

Universitatea Babeș Bolyai

FACULTATEA DE ȘTIINȚE ECONOMICE ȘI

GESTIUNEA AFACERILOR

EMMANOUIL EMMANOUILIDIS

TEZA DE DOCTORAT

STUDIU PRIVIND PERFECTIONAREA MANAGEMENTULUI

BAZELOR SPORTIVE DIN GRECIA

REZUMAT

Conducător Științific:

Prof. Univ. Dr. LIVIU ILIES

2015

CUPRINS

INTRODUCERE	Error! Bookmark not defined.
CAP 1. ROLUL ȘI IMPORTANȚA SPORTULUI ÎN SOCIETATE.....	Error! Bookmark not defined.
1.1. SPORTUL ÎN SOCIETATEA MODERNĂ.....	Error! Bookmark not defined.
1.2. CE ESTE SPORTUL?	Error! Bookmark not defined.
1.2.1. Conceptul de sport	Error! Bookmark not defined.
1.2.2. Clasificarea sportului	Error! Bookmark not defined.
1.3. ORGANISMELE DE CONDUCERE ȘI REGLEMENTARE ÎN SPORT.....	Error! Bookmark not defined.
1.3.1. Organismele de conducere în sport.....	Error! Bookmark not defined.
1.3.2. Organizații promotoare de evenimente sportive	Error! Bookmark not defined.
1.3.3. Organizații furnizoare/producătoare de servicii sportive....	Error! Bookmark not defined.
1.3.4. Organizații sportive guvernamentale	Error! Bookmark not defined.
1.3.5. Organizații sportive nonprofit.....	Error! Bookmark not defined.
1.4. IMPACTUL ORGANIZAȚIILOR SPORTIVE ASUPRA DEZVOLTĂRII ECONOMICE.....	Error! Bookmark not defined.
1.5. BENEFICIILE SPORTULUI	Error! Bookmark not defined.
1.6. ROLUL BAZELOR SPORTIVE ÎN INDUSTRIA SPORTULUI.....	Error! Bookmark not defined.
1.7. MODEL DE BUNĂ FUNCȚIONARE A BAZELOR SPORTIVE DE STAT ȘI PRIVATE DIN GRECIA.....	Error! Bookmark not defined.

CAP. 2. BAZELE SPORTIVE CA ORGANIZAȚII ECONOMICO- SOCIALE **Error!**

Bookmark not defined.

2.1.CE ESTE O ORGANIZAȚIE ?**Error! Bookmark not defined.**

2.2. CONCEPTUL DE ORGANIZAȚIE SPORTIVĂ**Error! Bookmark not defined.**

2.3. SCURT ISTORIC AL BAZELOR SPORTIVE MODERNE DIN GRECIA **Error!**

Bookmark not defined.

2.4. BAZELE SPORTIVE CA ORGANIZAȚII**Error! Bookmark not defined.**

2.4.1. Conceptul de bază sportivă**Error! Bookmark not defined.**

2.4.2. Tipologia bazelor sportive**Error! Bookmark not defined.**

2.4.3. Trăsăturile bazelor sportive**Error! Bookmark not defined.**

2.4.4. Activitățile și funcțiile bazelor sportive**Error! Bookmark not defined.**

2.4.4.1. Funcțiunea de prestații.**Error! Bookmark not defined.**

2.4.4.2. Funcțiunea comercială**Error! Bookmark not defined.**

2.4.4.3. Funcțiunea de marketing.....**Error! Bookmark not defined.**

2.4.4.4. Funcțiunea logistică.**Error! Bookmark not defined.**

2.4.4.5. Funcțiunea de personal**Error! Bookmark not defined.**

2.4.4.6. Funcțiunea financiar-contabilă**Error! Bookmark not defined.**

2.5. ORGANIZAREA SI AMPLASAREA BAZELOR SPORTIVE DIN GRECIA **Error!**

Bookmark not defined.

2.5.1. Structura organizatorica a bazei sportive**Error! Bookmark not defined.**

2.6. PRINCIPII DE PLANIFICARE ARHITECTONICĂ, TEHNICĂ, FUNCȚIONALĂ ȘI URBANISTICĂ A BAZELOR SPORTIVE**Error! Bookmark not defined.**

2.7. ACTIVITATEA FINANCIARĂ A BAZELOR SPORTIVE **Error! Bookmark not defined.**

defined.

2.7.1. Surse de finanțare a unei baze sportive în Grecia**Error! Bookmark not defined.**

2.7.2. Buget și contabilitate**Error! Bookmark not defined.**

2.8. PLANUL DE MENTENANȚĂ AL BAZEI SPORTIVE	Error! Bookmark not defined.
2.9. DIRECTII PENTRU CREAREA UNEI BAZE SPORTIVE FOCALIZATA PE OBIECTIVE	Error! Bookmark not defined.
2.10. EFICACITATE SI EFICIENȚA, CRITERII DE MASURARE A PERFORMANTEI BAZELOR SPORTIVE	Error! Bookmark not defined.
2.10.1. Eficacitatea.....	Error! Bookmark not defined.
2.10.2. Eficiența	Error! Bookmark not defined.
2.10.3.Modalități de îmbunătățire a eficacității organizaționale a bazelor sportive	Error! Bookmark not defined.
2.11. PERFORMANTA ORGANIZATIONALĂ A BAZEI SPORTIVE .	Error! Bookmark not defined.
CAP. 3. MANAGEMENTUL BAZELOR SPORTIVE.....	Error! Bookmark not defined.
3.1. NEVOIA DE MANAGEMENT A BAZELOR SPORTIVE.	Error! Bookmark not defined.
3.2. CONCEPTUL SI FUNCȚIILE MANAGEMENTULUI ÎN SPORT....	Error! Bookmark not defined.
3.3. FUNCȚIILE MANAGEMENTULUI BAZELOR SPORTIVE.....	Error! Bookmark not defined.
3.3.1. Planificarea	Error! Bookmark not defined.
3.3.2. Organizarea.....	Error! Bookmark not defined.
3.3.3. Conducerea (leading)	Error! Bookmark not defined.
3.3.4. Controlul	Error! Bookmark not defined.
3.6. ROLUL MANAGEMENTULUI STRATEGIC ÎN ASIGURAREA EFICACITĂȚII BAZEI SPORTIVE	Error! Bookmark not defined.
3.7.MANAGEMENTUL RESURSELOR UMANE	Error! Bookmark not defined.
3.8. ATITUDINI LA LOCUL DE MUNCĂ.....	Error! Bookmark not defined.
3.9. SATISFAȚIA LA LOCUL DE MUNCĂ.	Error! Bookmark not defined.
3.10. MARKETINGUL ÎN BAZELE SPORTIVE	Error! Bookmark not defined.

