. To be successful it is essential to understand what it means communication and to develop those qualities that are absolutely necessary.

Feedback relationship that is achieved during communication provides information on how we communicate. To create maximum impact, the message must be sent using as many senses as possible, as well as analysis, using different ways of expression, speech and writing aids: gestures, voice, vocabulary, look, etc..

The credibility of the person who is speaking ensures the impact of the message among the listeners. You have to convince listeners that you are sincere and you can

trust. Knowing all these, with a better control, messages will be easier and more efficiently transmitted.

## **CHAPTER 2.**

### **PARTICULARS OF HUMAN RESOURCE MANAGEMENT IN HIGH-PERFORMANCE SPORTS GAMES**

Management of sport organizations has the role to ensure uniform organization of activities, to coordinate and manage them according to their purposes (Lador I. et al., 2008:11)

#### **Human Resources on organizations**

Human resource management is all interrelated functions and processes aimed at the attraction, socialization, motivation, employee retention and maintenance of an organization (Manolescu A., 2001:37)

Human resources are one of the most important investments of an organization, whose results become more evident over time (Manolescu A., 2001:17).

Human resource management decisions are among the most difficult, because they link the individual organizational and situational factors which are influencing and are found in such decisions and which also must meet several requirements which, in turn, varies with time, variation depending on those factors (Milkovich, et al. quoted Manolescu A., 2001:21).

#### **Managers and their role in organizations**

Management process in organizations is done through the managers. To be a manager means to manage, to order, to train people, to explain, to coordinate, to influence, to integrate, to classify, to accept and to improve. A good manager will be able to implement practices and procedures in a variety of situations (CD Watts, 2003:17):

- Must consider the development organization;
- Must have long-term strategic vision with objectives to be achieved.

Effective managers are considered "people of the team" empowered by the will and active support of others, that of subordinates who are led by conflicts arising from

their interests (Ilieş et al., 2005:37). They must anticipate creatively and promote actively new and bold directions into an ethical and sensitive manner.

Sports administration is not easy, this occupation will require commitment, a tremendous amount of energy, but can be very rewarding if all people in the organization are involved. (Watts CD, 2003:17).

A high performance team cannot be constructed, formed and maintained at a high competitive level unless it is to all necessary areas of management ensured : the process of training with highly qualified technicians, financial, material, human and information resources, administrative services, medical and psychological assistance, research and development, relationships and marketing, all aimed at energizing the team and its successful participation in major competitions (Colibaba-Evuleţ, 1998:35).

Coaching is a complex activity, constantly subjected to attempts leading often to team success or failure. The coach is a specialist of the field, skilled, and its level of training determines the team results. His professional competence is an integral part of coach's personality, it represents the size factor in the success of training and education activity of players.

### **Training team performance**

High performance team is a group of people who are determined to achieve common goals, who are working well together and have high quality results.

To get to great performance is needed (Muresan A., 2005:157):

- the competent members to highlight the skills, means and methods for performance;
- interpersonal relationships: communication, personality, vision and common goals;
- valuable organization.

Athlete, who is the main topic of the performance event is defined by many attributes, some of which are characteristics for achieving it. He can develop only if certain conditions are met both in terms of inter-linking properties of qualities and skills as well as environmental, social, and educational and material determinants. (Epuran M., 2001:42).

Team is the basic psychological unit of sports activity, whose cohesion and capacity depend on both performance and satisfaction of athletes and supporters. Composition, organization and leadership teams are assured by high professional specialists. The smooth running of these processes depends largely on the quality, efficiency and social value of the aims achieved (Colibaba-Evuleț, 1998:28).

### **Players' Selection**

The selection process is not only the discovery of the gifted, in order to highlight the availability, but also an incentive and reminder process, both of those involved directly and indirectly and those interested in this phenomenon (Salad D. quote Bocu T., 1997:9).

Sporting talent discovery and orientation is the work done by institutions and competent persons (trainers, teachers, coaches) at different levels of training to encourage further development of the athlete (Weineck J.citat of Roman, 2007:104).

Discovery activity and guidance of young talents for sports "appropriate" to predictive qualities highlighted likely to develop is a challenge. There are even rooted opinions among coaches that some would have skills of "trainers" and "polishers", "discoverers" of talent, while others would have managerial skills to take these talents and "design" them in the elite sport.

High yield of athletes is obtained by increasing the athlete's performance capacity. This increase is achieved primarily through organized training and scientific program.

The road to great performance has gone through several stages, with objectives, contents, tasks, resources and well-defined operating criteria and different from one educational level to another, depending on the level of actual and potential accumulations that carry each player.

