

REVIEWS

ARTICOLE DE SINTEZĂ

The management of organizing and conducting sports training for a high jumper during a year of preparation Managementul organizării și conducerii pregătirii sportive a unui atlet, săritor în înălțime, pe parcursul unui an de pregătire

Alexandru Bondoc-Ionescu¹, Mircea Neamțu²

¹*Sports High School, Brașov*

²*Faculty of Physical Education and Mountain Sport, "Transylvania" University, Brașov*

Abstract

Management in sports competition represents a part of the activity to manage and conduct, referring to provisions, planning, organization, coordination and control, as a form of human, material and informational resource coordination, which lead to making decisions in order to reach an objective of performance within a sport area or a sports trial. It is the process of rationalizing and making efficient work within training, being part of the requirements of scientific management.

In this paper, the important elements of management in performance sports are taken into consideration, looking for as many associations as possible determined by a series of variables, taking into account the socio-human determination, technical-material determination, the level of training, possibilities of perfection, with suggestions to promote a series of relational schemes adapted to conducting training processes.

Keywords: managerial system, aspects regarding management and methodology, performance sports, managerial plan, representative diagrams, managerial model.

Rezumat

Managementul în sportul competițional este unul dintre aspectele activității de conducere care se referă la prevederi, planificări, organizări, coordonări și control ca formă de coordonare a resurselor umane, materiale și informaționale care duc la luarea unor decizii în vederea atingerii unui obiectiv de performanță dintr-o ramură sportivă sau o probă sportivă. Este un proces de raționalizare și eficientizare a muncii în cadrul antrenamentului, încadrându-se în cerințele managementului științific.

În lucrarea de față se abordează elementele esențiale ale managementului în sportul de performanță, căutându-se cât mai multe relații determinate de o serie de variabile, ținându-se cont de determinarea socio-umană, determinarea tehnico-materială, nivelul de pregătire, posibilitățile de perfecționare cu propuneri de a promova o serie de scheme relaționale adaptate conducerii proceselor de antrenament.

Cuvinte cheie: sistemul managerial, aspecte metodologico-manageriale, sport de performanță, plan managerial, diagrame reprezentative, modelul managerial.

Introduction

In order to promote performance management and scientific conduct within sports training for high performance, the intervention of elements of the managerial system has to be taken into consideration in a systematic and contingent way, with the observation that every intervention on one element of the system has an influence on other systems, inter-relations and finalities, as well as the fact that every intervention has to be carried out only in the context of situational determination (Hoffman, 2004).

Constant improvement of the scientific conduct of a good preparation and planning of training, in this case of high jumpers, represents a desideratum that can be accomplished by using a rational normative strategy, on the

basis of a general model of planning, according to modern competition requirements (Frâncu, 2003).

Within this systemic model, the following variables condition one another: strategies and tasks, organizational training structure, managerial and methodological aspects promoted in performance sports proper to programs and planning according to modern competition requirements (Adair, 2006).

The study starts from the premise that a managerial plan adequate for current performance requirements refers to approaching a rational-normative strategy based on programs and planning under strict managerial supervision, simplified by representative schemes and graphs, which can lead to the solving of scientific activity problems, with the final point in high performance level within competitions.

Received: 2012, June 26; *Accepted for publication:* 2012, August 20

Address for correspondence: Sports High School, Brașov, no. 39, Poarta Scheii Street, Post Office 50200

E-mail: bondocalexandru@gmail.com

The aim of these programs can be synthesized as making the most of the athlete's abilities as a high jumper, through an organized system of selection of the means of training, preparation for a determined time period and the improvement of sports results, achieving records and fulfilling objectives in a competition. Regarding the solution of scientific managerial activity concerning the objectives and the methodological design of training, the results lead to a structural and procedural organization of performance activity, which can be represented through schemes (I. Lador, 2000).

The fundamental objectives of the managerial method for conducting sports training are the following (Table I):

Table I

Fundamental objectives of the managerial method.

