

Sports manager in physical education and sports and its management method

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Abstract: Sports management is a comprehensive way of managing sports and sports associations, clubs and teams, where entrepreneurial behavior is also partially manifested. This paper analyses sports manager position and its theoretical basis, defines its personality attributes and roles, that are very specific particularly in the management of sports clubs and other sports activities. Nevertheless, sports management opens up other opportunities for jobs in the sports world. This could mean working for professional sports teams (i.e. hockey, football, basketball) and many other professional or nonprofessional activities in context of marketing, health, and promotions (Tollison, 2008). In this context, it is a profession that allows closer cooperation with athletes, coaches, officials or club owners.

Keywords: Sports manager; personality; legislative; sport clubs; sport product

JEL Classification: Z2, P4

1. Introduction

We understand sports management as a multidimensional phenomenon characterized by specific dimensions and their bearers. Dimension of Sports Management (Duchoslav, 2009): Under the term manager, it is possible to perceive a leader, a manager, an organizer, a coordinator, a manager who analyzes information, decides on goals and practices, leads his associates (Haslam, 2011). Management definition emphasizes leadership, means performing tasks through the work of others. In this context, management is the process of creating and maintaining an environment in which individuals work together in groups, effectively pursuing their goals. The manager's role is a set of many complex tasks, functions and responsibilities, divided by criteria of knowledge, skill, access to work and values. The term management of physical education and sport can be understood as a way of comprehensive management of physical education and unions, associations, clubs, sports unions, cooperatives that at least partially accentuate business-oriented behavior.

2. Sports Management

Sports management is based on marketing orientation, globalization of the market in the sport of strategic sport marketing and mega trends in information society. When it comes to sports management, there was a need at the time in the process of independent physical and sports practice with the application of commercial interests in the field of sport, the use of financial resources circulating in sport. At the same time, it was created as a response to addressing the specific problems of sports youth management and the provision of sports administration. Sport management has an interdisciplinary character and draws on a number of disciplines such as economics, management, sociology, psychology, law, and others. The subject of sports management research is:

1. basic managerial and sports activities (as a whole)
2. specific management activities in the field of sport
3. organizations and institutions in the field of sport - present a comprehensive range of management activities
4. people in different managerial positions in sports (Čáslavová, 2009). Sports management aspects are based on a scientific learning and practical basis.

3. Sports manager personality

According to Pošvár and Erbesa (2008), the manager is a person who, in the interest and on behalf of one or more private owners, is responsible for running the organization and executes managerial and business roles for maximum profit. The manager needs specific professional skills (education), interpersonal (interaction with people), conceptual (managerial intellectual capacity), diagnostic (ability to understand the situation), analytical (identify key factors in a given situation) to perform his / her function.

According to Čáslavová (2009), the sports manager is a manager of performing typical activities and divides it into the following areas:

1. Manager at the level of sport activity - these are the leaders of teams and individuals in individual competitions, specialists trained for sporting events, specialists for the application of sport in the leisure time of people in the work process, among disabled people and so on.
2. The manager at the level of the management of a particular sports association, respectively organizations, members of executive committees of sports and physical education associations, or secretaries of associations, etc.
3. Managers in the business sector - the production of sports goods, the operation of paying physical education services, the head of fitness, the workers of advertising and marketing agencies for physical and sport as well as other managers dealing with the sports industry.

But individual personality components can be included in the three basic categories:

- What a person knows - his skills, knowledge and skills
- What man wants and what his goals are - his motives, needs, interests, values and goals
- How man reacts and manifests - his temperament and character.

The manager's personality is still connected to the company or organization where he / she is active. How powerful it is, how to deal with co-workers will later be reflected in the company's success.

The manager must motivate his subordinates, deal with them, understand them, be positive, tolerant, and fair, be an example. A good manager should define goals, wishes and instructions accurately and comprehensibly, and make decisions in difficult situations, organize and control effectively. His work is often stressful, so he should cope with

stressful situations and solve problems effectively. It is important that the manager himself focuses on himself, knows about his qualities and is able to effectively use his personality type (Mikšik, 2007).

3.1 Content of the work of a sports manager

The content of each manager's work is to perform a large number of significantly different planned and unplanned, technical, personnel, administrative, organizational and other activities. (Posh, Erbes, 2008).

Sport has been spontaneous since its inception. Two basic ways of managing sport have gradually evolved: administrative and managerial (Duchoslav, 2009).