## **CHAPTER 3.**

### **TEAM MANAGEMENT IN HIGH-PERFORMANCE GAMES**

Management in sports consists in coordinating sports organizations / actions, processes, situations, problems and quota issues arising from the administration of the existing of financial, material, human and information resources in order to achieve the objectives proposed for different operational intervals (Oana O., 2005 : 11).

The managerial activity of sports teams and athletes seeks finally to get sports performance. These performances, whatever sports, are pursued at all levels, from parents to manager, from director to governmental forums and give the essence, purpose, satisfaction and generate new sports policy.

#### **Effectiveness and competence in sport organizations**

A sport organization can be effective if it has a positive report on the results proposed. Sports games team's effectiveness is measured by the number of games won in a given period (championship), it may well improve if the players understand their roles and accept them. Clarifying roles can be achieved through effective program of targeting and clear communication of expectations of the coach for each team member (M. Claus, 2005:85). For the manager effectiveness is measured not only by won games, but also by the money that the team has won.

The performance means both process and result of actions or demands "imposed on a person. From the normative point of view, performance is the skill or performance of a task completion as close to the maximum level proposed by considering the outcome dependence of current skills and existing skills (talent) of the subject (O. Oana, 2005).

Increasing the performance is driven by continuous improvement of selection strategies using model selection. A These models take into account the following aspects:

- selection strategies to meet requirements for optimum age for selection.
- the scientific sports training by guiding the preparation process.
- conduct training as required by the competition.
- recovery exercise capacity to meet new competitive demands.

Streamlining and standardizing the training facilities are measures of methodical process undertaken under the training and competitions objectification (Cojocaru A. et al., 2009:16).

Sports information is the basis for inspiration and comparison to identify moments where performance is achieved and which provides benchmarks for defining the route of the athlete training.

Sport performance requires athlete's/ trainer's consideration of all information of physical, technical or tactical nature about the potential opponent. Knowing the number of hours of training and work and restoration program, technical and tactical exercises in which the opponent is excellent represent starting points for living arrangements and training of the athlete.

Permanent competition against other teams, can be quantified by points, wins, failure and provides a measure of success meeting goals. Sports team can win only if all members use their capability in a coordinated effort of all members of the team work.

Planning sports activity requires consideration of the forecasting. . It varies according to sports and correlates directly with the competitive calendar. An annual sports cycle contains preparatory steps, pre-competitive stages, competitive stages and phases of recovery and rehabilitation.

Recovery is occurring against fatigue during exercise, fatigue that reduces sports performance. Sports nutrition is designed to cover the effort required by the sport energy needs, providing biological support essential for maintaining health, sports performance and achieving recovery from exercise.

Indispensable prerequisite to living a game to play is motivation. For the development of playing capacity, the cognitive and social dimension are crucial (MH Serban, 1999:158)

The main goal of sports training is the participation in sports competition, confrontation with other performers from elite athlete to establish a hierarchy of value and achieve a high level of performance as a means of assessing the progress of athletes (Constantine B, 1998:259 ).

Competition is real testing ground to prepare athletes. During the competition athletes can test their level at a certain given time, can consolidate a technique and verify

direct tactics against opponents. In the same time they learn how to use energy efficiently and to improve psychological traits, such as the will and perseverance (T Bompa, 2001:259).

The main objective of sports competition is training coaches and athletes the ability to apply principles, methods and sports training facilities in concrete situations. (Roman 2004:52).

#### **CHAPTER 4.**

#### **ASSESSMENT OF HUMAN RESOURCES IN HIGH PERFORMANCE SPORTS GAMES**

From the managerial perspective the assessment of an activity's results reported to the organization's objectives and in relation to the actual context in which it is performed, is a prerequisite to any approach for improvement or adjustment. At the individual level, organization or system, properly conducted evaluation allows a clear understanding of weaknesses and opens the way for possible improvements.

Performance evaluation highlights the employee's potential on a variety of criteria. The criteria used is based on: quality of work performed, the quantity of the work, understand the job requirements, presence-motivation, commitment, initiative, cooperation, trust, and need for supervision. Also, care should be shown so that the performance evaluation process be presented in terms of (A. Manolescu, 2003:386):

- learning from the past as an aid for the future;
- recognition of skills and potential;
- development of knowledge, skills and attitudes;
- building based on successes and difficulties overcome;
- increase motivation and job satisfaction;
- strengthen relations and support teamwork.

For an efficient evaluation managers should devote sufficient time to staff development, taking notice of the needs at work and do everything possible to improve performance (CD Watts, 2003:105).

