

THE CONCEPT OF MANAGERIAL STRATEGY AND THEIR COMPONENTS IN THE SPORTING ORGANIZATION (Note I)

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ABSTRACT. The culture of the sporting organization is the most recent notion introduced in the field of organizational theory. In a changing environment, the strategy is the flexible projection of the organization's future, based on scientific forecasts and forecasts, as a central concept but with content that can be modified and adapted to changes in organizational and competitive environment. The success of the strategy modeling process within a strategic scenario to improve organizational adaptability has a strong human coordination, being closely linked to the participation, motivation, involvement of the human resource, and the capitalization of knowledge, skills and managerial capabilities of all members of the organization. Both theoretically and practically, the strategy has become an essential component of management. The use of strategic planning has beneficial consequences: it improves performance, contributes to improved management efficiency which translates into a better ability to identify and exploit opportunities in the life of the organization as well as encouraging employees to have a positive attitude towards an environment in continuing transformation.

Keywords: *management, sport organization, strategy.*

REZUMAT. *Conceptul de strategie managerială și componentele acesteia în organizația sportivă.* Cultura organizației sportive este cea mai recentă noțiune introdusă în domeniul teoriei organizației. Într-un mediu în continuă schimbare, strategia este proiecția flexibilă a viitorului organizației, elaborată pe baza previziunilor și prognozelor științifice, ca un concept central dar cu un conținut ce poate fi modificat și adaptat în funcție de schimbările și condițiile mediului organizațional și competitiv. Succesul procesului de modelare a strategiei în cadrul unui scenariu strategic, în slujba îmbunătățirii adaptabilității

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organizaționale are o puternică coordonată umană, fiind strâns legată de participarea, motivarea, implicarea resursei umane și valorificarea capitalului de cunoaștere, competențe și capacități manageriale ale tuturor membrilor organizației. Atât în plan teoretic, cât și practic, strategia s-a impus ca o componentă esențială a managementului. Utilizarea planificării strategice are consecințe favorabile: îmbunătățește performanța, contribuie la îmbunătățirea eficienței managementului care se traduce printr-o mai bună abilitate de a identifica și fructifica oportunitățile apărute în viața organizației precum și încurajarea angajaților pentru a avea o stitudine pozitivă față de un mediu aflat în continuă transformare.

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

Introduction

Defining the concept of strategy has been widely debated in the literature, the common element of definitions by field specialists was that the strategy is based on the mission of the organization and the planning of actions to achieve the objectives.

Barget, Vaillau (2008) talk about an "organizational hybridisation" of the concept of strategy in sport which states that:

- the sporting organization bases its mission (Speckbacker, 2003);
- the sports organization determines managers to reflect on a convergence between the needs, goals and aspirations of the parties involved (Bayle, 2007).

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

In a rapidly changing environment, the strategy is flexible design of the future organization, developed based on projections and forecasts science as a central concept but with content that can be modified and adapted to the changes and environmental conditions organizational and competitive in all of its phases described below.

Substantiation of organizational strategy must be based necessarily on the identification, analysis, implementation analysis, forecasts and projections made in a scientific manner, based on data taken from the environment in which the organization.

Strategy development is a complex phase. Mission statement and core objectives are the hard core of the strategy, but given the rapidly changing operational steps for its preparation should allow flexibility and change Partial level operational objectives, strategic options, sizing resources, setting or relaxing partial periods or final, setting partial strategies.

Implementation of the strategy is an important step because it prepares and contributes to minimizing resilience to organizational change, if necessary, and operating the planned strategic changes.

The success of the strategy modeling process within a strategic scenario to improve organizational adaptability has a strong human coordination, being closely linked to the participation, motivation, involvement of the human resource, and the capitalization of knowledge, skills and managerial capabilities of all members of the organization.

Both theoretically and practically, the strategy has become an essential component of management. In the sense of Nicolescu and Verboncu (2008) the strategy defines all the major objectives of the organization on a long-term basis, the main ways of realization together with the allocated resources, in order to obtain the competitive advantage according to the mission of the organization.

Defining features of the strategy:

- The strategy envisages the achievement of defined goals, specified as mission and objectives, the latter representing the motivational and action basis of the strategy, and the future performance of the organization is given by the quality of the objectives.
- The strategy targets the future period of the organization's life (2-5 years). That is why it increases the degree of risk and uncertainty that is associated.
- The organization as a whole or its major parts is the scope of the strategy. The content of the strategy is summed up on the key elements, focusing on major developments in the organization, whether or not it is a change from the previous period.
- The strategy is based on the core approach of the organization and the environment in which it operates.
- The strategy reflects, to a certain extent, the interests of at least part of the stakeholders, ie shareholders, managers, employees, customers or suppliers; the more comprehensive and strong the reflection, the better the success of the strategy's successful operationalization. The strategy envisages the prefiguration of a competitive behavior for the long-term organization, taking into account its culture as well as its contextual evolutions. The culture of the organization represents the beliefs of an organization's organization of the group's ability to compete in a market, to act on the perceptual system. A performance strategy projects a certain behavior that reflects the culture of the organization in an ameliorative approach.
- Getting greater synergy is always the goal of strategy development.

