

MANAGEMENT OF SPORT COMPLEXES

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The actuality of the investigated theme. Nowadays, human evolution, including his intellectual development, proves the fact that especially the creation manpower and the employment was the solution of all life's ambitions in society. So, the fact is that in reality, man is the most important capital of the society. Also, in an individual's life, the practice of sport plays a significant role and that's why the initiation, the launch and the management of sports complexes activity reveal the existence of specific management features that we will identify and explain in the current study. The aim of the research refers to the elaboration of a theoretical base of the management of the sport complexes, to the pointing of the factors that influence the efficient existence and function of a sport complex in our country and to the determination of the responsibilities that have a manager who directs successfully the activity of the sport complexes. The investigation is based on theoretical methods, such as: scientific documentation, analysis, synthesis, comparison and on empirical research methods, like: study of researched literature and observation. The results of the research indicate the fact that the profitability of a sport complex must assure a particular structure to avoid the bankruptcy risk and also, that the administration of the sport complexes activity must keep in view the reliable functions of the contemporaneous management.

Key words: *management, sport complex, advantage, investment, profit, politics of practicing a healthy lifestyle.*

Actualitatea temei investigate. Astăzi, evoluția omului, inclusiv dezvoltarea lui la nivel intelectual, demonstrează că anume forța umană de creație și de muncă a fost soluția tuturor ambițiilor vieții în societate. Astfel, cert este că omul constituie, în realitate, cel mai important capital al societății. De asemenea, în viața individului, un rol colosal îl ocupă practicarea sportului și, tocmai de aceea, inițierea, lansarea și gestiunea activității complexelor sportive relevă existența unor trăsături manageriale specifice, identificate și explicate în actualul studiu. Scopul cercetării vizează elaborarea unui fundament teoretic al managementului complexelor sportive, evidențierea factorilor care influențează existența și funcționarea eficientă a unui complex sportiv în țara noastră și stabilirea responsabilităților unui manager care dirijează cu succes activitatea unităților sportive. Metodologia cercetării este constituită atât din metode teoretice, ca: documentarea științifică, analiza, sinteza, compararea, cât și din metode empirice de cercetare, precum: studierea literaturii de referință și observarea. Rezultatele investigației subliniază faptul că rentabilitatea unui complex sportiv trebuie să asigure o anumită structură pentru a ocoli riscul falimentării, iar gestiunea activității complexelor sportive trebuie să țină cont de funcțiile fiabile ale managementului contemporan.

Cuvinte-cheie: *management, complex sportiv, rentabilitate, investiție, profit, politici de practicare a unui mod sănătos de viață.*

Актуальность исследования. Сегодня, развитие человека, в том числе на интеллектуальном уровне, указывает на то, что именно его творческий и рабочий потенциал являются решением всех жизненных амбиций в обществе. Итак, безусловно, человек является самым главным капиталом в обществе. Кроме того, огромную роль в жизни человека занимает спорт, и именно поэтому, создание, внедрение и управление деятельностью спортивных комплексов свидетельствует о существовании определенных управленческих качеств, которые выявляются и объясняются в данном исследовании. Целью исследования является разработка теоретических основ менеджмента спортивных комплексов, выделение факторов, влияющих на существование и эффективное функционирование спортивного комплекса в нашей стране и также на установление обязанностей менеджера, который успешно управляет деятельностью спортивных комплексов. Методология исследования состоит из теоретических методов, таких

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как: работа с научными документами, анализ, синтез, сравнение, а также из эмпирических методов исследования: изучение справочной литературы и наблюдение. Результаты расследования подчеркивают, что рентабельность спортивного комплекса должна обеспечить особую структуру, которая позволит избежать риск банкротства, а управление деятельностью спортивных комплексов должно учитывать надежные функции современного менеджмента.

Ключевые слова: менеджмент, спортивный комплекс, рентабельность, инвестиции, прибыль, политика продвижения здорового образа жизни.

JEL Classification: M12; G32; O22.

Introduction. Social evolution, that man knows today, is constantly checking the schedule for the identification and development of different modes of activity to be included in its service. The development, at the intellectual level demonstrated that man is the key to everything, that creation manpower and employment were the solution to all life's ambitions in society. The fact is that man is, in reality, the most important capital of the society. Physical, biological and intellectual capacities make up the driving force of the human capital.

Societies that are in continuous development pay a great attention to the maintenance and development of physiological capacities of the population. Realization of these objectives can be achieved by:

- Promotion of the policies of practicing healthy lifestyle;
- Preparation of the methodical-teaching framework in physical education and sport;
- Training of managers and economists involved in the “sports industry”;
- Development of the medical framework for the prevention, diagnosis and treatment of diseases;
- Creation, development and improvement of material and technical base of stadiums, sports complexes, recreational land, sport schools etc.

For the purpose of maintaining and supporting arguments given above, we find that the role of sports complexes has a great and even vital importance in the social life of the individual.

Initiation, launch and management of sports complexes activity highlight management features through the direct involvement of contemporary management functions.

According to the organizational management, administration and functional preservation of sport complexes require the attraction of different types of resources, *such as*:

- Material resources (buildings, equipment, facilities, inventory etc.);
- Financial resources (sponsorships, investments, donations etc.);
- Human resources (coaches, trainers, managers, economists, doctors etc.);
- Information resources (media, teaching materials, information technologies, information boards, posters etc.).

So, given the mentioned issues, we conclude that the manager has the following duties and responsibilities, aimed at operating with resources of the sport complexes:

- Maintenance of sport complex according to technical standards;
- Upgrading and equipping of sport complexes with equipment and materials as required by performance sport and sports for all;
- Organization and motivation of the staff management and maintenance of subordination;
- Identification and monitoring of programs for the efficiency of sport complexes from the technical and economic point of view;
- Management of activity of promotion of services provided to the public;
- Creation and promoting sports organizations (federations, clubs, sports schools etc.).