### **Types of assessment in training and competition**

In team sports, performance analysis can be observed under several points of view: somatic, driving, technical and tactical actions of individual and collective energetic, psychological. The trainer uses for a long time different strategies of observation of these issues both in training and competitions.

The main purpose of assessment is to reveal any functional adaptation present as forms of adaptation, due to influences of training for long, medium or short period. Depending on the duration of training, it is necessary to type the following assessment: evaluation phase, assessment current and operational evaluation.

*The assessment phase* is usually achieved at the end of longer time intervals as annual macrocycles and stages in different periods. The main task of this assessment is to highlight the degree of adaptation to exercise training of the athlete under the influence of long duration training.

*Current rating* or of microcycle, is subordinated as organization and content to evaluation stage. It is considered that at the end of each microcycle evidence and rules should be applied to specific or nonspecific control, depending on the orientation of the microcycle.

*Operative assessment* is applied primarily in training lessons aimed at basic to choose the best means (streamlined and standardized).

Data obtained from the types of evaluation given form the objective basis for conducting the training process and in particular the preparedness planning in the next time or the ongoing correction.

In training activity, the measurement can not be done directly with the metric type instruments. A series of indicators of sports training like volume, intensity and complexity of training are objectively based on "tools" adhoc. We usually use indexes of duration, frequency, intensity and break, space, types of motion with and without load and individual characteristics that one athlete has.



## **PART-II.- RESEARCH**

### **CHAPTER 5.**

#### **PRACTICAL- APPLIED STUDY ON THE ROLE OF MANAGEMENT STYLES IN RELATION TO THE PERFORMANCE OF A GROUP OF SPORTSS MANAGERS IN ROMANIA**

Development of organization is considered, in essence, as a strategy to increase organizational efficiency by determining changes that have in view both human resources and organizations.

Managerial leadership specific to the physical education and sports system requires management processes carried out with management support and specialist knowledge, skills and experience of people with powers delegated to this sense (Lador I. et al., 2008:3).

Management involves many skills and guidance, many of which involve skills related to strategies, statistics, information technology, accounting and communication. As management necessarily involves people, is of great importance the holding of interpersonal skills - ability to work with individuals, but also with teams. In sport, as in any other activity, performance manager organize work in order to achieve greater efficiency, taking permanently into account human needs and aspirations and the importance of unity and the activity he manages.

#### **Work's hypothesis:**

Hypothesis 1. The quality of sports management and sports performance of the clubs varies according to material resources attracted.

Hypothesis 2. The quality of sport management and sport performance of the clubs vary depending on leading management style.

Hypothesis 3. If managers show an ongoing concern for optimizing management processes specific to the performance sports organizations, then work efficiency can be considerably increased.

Hypothesis 4. The quality of sports management and sports performance of the clubs vary depending on the type and duration of education of sports managers .

Hypothesis 5. Performance management of sports clubs' leaders is positively associated with transformational management style and less with transactional style.

### **Subjects and methods**

Respecting the fundamental principles of methodology in the social-human field (Chelcea, 2004) I applied an appropriate range of methods in my approach from the literature study, followed by a survey of sociological inquiry surveys applying two questionnaires to the sports teams managers.

Research questionnaire is a technique, an investigative tool consisting of a set of written questions, logically ordered which, by the administration of the operators or self-inquiry, surveyed responses from persons determined to be registered. In preparing the questionnaire addressed to managers of sport organizations I have complied with a set of principles consistent with the methodology of designing a questionnaire.

### **The subject of the inquiry**

Questionnaire-based survey is never a strictly empirical work. As all reality is inexhaustible, a decision should be taken about what to keep and to exclude the subject of investigation. The questionnaire will therefore have to select the relevant elements of reality of social factors and of conducts studied. I investigated a group of 39 managers from 14 counties and Bucharest with a structure that is shown in the structure diagrams (pie charts) and the tables below:

<i>Variable</i>	<i>Number of cases</i>	<i>Percent (%)</i>
Coach Manager	4	10,3
Director	5	12,8
Coordinator Director	1	2,6
Executive Director	13	33,3
Sports Director	5	12,8
Technical Director	1	2,6
Manager	8	20,5
Chairman	1	2,6
President Manager	1	2,6
Total	39	100%

Table 1. The structure of the sample in relation to sports functions performed by the subjects

It may be noted that the most numerous sports managers are the executive directors, followed by managers, directors and coach managers. The least represented are the managerial functions of president, chief coordinator, technical director and president manager.

