Identify Courses of Action in the Management of Football Clubs for Children and Youth

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***Abstract*—** Due to the instability of the international economic environment in conjunction with the global economic crisis suffered sports . Economic crisis were felt and sports organizations in Romania , becoming a serious problem how to cope with changes in society, ethics, politics, and especially how to react to new economic challenges.

To solve this problem, management has become a word with weight being perceived as an opportunity to solve problems. Using an underperforming management system offers minimal possibilities of achieving the sporting organization.

***Keywords*—** identification, direction, management, sports clubs.

I. INTRODUCTION

Due to the instability of the international economic environment in conjunction with the global economic crisis suffered sports . Economic crisis were felt and sports organizations in Romania , becoming a serious problem how to cope with changes in society, ethics, politics, and especially how to react to new economic challenges.

To solve this problem, management has become a word with weight being perceived as an opportunity to solve problems. Using an underperforming management system offers minimal possibilities of achieving the sporting organization.

Inefficient management of football clubs has led to a slow adaptation to new socio-economic conditions in which the phenomenon of football requires new guidelines. This can be identified and the number of increasingly lower teams championships kick off in children and youth. The requirement to improve the management in this field with modest results is proved by the Romanian football.

Thus, management is forced to assume a critical task "to ensure organizational conditions and methods of operation so that people can fulfill their own goals best by directing their efforts toward achieving organizational objectives".

The beginnings of sport management research dates from the 1960s and 1970s when the authors Magnani , M. , Brohm , J., M. , founded sociological approach to sport and Taupier , M., paves the way legal approach to sport.

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In 1990 we identified a growing interest of specialists, which in the literature is considered to be time devoted to sport management.

In Romania was conducted extensive work to increase awareness of the sport management as applied science. Important contributions to the study of sports management had authors Mihailescu , N., Lador , I., Todan , I., Roibu , T., Oprişan , V. , Todea , S., Teodorescu , B., A., Lazarescu , A . , and others who have studied the relationship between management and sport.

Next , we consider necessary in sports management approach to align business requirements soccer socio - economic situation . In order to successfully meet the goals of economic disadvantage in this context , organizations should be perform

This view justifies our choice of research topic with the intent theoretical and experimental treatment of a segment of great interest and complexity. Management takes many forms, as a phenomenon that affects the organization's critical , it can be treated in terms of specific activity and situations in which the.

II. RESEARCH PURPOSES

Starting from the premise that good or bad functioning of an organization is the result of actions, good or bad, on the internal and on the environment, namely the management or their management, research was initiated with development, testing and validation of assessment tools management organizations sports.

Experiments, aimed to diagnose management system, identifying the internal and external environment of the sports organization to maximize its performance, by conceptualizing, developing and implementing a strategy for organizational development.

III. RESEARCH HYPOTHESIS

Using specific tools of scientific research and scientific management will help identify underlying problems able to outline the strategic and action tools.

IV. RESEARCH METHODS AND TECHNIQUES USED

In order to achieve the proposed research, we used a set of representative scientific research methods proposed in close contact throughout the investigation:

- questionnaire survey method;
- direct observation method;

• statistical and mathematical methods;
• graphical method;
• experimental methods;
• SWOT analysis;

To achieve preliminary research we compiled two questionnaires with 10 items, closed, focus on the manifestation process management within clubs researched and management system components.

The following two tables present the items used to make the preliminary study on the assessment of the management of football clubs in South-Muntenia.

TABLE I
QUESTIONNAIRE ITEMS MANIFESTATION PROCESS MANAGEMENTIN FOOTBALL CLUBS

No.crt.	SURVEY ITEMS
1	Rate in terms of managerial dimension, noting the points at 1-5 following features: 1. Management training. 2. Activity is planned rigorously and systematically. 3. Activities is undertaken. 4. Consistency clearly defined by existing resources. 5. Employee contribution in the design and decision making. 6. Take tasks related to employees. 7. The level of planning control procedures. 8. The delegation of powers from higher to lower.
2	Evaluate, with points at 1-5, the following management functions: Forecasting; Organization; Coordination; Training-motivation; Testing and evaluation.
3	In our work we use the forecasts? YES NO
4	Our club has a sports organization chart? YES NO
5	Organizational sporting club has? for all employees; management functions; for certain functions they consider strictly necessary.
6	In our club sports motivate staff by: incentives; moral incentives; both types
7	Evaluate the importance of the coordination function components through scores from 1 to 5: communication; management style; characteristics of employees; management tools.
8	Sports club management evaluates and controls the business. YES NO
9	Supervision is our opinion: - the preventive; - correctly; - the adaptive.
10	Our club activity difficulties because: activities of competitors; legislative framework; financial potential of their parents.