“A sport organization is a social entity involved in the sports industry, directed toward a goal with a well-structured system activity and a relatively identifiable boundary”.

In this definition we attest five elements, which will be explained below:

1. **Social entity:** all sports organizations are made of people or groups of people who interact to perform the essential functions of the organization.
2. **Involvement in the sports industry:** what differentiates sport organizations of other organizations, ie their direct involvement in one or more aspects of the sports industry, for example, by obtaining sporting goods or services. If other types of sport organizations may be involved in other types of relationships, such as sponsorships, though this is not directly an entity in the sports industry.

3. **Centre directed towards a goal:** all sports organizations exist for a specific purpose, such as making profit, encouraging participation in a particular sport or winning Olympic medals. The objectives of a sport organization are usually harder to obtain by an individual but by the members working together. Sport organizations have many goals and individual members may have objectives that differ from those of the organization. Therefore, good management aims to coordinate the organization's member's activity and the common objective to achieve a positive result.
4. **A very structured activity system:** the interaction of people or groups of people in sport organizations do not appear "randomly"; we would rather talk about work systems very well structured, such as marketing, product and service development, financial management and human resource management. The main functions of a sport organization are divided into tasks or smaller groups of tasks. The mechanisms used to coordinate these tasks ensure the objectives of sports organizations.
5. **Identifiable boundaries.** Sport organizations must possess relatively identifiable boundaries to distinguish their members from non-members. Members of sport organizations usually have an explicit or implicit agreement with the organization, understanding that they get money, status or other benefits for their involvement.

According to those reported previously, we certify that managers of the sport complexes need a formal preparation in management and practice of training, if they are to become effective managers. Implementation of the power, of the authority and leadership attributes can help the manager to perform administrative tasks in a more productive manner.

Of great importance for the development of the Moldovan society has physical education and sports, as well as development and promotion of a healthy lifestyle.

Since Moldovan transition to another system of organization of society, of the state (transition to a society with a market economy – the process which determines the balance between supply and demand), more frequently we encounter the concepts: "sport industry", "sports business", private and public partnership in the sphere of physical education and sport. Given the created requirements, all subjects involved in the sport industry are forced to solve very different objectives and requirements compared with existing ones so far. For example: ensuring financial stability of the organization without being differentiated the following aspect: sport organization is a representative of the trade or is a "structure of the state". An important component in the work of several organizations related to sport industry are "sports buildings", which, together, represent the fundamental resources of the sport industry and, therefore, constitute a growing interest for the investment program, and respectively, a subject of business-projects.

In the Republic of Moldova we increasingly attest professional sport clubs, whose main objective is the organization of sport "shows"; sports and leisure clubs - attracting people to practice healthy sport by using proper and efficient sport equipment from gyms (e.g. gym, cardio-hall, shaping hall or basin).

Currently, the Republic of Moldova, realizing the great importance of development of mass and performance sports without proper infrastructure conditions, does not have a well-defined program in the construction, renovation of sports buildings and their adjustment to European standards. Apart from this, sports buildings are not exploited with enough performance, which can cause their degradation. A good part of the realization of the National Programmes should be borne by the state. Other investments in sport should include private investment, and the provision of services in marketing.

Among the possibilities to attract private investors, we believe that the main objective is the return of investment. Otherwise, investments risk turning into donations. When operating sports complexes, it would be essential to take into account both the interests of investors and those of the owners. Profitability and profit from sport complexes can only be ensured through programs, strategies, management processes and efficient operation.

In this context, we affirm that the managerial roles are essential in the management of sports complexes. One of the biggest specialists in American management is Henry Mintzberg, who performed multiple researches to describe the activity of managers. H. Mintzberg has collected a lot of data about managers' activities. Analyzing the data, the American researcher has identified three general types of roles:

- Interpersonal roles;
- Informational roles;
- Decision roles.

Any administrator, who runs a sports complex, will have to take at the right time, three different management types. However, the manager must take into account the need to coordinate the sporting performance activities with those of the sport for all type.

Conclusions

In conclusion, we note that the practice of sport by the population is directly dependent on the overall economic situation of the country, the time and financial readiness of those who are called to participate, voluntarily, for personal benefit recreational and sporting activities. Since Moldovan transition to a market economy, an important condition for activating the sport industry is the existence of managers' performance prepared and trained to a high level of professional and that possess extensive knowledge in the market economy. Profitability of sport complexes is directly proportional to the professional training of employees at all levels of service.

Unfortunately, currently, the Republic of Moldova does not prepare managers and specialists in the sports industry and there is an acute need for effective functioning and masterful management of the sport complexes.

So, analyzing the main factors influencing the existence and operation of a sports complex in our country, we conclude that at the modern stage of development of the "sport industry" in order to achieve profitability of sports complexes is necessary to take into account the multitude of factors, from planning and designing the construction of the sport complex, which will operate in market economy conditions and increased competition. For this reason, the project must be oriented towards the efficiency of the building and the interests of investor and the owner.

Thus, after completion of construction, the operation period follows in which, as mentioned above, the owners must continuously follow their own economic interests and practical profitability of the object, otherwise the risk of bankruptcy appears.

Profitability of a sport complex, currently in Moldova should be structured as follows:

- Being the unique sport complex in a certain location and date;
- Being an object that is of interest for the population;
- To meet the requirements of sports federations, which receive state funding and support;
- Being the official arena of more sport clubs;
- To be placed in close proximity of living quarters and main traffic routes of transport;
- To have well-trained specialists in marketing, which will organize annually 100-120 activities: competitions, concerts, exhibitions, fairs and other mass events, including various commercial events.

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