CAP.4.PERFECTIONAREA MANAGEMENTULUI BAZELOR SPORTIVE ÎN SCOPUL ÎMBUNĂTĂȚIRII PERFORMANȚELOR ORGANIZAȚIONALE. STUDIU EMPIRIC ÎN BAZELE SPORTIVE DIN GRECIA	Error! Bookmark not defined.
4.1. METODOLOGIA CERCETĂRII	Error! Bookmark not defined.
4.1.1.Obiectivele și ipotezele cercetării	Error! Bookmark not defined.
4.1.2. Eșantionul cercetării. Populația investigată	Error! Bookmark not defined.
4.2. MODEL DE ANALIZĂ A MANAGEMENTULUI BAZELOR SPORTIVE. STUDIU EMPIRIC PRIVIND IDENTIFICAREA BUNELOR PRACTICI ȘI A MODALITĂȚILOR DE PERFECTIONARE A MANAGEMENTULUI ÎN BAZELE SPORTIVE DIN GRECIA ..	Error! Bookmark not defined.
4.2.1.Eșantionul cercetării	Error! Bookmark not defined.
4.2.2. Factorii care determină performanțele de ansamblu a managementului bazelor sportive	Error! Bookmark not defined.
4.2.3.Managerii bazei sportive.....	Error! Bookmark not defined.
4.2.4. Strategii și politici	Error! Bookmark not defined.
4.2.5. Managementul calității	Error! Bookmark not defined.
4.2.6. Managementul resurselor umane	Error! Bookmark not defined.
4.2.7. Protecția mediului. Asigurarea sănătății și securității în muncă	Error! Bookmark not defined.
4.2.8. Practici manageriale în externalizarea activităților și proceselor din cadrul bazei sportive	Error! Bookmark not defined.
4.3.ANALIZA SWOT PENTRU DIAGNOSTICAREA ȘI EVALUAREA POTENȚIALULUI DE MANAGEMENT AL BAZELOR SPORTIVE. STUDIU DE CAZ LA BAZA SPORTIVĂ MELINA MERKOURI.....	Error! Bookmark not defined.
4.3.1. Prezentarea complexului sportiv “Melina Merkouri” din Atena	Error! Bookmark not defined.
4.3.2. Analiza SWOT la baza sportivă Melina Merkouri. Studiu de caz.....	Error! Bookmark not defined.

4.4. MODEL DE EVALUARE A SATISFACȚIEI CLIEȚILOR UNEI BAZE SPORTIVE.
STUDIUL DE CAZ LA BAZA SPORTIVĂ MELINA MERKOURI ATENA ..**Error! Bookmark not defined.**

4.5. CONCLUZII ASUPRA STUDIULUI EMPIRIC PRIVIND PERFEȚIONAREA
MANAGEMENTULUI ÎN BAZELE SPORTIVE DIN GRECIA**Error! Bookmark not defined.**

CAP.5. CONCLUZII FINALE ȘI CONTRIBUȚII PERSONALE..... **Error! Bookmark not defined.**

5.1. CONTRIBUȚIILE TEORETICE ȘI
PRACTICE.....**Error! Bookmark not defined.**

5.2.CONTRIBUȚII
PERSONALE.....**Error! Bookmark not defined.**

5.3. LIMITĂRI METODOLOGICE ȘI
PRACTICE.....**Error! Bookmark not defined.**

5.4. DIREȚII NOI DE
CERCETARE.....**Error! Bookmark not defined.**

BIBLIOGRAFIE.....**Error! Bookmark not defined.**

ANEXE.....**Error! Bookmark not defined.**

ANEXE

[ANEXA.1. Chestionr privind managementul bazelor sportive ...](#)**Error! Bookmark not defined.**

[ANEXA.2. Factori luați în considerare la evaluarea performanțelor activităților și proceselor în managementul bazelor sportive. \(date obținute din prelucrarea chestionarelor\)](#) **Error! Bookmark not defined.**

[ANEXA.3. Factori care determină performanțele de ansamblu a managementului bazelor sportive](#).....**Error! Bookmark not defined.**

[ANEXA.4. Bazele sportive din Grecia](#) :.....**Error! Bookmark not defined.**

[ANEXA.5. Lista bazelor sportive din Grecia](#).....**Error! Bookmark not defined.**

ANEXA.6. Evaluarea factorilor care determină satisfacția clienților bazei sportive MELINA MERKOURI.....279

ANEXA.7. Analiza internă a managementului resurselor umane.....277

LISTA DE FIGURI

[Fig. 3.1. Modelul managementului sportului de timp liber](#)**Error! Bookmark not defined.**

[Fig. 3.1. Ciclul de viață al organizațiilor sportive\)](#).....**Error! Bookmark not defined.**

[Fig. 3.2. Subsistemul procesului de organizare.](#).....**Error! Bookmark not defined.**

[Fig. 4.1. Structura bazelor sportive de care aparțin respondenții după numărul de angajați.](#) **Error! Bookmark not defined.**

[Fig. 4.2. Structura eșantion după poziția ocupată de respondenți în cadrul organizației](#)..... **Error! Bookmark not defined.**

Fig.4.3 .Structura eșantion după vârsta respondenților.....171

Fig.4.4. Structura eșantion după nivelul studiilor absolvite de respondenți.....171

Fig. 4.5. Domeniul de specializare a studiilor absolvite de respondenți.....172

Fig. 4.6. Structura eșantionului după vechimea respondenților în organizație.....174

[Fig.4.7.Factorii care determină performanța activităților și proceselor de management a bazelor sportive din Grecia, în ordinea importanței, \(coeficienții de importanță\)](#).....**Error! Bookmark not defined.**

[Fig 4.8. Factorii cei mai importanți, în asigurarea eficacității muncii manageriale, cu evidențierea coeficientului de importanță](#)**Error! Bookmark not defined.**