The sports manager can work in the management of a sports club, re-realize the sale of sporting goods or organize sports activities / events.

Typical activities for the manager's work are characterized by the Postman, and Erbes (2008) as follows:

- performs a great deal of work at a fast pace (time stress)
- performs activities that are diverse, rugged and short
- giving priority to current, specific and non-routine issues
- it is affected by internal (colleagues, subordinates and superiors) and external (economic, market and other conditions) constraints, but it can gain control over its work.

The content and scope of the work of individual managers is variable and dependent on:

- the type, size and objectives of the organization,
- the type of organizational structure and management structure, at the management level at which the manager performs tasks,
- professional orientation of the manager,
- the number and qualifications of associates and subordinates,
- competition in the industry and the stimuli of the external environment (Pošvář, Erbes, 2008).

Čáslavová (2009) divides the activities of the manager in physical education and sports as follows with the content of basic and specific activities.

1. Planning: creating a strategic plan, developing an organization, creating a long-term, medium-term and current program.
2. Organizing: procedures / evaluation of results, provision of training cycles, use of computer technology in sports competitions, provision of advertising.
3. Creating organizational structures: improving the organizational structure of the organization, transferring players and coaches / specific activities.
4. Choosing, deploying and leading people: HR, knowledge of the organization / functioning of international and national sports organizations.
5. Control: financial and administrative control of sports organizations, formalities for contracting at home and abroad.
6. Marketing: the area of paid sports services, marketing in sporting goods businesses, marketing concept of sports clubs, health, insurance and social security issues.
7. Finance: overview / current economic trends and measures in the state and business sphere.
8. Law: tax, trade and other laws, statutes, standards and others.
9. Communication: the necessary activity inside / outside the organization between employees and other people, negotiating sponsorship contacts and so on.

We also include co-ordination in sponsorship and sports advertising. Based on these activities, Čáslavová (2009) presents the following functions of a sports manager:

- the scope of the sports manager's functional content
- the criteria of his professional profile and qualification
- demands on his / her specific individual skills and abilities

Sports Manager can act in a position - Generalist Manager, Specialist Manager, Sports Training Manager and / or Competition, Marketing Manager.

3.2 Environment for the work of a sports manager

The term "sport management" is divided into two basic domains of sport and management. The management and commerce component includes not only managerial management functions such as management functions, planning, organizing, leading people and controlling, as well as areas such as accounting, marketing, economics, finance and law. In terms of sports management, the management component includes the audience focusing on entertainment and fitness, having the participants' active participation in sports and physical activities at the centre of their interest. Differentiation of individual types and focus of a sports manager (manager in the field of physical education) obviously tends to be the specialization. Particularly important for the manager in terms of the effectiveness of his work, an overview of the links and the functioning of the top, middle and core levels of physical and sport management, especially when it comes to goals, organizational structures and their staffing. Among other things, the contribution of sport in the current commercial era was the professional application of athletes, the space for marketing communication, the growing share of GDP, socialization and communication, the health of the lifestyle and the emotional enjoyment of the individual. Organizations located in the sports environment in our territory belong to three basic sectors, a similar breakdown is in the Czech Republic.

1. The sector is a state administration covered by the Ministry of Education of Science, Research and Sport, within which the State Care Department is a state unit ensuring the fulfilment of the tasks of the program declaration of the government from the organizational, legislative and conceptual portfolio. This section also includes de facto the National Sports Centre and the Slovak Anti-Doping Agency.

It is also responsible for granting subsidies to state entities for sports: - school sports and sports for all - sports - talented youth - state sports representation - material and technical support. In addition to the Ministry of Education, the Ministry of Interior of the Slovak Republic and the Ministry of Defence of the Slovak Republic also participate in care of top sport. For this purpose, these resorts have established sports representation centres. Other ministries are also partially involved in promoting sport, eg. Ministry of Labor, Social Affairs and Family of the Slovak Republic in the field of sports for the disabled, Ministry of Health of the Slovak Republic in the field of medical care for athletes, etc.

2. The sector consists of non-governmental organizations, which form regional conditions and cooperate with the 1st Sector. Currently, national sports federations are the most important non-governmental sports organizations at national level, responsible for the development of their sports sector and for the sporting representation of Slovakia. In addition to sports federations, organizations that provide services to sports federations or other national or local organizations (www.sportslovakia.sk) operate at national level.

There are approximately 7,000 sports clubs and organizations at regional and local level that provide services at the appropriate level for organized or unorganized sports. The Slovak sports non-governmental sector is characterized by a high number of organizations that are created on a civic basis.

