

## PERFORMANCE MANAGEMENT IN PHYSICAL EDUCATION AND SPORTS INSTITUTIONS

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**Abstract:** *The path followed by this thesis is supposed to cover succinctly most of the concepts and components of performance management in physical education and sports institutions – brought to light by the greatest specialists in this field – from a new perspective of modern organization management and a society based on knowledge. The society based on knowledge is an essential element of the “outer environment” of organization management and is carrying specific opportunities and threats, while knowledge resources are considered the key constituent of the “inner environment” of organization management.*

**Key words:** *management, physical education and sport, strategy, organization, performance.*

More than 20 years ago, under the name of informational society, the real flow of goods and services started to be replaced by the flow of information with the help of virtual economy. Nowadays this economy appears under the name of “society of knowledge”, having the continuous improvement of the human part as the main factor in the progress of humanity. As presented in the UNESCO report “Higher Education in a Learning Society”, we can say that “the societies formed at present and in the near future become more and more societies of knowledge and learning. Production, transmission and application of knowledge in any domain of activity are means of raising productivity. At the same time, if there is no continuous learning, the personal adaptability or the individual way of living becomes of poor quality in content and performance, and the quality of life decreases in terms of economic standards, of diversity and

profoundness of actions or cultural experience. The intelligence based on knowledge and professional competence which is analyzed through the assimilation of new abilities and knowledge indicates a personal life of high quality, able to contribute to the development of the national and local community” [5].

The whole world is changing in order to achieve high performances. Change is certainly the axis for the whole mankind of the 21<sup>st</sup> century. We notice that the phenomenon of change, even if it is often controversial, is becoming more important every day. The organizations that will succeed on this “journey” of transformation are the organizations of the future – which will of course derive from classical organizations having the ability to challenge the future and to hold up against it. Change is a permanent “journey” of the whole modern organization, while the manager is the guide – the key factor in the attempt to change.

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Therefore, the managers of the future must own a series of qualities, knowledge, skills, and behaviors common to the employees and specific of the management. We offered a general presentation about them and underlined the great importance they play from the point of view of the performances achieved by the organization and its management.

The major programs for change must initially be guided by the head manager, who will also use the power of change in order to implement the programs. This power of change could offer the new technologies or conditions for legislative changes, privatization, free trade etc. Many times a combination of these factors calls for a fundamental reorganization of the activity field. All these changes raise questions about strategy, while the answers to these questions impose much more than the redesigning of the organization processes; it is necessary to reinvent the organization itself.

The change into a post-capitalistic society widens the spectrum of scientific approaches in the field of value and its capacity to rise on the whole front of scientific research and the passing to a society based on knowledge. As a result, the change – the element of transition to a society based on knowledge – is the name of the game that involves everyone in the 21<sup>st</sup> century. It is not surprising that in some cases the progress is slowing down. The change starts with the ones that hold the power of decision and the initiative – the managers in general – it stimulates the executives and it never ends, no matter how good the global economy is.

The civilization that has just arrived – based on knowledge – brings a new genuine way of life based on: diversified resources that are interchangeable and easy to replace; production methods that replace the outdated present fabrication systems; training systems based on the capacities and virtues of the individual versus the ones based on the group. The new civilization based on

knowledge comes with a series of mutations at the level of society: mass production is de-massified; the mass market is segmented down to “atoms”; the relative homogeneous society becomes heterogeneous; the social-political and economic life that once was centralized becomes decentralized; the problems of life which appear minor are becoming global; the social-economic life, relatively stable and stationary, is accelerating. Under these circumstances we are stressing *the important role of knowledge as the main resource for modern organization and a fundamental resource for the creation of value*. The revolution of cognizance leads to the expansion of knowledge frontiers and decisively marks the evolution of all components of the global system. The acquiring, the ownership and the capitalization of knowledge are becoming the keys to a modern society.

The fortune and the power of the future society will be based mainly on intangible intellectual resources and on the knowledge capital. The acquiring of fortune won't be possible without the rational combination of the production factors, where the “knowledge” factor will play the leading role, being capable of substituting the others without completely replacing them. The acquired fortune will modify its structure in favor of the created super-symbolic goods. Traditional resources are exhaustible, finite in time, while *knowledge is unlimited and inexhaustible at all levels, and continuously grows if used*.