[Fig.4.9. Contribuția factorilor la obținerea efectivă a performanțelor organizaționale, respectiv la eficacitatea managementului.....](#)**Error! Bookmark not defined.**

[Fig. 4.10. Managementul calității-elemente definitorii](#)**Error! Bookmark not defined.**

[Fig. 4.11.Modalități de promovare a bazelor sportive](#)**Error! Bookmark not defined.**

[Fig 4.12. Evaluarea eficacității și eficienței eforturilor de marketing ale bazelor sportive în comunicarea cu clienții](#)**Error! Bookmark not defined.**

[Fig.4.13. Metode de publicitate pentru promovarea bazelor sportive](#) **Error! Bookmark not defined.**

[Fig.4.14. Factorii care asigură succesul bazelor sportive](#)**Error! Bookmark not defined.**

[Fig.4.15. Direcții de acțiune pentru îndeplinirea obiectivelor generale ale bazelor sportive și a celor individual specifice ale angajaților, în condiții de eficacitate și eficiență.....](#)**Error! Bookmark not defined.**

Fig.4.16. Obiectivele instruirii și perfecționării angajaților, în bazele sportive.....200

[Fig. 4.17. Externalizarea activităților de resurse umane în bazele sportive.....](#)**Error! Bookmark not defined.** Fig. 4.18. Imagini cu baza sportivă

MELINA MERKOURI

LISTA DE TABELE

Error! Bookmark not defined.

[Tabelul 1.2. Clasificarea organizațiilor sportive.....](#)**Error! Bookmark not defined.**

[Tabel 2.1 Prioritățile departamentului de marketing și a celui financiar...](#) **Error! Bookmark not defined.**

Tabelul 2.2. Procese și produse benchmark.....84

[Tabelul 2.3. Criterii de evaluare a eficacității organizaționale a cluburilor sportive.....](#)90

[Tabelul 2.4. Măsurile de evaluare a managementului unei baze sportive](#) **Error! Bookmark not defined.**

[Tabelul 4.1. Mărimea organizației](#) **Error! Bookmark not defined.**

[Tabelul 4.2. Poziția ocupată de respondenți în cadrul organizației](#) **Error! Bookmark not defined.**

[Tabelul.4.3. Structura eșantion după vârsta respondenților](#) **Error! Bookmark not defined.**

Tabelul.4.4. Structura eșantion după nivelul studiilor absolvite de respondenți.....171

Tabelul 4.5. Domeniul de specializare a studiilor absolvite de respondenți.....172

Tabelul 4.6. Vechimea respondenților în organizație.....173

Tabelul 4.7 Scorurile medii pentru factorii care determină satisfacția clienților la baza sportivă

Melina Merkouri.....225

INTRODUCTION

Nowadays, quality, value and customer service is the focus of the top management of the sport. However, adoption of these concepts is only the first step towards achieving customer satisfaction and long-term profitability of the sports. A sports facilities should also be able to implement the strategies, plans and programs that will provide acceptable levels of quality, value and customer service.

In this new millennium, adaptation, continuous improvement, employee autonomy and unity of purpose have turbocharged design optimal consistency of operations, command and control and economies of scale. Self-organized teams take the place of corporate hierarchies and creativity replaces capital, becoming the most important resource of a sports organization. Specialists in the field have identified a number of obstacles to the establishment of a program targeting high quality services of sports, referring to employees and / or organizational aspects. The most important were: establishing a common vision within the organization, establish the role of employees in the process of obtaining quality, obtain managerial commitment (from top to bottom), change management processes and employee training and education, strengthening organizational culture values. These factors suggest that the roles that sports and individuals that compose them play in the strategic management of the organization, are of great importance, therefore they are analyzed in our research.

Managers have seen significant development of the sport management, given that they have significant budgets. The role of the sports manager today is substantially different from the past.

Managers of sports in the past 5 years, have faced a multitude of issues including economic uncertainty, inflation, lack of resources, environmental protection, regulated constraints, competition and steady raising customer requirements and expectations.

During this research we examine issues related to the management of sports and measuring its effectiveness. We will show them the importance of effective organization, identifying best practices and ways that can be used to enhance the management of sports.

In this work we have tried to emphasize the importance for a sports base, an effective and efficient organization. In many sports were observed significant improvements in their business as a result of organizational improvements. As outlined in the paper the most important factor of success is organization management effectiveness and efficiency by integrating all managerial activities in an appropriate structure.

Although there are important elements that define an effective organization, factors contributing to organizational effectiveness are: organizational characteristics, environmental and employee and management policies and practices.

Management should identify elements of sports with impact on the effectiveness and evaluates their importance, which requires the determination of performance standards, training of employees related to the efficacy of particular value in creating and maintaining an effective and efficient workforce.

1. RESEARCH METHODOLOGY

1.1. Objective and research hypotheses

Empirical study aimed to draw up a model of evaluation and management analysis of sports in Greece. For this purpose we focused the study on improving organizational skills, sports bases, the most important domains that were included in the survey are: general management; strategic management; operational systems; customer service; human resources management; marketing; financial management.

The objective of this research is to develop a model of sports management analysis to identify best practices and ways to improve it in order to increase organizational performance. The specific objectives are:

- identify the factors that determine performance activities and processes, sports bases, the aim of finding ways to improve their management;
- Identification of best practices to improve the effectiveness and efficiency of management, namely to increase the sport performance;
- measurement (assessment) contribution factors determining organizational performance in sports facilities, based on a study, survey sports facilities in Greece;
- developing a SWOT analysis model, at a sports representative in order to develop, development and implementation of effective and efficient strategies and policies;
- identifying specific ways and best practices in order to increase performance activities and processes operationalization of sporting facilities;
- identify the most appropriate ways in which the sport can improve management effectiveness and efficiency of human resource use, based on an internal analysis at a sporting known in Greece as Melina Merkouri;
- conducting a case study to assess customer satisfaction in the sports Melina Merkouri;

1.2. The sample research.

Given the restrictions imposed by organizational and statistical research conducted, we felt that the most appropriate sampling method is sampling our study „ judgmental sample type directional logic ". It envisages selection of sample components based on the most important features, features that organizations (sports facilities) and respondents must possess, thus ensuring representativeness in relation to the collectivity.

