

## THEORETICAL AND PRACTICAL PREMISES FOR CONSTITUING THE DOMAIN OF SPORTIVE MANAGING PREPARATION IN SPORTING ORGANIZATIONS

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### Summary

*Managerial leadership can be addressed as being a subtle combination of formal authority, aptitudes, knowledge, intelligence, bravery, tenacity, instinct and sustained work.*

**Key words:** *management, sport, organization, training, sportive trainer*

Through the naming of the discipline the symbiosis between management and sport is highlighted. Modern research has contoured the connection between them, giving a special signification to this new discipline, which richens the context of Sport Science.

Through concepts and methods of specific research and by addressing with proper scientific terminologies, management defines the sportive phenomena as being a systematic activity oriented towards accomplishing socio-professional objectives of the sport domain. Management is that part of the process of leadership that embraces pacification, taking decisions and coordination and coordinating the activities of a group of individuals that work for a common purpose. The leaders of the sporting phenomena, that in the last decade has known a spectacular expansion throughout the world, quantitatively but also, qualitatively, has necessitated the discovery, using and adapting a new method of directing and of modernizing the structures of the sporting organizations.

Management presents sport as a progressive component of modern social life, with a national and international personal structure, with a specific material basis and a large group of specialized technical staff, with organizatory structures based on systems, legatees, theoretical principles, on institutions and national and international organisms that follow the fulfillment of biological forming and perfectioning, both material and spiritual for the practitioners and for the participants in the sport activity.

The development of the economical sector that is leaked to covering the social domain of sport, of the preparing and competition places (rooms, stadiums, pools and equipment), has necessitated the reorganization of the institutional structure of sport.

The act of sportive managing is made, by a technical, methodical, economical and organizatorical specialized staff, selected due to their competences, throughout the knowers of the sportive domain.

Direct managership is realized throughout the structures of sport, at the level of basis unities

"the section per sport branch" from sport associations and clubs, by the "sportive trainer" in her double quality which is defined as so:

- "Competent person (expert) which directs sportsmen in trainings and cauches in competitions"

- the trainer manages, organizes and leads at the section level a collective sometimes manifold, selected most of the times by volunteering from the animators that have concerns and can assume managerial responsibilities as follows:

- The group of technical responsibilities composed out of: trainers, instructors, sportive, arbiters, methodists.
- Economico-organizatoric group, made out of the sportive families, economists and sponsors.
- Back-up and medico-sportive assistance group represented by specialists in medicine (medics), psychologists, masseurs, and medical assistents.

The common management activities of the sportive trainer are those of programming, supplying, personal enrollment, evaluation, accountancy and so on. In his work that has become classical over the science of management, H. Fayol considers that the constitutive elements are: planning, organization, command, coordination, control - evaluation.

L. H. Gulick and L. F. Urwick have added at Fayol's list: personnel policy, reporting, directioning, budgeting. They think that innovation and representation are, also, important functions of management.

The concept of management signify leadership, administration and unit management, but also a certain way of directing their resources, among which people occupy a primordial place, in order to reach the purposes or objectives. Management must not be seen only as a practical activity, as a concert process of rationalization and efficiency of work. It is also science, representing a ensemble of concepts, methods and ways of solutioning leadership problems in all activity domains in society, embracing also all its organizatorical levels.

Carrying multiple and vast activities in the society, people enter in some kind of leadership relationships, relations that reflect the reports between them, deriving from the organization and leadership of the activities in organizations, institutions or economical unities, social, cultural, scientific or sportive.

So, the sporting activity does not make exception from adaptations claimed by management science, fact that explains the presence of this course in the educational plan of a institution that proposes to form specialists of high qualification, capable to exercise in different stances managerial attributions at different organizational levels of the Romanian sport.

In the virtue of their formed role in the sportive organizations, sportive administrators give their subordinates the occasion to stabilize and to achieve objectives. The grade in which they lead leading techniques will determine in a great part the results of their activities. After almost a century of research in the science of leadership there still is a question unanswered: What makes a leader efficient?

The taxonomies of the managerial duties are putting into light the fact that the work of managers implicates numerous activities, varied and fragmented, including constant interactions with diverse people from the interior but also, from the exterior of the organization and a decisional process that is linked to a number of problems made by these people, usually much more bigger than the fact that these kind of managerial decisions have a more emotional than rational character and are usually politicized.

The managerial act targets people. They have problems to resolve, they have different value scales, divergent and expectative political points of view, different depending on their functions and organizations in which they work.

It was observed, more than 30 years ago, that the exercise of leadership over human competence represents the most important responsibility in an organization, because of it depends almost everything. From here, the leadership techniques of a manager have importance in the influence of people and of their results in sportive organizations. Actually, the role of a leader is exercised in the case of all managerial activities of the sportive administrator.