<i>Variable</i>	<i>Number of cases</i>	<i>Percent (%)</i>
Alba-Iulia	1	2,6
Bucharest	6	15,4
Bistrita-Nasaud	1	2,6
Brasov	1	2,6
Buzau	1	2,6
Cluj	12	30,8
Constanta	1	2,6
Dolj	1	2,6
Galati	2	5,12
Maramures	3	7,7
Mures	1	2,6
Neamț	1	2,6
Sibiu	1	2,6
Salaj	5	12,8
Timis	2	5,12
Total	39	100%

Table 2. Sample structure according to the county in which sports managers are working

Naturally, most managers participants in our study are from the county of Cluj, Bucharest and Salaj. Less represented are counties like Bistrita-Nasaud, Brasov, Buzau, Constanta, Dolj , Mures, Neamt and Sibiu. However, in the sample there are present managers of all major regions of Romania. Most managers are university graduates and masters. . Note that there are managers who hold a PhD.

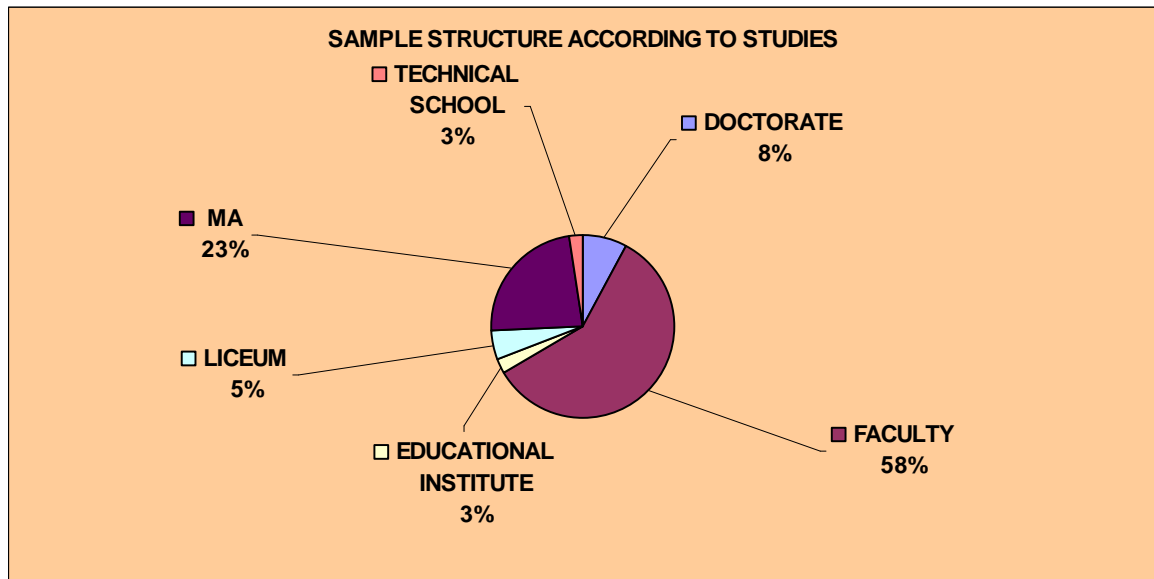


Fig.1. Structure diagram of the investigated group composition according to studies completed

The role of managerial training in sporting success is assessed as very important by most study participants, and a minority of only 3% considers it appropriate. Nobody appreciates the training in sport management as irrelevant, as can be noted in the chart in Figure. 2.