In this case, the sample was composed of sports facilities in Greece, with particular owners / managers, and professionals, given their interest in identifying good practice and improve their management. Respondents to the questionnaire are managers athletes operative workers, technical staff, administrative staff and specialists from regulatory bodies in sport.

1.3. Research tools

To identify factors that determine the effectiveness of sports management, we considered both the use of quantitative research through a questionnaire-based surveys and conducting a qualitative research, based on a semi-structured interview and a case study.

The empirical study included a survey, based on questionnaires intended for the management of sports, namely identifying the factors that determine their performance, and best practices to improve their management, which can be used in explanatory studies, depending on the overall goal and objectives Specific research:

In empirical research, we considered designing a questionnaire as the best instrument for data collection to meet the research objectives or goals. The questionnaire covers the first part, the influence of the factors determining the overall performance of management and in the second part of the factors taken into account in the performance evaluation activities / processes in the management of sports. In terms of information content, the questionnaire is the first part of one opinion, watching how managers perceive the role and effectiveness of sports management in order to improve their performance. The questions were closed, some with multiple answers, and in the second part, which contains information about the organization and the respondent, I called factual data.

The empirical study included in addition to the survey questionnaire based management for the sport, ie identifying the factors that determine their performance and best practices to improve their management, which can be used in explanatory studies, according to the general objective and specific objectives research: Also using a semi-structured interview administered to a total of 21 people of which 15 are managers of sports, 4 and 2 specialists operative workers regulators.

Another source of information and research was the observation method, ie direct observation, my training was facilitated by professional or functions held in the last 20 years in sports management in Greece in general and the management of sports important as sports grounds Melina Merkouri.

The research was completed by developing conclusions, recommendations and proposals for improving the management of sports light of the results obtained.

The most important factors were included in the study to design the questionnaire and interview preparation structure refers to:

- changes occurring in the market services provided by sports facilities;
- strategic and operational management dimension of sports;
- growing demands for quality assurance employees;
- outsourcing of activities and processes within the sport;
- identifying best practices and the most appropriate ways to implement their sports facilities in Greece;
- changes in customer requirements.

4.1.4. Data processing, analysis and interpretation of results

For the study empirically, we completed the questionnaire in the first stage after a pre-testing with experts, we distributed questionnaires both personally and by mail after I 've collected.

In the next step we made data processing and information from questionnaires and interviews, followed by analysis and interpretation of results, conclusions, recommendations and proposals aimed at improving the management of sports facilities by identifying best practices and develop ways to improve activities and specific processes or increase their effectiveness and efficiency.

Starting from the mission and objectives of the sports and taking into account the purpose of our research to identify best practices in the management of sports facilities for the study we wanted to identify a large number of critical success factors based on quantitative information and quality, which are grouped into the following categories: general management; managers; quality management; design and material resources, human resources management; outsourcing specific activities and processes; marketing.

2. Conclusions and personal opinions

The thesis deals with a specific topic of sport, namely the improvement of the management of sports in Greece.

Research theme has the following objectives:

The study bibliography, on the management of sports:

- presentation based on literature study and studies in the field of the main characteristics of the sport management, its role in ensuring a competitive advantage;
- bibliographic study on the role of management in ensuring competitive advantage of the sport, and their strategies and policies impact on their competitiveness in an increasingly dynamic market;

The study and select the most appropriate theoretical models necessary evaluation and management process for developing and implementing successful policies and strategies, which include: improving organizational performance; Customer satisfaction, based on the services provided by Melina Merkouri sports; SWOT analysis, strategic premise of the development dimension of the sport.

The empirical study on developing a model for evaluating and analyzing the management of sports in Greece. For this purpose we focused the study on improving organizational skills, sports bases, the most important domains that were included in the survey were the following: general management; strategic management, operational systems; customer service; human resources management; marketing; financial management. In this study it was focused on;

- analysis of the evolution and complexity of management for sports facilities in Greece;
- finding solutions to increase the efficiency and effectiveness of sports management and identifying best practices, which constitute a guide, both for them and for their customers and suppliers;

Through this research we tried to sensitize managers and employees of sports facilities in Greece, identify and study best practices in management, and to apply them in order to gain competitive advantage.

The empirical study of the following [rite:

- determine the stage of organizational and operational strategies and policies implemented by the sports bases in Greece;
- identify the characteristics of the process of planning, organizing, training, motivation and management control of the sport;
- developing a model for identifying and assessing the factors determining organizational performance of sports facilities;
- developing a model for assessing customer satisfaction with the services provided by sports facilities;
- identify best management practices of sports facilities in Greece, and ways to improve their management.

Main personal contributions, summarized, are:

- proposing a model for identifying and assessing the factors determining organizational performance in sports facilities in Greece;
- case study for developing a model of assessment and analysis of customer satisfaction, recipients of services provided by sports facilities;
- evaluation and management of sports in Greece, and assessing the appropriateness of developing and implementing strategies and policies highlighting the main organization of their benefits and the main barriers to effective and efficient management of the development and implementation thereof,] n sports facilities in Greece, which were the subject of research [our country;
- analyze the factors that determine the effectiveness and efficiency of operational processes and performance activities and sports facilities, followed by recommendations and proposals for improving their management;
- Identify the potential benefits of improving management of sports geared towards reducing costs and by improving the quality of service provided to clients and making their proposals.