Objectives	Characteristics
- Training programs	- main objectives
- Projects for training lessons	- secondary objectives
- Programmed activities	- specific objectives
- Performance objectives	- individual objectives

(Moraru & Neamtu, 2000)

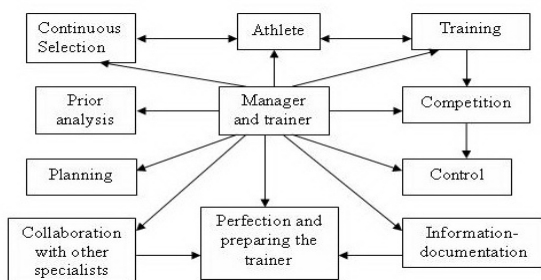
The main elements regarding sports training optimization refer to rationalizing, making efficient, diagnosing and estimating results and optimal performances. These imply **strategic objectives** from a scientific management point of view to conduct training specific for high jumps:

- the increase of quality regarding physical exercise with a view to making the best of the individual's abilities;
- diversification and improvement of the offer of the most modern exercises in order to fully use the athlete's potential;
- competition activities at club level, county level, championship finals, international competitions; (Percerou R. 1984, p. 28)

The managerial model adapted to actions of scientific research

It refers to the following stages: selection of strengths and recording of data from the training plan of the previous year, analyzing information, suggestion and objective formulation for the plan of the year in course, planning training and estimating future performance. These also represent the basis of some research methods specific for the area approached by the specialist manager (Black & Mouton, quoted by Pugh & Hickson, 1989).

Control practice is represented in Figure 1.



(Model suggested by the author, processed according to Drucker (2001), Mihăilescu (2008))

Fig. 1 – Constant control practice.

The selection and prognosis of the most efficient *methods and tools* are carried out by the specialist manager, taking into account that no method is efficient in all situations and that change implies using combinations of methods and a situational-contingent approach, due to the fact that there is a possibility of change according to several variables of preparation for the competition (Ray, 1997).

Competition experience – a significant factor to value the potential of sport performance

The final way to verify from a managerial perspective the achievement of training tasks and to positively estimate the chosen methods is represented by the result obtained in high level competitions. From a statistical point of view, comparative referrals are made regarding both the performance evolution and the technical efficiency of the athlete (Mihăilescu, 2008).

From a managerial perspective, high level competition can be approached after carrying out a training program, set according to practical experience in previous competitions, correlated with the sportsman's personality as an optimal state, formed and refined during competition.

It is a relevant frame of conscious and responsible participation in training and competition. An essential role is played by the trainer, in collaboration with the doctor and psychologist, but in the end it is the athlete who decides, during the test, when he stands alone facing the opponent, the performance, the public and the other factors of the competition.

To gain competition experience, the athlete should preferably know *the value areas* where his performance is included. In this way, competitions have either a verification character or a training character to create *competitive attitude*, in which the competition becomes a *useful tool* for the elaboration of an optimal training model, leading to the conscious creation of a *psychological area* of volitional qualities, the athlete using his physical and nervous strength at maximum level.

There is the threat of exaggerated participation "from one competition to another"; an *overdose of maximum effort* may emerge, leading to chronic mental fatigue, taking into consideration that the high jump trial involves special mental concentration, due to the specific neural-muscular explosive type of effort.

The informational aspect through statistics is significant, in order to observe if the athlete is able to enter the competition, this representing one of the essential assets of *sports mastership*, to build the athlete's confidence in his possibilities.

During the years of performance the athlete forms his capacity to rebuild *psychic potential*.

Sport specific mental energy can take away mental fatigue if the athlete shows passion, enjoyment for the practical test and after some years of competition he adapts to an optimal competition state, obtaining the result of a lifetime during the highest level competition (the Olympic Games or The World Championship).

When planning the preparation of a competition, the individual particularities of the athlete are to be taken into account, especially in the "moral volitional psychic area", because mental balance provides a better adaptation, and

the competition experience leads to the increase of “psychic potential” necessary for high performance; mental training is primarily important as “meditation on approaching the trial according to track, public opponents” and secondarily it increases the level of awareness of the activity.

After gaining competitive experience, judgment is formed, the capacity to concentrate during the trial increases, self-determination develops, “the competitive personality is formed, the image of execution is maintained in the consciousness” (Bondoc-Ionescu, 2004).

The biological part including the conscious self-adjustment of heart rate, as well as motility for high performance, should not be overlooked because mental forcing during competition creates negative neurovegetative disturbance.

If one becomes aware of the positive aspects achieved through competition, they can reach progress in performance.

