

## SPORT MANAGEMENT – SCIENCE AND ART

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**Abstract:** The importance of studying sport management is evidenced by the dynamics of contemporary society, characterized by competitiveness and competition, and does not allow anymore the progress without the contribution of science, without a scientific background of those involved in social activities. This phenomenon is normal and inevitable also for sports activity in our country. Sport management has become a science, having its own field of research, specific principles and methods of action. At the same time we can speak about sport management as an art, the art and science of managing the human resource, the one that has a strong creator and visionary effect. Sport, as an evolutive component of social life, has absorbed a wide area of the daily activity. Its omnipresence generated and developed the concept of sport organizations and new activities, such as sport manager or sport management. All these are coordinated by those who master the art of leadership and the art of management.

**Key words:** sport, manager, science of management, sport organizations

**Rezumat:** Importanța studiului managementului sportiv este evidențiată de dinamica societății contemporane, competitive și competiționale, care nu mai permite progresul fără aportul științei, fără un fundament științific al celor implicați în activitățile sociale. Acest fenomen se transpune normal și inevitabil și asupra activității sportive din țara noastră. Managementul sportiv a devenit știință, având domeniu propriu de cercetare, precum și principii și metode specifice de acțiune. În același timp putem vorbi despre managementul sportiv ca despre o artă, arta și știința de a conduce resursa umană, cea care are un puternic efect creator și vizionar. Sportul, ca și componentă evolutivă a vieții sociale, a acaparat o foarte mare plajă a activității cotidiene. Omniprezența acestuia a făcut să apară și să se dezvolte conceptul de organizații sportive și implicit activități noi, precum cele de manager sportiv sau management în sport. Toate acestea sunt coordonate de către cei ce stăpânesc știința conducerii și implicit arta managementului.

**Cuvinte cheie:** management sportiv, manager, știința managementului

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### INTRODUCTION

If we talk about management as a relatively young science, however, the beginnings and accumulations that led to its definition have roots set in Antiquity. The first forms of management are related to social relationships beginning with primary forms of organization - family, gens, tribe etc., the evolution of society simultaneously marking also significant changes regarding the content management activities involved.

In fact, "to the transition from one economic system to another it corresponds not only a qualitatively superior level of productive activities, but also a management activity with significantly better structural and functional characteristics" (Nicolescu & Verboncu, 2008, 38). Thus, we observe that the leading activity has a millenary existence, marking progresses along,

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without which the dynamics of society would not have been possible. Leadership processes similar to management occur in all forms of social organization. Moreover, Drucker (2006) considers that the management represents a culture and a value system.

Henry Fayol and Frederic Taylor (www.fordham.edu) through their works, *Industrial and General Administration* (1916) and *The Principles of Scientific Management* (1911), have scientifically analyzed for the first time, the process of management and its components, but also a part of management system's main elements, in particular the organizational structure, developing a set of principles, rules and methods of scientific leadership. Both researchers are considered to be the parents of management science.

Barnard Chester (1948), during the interwar period, trying to explain the emergence of organizations, indicated that human being is a limited and isolated individual in relation to the environment.

Worldwide, there are multiple classifications of management schools. According to the *Dictionary of Management and Organization* (Babe, 1985) published in our country, one can define the following schools of management:

- quantitative
- classic
- empirical
- of the human relationships
- of the social systems
- systemic

Professor, Alexandru Puiu (Puiu, 2001) demarks the following schools of management:

- empirical
- psychological
- of the social systems
- of the decision theory
- of the communication systems

After Nicolescu and Verboncu's opinion (Nicolescu & Verboncu, 2007), stated in *Organization Management*, there are four schools of management:

- classic or traditional
- behaviorist or behavioral
- quantitative
- systemic

## DISCUSSIONS

Management is defined, based on the work of Jack W. Duncan - *Management – The Evolution of Responsibilities in Administration*, as (Duncan, 1983):

- a conscious process by which individual and group activity is coordinated in order to achieve the objectives of the organization
- as a research field, management includes the study of the economic, social and cultural environment
- management performs acceptable tasks and objectives in terms of values of certain societies

The same author addresses management as science and art. Thus, **management is science** because (Duncan, 1983):

- has a reference domain
- has its own principles
  - operates with specific methods and techniques in order to achieve the goals of economic and social bodies

**Management is art** because:

- it develops an important resource, the only one that has a creator effect – human being.

The very name of the discipline highlights the symbiosis between management and sport. Modern research has outlined the connection between them, giving a special significance to this new discipline, which enriches the content of Sports Science.

By using certain concepts and research methods and by approaching a specific scientific typology, management defines sports phenomenon as a systemic activity oriented towards the achievement of professional and social objectives from sports field (Cristea, 2000).