BIBLIOGRAPHY

1. Ahlert, G. B., Meyer, in Dieckert, J., Woop, C., u.a.,(2002). Handbuch Freizersport, Hofmann Verlag, Schondorf 2. I. (2002) Programe pentru pregătirea managerilor la conducerea bazelor sportive, Atena, Revista sportul si societate, nr.30, p51-56. 3. Afthinos I. (2000) Organizarea competițiilor sportive“,Universitatea Atena 4. Agriodimos., K.(2006) Competițiile sportive, educația și structura organizatorică a sportului elen, Atena,editions ELLEDA. 5. Airaksien, T. (1998) Professional Ethics”, în Encyclopedia of Applied Ethics, Vol .3, Academic Press,1998 6. Alexandris, K., Dimitriadis, N., Kasiara, A. (2001). The behavioral consequences of perceived service quality: An exploratory study in the context of private fitness clubs in Greece. European Sport Management Quarterly, I, p 280-299. 7. Alexandris., K. Inițiere în managementul și marketingul organizațiilor sportive și a companiilor private de sport și recreere, Editura universității Thesaloniki. 8. Alonzo, V., (1994). The Wild World of Sports Marketing, in Incentive, SUA 9. Amis, J., Slack, T. (1996). The size-structure relationship in voluntary sport organizations. Journal of Sport Management, 10, p76-86. 10. Amis, J., Slack, T., Hinings, C.R. (2002). Values and organizational change. The Journal of Applied Behavioral Science Behavior, nr 38, p436-465. 11. Ammon., R.J.(1998) Sport event and facility management, în Contemporary management, Quarterman.J.,2 editions. 12. Angheloudis, S. (2003) Atletismul, sportul și societatea, factori unificatori, Thesaloniki, vol. 13. Andref, WW. Weber, W., (1998).The economic of professional team sports, Editura Human Kinectics Books, SUA. 14. Baker, R.E., Eskerick, Craig, (2013). Fundamentals of sport management, Versa Press 15. Barnes, J. (2011) Contemporary critical perspective, London

16. Beardwell, J., Claydon, T., (2010). *Human Resource Management: A Contemporary Approach*, Prentice Hall
17. Bogdan, Vasile. (2009), *Mediul Ambient Olimpic și Performanța Sportivă*, Editura Didactică și Pedagogică, București.
18. Borovitz T. (2000), *Primul simpozion al organizațiilor sportive elene*, Atena, 2000-vol.1
19. Bridges, F., Roquemoire, L. (1996). *Management for athletic/sport administration: Theory and practice* (2nd ed.). Decatur, IL: ESM.
20. Brief, A., Staw, B., (2013). *Research in Organizational Behavior*, Pearson Education, Prentice Hall.
21. Burnes, B., (1996), *Managing change*, 2nd ed., Financial Times, Pitman Publishing, London
22. Campbell, J.P. (1977). On the nature of organizational effectiveness. In P.S. Goodman, J.M. Pennings, and Associates (Eds.), *New perspectives on organizational effectiveness*, p36-41. San Francisco: Jossey-Bass.
23. Carton, R. și Hofer, C. (2006). *Measuring Organizational Performance*, Edward Elgar Publishing, Inc.
24. Cătoi, I., Bălan, C., Onete, B., Popescu, I.C., Vegheș, C, *Metode și tehnici utilizate în cercetările de marketing. Aplicații*. Editura Uranus București 1999.
25. Chelladurai, P. (1985) *Sport management: Macro perspectives*. London, ON: Sports Dynamics
26. Chelladurai, P. (1992). A classification of sport and physical activity services: Implication for sport management, *Journal of Sport Management*, nr 6, p 38-51.
27. Chelladurai, P. (2001). *Managing organizations for sport and physical activity: A systems perspective*. Scottsdale, AZ: Holcomb Hathaway.
28. Chelladurai, P., Madella, A., (2006). *Human resource management in Olympic sport organisation*, Human Kinetics, Champaign, IL
29. Chelladurai, P. Quek, C.B. (1995). Decision style choices of high school basketball coaches: The effect of situational and coach characteristics. *Journal of Sport Behavior*, nr18, p 91-108.
30. Coates, Ch., *Managerul Total*, Editura Teora, Bucuresti, 1999
31. Collins, J.C., Porras, J.I., (1996), *Building Your Company's Vision*, Harvard business review, 1996, (<https://hbr.org/1996/09/building-your-companys-vision>)
32. Constantinescu M., Beclea Szekely, V., *Elemente de conceptualizare teoretică și practică a industriei sportive*, Revista de Marketing Online – vol. 1, nr. 3, p. 1821.(www.edumark.ase.ro)
33. Cowel, D., Walker, S., Hess, P., (2012). *Managing Sports Organizations* Burlington, MA: Butterworth-Heinemann.
34. Cowell, D., Walker, S., (2013). *Managing sport organizations: Responsibility for Performance*. Butterworth-Heinemann
35. Covell, D., Walker, S., Siciliano, J., Hess, P. (2007). Burlington, MA: Butterworth-Heinemann.
36. Creswell, J.W. (2003). *Research design: Qualitative, quantitative and mixed methods approaches*. London, UK: Sage.
37. Cristea, D., (2000). *Tratat de psihologie socială*, Editura Pro Transilvania, București
38. Cummings, T.G., Worley, C.G. (1993). *Organization development and change*. St. Paul: West.
39. Daft, R. (2000). *Organizational Theory and Design*. New York: South Western College.
40. Daft, R. L., (2004) *Orgniazation theory and design* (8rd ed.) Mason, OH: Thomson/South-Western
41. Daft, R. și Marcic, D. (2006). *Understanding Management*, 5th edition, Thompson South-Western, Mason OH, USA.
42. Doherty, A.J., Chelladurai, P. (1999). Managing cultural diversity in sport organizations: A theoretical perspective. *Journal of Sport Management*, nr13, p 280-297.
43. Dragnea, A. (2000) *Teoria educației fizice și a sportului*, Editura Cartea Școlii, București
44. Dragnea, C., Dragnea, A., Mate- Teodorescu, S., (2002). *Teoria sportului*, Fundația pentru Educarea și Formarea prin Sport a Tinerilor, București
45. Drucker, P. (2006), *Managing for the*

future, ed. Business-Money.. 46. Ecobescu, N., Filip, A., Micu, N., Hagiopol, M., Nițelea, M., Ecobescu, S., (1999). Manualul Consiliului Europei, Centrul de Informare și Documentare al Consiliului Europei la București, București