In order to have an image of the managerial activity in the training of high jump athletes, a diagram will be used to help us extract the essential ideas, basic relations, knowing that an image is worth a thousand words (Fig. 2). The diagram is based on the affirmation that “you know what you have to do” which is related to the following essential ideas:

- you know what you have to learn;
- you know what you are able to do now;
- you know what you expect from the athletes;
- you plan action directions to reach the objective;
- you offer and give information;
- you maintain the trainer-athlete relationship;
- you make sure the plan is fulfilled.

In other words, with the help of procedural organization, answers are given to the questions “What will be done?” and “What do they need to know?” referring to those involved in sport activity.

Structural organization consists in grouping functions, activities, attributions and tasks according to certain criteria, by groups and persons, and in assigning them to organizational sub-divisions, with the purpose to accomplish them, to ensure better conditions in order to meet and exceed the organization’s objectives (Nicolescu & Verboncu, 1996).

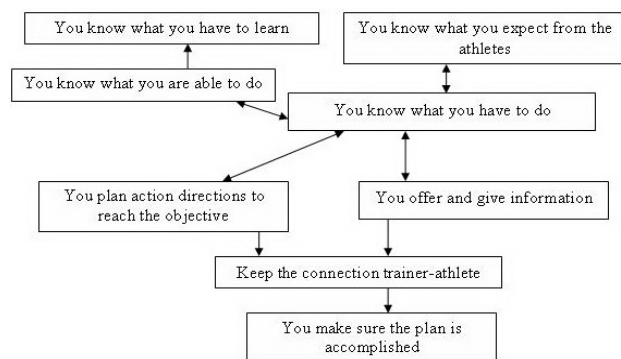


Fig. 2 – Suggested model for managerial relations within the annual planning.

All these are part of the management context that implies to forecast, to plan, to organize, to lead, to coordinate, to control. In sports training management, forecasting and

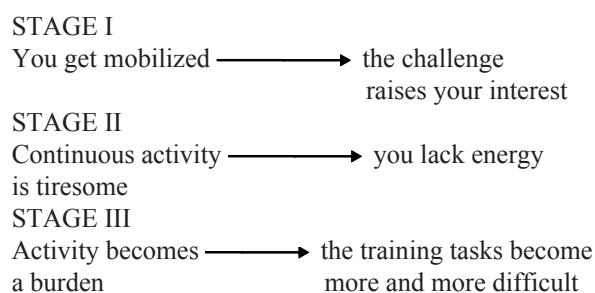
planning means to evaluate the future performance objective and to initiate the essential measures (Balais et al., 2001).

The top manager model appropriate for the trainer is someone who leads through personal example, from the “battlefield”, who inspires and stimulates the athletes in such a way as to become a combination of intellectual strength, practice and emotional impact (Lăzărescu, 1996).

Managerial stimulation activity within training and competition

Very often, situations are seen when the activity of training athletes for high jumps, which is initially interesting and stimulating, later becomes a burden. In this case, new incentives must appear -improved conditions or places to train or upgraded reward (Moraru & Neamțu, 2000).

If stressful conflict relations appear, the “keep your control” part comes up. If too many stressful situations occur, time is judiciously divided and one thinks about improving judgment. The following scheme is to be taken into account:



The decision is to search new solutions in a systematic way (Lăzărescu, 1996).

Managerial control, evaluation and decision of planning in the case of high jumpers

In order to make decisions and to estimate results, one of the directions of action is to set objectives, tasks that solve problems with programmed decisions based on prior experience. During training, having in view that training for high jumps is based specifically on approaching moments and technical elements, new decisions can appear which have to be adapted or changed. An important role is played here by managerial control during training, including choosing relevant dimensions based on which the progress in reaching the objectives will be measured, or setting standards of performance (Schwarz, 1997).

To develop control and planning as a *basic method*, an operational model for preparing and training high jumpers is shown below (Fig. 3):

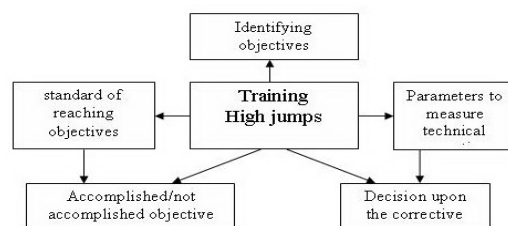


Fig. 3 – “Corrective loop” model in training for high jumps (model suggested by the author).