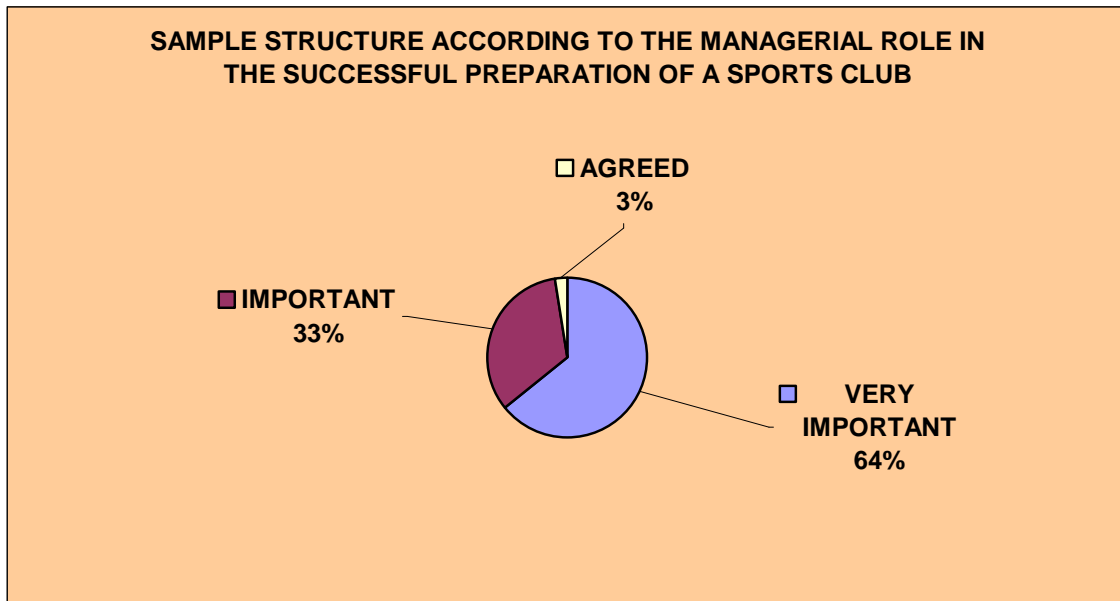


Fig. 2. Structure diagram of the investigated group composition based on managerial training role in the success of a sports club

I applied two questionnaires to the group of subjects: A special questionnaire on the specific field of sports management with 12 items that sounds quantitatively and qualitatively different aspects of leadership in sport: the role of material and financial resources in sport, the main factors of success in sport, time management and crisis management in sport organizations, organization of athletes' participation in competitions of different levels. The second tool is Multifactor Leadership Questionnaire - 45 or short MLQ-45 (Bass and Avolio, 1990, 1997, 2000, 2002) consisting of 45 items and 12 different scales, as follows:

1. AI builds confidence 4 items
2. IB act with integrity 4 items
3. MI inspire others 4 items
4. IS encourage innovative thinking 4 items
5. CI develop people 4 items
6. CR rewards results 4 items
7. MBEA monitor faults 4 items
8. MBEP reverses problems 4 items

- 9. LF avoid involvement 4 items
- 10. EE generates additional effort 3 items
- 11. EFF is efficient 4 items
- 12. SAT generates satisfaction 2 items.

1-5 scales assess transformational leadership, 6-7 scales assess transactional leadership, 8-9 scales measure passive or hesitating leadership, and the last scale, 10-12 measure the leadership's performance. Multifactor Leadership Questionnaire is linked to the concepts of transformational leadership and to the model of complete leadership.

The most important aspects of sports management with impact on performance are motivating club players, attracting sponsors and bringing in new valuable players and last placed is the delegation of tasks, as noted in Figure. 3.

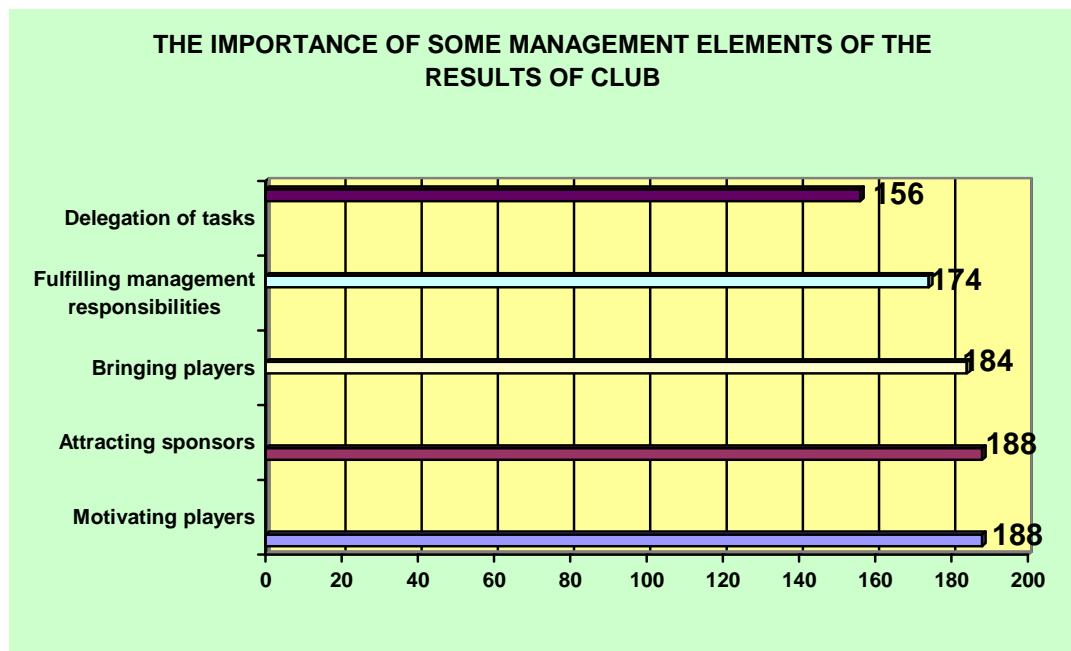


Fig. no. 3. Comparison chart of total scores with some elements of sport management with impact in sports performance.