47. Gale, B.T., (1994). Managing Customer Value, New York: Free Press. 48. Ganastiasios, A., Gargalianos, E., (2007). The present study focuses on the field of sport management and more specifically on Municipal sport 49. Gargalianos, D. (2006), Structura și organizarea sportului în Grecia, Atena, ELLEDA editions 50. Gary, J., (1998) Comportament organizațional, Editura Economică, București. 51. Graham, S., Neirotti, L.D., Goldblatt, J.J. (2001). The ultimate guide to sports marketing. New York: McGraw-Hill. 52. Ham, L. (2005). Accounting and budgeting. In B. Parkhouse (Ed.), The management of sport: Its foundation and application (4th ed.). Boston: McGraw-Hill. 53. Harrington, H.J., Harrington, J.S. (1995), Total Improvement Management, McGraw-Hill 54. Hickson, D.J., Hinings, C.R., Lee, C.A., Schneck, R.E., Pennings, J.M. (1971). A strategic contingencies theory of interorganizational power. Administrative Science Quarterly, nr 14, p 378-397 55. Ilies, L, Crișan, E. (2009), Managementul firmei și planul de afaceri, Cluj-Napoca: Ed. Risoprint. 56. Ilies, L, Crișan, E. (2010), Managementul calității totale, Cluj-Napoca: Ed. Risoprint. 57. Ilieș L, Stegorean, R, Osoian, C, Lungescu, D. (2005) Managementul Firmei, Editura Risoprint, Cluj-Napoca. 58. Jinga, Gh., (2009). Abordări de Marketing în Sportul românesc, Revista de Marketing Online vol. 1, nr. 1. 2009, np. 9 59. Jones, G., George, J. (2008). Contemporary Management, McGraw Hill/ Irwin. 60. Juran, J., (2000), Planificarea Calității, Ed. Teora, București. 61. Kakkos B. (2000), Organizații sportive locale“, Universitatea din Atena. 62. Kaplan R. S., Norton D. P. (2008), The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Harvard Business Press, Boston 63. Kinicki, A., Kreitner, R., (2006). Organizational behavior: key concepts, skills & best practices, McGraw Hill 64. Kinicki, A., Williams, B., (2010). Management: A practical Introduction, McGraw Hills Irwin 65. Kotler, Ph. (1998). Managementul marketingului, Editura Teora, București.

66. Kotzmanidis, C., (2011). Management și marketing in sport, Universitatea Aristotel din Thessaloniki, Grecia 67. Lafaye, C., (1998), Sociologia organizațiilor, Editura Polirom, București. 68. Lăzărescu, A., (1999), Management în sport, Editura Fundației „România de Mâine”, București. 69. Masteralexis, L.P., Barr, C.A., Hums, M., (2008). Principles and Practice of Sport Management, third editions, James & Bartlett Publisher 70. Miller, L.K. (1997). Sport business management. Gaithersburg, MD: Aspen. 71. Mullin, B., Hardy, S., Sutton, W. (2007). Sport marketing (3rd ed.). Champaign, IL: Human Kinetics. 72. Nicolescu, O. (coord.) (1993) Ghidul managerului eficient, vol 1+ vol 2. București: Editura Tehnică 73. Peel, M. (1993). Introduction to Management: A Guide to Better Business Performance, Financial Times Prentice Hall. 74. Peters, T.J., Waterman, R.H. (1982). In search of excellence. New York: Harper @ Row. 75. Pitts, B., Stotlar, D.K. (1996), Fundamentals of Sport Marketing, Fitness Information Tochnology, USA. 76. Popa, I., (2004), Management strategic, Editura Economică, București. 77. Robbins , S.P., Coulter, M., (2005), Management, 8th Edition, Pearson Education,

Prentice Hall. 78. Robbins, P., DeCenzo, D.A., (2000). Fundamentals of Management, Essential Concepts and Applications, Prentice Hall. 79. Robbins, S.P., (2004). Essential of Organisational Behavior, International Edition 80. Robbins, S.P., Judge. T., (2013). Organizational Behavior, 9th ed., San Diego State University Prentice Hall International, inc, New York Pearson Education 81. Robinson, M. J. (2010). Sport Club Management. Champaign, IL: Human Kinetics. 82. Roman, Gh.,(2004), Antrenamentul si Competiția în sportul de performanță, Cluj Napoca, Editura Napoca Star, 2004. 83. Ross, J.E, (1994), Total Quality Management, 1994 84. Sawyer, T. (2002). Facilities planning for health, fitness, physical activity, recreation and sports. Concept and applications (10th ed.). Champaign: IL: Sagamore Press.

85. Schumann, P.L. (2001), A moral principles framework for human resource management ethics, Human Resource Review”, nr 11, p 203-211 86. Shank .MD. (2005), Sport Marketing. A strategic. Perspective, Ed. a 3-a, New-Jersey, Edit. Prentice Hall, Pearson Education. 87. Slack, T. (1997). Understanding sport organizations: The application of organization theory. Champaign, IL: Human Kinetics. 88. Slack, T., Berret, T., Mistry, K. (1994), Rational planning systems as a source of organizational conflict. International Review For The Sociology of Sport, nr 29, p 317-328 89. Slack, T., Parent, M.M. (2006). Understanding sport organizations: The application of organization theory (2nd ed.). Champaign, IL: Human Kinetics. 90. Voicu, A.V. (1998). Managementul organizațiilor și activității sportive. Ed. Risoprint, Cluj-Napoca. 91. Voicu, A.V., Vișoiu, D. (2005), Codul Eticii Sportive, Statutul Comisiei de Etică, Regulamentul Comisiei de Etică, Regulile de procedură ale Comisiei de Etică, COSR, București. 92. Voicu, A.V., (2008), Structurile Sportive din România, <http://www.sport-europe.com/SIU/HTML/index.htm> - Sport Structure in the European Countries. 93. Voicu, A. V., (2005), Elemente de management și marketing sportiv”, ANEFS București. 94. Vanderzwag, H.G., (1988). Policy Development in Sport Management Benchmark Press, United States 95. Zaharopoulos, S., (2004), Primul simpozion al organizațiilor elene, Atena, 2000-vol.1. (Holmes University of Sheffield). 96. Westwood J., (2006), Marketing Plan, Special Editions Eleftheroudakis (Sunday times). 97. Yukl, G.A., (2006), Leaderships in organizations, 6th Ed, Pearson Prentice Hall