The society based on knowledge is an essential element of the “outer environment” of organization management, and it carries specific opportunities and threats, while knowledge resources are considered the key constituent of the “inner environment” of organization management. The managerial strengths and/or weaknesses end with a success or failure of the managerial task of the organization which operates in the context of the emerging of three global

processes: the globalization of the economy, the managerial revolution and the society based on knowledge [4, p. 118].

The doctoral thesis entitled *Performance Management in Institutions of Physical Education and Sports* is written in the context of the predictable mutations of the 21<sup>st</sup> century (change, globalization, organization and management based on knowledge) and distinguishes in the conceptual part between ***the main characteristics of the intellectual capital, which represents the creational engine for performance in the modern sports organization:***

- the mobility of the intellectual capital is much higher than that of tangible assets;
- the value of the intellectual capital mostly depends on the capacity to use it efficiently and to motivate the people involved;
- the value of the intangibles will get higher and higher in the value content of the future capital;
- the multiplication capacity of the intellectual capital is much higher than other capitals;
- the investments in intellectual capital generate a series of other investments;
- the intellectual capital has a specific circuit (with its help we understand the economic mechanism that permits adding value to knowledge with an economic finality).

There are plenty of reasons why the management concept needs to be introduced in physical education and sports. The majority of respondents confirm that the future world is based on knowledge. Therefore it is obvious that the leading features of the contemporary world (change, economy, organization and management based on knowledge), and the knowledge capital have a great impact on

the activity of physical education and sports.

In this society of knowledge and learning we observe that the world's leading orientation is towards performance. It is performance that really and highly evaluates all kinds of resources, being the most efficient and certain way to achieve this goal.

Based on the same theory, the following is confirmed about the activity of physical education and sports:

- the managerial act must be streamlined on a social scale;
- concrete criteria are needed in order to distinguish between values;
- strategic management is becoming more important every day (the adaptation of strategic management depending on the possibilities, objectives, needs and applying individual strategic management – in every sports branch, elaborating a strategy for performance of a minimum of four years).

The respondents also confirmed the necessity of management in the activity of physical education and sports. More so, this management must be realized as a subsystem of general management. Its object consists of the functions, the operations and the subsystems applied in the activity of physical education and sports.

In order to achieve performance, the management of the modern organization must consider three distinctive forms: ***efficiency and effectiveness; completing the strategic objectives; creating value.*** Therefore, performance is the way to satisfy both the needs of the internal environment and those of the external environment by finding a perfect combination of efficiency and effectiveness. The latter measures what is being done, while the efficiency shows us how it is being done; it is not the same if

an institution generates a smaller or a greater value in its attempt to achieve its goals. This value appears in diverse forms, sometimes tangible and sometimes not, and is delivered to the clients, shareholders, employees and partners. The more value is being produced by one institution, the longer the period of time will be for investment in the competitive battle.

Performance is the object and the subject of management, and therefore we are witnessing a fundamental interest of management in performance.

Performance is the starting point for competitiveness, and therefore performance must become the basic philosophy for the modern organization and for its management [1, p. 79], [2, p. 63].

Although semantically performance is widely accepted and utilized, from a practical and theoretical point of view the concept is poorly defined and has major consequences on multiple levels [3, p. 9].

Because of a mixture of interdisciplinary approaches, a miscellaneous research methodology was necessary in regard to: the study of a general and a special bibliography concerning the theoretical and practical status needed for the elaboration of a scientifically founded thesis; referring to the bi-dimensional and/or tri-dimensional – past, present, future – while elaborating concepts and phenomena from the general to the particular or from the particular to the general; the questionnaire method for the elaboration of a selective scientific research.

Our research is based on an exploratory-descriptive investigation which serves our goal the most and allows the gathering of information from significant groups from the point of view of their contribution to identifying the problems and the solutions from the field of physical education and sports.