TABLE II
ITEMS QUESTIONNAIRE ASSESSMENT MANAGEMENT SYSTEM

No. crt.	SURVEY ITEMS
1	Hierarchy (organizational structure) allows current activity to achieve the objectives of the club.
2	Employees of the club shows interest and initiative to achieve the objectives of the club.
3	Formal organization of the club (ROF, organization, job, etc..) To provide sports performance.
4	Interpersonal relationships of employees is based on trust, cooperation, mutual support.
5	Quality components informational subsystem (information, documents, materials, etc..) Meet current needs.
6	The club used the means and materials of modern information (documentation internet, email, subscription magazines, etc.).
7	Sports club activity leverages information system performance objectives.
8	Employees of the club are concerned with improving their own (exchanges, training, documentation on the Internet).
9	In the club used modern management methods and techniques (SWOT analysis, dashboard, meeting, delegation etc.).
10	Management system ensures the quality of the current objectives and strategic perspective.

To highlight the results of the questionnaires was done processing and assessment scale Management System (chart no. 1). It was developed based on the scores awarded its responses on a scale of 1 to 5, where 1 is negative and corresponds to the minimum level "unsatisfactory" and 5 represents the maximum positive and corresponds to "very good".

V. RESULTS

The preliminary study was conducted to verify and validate methods and tools for research on evaluating the management of sport organizations. The study was conducted on a sample of 223 subjects. The sample included 43 people with managerial responsibilities within sports clubs surveyed 180 coaches in the same sport organizations in South - Muntenia region.

Questionnaire manifestation management process was addressed to the 43 people with managerial responsibilities within football clubs studied, and the II century questionnaire was addressed to both people with managerial responsibilities (management department) and coaches (department execution) of the clubs surveyed.

To determine the significance of difference between the results of managers and coaches, we used to calculate the difference between the average and calculate the value of "t". Formulas were used to obtain values condos outlined in Table. 3:

TABLE III
INDICATORS STATISTICS OBTAINED FROM PROCESSING DATA FOR COACHES AND MANAGERS IN THE PRELIMINARY STUDY

Item	Xm N=43	Ym N=180	The difference between the average	The standard deviation of the difference between average	"t"
1.	3.75	1.93	1.82	0.54	3.37
2.	3.53	1.97	1.56	0.54	2.88
3.	3.83	1.99	1.84	0.52	3.53
4.	3.41	1.97	1.44	0.52	2.76
5.	3.30	2.05	1.25	0.52	2.40
6.	3.41	2.11	1.30	0.53	2.45
7.	3.65	2.10	1.55	0.56	2.76
8.	3.06	1.98	1.08	0.47	2.29
9.	4.20	1.73	2.47	0.64	3.85
10.	4.09	1.66	2.43	0.62	3.91
Global values	3.62	1.95	1.67	0.56	2.98

We see from Table 3 differences of opinion expressed by the two departments . Value of 3.62 obtained in the assessment management system to indicate a level managers about its good result does not correspond with the coaches opinion expressing a satisfactory level by value of 1.95 obtained.

From the statistical point of view , the results relative to the value of " t " in Nx + Ny -2 = 221 (ie ∞) of Fisher 's table shows that the difference is significant.

The results indicate weaknesses in the management and advertising need to improve its managerial intervention.

To eliminate discrepancies between the two departments managerial approach should include optimizing communication and collaboration relationships in the sports organizations.

Actual experiment aimed at an analysis laborious FC Chindia Targoviste for detecting weaknesses / problems that manifest in the management process to optimize the work in the sports club sports organization to maximize results.

Assessment management system was performed using a questionnaire -based survey, the sample size of 10 subjects in the department of management and technical department have been asked to evaluate ten items, closed , on a scale with five gradations. Diagnosis was made through the evaluation and the internal and external environment, but also on detection strengths, weaknesses, opportunities and threats sports club. Also was conducted PEST analysis, and matrix MFSOA developed based on SWOT analysis.

Based on data in the diagnosis of sports club management were identified driving directions to achieve the development strategy of the management system.

To achieve the strategic goals identified in optimizing the management of the club of the research were formulated general objectives of management strategy. Develop objectives was achieved according to initial evaluation results based on the results of the SWOT analysis and matrix MFSOA.

The general objectives of management activity have been developed for each strategic target identified and are presented in Table 4.

