

## **ROMANIAN'S SPORT - FROM THE SPONTANEOUS ACTIONS TO THE SCIENTIFIC MANAGEMENT**

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**ABSTRACT:** *In this work, we show the fact that, by the policy of decentralization applied after 1989, at sport level, takes place a social and political organization counted upon/relied on a certain concepts: the increase of the general interest in sport, the non-lucrative aspect of its administration, the members voluntary. These concepts imply a public service of sport and an equalization of the sports, a social engagement/involvement and a disinterested administration. The voluntary in sport represents the link between the officials of the sportive clubs by promoting the same rules and principles, becoming integration means that exist a general interest's behalf and also, represents an adhesion to sportive solidarity and harmony between the members of a sports organization.*

**KEY WORDS:** *benevolence, economy, management, system, sport*

The sports benevolence as a cultural system has first of all two essential functions: the first of them refers to the to the integration of the benevolent leaders in the sportive organization and to the participation of the benevolent to the coherence of the organization and the second one to this one's obligation to give results according to the marketing activity.

The sports benevolence is a mixt system. As a social-cultural system it has at its basis complying with certain rules: the skilfulness, the humanism, the solidarity and the share of profits, the general interests. As an administration system it supposes mutuality and the socialization of risks. The benevolence constitutes the link between the clubs officials that share the same principles and follow the same norms. What connects them is the love for sports irrespective of the political or cultural orientation and the social-professional situation of the benevolent ones and the club leaders. The benevolence has always been an integration instrument; it existed only in the name of

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the general interest and represented an adhesion to the sports solidarity principles and harmony among the members of a sports organization.

The sportive activity, the performance one as well the amateurs' one, the physical training and the recreation, extended at the whole population of the country, plays an extremely important role in the life of the modern man. This way between the health states of the population, the cultural-sportive and recreational activities on the one side and the performances of using the work force in economy and the other departments of the social life on the other side exist interdependence relations. In spite of all these, a national sports system, comprising all the sportive structures can't be successful without a substantial financial aid. The world practice in the sportive field confirmed also in our country proves that performances can't be obtained (especially in the professional sports) without a substantial annual investment.

According to Malinowski [10] who elaborated a scientific theory of the culture and Badie [1] who identified culture as a way of specific communication, it would be interesting to notice if the social-cultural and social-political functions of the benevolence are not stronger than the administration functions. It would be a utopia to wish to transform a benevolent leader in a businessman or to be changed in an element of the strategic planning.

Facing the development of the managerial culture it arises the problem whether knowing that the benevolence that represents the social, economical and political institutional basis of the sports can serve as a reference.

In Romania, the benevolence ideology presented as a coherent system, a system articulated by representations, with the purpose of inoculating the trust in the social and political values in sports. In other countries it was considered that this ideology produces the image of a society where the local particularities are surpassed, according to Schemeil [12] by the big positive cause of the educational and humanist sports. Nowadays, the benevolence, as the expression of a cause serving the general interests implies the possibility of surpassing the social antagonisms and of spreading the commune interest of all the participants because the benevolence unites and organizes the diverse elements of the sportive life. The benevolence integrates the clubs activities into a participation and solidarity logic, says Hermeil [9], and not into a typically managerial logic. Most of the small clubs who are extremely important in the sportive movement do not have a real "products" policy, as opposed to the professional or semi-professional.

Until 1989, the state intervened in the administration of sports in several domains: of the sportive equipments, of the subventions for functioning, of making the sportive policy and because there was no autonomy in administration the clubs were only a sort of link between the local and national level, this latter one represented by federations.

By the decentralization policy applied after 1989 at the local sports level, it is produced a social-political organization based on three concepts: the affirmation of the general interest for sports, the non-workable aspect of the administration and member benevolence. These concepts suppose a public service of sports and an equalization of all sports, a social engagement and a disinterested administration.

The theme of the general interest for sports used by the state influenced the social-cultural organization. The juridical support of the sportive association has been used by state not only as an institutional connection but also as an ideological support. It is known that the state trusted to the sportive federations the prerogatives of the public power in the purpose of organizing the championships, teams' selection, sports titles granting and the state-federation co-administration continues to exist.

If the numerous clubs would also offer other services, more diversified, more studied, better positioned, then their activity would become significant in economical terms on a given market.

A benevolent organization of the sports founded on the munificence is by its nature more sensitive to the logic of the offer than to the one of the demand, or, in other words, the clubs propose certain services (trainings, competitions, sport schools) approved by the federation they are part of, without taking into consideration the local demand or the market.

It is of course a situation that is nonconforming with the reality that of modifying the goals of most clubs that generate especially sportive competitions and even sportive installations even if the financial intervention capacities remain very limited. The clubs have to take into consideration the needs of their own adherents, to make micro market studies and to ensure the development of the structures by a certain strategy.

The sports associations are services performers and don't have profit as a goal.

According to Chazaud [7], the benevolent administration of the sports has to propose certain services and products in departments like education, health, spare time spending. If the competitions are the only ones who develop in a micro-market this doesn't generate profits and a small club has to diversify its strategies in order to survive in XXI century.