Before initiating any research we must determine a set of presumptions which in the end will be proved right or wrong. We get started from the following hypotheses:

1. The subgroups of the research sample offer diverse information from the point of view of the problematic and solutions in the field of physical education and sports.
2. By processing the information we observe a large number of statements regarding the things that are not functional and a smaller number regarding the possible solutions.
3. Regarding the managerial solutions in the field of physical education and sports, we observe mainly theoretical explanations to the detriment of practical solutions.
4. The collection of data offers per ensemble valuable and original literature for the extraction of viable solutions in the problematic of physical education and sports.

The reasons for choosing this topic for the thesis entitled *Performance Management in the Institution of Physical Education and Sports* are:

- I am working in this field; I am a lecturer at the Faculty of Physical Education and Sports of *Transilvania* University in Braşov, chief assistant at the Department of Theoretical Subjects and Collective Sports;
- the sports activity has a deep managerial character anywhere and no matter how it is being practiced;
- management plays an important role in the contemporary world;
- the activity of physical education and sports is re-evaluated at governmental and institutional levels, and under the circumstances of an in-depth study one can find possibilities for managerial promotion on the steps of the hierarchy.

The research goal is to integrate the institutions of physical education and sports in the economic-social structure of the country in the context of European integration and the internationalization of organizations.

The main objective of the research is to identify the present problems in the field of physical education and sports and to find possible solutions to get over them.

Starting from unity through diversity, the four subgroups of participants (beneficiaries of the sports activity, professors, managers and postgraduates in management) all bring complementary information which will outline a whole on two different levels: problematic and solutions.

In order to achieve the goals and general objectives of this thesis we set a number of specific objectives resuming the opinions of those questioned regarding the following aspects:

1. Positioning the institutions of physical education and sports in the gear of the Romanian society.
2. The role of the management in the contemporary world and its impact on the management of physical education and sports institutions.
3. Predictable mutations in the contemporary world and their impact on the management of physical education and sports institutions: the necessary assimilation and adaptation to change.
4. Elements of general management involved in the management of physical education and sports institutions and their impact on creating a new segment of management.
5. The economic, organizational and managerial impact based on knowledge in the management of institutions for physical education and sports.
6. The concept of performance in the activity of physical education and sports and its role in the contemporary world.
7. The specificity of the management for sports performance and its role in completing the mission of physical education and sports institutions.
8. The material resources of physical education and sports institutions and the role of financial management in acquiring and administrating those funds.
9. The systemic approach to physical education and sports in the general context of education and civilization.
10. The need to edit a handbook and produce a specialty like the management of physical education and sports.

All these opinions form a large spectrum, but we made a selection of four categories of respondents involved in one way or another in the topic of the thesis.

The first group of respondents, the beneficiaries, solves problem situations on a pragmatic level by anchoring the state of affairs from the field of physical education and sports to reality without passing them through the filter of experience in this specialty. They will offer great value to the research because change is very important at this level. Their opinion counts.

We are asking from the second group of respondents, from the educational system, to handle problem situations and to solve them practically with the person as the beneficiary.

The third group, the managers, is expected to offer solutions by respecting the equation costs-benefits referring to the modalities of modernization. They aim for the investment system.

The fourth group, the postgraduates in the field of management, who show a large

spectrum of interests and preoccupations, and who use the newest sources of theoretical and practical accumulation of material, will offer dynamic points of view and interactive visions.

The results of this research stand as a reference point not only for the institutions involved in the analyses but for all the factors involved or interested in this problematic, and who believe that it is important to offer professional education to the people involved in the activity of physical education and sports, and to those who do performance management in institutions of this type.

All these objectives are the foundation of the doctoral thesis entitled *Performance Management in the Institution of Physical Education and Sports*, which is built on consulting a vast bibliography, part of which (60%) was published after the year 2000.

The path followed by this thesis is supposed to cover succinctly most of the concepts and components of performance management in physical education and sports institutions – brought to light by the greatest specialists in this field – from a new perspective of modern organization management and a society based on knowledge.

The thesis delimits the essential coordinates of performance management in

institutions of physical education and sports under the major impact of the predictable mutations of the 21<sup>st</sup> century – change, globalization, economy, knowledge-based management and organization – and offers solutions along these coordinates to some of the problems by proposing improvement for the managerial activity and by bringing arguments for some of the theories. After saying all this we do not consider the subject closed and we admit that there are some problems that require subsequent detailed research.

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