BIBLIOGRAFIE SELECTIVĂ

1. Ahlert, G. B., Meyer, in Dieckert, J., Woop, C., u.a.,(2002). Handbuch Freizersport, Hofmann Verlag, Schondorf
2. I. (2002) Programe pentru pregătirea managerilor la conducerea bazelor sportive, Atena, Revista sportul si societate, nr.30, p51-56.
3. Afthinos I. (2000) Organizarea competițiilor sportive“,Universitatea Atena
4. Agriodimos., K.(2006) Competițiile sportive, educația și structura organizatorică a sportului elen, Atena,editions ELLEDA.
5. Airaksien, T. (1998) Professional Ethics”, în Enciclopedia of Applied Ethics, Vol .3, Academic Press,1998
6. Alexandris, K., Dimitriadis, N., Kasiara, A. (2001). The behavioral consequences of perceived service quality: An exploratory study in the context of private fitness clubs in Greece. European Sport Management Quarterly, I, p 280-299.
7. Alexandris., K. Inițiere în managementul și marketingul organizațiilor sportive și a companiilor private de sport și recreere, Editura universității Thesaloniki.
8. Alonzo, V., (1994). The Wild World of Sports Marketing, in Incentive, SUA
9. Amis, J., Slack, T. (1996). The size-structure relationship in voluntary sport organizations. Journal of Sport Management, 10, p76-86.
10. Amis, J., Slack, T., Hinings, C.R. (2002). Values and organizational change. The Journal of Applied Behavioral Science Behavior, nr 38, p436-465.
11. Ammon., R.J.(1998) Sport event and facility management, în Contemporary management, Quarterman.J.,2 editions.
12. Angheloudis, S. (2003) Atletismul, sportul și societatea, factori unificatori, Thesaloniki, vol.
13. Andrefth, WW. Weber, W., (1998).The economic of professional team sports, Editura Human Kinectics Books, SUA.
14. Baker, R.E., Eskerick, Craig, (2013). Fundamentals of sport management, Versa Press
15. Barnes, J. (2011) Contemporary critical perspective, London

16. Beardwell, J., Claydon, T., (2010). Human Resource Management: A Contemporary Approach, Prentice Hall
17. Bogdan, Vasile. (2009), *Mediul Ambient Olimpic și Performanța Sportivă*, Editura Didactică și Pedagogică, București.
18. Borovitz T. (2000), *Primul simpozion al organizațiilor sportive elene*, Atena, 2000-vol.1
19. Bridges, F., Roquemore, L. (1996). Management for athletic/sport administration: Theory and practice (2nd ed.). Decatur, IL: ESM.
20. Brief, A., Staw, B., (2013). Research in Organizational Behavior, Pearson Education, Prentice Hall.
21. Burnes, B., (1996), Managing change, 2nd ed., Financial Times, Pitman Publishing, London
22. Campbell, J.P. (1977). On the nature of organizational effectiveness. In P.S. Goodman, J.M. Pennings, and Associates (Eds.), *New perspectives on organizational effectiveness*, p36-41. San Francisco: Jossey-Bass.
23. Carton, R. și Hofer, C. (2006). *Measuring Organizational Performance*, Edward Elgar Publishing, Inc.
24. Cătoiu, I., Bălan, C., Onete, B., Popescu, I.C., Vegheș, C, Metode și tehnici utilizate în cercetările de marketing. Aplicații. Editura Uranus București 1999.
25. Chelladurai, P. (1985) Sport management: *Macro perspectives*. London, ON: Sports Dynamics
26. Chelladurai, P. (1992). A classification of sport and physical activity services: Implication for sport management, *Journal of Sport Management*, nr 6, p 38-51.
27. Chelladurai, P. (2001). Managing organizations for sport and physical activity: A systems perspective. Scottsdale, AZ: Holcomb Hathaway.
28. Chelladurai, P., Madella, A., (2006). Human resource management in Olympic sport organisation, *Human Kinetics*, Champaign, IL
29. Chelladurai, P. Quek, C.B. (1995). Decision style choices of high school basketball coaches: The effect of situational and coach characteristics. *Journal of Sport Behavior*, nr18, p 91-108.
30. Coates, Ch., *Managerul Total*, Editura Teora, Bucuresti, 1999

31. [Collins](#),J.C., [Porras](#).J.I., (1996), Building Your Company's Vision, Harvard business review, 1996, (<https://hbr.org/1996/09/building-your-companys-vision>)
32. Constantinescu M., Beclea Szekely, V., Elemente de conceptualizare teoretică și practică a industriei sportive, *Revista de Marketing Online* – vol. 1, nr. 3, p. 18-21.(www.edumark.ase.ro)
33. Cowel,D., Walker. S., Hess. P., (2012). *Managing Sports Organizations*Burlington, MA: Butterworth-Heinemann.
34. Cowell, D., Walker, S., (2013). *Managing sport organizations: Responsibility for Performance*.Butterworth-Heinemann
35. Covell, D., Walker, S., Siciliano, J., Hess, P. (2007). Burlington, MA: Butterworth-Heinemann.
36. Creswell, J.W. (2003). *Research design: Qualitative, quantitative and mixed methods approaches*. London, UK: Sage.
37. Cristea, D., (2000). *Tratat de psihologie socială*, Editura Pro Transilvania, București
38. Cummings, T.G., Worley, C.G. (1993). *Organization development and change*. St. Paul: West.
39. Daft, R. (2000). *Organizational Theory and Design*. New York: South Western College.
40. Daft, R. L., (2004) *Orgniazation theory and design* (8rd ed.) Mason, OH: Thomson/South-Western
41. Daft, R. și Marcic, D. (2006). *Understanding Management, 5th edition*, Thompson South-Western, Mason OH, USA.
42. Doherty, A.J., Chelladurai, P. (1999). Managing cultural diversity in sport organizations: A theoretical perspective. *Journal of Sport Management*, nr13, p 280-297.
43. Dragnea, A. (2000) *Teoria educației fizice și a sportului*, Editura Cartea Școlii, București
44. Dragnea, C., Dragnea, A., Mate- Teodorescu, S., (2002). *Teoria sportului*, Fundația pentru Educarea și Formarea prin Sport a Tinerilor, București
45. Drucker, P. (2006), *Managing for the future*, ed. Business-Money..
46. Ecobescu, N., Filip, A., Micu, N., Hagiopol, M., Nițelea, M., Ecobescu, S., (1999). *Manualul Consiliului Europei*, Centrul de Informare și Documentare al Consiliului Europei la București, București