Among the powers of a genuine sports manager, participating subjects placed last in time management and on the top the motivation of athletes and staff, communication skills and evaluating staff, as can be seen in Figure. 4.

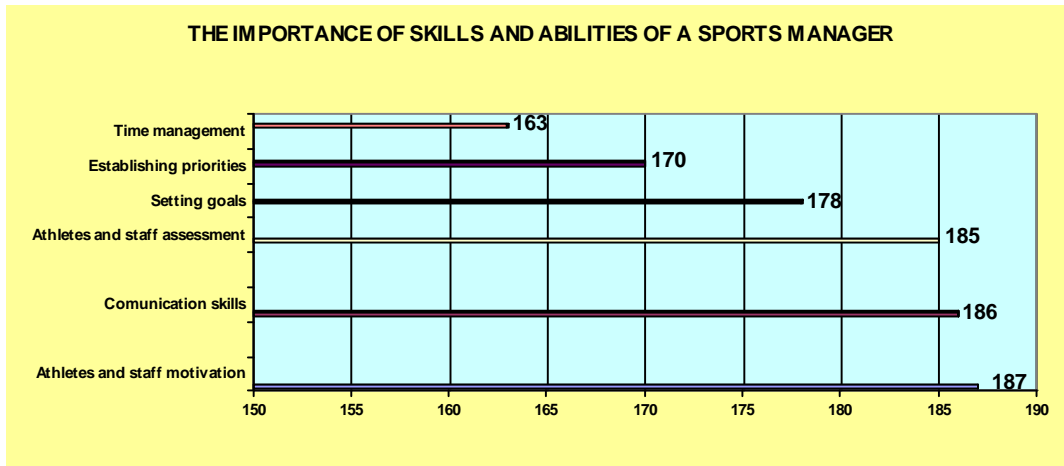


Fig. no. 4. Comparison chart of total scores in assessing the importance of competencies and skills of a successful sports manager

Somewhat surprisingly, the material factors of success are the latest sports seats, and the human ones, as players' value and the coach's competence are considered most important by the managers participating in the study. This is illustrated in the diagram in Figure. 5.

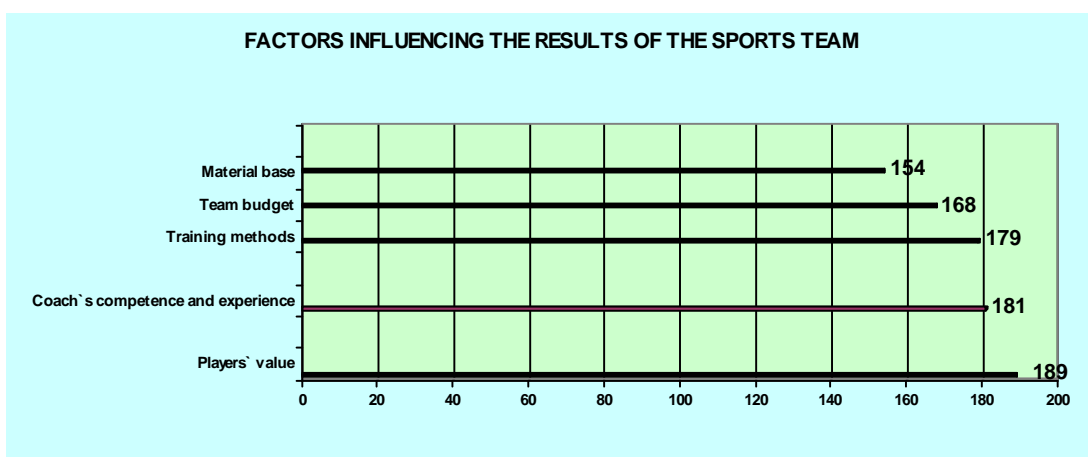


Fig. no. 5. Comparison chart of total scores in assessing the importance of factors influencing the results of team sports competitions

On top of the hierarchy of methods motivating athletes is nearly equal the positive verbal feedback with salaries and bonuses, and symbolic forms of reasoning, such as awards and diplomas can be found in last place, as remarked in the image of Figure. 6.