- As the strategy is conceived, it is necessary to pursue an intense process of organizational learning. This not only means acquiring knowledge by an organization's employees, but also turning them into new skills that are reflected in their behaviors and actions, and the organization's rhythm of learning is the only one that supports maintaining the long-term competitive advantage.
- The principle of equivalence is at the heart of the strategy's approach that there are several ways or combinations of resources and actions to ensure that a certain goal is achieved.
- The strategy is a result of explicit or implicit negotiation of shareholders; it is advisable to address win-loss negotiation, generating latent or open conflicts, and switching to win-win negotiation where both parties are winning something. On this basis, it is easier to harmonize the interests of the parties involved, favoring the development of a culture and a relational system conducive to achieving high performance in the long run.
- The main purpose of strategy development and the most important criterion for assessing its quality is to obtain the competitive advantage, referring to the cost or quality of the product. A strategy that does not target and does not ensure the competitive advantage does not in fact prove useful to the organization.

Following the strategy definitions, four components of any strategy are distinguished:

- The field covered, referring to the present and future interactions of the organization with the environment;
- The deployment of resources, which takes into account the level and structure of the organization's resources, as well as the improvement of the skills that contribute to the achievement of objectives and goals. Sometimes the references to this component are referred to as the "distinguishing component of the organization";
- Competitive advantage, which refers to the unique position an organization develops in relation to its competitors through the structures of the evolution of resources and / or the decisions regarding the field approached;
- Synergy, defined as the expected synthetic results as a result of implementing decisions and utilizing the organization's resources.

A sporting organization is managed on the basis of strategic (conscious or unconscious) elements using non-financial and non-material, material and non-material resources that make it the basis of specific management, meaning that sports organizations:

- have specific product or service oriented production;
- are found in the commercial or non-commercial private sector or in the public sector;
- may or may not be the support of a physical practice appropriate to the activity being managed. This practice may be free professional (Barget, Vaillau, 2008).

Strategic management is the process by which leaders determine the long-term direction and performance of the organization, ensuring careful formulation, accurate implementation and ongoing evaluation. There are many models of the strategic management process. The most widely accepted model is the one developed by Rue and Holland (1989) which presents the constituent phases:

- Analysis of current situation, vision and mission;
- Examining perspectives;
- Setting strategic alternatives, comparing and choosing them;
- Implementing the adopted strategy;
- Evaluating and controlling the strategy.

The first phase, current situation analysis, starts from the identification of the organization's vision and mission, aiming at identifying the present and past strategy, in order to find out if it meets the present and future conditions and if possible the past and the current strategy should be maintained, corrected or changed. It is also in this phase that a diagnosis of past and present performances is made in order to assess whether the applied strategies have given the expected results.

In the second phase, examining perspectives, based on the conclusions reached in the first phase and the analysis of the external environment of the organization and its internal environment, a set of long-term objectives is established.

The third phase, establishing strategic alternatives and comparing them, aims at developing several strategies alternatives, comparing them and adopting the strategy considered the most appropriate for the future. The analysis of the different strategic alternatives must take into account their degree of feasibility, the limitations imposed by the existence of resources, the possibilities of expansion, the capacity to face the inherent risks.

The fourth phase, implementation of adopted strategy, implies the adoption of all measures that will allow the strategy to be used to the maximum, both by clearly defining the functional strategies and by applying the technical and organizational measures regarding the institutionalization of the strategy. Implementation of the strategy takes place through programs, budgets and procedures.

The fifth phase, strategy evaluation and control, essentially involves analyzing and monitoring through operational controls the components of the strategy that do not function properly or that impede its application and, on this basis, taking measures to eliminate them. Strategy evaluation and control must be of an active and operative nature, the conclusions drawn need to be followed by technical and organizational measures to correct the strategy, if any, or to remedy the identified shortcomings.

Research methods

Taking into account the complexity of the studied phenomenon and its implications in the transposition of the strategic management into the sports organization as well as its influence on the performances, the approach, the construction and the realization of the research fall within the scope of the exploratory researches in order to establish some coordinates regarding a complex managerial process, realize conceptual theoretical and scientific fundamentals for future research in the field as well as a concluding character through which the actors can identify the best way of action in order to apply the strategic management on the performances of the sports organization.

Discussions

By using the managerial tools to diagnose the internal environment and the external environment of the sports organization, by carefully identifying the important aspects that can lead to the improvement of managerial activity within the sports organizations and the application of managerial strategies in order to redesign the management system, sports.

From the analysis of sports organizations we find that there is a need for a program of measures at the organizational level to improve the management of sports clubs.

In this respect, the recommended measures at the organizational level include:

- To identify management problems, find solutions and recommendations, managerial consultancy can be sought;
- Given the fact that the human factor is the only resource that competition can not imitate, a strategic management of human resources is necessary. la nivelul organizației este necesar un management științific, ce presupune o metodologizare managerială riguroasă;

- In the current context, the redesign of the management system can be used.

By identifying the particularities of sports club management and the program of measures, it is intended to raise awareness, even in the last hour, of the contribution of sports organizations to the formation of athletes who can develop in the great performance, a contribution that can only be sustained through their scientific management .

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

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

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

Conclusion

The analysis of the specialized literature and the systematic observation of the everyday reality at the level of the sports organizations is called for a major interest in the way of manifestation of the management process considering that the organizational, foresight and coordination functions are the most important in the life of the sports organization.

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

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

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