



## Topic 1. GENERAL MANAGEMENT

### *Module II. Management of small and medium sized sport clubs*









Co-funded by the  
Erasmus+ Programme  
of the European Union





# CONTENT

-  ***Definition of management***
-  ***Definition of sport management***
-  ***Functions of the management***
-  ***Management levels***
-  ***Types of management***
-  ***Management style***



# DEFINITION OF MANAGEMENT

Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, staffing, directing and controlling organizational resources.

Organizational resources include men (human beings), money, machines and materials.





## DEFINITION OF MANAGEMENT

“The process of using available resources to achieve certain goals through proper planning, organizing and staffing, managing and controlling” (DuBrin)

“Management is the process of shaping and maintaining environments in which individuals, working together in a group, effectively achieve the desired results” (Wehrich & Koontz)

“Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way” (Taylor)

“Management is the accomplishment of results through the efforts of other people” (Lawrence)





# CHARACTERISTICS OF MANAGEMENT

- Management is goal oriented process
- Management is pervasive
- Management is Multidimensional (work, people, operations)
- Management is a continuous process
- Management is a group activity
- Management is a dynamic function
- Management is a composite process



## DEFINITION OF SPORT MANAGEMENT

**Sport management** is the field of business dealing with sports and recreation. Sports management involves any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport or physical activity.



# FUNCTIONS OF MANAGEMENT





# PLANNING

Planning is deciding in advance:

- what to do, how to do
- why to do
- where to do
- who is going to do it.

”Planning bridges the gap from where we are to where we want to go.”  
(Koontz & O’Donnel)

Planning sets the goals!





## IMPORTANCE OF PLANNING

- Planning provides directions.
- Planning reduces the risk of uncertainty.
- Planning reduces overlapping and wasteful activities.
- Planning promotes innovative ideas.
- Planning facilitates decision making.
- Planning establishes standards for controlling.



# ORGANIZING

Organizing is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

”To organize a business is to provide it with everything useful or its functioning, i.e. raw material, tools, capital and personnel.”  
(Fayol)



## IMPORTANCE OF ORGANIZING

- Organizing helps organizations to reap the benefit of specialization.
- Organizing helps in optimum utilization of resources.
- Organizing helps in effective administration.
- Organizing channels for expansion and growth.
- Organizing achieves coordination among different departments.
- Organizing creates scope for new change.





# LEADING

**Staffing** is recruiting, selecting, appointing the employees, assigning duties, maintaining cordial relationship and taking care of them; training and development; evaluation.

**Directing** is nothing but guiding and leading the people in an organization; it is not just giving instructions by a superior to the sub-ordinates but also a process of supervising, guiding and motivating to achieve the organizational goals.



## IMPORTANCE OF LEADING

- Leading initiates actions to get the desired results.
- Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc.
- The main purpose is to put the right man on the right job, i.e. square pegs in square holes and round pegs in round holes.
- Leading attempts to get the maximum out of employees by identifying their capabilities.
- It is essential to keep the elements like Supervision, Motivation, Leadership and Communication effective.



## CONTROLLING

Controlling is the process that ensures whether the resources are obtained and used efficiently in achieving the organizational objectives.

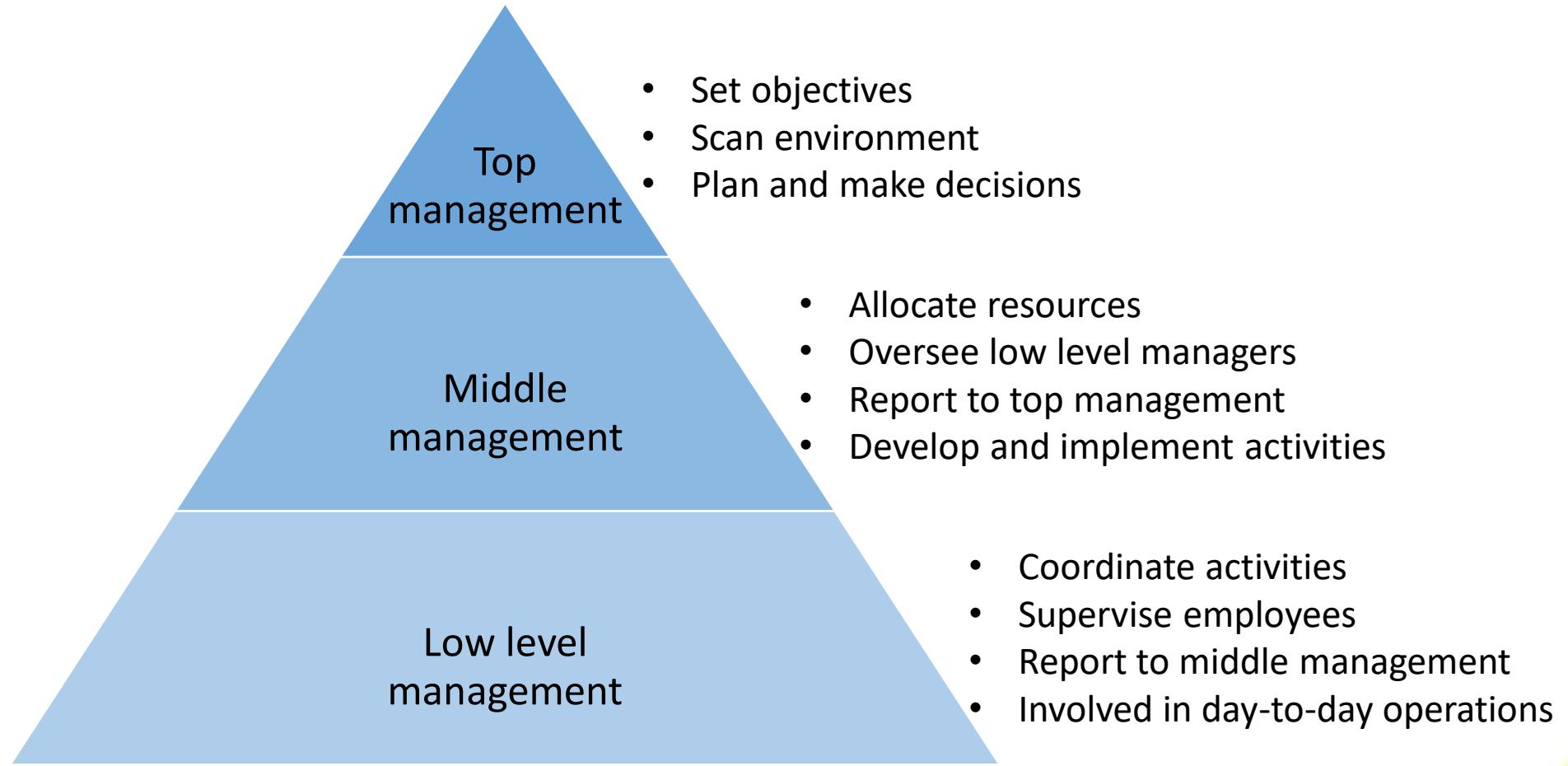
Controlling consists of:

- Establishment of standard performance.
- Management of actual performance.
- Comparison of actual performance with the standards and finding out deviation (if any).
- Corrective action.

“Controlling is determining what is being accomplished – that is, evaluating performance and, if necessary, applying corrective measures so that performance takes place according to plans.”  
(Terry & Franklin)



# MANAGEMENT LEVELS





# TYPES OF MANAGEMENT

Management has different aspects. Managers have different styles and management is of different types.

The most common and mentionable types of management are:




















Operations Management	Sales Management	Strategic Management	Marketing Management	Public Relations	Supply Chain Management	Financial Management
Procurement Management	HR Management	R&D Management	IT Management	Engineering Management	Project Management	Event Management
Change Management	Risk Management	Innovation Management	Quality Management	Facility Management	Design Management	Knowledge Management





# TYPES OF MANAGEMENT

Management of (small and medium sized) sport clubs has so many aspects, that most of the mentioned types of management can be encountered:

 Operations Management	 Sales Management	 Strategic Management	 Marketing Management	 Public Relations	Supply Chain Management	 Financial Management
 Procurement Management	 HR Management	 R&D Management	 IT Management	Engineering Management	 Project Management	 Event Management
 Change Management	 Risk Management	 Innovation Management	 Quality Management	 Facility Management	 Design Management	 Knowledge Management



# MANAGEMENT STYLES

A management style is the way in which a manager works to fulfill the goals. Management style includes the way the manager plans, organizes, makes decisions, delegates, and manages the staff.

There are three main styles:





## AUTOCRATIC STYLE

- Management tells staff what decision it has made.
- Characteristics:  
Centralization of power with management. All policy set by management. Little trust or faith in staff. Rigid setting of work by management. Perception that orders are to be carried out without questions. One way communication.
- Advantages:  
Directions and procedures are clearly defined. Employees roles and expectations are set out, so management can monitor performance. Decision making and problem solving is generally performed quickly as there is no consultation. Communication is generally clear.
- Disadvantages:  
No employee input means that ideas, skills, experience and initiative are not utilized. Decreased motivation due to lack of trust and two way communication.



## DEMOCRATIC STYLE

- Management joins with staff to make a group decision.
- **Characteristics:**  
Decision making shared between management and employees. Two way communication. Clear, ongoing communication and encouragement of group discussions allowing for feedback. Regular contact between management and employees. Teamwork encouraged.
- **Advantages:**  
Management/staff relationship strong. Job satisfaction high when employees feel part of the decision making process. Staff feel ownership over decisions. Employee skills, experience, ideas utilized. The 'right' people are involved in decisions which affect them. Positive culture established.
- **Disadvantages:**  
Time consuming. Some issues might not be suitable for discussions with all employees. Resentment or conflict may occur when a suggestion is ignored.



## LAISSEZ-FAIRE STYLE

- Employees assume total responsibility for, and control of, workplace operations.
- **Characteristics:**  
Management set objectives and deadlines then let employees find ways of achieving them. Manager act more as a support for employees than as a boss.
- **Advantages:**  
Employees feel highly trusted. Employees are free to explore their own avenues and creativity which may lead to a relaxed culture and innovation. Employees have high job satisfaction as they have responsibility.
- **Disadvantages:**  
Lack of task orientation, productivity and direction. Employees receive little or no leadership and may not respect management. Lack of accountability for managers.



## MANAGEMENT STYLES

- Various management styles can be employed depending on the culture of the business, the nature of the task, the experience and personalities of the workforce and the personality and skills of the leaders.
- Highly effective managers change styles depending on the situation.
- There is no one best style, except the one chosen appropriately and which contributes to the organization achieving its objectives.

*For more information on the competencies and functions of the managers follow the presentation of **topic 2. Main functions of the manager.***