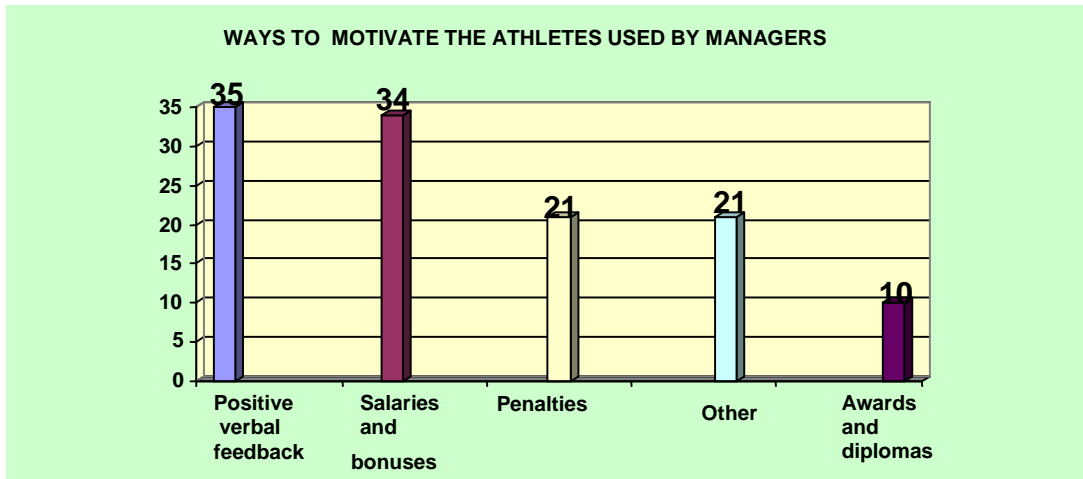


Fig. no. 6. Comparison chart of total scores on the assessment methods used by the managers of the study to motivate athletes



## CONCLUSIONS

- Sports seeking individual's recovery skills in an organized system of selection, training and competition, aimed at improving sports results, achieving records and victory. It is a widespread phenomenon, able to trigger human energies and to mobilize material and financial resources that can be difficult compared with those from other areas of social life, its evolution in recent decades, gradually turning it into a complex industry, with economic and social effects on the human community.
- Sport and sports management need social awareness and responsibility in theories, techniques, management styles and methods. Understanding of sport and sport management helps to develop healthy concepts of responsibility and decision actions.
- Sport requires careful selection, a special scientific training and obtain maximum performance in competition that helps create and perpetuate the values: fair play, work, sacrifice, loyalty and not least discipline.
- More and more managers nowadays realize that the investment made in human resources can bring substantial long-term earnings. Those who do not understand quickly enough the idea are likely to leave the "market", slowly but surely because HR is the backbone of a company, directly connected with productivity, performance and success.
- Manager is the most important character of the organization, regardless of instances: General Manager, President, CEO, vice president, department director, coach, etc. He exercises management processes with varying intensity, depending on the hierarchical position he occupies in the pattern of structural organization, meaning that he can take decisions that affect decisions and actions of others.
- The need for assessment or evaluation of staff performance in work, regardless of activity has led to the development of numerous methods and techniques of assessment of staff or to the appraisal of performance systems. The assessor will judge performance according to the goals.
- Evaluation methods applied should lead to production of information relevant to what is sought in the evaluation. A correct assessment provides equal opportunities to all employees,

places all candidates on equal terms without disadvantage or advantage or some others.

- Assessment and monitoring should be conducted systematically, conducted with authority and competence in order to lead to improvement of sports activity by increasing efficiency and effectiveness.
- Management methods should monitor the efficient use of working tools and instruments, the improvement of efficiency of sports activity, goals' achievement and equitable solution to problems, personality affirmation of the employees, increase their integration in sports organization and increase job satisfaction.
- Management should ensure coordination and training of the athlete or team to an improvement in physical condition by providing an organized framework of sports training and competition.
- Training should be conducted in accordance with the requirements in competitions, individual training need to bring a player in line with potential and the accumulation and integration requirements of the athlete in the team. To cope with the volume of training set and effective participation to the competitive system throughout sports training, special attention should be paid to psychological factors involved in training and competition, the coach carrying a sustained educational work in order to allow proper integration of the athlete in activity.

The results of this study helps to clarify some very important issues for the management of sports clubs, the value of our study is given by its representative for the sport movement in Romania, because is based on data collected from 14 counties and Bucharest. Certainty and value results obtained by using the empirical research is also given by the excellent psychometric qualities of the MLQ-45 questionnaire.

- Managers with different functions in the sports clubs have different scores. Thus, I found that coach- managers and directors have higher scores on management styles based on innovation and human development.
- Coach- managers have the highest level of schooling, and managers the lowest number of school years finished . However, note that the sports manager in the investigated the group have at least 15 years of school.
- In bringing new valuable athletes in sports club managers and sports directors are leaders and in attracting sponsors directors and coach- managers excel.