3. The sector includes sports facilities such as: fitness centres, wellness centres, solariums, massage services, offices and agencies with sports activities, shooting ranges, swimming and ski schools and other facilities offering paid sports services to public. Furthermore, there are marketing and advertising agencies for sports and physical education, operation of sports facilities, halls, arenas and the like. At the same time, commercial sports clubs companies can also be included, where one of the goals is to make a profit with sports activities.

Advantages and disadvantages of profit-oriented non-profit environment (Časlavová, 2009).

A) A non-profit-oriented environment has the following benefits for management:

- less competition in the working environment
- possible certain tax breaks for managers
- a large range of services and programs

The disadvantage of managing work in non-profits is:

- impossibility of career advancement
- the work of a manager can also be done by voluntary, non-professional workers
- their activities are to some extent regulated by legislation, governmental organization regulations, etc.

B) A profit-oriented environment has the following benefits for management:

- good advertising opportunities
- better conditions and financial valuation of workers
- emerging business opportunities

The disadvantages of managing work in profit organizations are:

- competitive environment
- high responsibility of workers
- subordination to owners or sponsors.

4. Analysis of components of gross domestic sport product in sports business

Most sports entities (with the exception of clubs and centres of education, defence and home affairs) are not state-owned. Administrative management is characterized by addressing the only possible alternative resulting from the existence of a single (or significantly dominant) financial channel. It is irrelevant whether the financial resource is a state, general or private source. Management directing means choosing the most appropriate alternatives, creating their (current) hierarchy and finding new alternatives. However, we do not consider the existence of either solely administrative or exclusively managerial management. We understand the model as range where on one side is absolute management and absolute administrative management on the other. A particular sports subject may be controlled

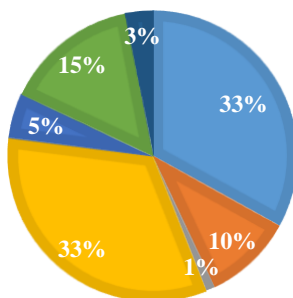
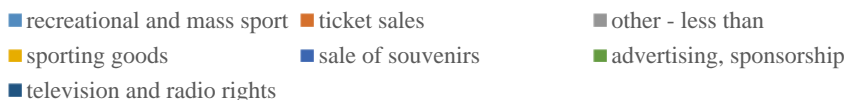
- absolutely administrative
- mostly administrative,
- administrative management,
- predominantly managerial,
- absolutely managerial.

More often, we deal with mixed management. Alternative financial flows can only exist if a sports entity sells products. The flow of finance depends on the sale of goods and services. If all the sources of funding come only from sales, then we are talking about absolute managerial management. Of course, sales must be supported by marketing. Sports marketing is one of the starting points of sports management. It allows you to create independent financial channels - if we sell multiple products. There is more resource financing that is more stable than funding from a dominant central source. Any financial resource may collapse. If there are more than one, the risk of fatal financial inadequacy is reduced. The high level of marketing orientation is a determining factor in managerial management in sport.

To analyse the gross domestic sport product, we focused on the components that make it and are presented in the graphical representation. Recreational and mass sports, together with sports sales, account for more than half of the GDSP share. They are followed by advertising and sponsorship, which is a buy-in relationship, the sponsor is a buyer, sponsored by the seller. The use of sport, sports motifs and spaces in marketing other products is precisely the area of sports management and marketing that brings resources to sports from the outside. Services for viewers include the sale of tickets and souvenirs and additional services. Television and radio broadcasting rights also have their status.

Chart 1 GDSP (Gross Domestic Sport Product) Components

GDSP COMPONENTS



Source: own processing

5. Conclusions

The area of physical education and sport is currently particularly demanding on the quality of control components through which tasks are carried out on individual sections, where the quality of the functions performed is conditional on the levels of professionalism of the manager.

The emergence of a sports manager profession, which has started to emerge mainly at the level of sports clubs and organizations, dominant in collective sports and professional approach from the above mentioned points, is desirable, necessary and required in the market economy conditions. There is an interconnection between physical education, sport and economic, managerial, marketing and legislative areas. The current reality points to the need for a broad-spectrum focus of the sports manager's profession with an emphasis on physical education and sports, as well as economics, legislation, marketing and financial literacy. Last but not least are language competences. By analysing the Components of Gross Domestic Sport Product, we wanted to point out the importance of proper management and financing of sports activities.

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