According to management, sport is an evolving component of the modern social life, with a national and international structure of its own, with a specific material support and a large group of technical and specialized staff, with organizational structures based on systems, rules, theoretical principles, national and international institutions and bodies, which are aiming to train and improve the biological, material and spiritual elements of practitioners and of participants in sports activity.

Inevitably, the question arises - why sport needs management?

Because management is the science of leadership. The management of sport phenomenon, which in the last decade has encountered a spectacular expansion in the world, both quantitatively and qualitatively, required the discovery, use and adaptation of new methods of guiding and modernizing structures of sports organizations. The development of the economic system related to the social coverage of sports through a rapid evolution of sports materials and equipment industry and of training and competition venues, required a re-organization of sports institutional structure. Media coverage of sport competitions has led to the professionalisation of athletes and coaches, but also to the emergence of a new profession - sports manager and sport management. The diversity and plurality of issues that emerged within the training work, determined the transition of the management activity from coaches to sports managers, as specialists in organizational and economic relations.

Sport management is a separate branch in sport science because it meets the basic requirement, which is to have its own research field and to use scientific methods in the organization of its activity.

Sport is today a source of economic profit which has to be well-managed and of which sports people should benefit from on the basis of clear and consensual contracts, led by managers in the field.

The etymological meaning of the word *manager* (in English - to manage) is to control, to organize an activity.

### *Management*

- „the activity and art of leadership; the ensemble of organizing, managing activities and business management; the science and technique of institutional organization and management” (DEX, 1998, 595)
- "the science and art of efficiently managing, optimizing the use of all resources in order to achieve success" (Mihail, 1995, 11)

### *Manager*

- "a person with proven skills in leadership, organization, control and management of a certain activity" (Cristea, 2000, 8)

### *Managing*

- "the science of organization, administration and control of activities, in order to achieve some predetermined goals for gaining a result" (Cristea, 2000, 8)

Introducing management as a modern science within sports practice requires a specialist whom is aware of the leadership art. In the contemporary world, sport is a component of human

social life, a distinct social category, with a well-defined global structure, with its own continental structures and with national structures of tradition. Each sport discipline benefits of its own organizational structures, based on systems and principles that synthesize the regularities of the niche, regulatory and institutionally, necessary for developing each area of activity within the structure.

In our country, sport management is an act carried out by technical, methodical, economic and organizational staff of specialists, selected on competence basis and implying connoisseurs of sport.

The management, coordination and development of national sport system rests in the attribution of central public administration structures represented by the National Authority for Youth and Sport, and, within the territory, represented by the County Directorates of Sports and Youth. But, management is performed directly by sport structures at the level of basic units within sports organizations.

At the level of Sports Federations, County Associations on sport branches and of Professional Leagues, these groups get a new legal structure established and based on stipulations mentioned in statutes and organization and functioning regulations, and experts of each sport disciplines are grouped in colleges and committees, based on fields and profiles of skills, competencies and responsibilities.

The science of management defines sports as a phenomenon of major social and economic importance.

The concept that sport managers are serving, subordinates sports for all, sport activity for disabled persons and high performance sport.

Management represents a new structure for training specialists in sports, as it is used in those social systems based on market economy. A recent study organized by the International Olympic Committee on the emergence and organization of sports, has shown that the reunion of various forms of competition has led to the emergence of organization systems with their own national and international structures. Their role was to organize, manage and improve a competition calendar, in order to be suitable for practitioners of different sport branches.

In this respect, national sports organizations grouped in international federations have created a system of rules, requirements and regulations contained in a Sports Code. The role of the manager is democratically defined in national and international statutes structured by levels and responsibilities, from the management of a sport branch department, to the president of the International Olympic Committee.

## CONCLUSIONS

As a summary, "the management of an organization lies in studying management processes and relations within them, aiming to discover regularities and principles that govern them and design new systems, methods, techniques and leadership means able to ensure competitiveness obtainment, maintainment and development" (Nicolescu & Verboncu 2008, 17). As a result, "the essence of management science is the study of management relations and processes" (Nicolescu & Verboncu 2008, 17). This theoretical approach, determine us to look to sports organizations and their management in terms of scientific activity. We are contemporaries of an empirical approach of sports organizations management in our country. This aspect is due to the fact that management science did not exist before 1990. In this paper we highlighted, within sports organizations, the scientific nature of management and the importance of implementing this science within the activity of sports organizations.

Thus, the importance of studying organizational management is highlighted, as the contemporary society, competitive and competition, no longer allows progress without the contribution of science, without a scientific foundation of those involved in social activities.

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