- All sports managers attach great importance to financial resources, to the budget team.
- Analysis gave us interesting and relevant results via-à-vis the objectives and hypotheses proposed which were confirmed and supported by accurate data.
- Hypothesis number one is thoroughly checked by comparison charts showing the importance of monetary resources for the performance of the clubs investigated. However, the most important factor of success in sports managers' optical , is the value of the players. Clearly, worth players are bought with money, and they in turn bring more money for the club. However, financial resources have an important role in the existence and viability of a sports club nowadays.
- The role of wages and bonuses in motivating athletes is considered more important for managers with greater experience in sports organization, while young managers appear to be more idealistic and less materialistic.
- Following statistical analysis or deductive inference of quantitative variables of the study, we have seen the presence of a positive link between different parts of transformational management and managerial competence of subjects from the group investigated.
- With regard to hypothesis number two, groups of specialists (managers, technicians, coaches) must work together to find innovative solutions to all problems of the organization. Means must be found for each team to have a material basis for training, competition and recovery in accordance with the requirements and objectives.
- Management style based on human development is stronger at managers with a longer educational route, this management style is directly proportional to the transformational leadership style.
- Managers who intend to adopt a new style of leadership, whose aim is not the control, but the partnership will achieve higher performance within the team.
- Athletes' motivation through for performance materials rewards and positive verbal feedback, go hand in hand with transitional and transformational management styles, but negatively correlated with management based on non-involvement in problem solving of the team and club.

As for the third hypothesis, it is supported by the following conclusions:

- The most important aspects of sports management with impact on club's performance is motivating players, attracting sponsors and bringing in new valuable players and placed last in

is the delegation of tasks.

- Among the powers of a genuine sports manager, participating subjects placed last in time management and on the top athletes and staff motivation, communication skills and evaluating collaborators.
- Somewhat surprisingly, the material factors of success are the latest, and the human ones, such as players' value and coach's competence are considered most important by the managers participating in the study.
- The degree of satisfaction of managers in the study regarding the athletes and staff's efficiency is quite high, since we have no cases to categories very unhappy and dissatisfied.
- The most important source of revenue for clubs investigated consists of donations and sponsorships, while those with lesser importance are taking up sports and attending sporting demonstrations.

The fourth hypothesis that the quality of sports management and sports performance varies according to the type and duration of education we can conclude that:

- Years of schooling and extensive experience are positively correlated with different components of positive management styles, but negatively with managerial style based on avoiding involvement.
- Old age, length in the club and duration of education are not always trumps in the financial field, especially in attracting donations and sponsorships. Younger managers seem to be more successful in this field. Also, some aspects of transformational management style like that one based on integrity does not help too much financial management of clubs. The same thing happens when athletes promoted in the national group. In other words, charismatic leadership are not so effective in practical activities of sports management. Conversely, transactional management style contributes more to the pragmatic success of sports managers.
- Managers with doctoral appreciates the most the importance of performance rewarding and staff evaluation for results, and is placed last in the high school education. In other words, the studies also provide superior management capabilities.

Hypothesis number 5 of the study hypothesis is convincingly supported by the dispersion diagram showing the positive influence of transformational leadership style on sports managers' performance, exemplified by the selection and promotion of club athletes in the national groups.

- As was expected, different components of transformational and transactional management styles are associated positively and are highly statistically significant. One style of all management styles measured by the questionnaire MLQ-45 is considered negative and counterproductive, that one based on avoiding involvement or laissez-faire. It correlates negatively with all other management styles, and sports performance. In particular, transformational management styles based on inspiration and integrity is negatively correlated with laissez-faire style.
- Reward results and monitoring errors as components of transactional management style are in a directly proportional relationship.
- Sports structures' management should be designed using methods and techniques to enable effective application of knowledge and economic laws, efficient use of resources, encouraging staff creativity, accurate assessment of the results, optimization of the decision process and of the functions of management.
- Motivation is a key role in achieving the training function, consisting in optimizing the collective behavior by individual needs and interests in line with those of sports teams and organizations, leading staff and especially the players to achieve better performance.
- Establishing partnerships with broadcasters, media, etc.. to attract sponsors and spectators to support teams, the default performance is almost mandatory.
- Communication plays an important role in human relations. In organizations where there is communication, enthusiasm, dedication, results are noticeable.
- In practice, the conclusion that is imposed concerns the need for a continuous and systematic improvement of managerial training of sports leaders from Romania, to be able to safely leave the complicated situation of the Romanian society today, including using techniques related to crisis management.