The financial intervention capacities of the numerous clubs presently remain very limited. They use sportive equipments that are not in their property, do not manage to conveniently remunerate one or two professionals and equilibrate their budget only through exterior contribution that is through subventions, through the organization of commercial shows, or by the free contribution of some benevolent persons.

The benevolent person's utilization, the use of the public subventions, of sponsors, or of the public generosity allows them to propose performances that do not correspond to the real costs of the market. The successive crises of the several federations arise the problem if the sportive institutions should remain in the strict field of the public power prerogatives or if it should orientate toward certain forms of commercialization, whether sports should remain a public state service focused on competition, ambassador of some country at an international level or oriented toward the market and the consumer's needs.

In order to surpass the difficulties and to ensure a precarious equilibrium, Nys [11] proposes that in such case, even if the investments in sports materials and equipments are ensured from other sources, the clubs to ensure a total financial independence. Presently the benevolent administration system is based on humanism

more than on skilfulness and on a management methodology and suffers from penury of ways of orienting for new administration models.

The benevolent administration of sports remaining dependent on the exterior elements of logic of the market economy has to orientate, to be opened to the modern techniques of the management [4] that supposes:

- an evolution toward the market logic that is going from the logic of the pure offer to the market logic; in this context the club activities become products and services, the adherents become clients and it is this way applied a policy of the product and a commercialization policy;
- a second evolution toward the enterprise type organization that supposes going from an aggregative structure to a functional specialization, implying the apparition of a techno-structure that is able to impel the development of the club;
- the strategic management implementation that generates a new organization and leadership vision of the sports activities and a spectrum that stimulates the managerial performance.

Under the circumstances where certain habits change because the local collectivities are preoccupied with the rationalization of the investment budgets and suggests appealing to the public help for the functioning of some sportive equipments, the benevolence remains superannuated in its desire to accentuate the solidarity of the sports fans.

The non-commercial sports organizations (clubs, association, leagues, federations) do not have to be analyzed independently neither from the social system in which they are integrated, nor by the associative system that founds their legitimacy and that constitutes the reference term.

In the evolution of the sportive associations there were transformations, suffering from the influence of the entrepreneurial model or the functioning model of an enterprise.

The sports associations appeared from the benevolent desire of the individuals to bring together knowledge or activities without obtaining profits.

After a period of massive intervention of the state, a new conjuncture appears by decentralization and by going back to the literal-economical discourse in numerous sectors of the public life in a competitiveness climate between the associations and private and public organisms. Certain associations became true enterprises, with numerous employees and performing economic activities in concurrence with the commercial enterprises. It is the case of the social tourism, of the show, of the culture, of the professional sports. The association goes from the economic status of consume group to the status of added-value production enterprise.

The sports clubs can only survive if they change their optic by a managerial tendency that stimulates the efficacy, the change, to develop techno structures and to accentuate less the symbols, beliefs and myths within the sports organization.

A sports club is an educational enterprise whose leader has to be a teacher doubled by a good administrator able of setting clear goals and knowing to use the tools he has.

The educational enterprise that animates the Romanian sport has the duty to answer to the technological and operational exigencies of a proper enterprise, even if its objective is centered only on the development of the man and not on the financial profitableness of the operations he manages.

There is a risk that a sportive association that is under the management of a benevolent entrepreneur to be transformed into an associative competition enterprise if this one will apply the management directions: performance, flexibility, total quality, efficiency, and human resources administration.

A sports club that has financial resources has to manage it rationally, according to the social, fiscal and salary duties that suppose that this one can have the status of mixt or sportive objective economic company. At this financial administration is added the human resources administration policy, the investment policy and the marketing policy whereas in the sportive practice there is something that opposes to the dominant representations of the economy.

Neither the money's cult nor the lucrative spirit can enliven a sports association which aims at the circulating of the human values. If the object is the conventional financial profit, a sporting enterprise has no chance before its commercial rival and which is, also, much more profitable. As the object is to get another kind of profit, the aesthetical one, it is question able if such an enterprise could resist in a commercial society.

The commercial enterprise which produces a sports service has to be efficient and competitive by promoting the image only with the intention of selling. A sports club is not constrained by an economic competition. If it offers a service at a low price, it will not make this as a competing means or as a method of selling, since the beneficiary pretends a sporting ethics which an enterprise does not prove.

A sports association, even if it borrows marketing techniques from a store, it is perceived by its adherents as a keeper of sports values; the team spirit, respect for the other, the desire to be strong by exercise.

The new management should be the basis of the skill, the competence, the advantageousness, the interest, namely the marks guided towards the capitalization, towards the logic of the demand and supply and the pair market – product.

A good manager is obvious by his capacity to get subventions from vary administrations, by his aptitudes to attracts sponsors and aids more or less substantial, by the facility to use the funds with a view to bring profit and in investments policy, in contrast with the voluntary whose logic relies on the principle that in sport, it is important not to win, but to participate”.

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