Of course, there are differences between leadership and management. Obvious, an individual can be a leader without being a manager. The reverse is also possible, but surely it is more difficult to concept situations in sportive administration in which the act of leadership is so. Actually, the relevance of effective leadership is great for organizations which offer sportive services and physical activities that imply the education of skills, performance, staying fit etc.

The problem of managerial leadership is complex and difficult. After almost a century of research, still the question of what makes the efficiency of a leader. There still exist a lot of controversies about the concepts and methods of research in the leadership domain. A lot of questions have not, yet, found their answers about the models for which and methods throughout which leaders are capable to learn those around them and to reach the objectives of the group.

Actually, there is no secret recipe or an universal remedy of managerial leadership efficient in sportive organization, and the concept of leadership has a lot of meanings and is usually considered a synonym with other concepts equally complex: power, authority, management, administration, supervising.

Managerial leadership can be defined as being the act of leading used by managers that try in a deliberate way to persuade other members of the their organization in the direction of a accomplishment.

Because of their formal role in sportive organization, sportive administrators have the responsibility to capacitate their subordinates to establish the objectives. Sportive administrators are "mandated" to act in this way. The level of aptitudes for the leadership act will determine in a great way the result of the leaders acts over his subordinates, result which will include behaviors like: enthusiast engagement, indifferent conformation, obeying against personal will or total resistance.

M. Porter has suggested that managers are preoccupied with the way the work takes place and leaders with the significance of work for people. More recently, the author appreciates that "managers are the ones that make work go right, leaders are the ones that do things right"

Of course, in organizations that offer services helpful for people, like sportive organizations, the managerial leadership must be preoccupied by both aspects.

The efficient managerial leadership is complex and can imply many activities and actions very different and distinct undertaken by the leading manager. It is not always easy to identify intervention, attitude or the specific feature because of which the manager has persuasion powers over the subordinates. Managerial leadership is a subtle combination of formal authority, aptitudes, knowledge, information, intelligence, bravery, tenacity, instinct and sustained work.

Through the perspective of the objective, an organization can be considered efficient if it can reach its objectives, like raising the number of members or participating at programs of physical conditions.

Through the perspective of process, a sportive organization can be considered efficient if

it's internal processes and its general functionality are uninterrupted and efficient in converting entries in exits;

-examples: the productive work environment and the satisfaction grade felt by the employees of the organization.

From the perspective of system resources, a sportive organization is considered efficient if it can win the resources that it necessitates out of the environment in which it works.

-examples: government funds, sponsors

Concluding, we can affirm that, the organizing performances and effectiveness are determined by a variety of factors and variable internally and externally. On an internal plan, the leadership processes intervene at all managerial levels and play a major role.

In the attempt to identify the determinants of the act of leadership efficacy, researchers have concentrated their attention over power, features, aptitudes, behavior, and situational conditions that elucidate the way in which managers are capable to influence subordinates to accomplish organization objectives.

As how H. Mintzberg. Observes, any review of the side that refers to the science of leadership will highlight the fact that there are a lot more known about this subject than it is recognized.

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## EXPERIMENTAL RESEARCH REGARDING MUSCLES ACTIVITY

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#### Abstract:

*The paper presents some experimental research regarding muscle activity using electromyography. The aim of this experimental study is to determine the biceps activity using non-invasive electrodes, during flexion-extension movement of the forearm, as voluntary movements. These motions are caused by the isotonic contraction of the aforementioned muscle. We were able to identify the phases of the muscle activity, consisting of: the inactivity phase; the loading phase, the maintenance phase; the primary discharge phase; the motion stabilization phase, the secondary discharge phase and the inactivity phase.*

**Key-words:** EMG, muscle activity, upper limb biomechanics

#### INTRODUCTION. STATE OF ART

Electrical activity of biological systems is the main condition of their integration in the environment [Baciu I., 1997]. The electrical activity is located at the excitable cells membranes which are receiving signals from both internal and external environment, which are transmitting the processed information followed by a dynamic response.

Using macroscopical electrodes (superficial or invasive) or microelectrodes, we can record the potential differences at the level of biological structures.

In both cases, the electrodes are designed to convert the currents carried by electrolyte ions in the biological solutions, into currents carried by free electrons (conduction) in metals. The electrodes are made from the same material in order to ensure the compatibility of measured bio-potential. The

electrode potential rapid fluctuations define electrode noise, and the electrode potential slow fluctuations define the drift. Nowadays, the best performance and the widest use electrodes are those made of Ag/AgCl [Baciu I., 1997].

EMG is a non-invasive method of paraclinical investigation studies which provides information on the bioelectrical activity in the striated muscle, while the muscle is relaxing or contracting, respectively in normal and pathological conditions [Szilagyi T., 2008].

The collected electrical signals are processed by amplification, by filtering, followed by graphical representation (an oscilloscope screen or paper tape) or saving. In recent decades the conversion of analogue to digital (A / D) followed by computer processing of signals has become increasingly widespread.