47. Gale, B.T., (1994). *Managing Customer Value*, New York: Free Press.
48. Ganastiasios, A., Gargalianos, E., (2007). The present study focuses on the field of sport management and more specifically on Municipal sport
49. Gargalianos, D. (2006), *Structura și organizarea sportului în Grecia*, Atena, ELLEDA editions
50. Gary, J., (1998) *Comportament organizațional*, Editura Economică, București.
51. Graham, S., Neirotti, L.D., Goldblatt, J.J. (2001). *The ultimate guide to sports marketing*. New York: McGraw-Hill.
52. Ham, L. (2005). Accounting and budgeting. In B. Parkhouse (Ed.), *The management of sport: Its foundation and application* (4th ed.). Boston: McGraw-Hill.
53. Harrington, H.J., Harrington, J.S. (1995), *Total Improvement Management*, McGraw –Hill
54. Hickson, D.J., Hinings, C.R., Lee, C.A., Schneck, R.E., Pennings, J.M. (1971). A strategic contingencies theory of interorganizational power. *Administrative Science Quarterly*, nr 14, p 378-397
55. Ilies, L, Crișan, E. (2009), *Managementul firmei și planul de afaceri*, Cluj-Napoca: Ed. Risoprint.
56. Ilies, L, Crișan, E. (2010), *Managementul calității totale*, Cluj-Napoca: Ed. Risoprint.
57. Ilieș L, Stegorean, R, Osoian, C, Lungescu, D. (2005) *Managementul Firmei*, Editura Risoprint, Cluj-Napoca.
58. Jinga, Gh., (2009). Abordări de Marketing în Sportul românesc, *Revista de Marketing Online* vol. 1, nr. 1. 2009, np. 9
59. Jones, G., George, J. (2008). *Contemporary Management*, McGraw Hill/ Irwin.
60. Juran, J., (2000), *Planificarea Calității*, Ed. Teora, București.
61. Kakkos B. (2000), *Organizații sportive locale*“, Universitatea din Atena.
62. Kaplan R. S., Norton D. P. (2008), *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*, Harvard Business Press, Boston
63. Kinicki, A., Kreitner, R., (2006). *Organizational behavior: key concepts, skills & best practices*, McGraw Hill
64. Kinicki, A., Williams, B., (2010). *Management: A practical Introduction*, McGraw Hills Irwin
65. Kotler, Ph. (1998). *Managementul marketingului*, Editura Teora, București.

66. Kotzmanidis, C., (2011). Management și marketing in sport, Universitatea Aristotel din Thessaloniki, Grecia
67. Lafaye, C., (1998), *Sociologia organizațiilor*, Editura Polirom, București.
68. Lăzărescu, A., (1999), *Management în sport*, Editura Fundației „România de Măine”, București.
69. Masteralexis, L.P., Barr, C.A., Hums, M., (2008). Principles and Practice of Sport Management, third editions, James & Bartlett Publisher
70. Miller, L.K. (1997). Sport business management. Gaithersburg, MD: Aspen.
71. Mullin, B., Hardy, S., Sutton, W. (2007). Sport marketing (3rd ed.). Champaign, IL: Human Kinetics.
72. Nicolescu, O. (coord.) (1993) *Ghidul managerului eficient*, vol 1+ vol 2. București: Editura Tehnică
73. Peel, M. (1993). *Introduction to Management: A Guide to Better Business Performance*, Financial Times Prentice Hall.
74. Peters, T.J., Waterman, R.H. (1982). In search of excellence. New York: Harper @ Row.
75. Pitts, B., Stotlar, D.K. (1996), *Fundamentals of Sport Marketing*, Fitness Information Tochnology, USA.
76. Popa, I., (2004), *Management strategic*, Editura Economică, București.
77. Robbins , S.P., Coulter,M., (2005), *Management*, 8th Edition, Pearson Education, Prentice Hall.
78. Robbins, P., DeCenzo, D.A., (2000). *Fundamentals of Management, Essential Concepts and Applications*,Prentice Hall.
79. Robbins, S.P., (2004). *Essential of Organisational Behavior*, International Edition
80. Robbins, S.P., Judge. T., (2013). *Organizational Behavior*, 9th ed., San Diego State University Prentice Hall International, inc, New York Pearson Education
81. Robinson, M. J. (2010). *Sport Club Management*. Champaign, IL: Human Kinetics.
82. Roman, Gh.,(2004), *Antrenamentul si Competiția în sportul de performanță*, Cluj Napoca, Editura Napoca Star, 2004.
83. Ross, J.E, (1994), *Total Quality Management*, 1994
84. Sawyer, T. (2002). *Facilities planning for health, fitness, physical activity, recreation and sports. Concept and applications* (10th ed.). Champaign: IL: Sagamore Press.

85. Schumann, P.L. (2001), *A moral principles framework for human resource management ethics*, Human Resource Review”, nr 11, p 203-2011
86. Shank .MD. (2005), *Sport Marketing. A strategic. Perspective*, Ed. a 3-a, New-Jersey, Edit. Prentice Hall, Pearson Education.
87. Slack, T. (1997). *Understanding sport organizations: The application of organization theory*. Champaign, IL: Human Kinetics.
88. Slack, T., Berret, T., Mistry, K. (1994), Rational planning systems as a source of organizational conflict. *International Review For The Sociology of Sport*, nr 29, p 317-328
89. Slack, T., Parent, M.M. (2006). *Understanding sport organizations: The application of organization theory* (2nd ed.). Champaign, IL: Human Kinetics.
90. Voicu, A.V. (1998). *Managementul organizațiilor și activității sportive*. Ed. Risoprint, Cluj-Napoca.
91. Voicu, A.V., Vișoiu, D. (2005), *Codul Eticii Sportive, Statutul Comisiei de Etică, Regulamentul Comisiei de Etică, Regulile de procedură ale Comisiei de Etică*, COSR, București.
92. Voicu,A.V., (2008), *Structurile Sportive din România*, <http://www.sport-in-europe.com/SIU/HTML/index.htm> - Sport Structure in the European Countries.
93. Voicu, A. V., (2005), *Elemente de management și marketing sportiv*”, ANEFS București.
94. Vanderzwag, H.G., (1988). *Policy Development in Sport Management Benchmark* Press, United States
95. Zaharopoulos, S., (2004), *Primul simpozion al organizațiilor elene*, Atena, 2000-vol.1. (Holmes University of Şefild).
96. Westwood J., (2006), *Marketing Plan*, Special Editions Eleftheroudakis (Sunday times).
97. Yukl, G.A., (2006), *Leaderships in organizations*, 6th Ed, Pearson Prentice Hall