To elaborate a control *model*, the purpose of the action is taken into consideration, through feedback, in order to reduce the difference between the desired results (positive) and the obtained results, such as the difference between quality standards (for example: motility parameters of performance) and the quality verified by control tests.

An “iterative” model is a model that goes through a cycle repeatedly and comes back to the beginning stages. It is observed that in case of a possible failure a new target is set. This pattern is called “control loop”. In order to manage the entire activity it is necessary and recommended that the athletes should have freedom of action, self confidence in their capacity to use their experience and get additional information, being aware of the importance of control (Soucie, 1997).

In this direction, a well elaborated control system offers the possibility to evaluate and improve performance. For this purpose, nowadays, advanced technology and appropriate devices for the purpose of training are used. Therefore, the control of motility parameters of performance and the actual quality can be relevant by using some devices which can contribute to solving low quality problems. (For example: the *Kistler platform* can record parameters of strength-power, area, direction and P.G.C acceleration, or the *Fastec Trouble Shooter video camera* can record 1000 frames per second, showing the PCG trajectory at all moments of the jump, especially when passing over the jumping lath). The study is in progress in order to experiment on high jump subjects of national worth.

These directions help not only the trainers but also the athletes that respond to some questions of *self-evaluation* (Mihăilescu, 2008):

- the stage where I was;
- the stage where I am;
- the stage where I want to be;
- the level of information I receive from the trainer and from the exterior;
- the interest I have in bringing improvement to performance;
- reaction when facing the disturbing factors;
- the way in which physical and intellectual resources are under my control;

Conclusions

1. Awareness means competence.
2. Competence means knowing the best way to conduct training for performance (as a manager).
3. It is necessary to choose the best way from all

possibilities by evaluation and self-control (as an athlete), taking into account that failure, unsuccess also plays a beneficial role, because something good can be learned.

4. Positive emphasis can be placed on making harmonious and natural the activity of the manager-trainer, athlete, organization, family, society etc.

Conflicts of interests

Nothing to declare.

Acknowledgement

This paper is based on the partial results of the first author's doctoral thesis, which is currently in progress.

References

- Adair J. Arta de a conduce. Ed. Cosmos Viking Pinguin. București, 2006
- Balais F, Mereuță C, Hansa C. Managementul sportului. Ed. Academica, Galați, 2001, 219-239
- Bondoc-Ionescu D. Dirijarea procesului de antrenament a atleților săritori în lungime de înaltă performanță prin valorificarea experienței competiționale. Teza de doctorat, INEFS Chișinău, 2004, 140
- Blacke și Mouton, 1980 citați de Pugh și Hickson, Managementul organizațiilor. Ed. Codex, București, 1989, 60
- Drucker P. Managementul strategic. Ed. Teora, București, 2001
- Frâncu E. Managementul activității sportive. Ed. Ex Ponto, Constanța, 2003, 34
- Hoffman A. Structurile sportului. Ed. Fundației România de Mâine, București, 2004
- Lador I. Bazele teoretice ale managementului în sport. Ed. Universității, Pitești, 2000, 79
- Lăzărescu A. Management, legislație, deontologie în sport. Ed. Fundației România de Mâine, București, 1996, 122-124
- Mihăilescu N. Organizare și conducere în structurile sportului. Ed. Universității din Ploiești, 2008, 55, 65, 67
- Moraru F, Neamțu M. Management și legislație în educație fizică și sport. Ed. Omnia Uni Sast, Brașov, 2000, 22
- Nicolescu O, Verboncu I. Management. Ed. Economică, București, 1996, 206
- Percerou R (coord.). Entreprise, gestion et compétitivité. Ed. Economica Paris, 1984, 28
- Ray R. Managementul activităților sportive. În Buletin Informativ 499-501. Ed. CCPS, București, 1997, 122-163
- Schwarz P. Managementul organizațiilor fără scop lucrativ. În Buletin informativ 529-531, Ed. CCPS, București, 1997, 7-99
- Soucie D. Eficiența conducerii manageriale în organizațiile sportive. În Buletinul Informativ 504-506. Ed. CCPS, București, 1997, 1-3