Set objectives and directing their efforts towards achieving the organization's members helps to orient actions and to focus attention on activities. An effective approach to the management activity within the club by setting performance objectives act on this:

• directs the attention and actions of its members;
• mobilize their energy and efforts;
• increases the toughness when progress is slow;
• mobilize , motivate members of the organization to find the most efficient ways of achieving the objectives.

TABLE IV
GENERAL OBJECTIVES OF THE DEVELOPMENT STRATEGY

STRATEGIC TARGETS	GENERAL OBJECTIVES
Improved structural and procedural organization of the club to achieve the proposed remit and objectives.	1. Improving procedural and structural organization of the club.
	2. Strengthening the informal organization of the club to achieve the objectives.
	3. Improving children's and youth groups.
Upgrading information component of the club.	1. Improving information component of the club.
	2. Improving the information infrastructure.
	3. Improving information support necessary for the conduct of training coaches.
Developing professional skills on the job specific specialized training busy sports organization.	1. Updating technical knowledge framework sporting organization.
Developing partnerships to support the activity of the football club.	1. Cooptation of new shareholders to support the football club activity.
	2. The promotion of football with the support of local authorities.
Amplification revenues by attracting funds from various sources.	1. Completing the club budget funds from other sources. 2. Ensure optimal for achieving the proposed sports performance.

In order to achieve the purpose of the proposed research, based on data obtained during the processing of the questionnaires, in conjunction with driving directions identified by detecting club situation investigated using SWOT analysis matrix MFSOA, drive strategy was developed to improve the management system the club investigated.

Suitable driving directions to each subsystem management features. These are the results of the evaluation inițilă, the organization needs to fulfill the tasks appropriate management process in relation to the strategic goals and performance objectives established.

Drive strategy to improve the club's management system has resulted in operational projects investigated which meant the

identified driving directions for improving the management system components.

Investigative and operative approach developed for achieving strategic goals identified was conducted during 2010-2012. During this period, in addition to scientific assistance granted, I realized harmonize relations between the two departments, the management and operational by mediating relations between the two parties. This initiative was due to differences of views identified in the sports club , as evidenced also in terms of the results obtained by the department of children and youth. In the past three years, football teams within the department have obtained performance to be included in the first places in the national ranking.

Development of management was achieved by enriching and modernizing management tool represented by complex management method shown by using project management by objectives, by budget, product.

Thus, we can say that actions to improve the management system elements were beneficial sports club and led to the objectives set, performing in this regard and progress performanţial for this age group.

VI. Conclusions

Our research demonstrates that the use of specific tools of scientific research and scientific management will help identify underlying problems able to define strategic directions and action tools.

By using survey questionnaire was assessed based management system components, action which led to the identification of respondents' opinions on the existing management system and to determine its overall level.

Applying the SWOT analysis to the sports club we determined the factors influencing the activity of the club and driving directions have been identified by developing MFSOA matrix (matrix strengths, weaknesses, opportunities, threats). Based on these elements were formulated strategic goals and overall objectives that led to the development strategy of Of the investigation showed that identifying strategic directions and action tools can cause stimulation and improvement of managerial work of the club to achieve the performance targets.

In this regard, we note that by shifting the focus of the management team of the department of children and youth through the implementation of the measures, the objectives of this department have been met. In support of the statement outlining the results obtained from the department by winning junior team, ranked second of 100 teams participating in the 2011-2012 edition of the National Football Championship. From the composition of the junior team were promoted to the senior team by seven football club (IP , MV , AB, DI , BG , SE , AP).

The research results showed that the intervention management and promote a development strategy will optimize the work done in the sports club to achieve the planned objectives.

Led investigative approach developed to determine the situation in the sports club looked to drive strategy development and implementation . Streamline content management activity is the essence of the management process in order to increase performance football club in the near future.

The positive result recorded in the implementation of the strategy was that FC Chindia Targoviste benefited from the support of local authorities and the University "Valahia".

Another positive effect of the strategy was to increase the number of children and youth in the club, due to extensive media coverage of sports club activities both through the media, the official website and through direct information of children in schools Targoviste city, but also in schools in neighboring towns.

Managerial intervention manifested at the level of interpersonal relations. We sought to harmonize relations between members of the organization by providing managerial assistance to the coaches and the development of thematic debates at least once a month .

Researched sports organization managed by managerial intervention revive sports club activities and achieving objectives.

Implement strategies in the soccer clubs in our country is a necessary step in order to maintain them and to avoid bankruptcy in the socio -economic situation.

In this context we believe that our investigative approach in the scope of research aimed at identifying and implementing effective management tools to boost their activity clubs.

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