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**Analysis of management strategies of BCM U Pitești National  
League basketball team**

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**Abstract**

The fundamental objective of the club is the significant and steady contribution of sportsmen and technicians in Pitesti to represent and enhance Romania's prestige both nationally and internationally. The purpose of this article is to analyze the existing management strategies at the club level for the last season which led the team close to relegation and identify the viable solutions for the competitive year 2016/2017. To achieve the team's goals in this competition year, namely the classification in the top 6 teams, there were drawn and noticed a number of main directions, reported to the team's budget that should be related with the team's potential, following the development and harmonization of the collaboration and partnership relations they have with the local government and county authorities, ensuring transparency in sport expenditure, achieving restoration to modern standards and gathering funds to support the team's activities. The important factors are fundamental to achieving the objective: the human resources management, the management by objectives, the relations with the civil society and the institutional partnerships, the financial resource management and the development of the material base.

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**Keywords:** Management; strategy; basketball; national league.

## 1. Introduction

The purpose of the strategy is providing the ongoing development of the business club, organization and efficient functioning of sports activity within the BCM U Pitești.

The purpose of this article is presenting the BCM U Pitești team's development strategies, team participating in the national championship of men's basketball league level.



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## 2. The Purpose of the Article

**The purpose** is to present the streamline ways of the activities at the national league level for BCM U Pitești team in order to achieve the performance targets.

To diagnose the current state of the club and to identify the development strategies for the next years we used a SWOT assessment (Băcanu, 1997).

### **Strong points:**

- a. club with tradition and supporters who turned the Sports Hall into an overcrowded one;
- b. effective management;
- c. young players, with potential;
- d. the existence of loyal donors who support the club teams;
- e. collaboration and financial support from local government and universities;
- f. high degree of transparency in relations with partners.

### **Weaknesses:**

- a. poor perception of the phenomenon of sport as an integral component of social- cultural education;
- b. insufficient budget;
- c. lack of standards for evaluation;
- d. limited possibilities for financial motivation of staff;
- e. lack of its own sports hall.

### **Threats:**

- a. infrastructure / working system / unstable legislation;
- b. the continued decline in spectators when the team did not get good results;
- c. specific and insufficient facilities;
- d. the possibility of losing the best players if the necessary financial resources are not favorable for signing contracts;
- e. budgetary constraints and limitations

### **Opportunities:**

- a. development opportunities for basic materials;
- b. to create its own database;
- c. the local community support;
- d. the credibility of the club;
- e. TV live transmissions of the club teams' matches.

### **Key factors:**

Important factors are fundamental to achieving the objective: the human resources management, management by objectives, relations with the civil society and the institutional partnerships, financial resource management and the development of the material. (Nicolescu, 1996)

### **Essential values:**

The values the institution and its employees mention in activities in which they engage are: performance, team, professionalism, transparency and accuracy.

In order to achieve this goal, we will pursue the following objectives:

- a. the development and harmonization of relations of cooperation and partnership with the Romanian Basketball Federation;
- b. The developing and harmonizing the relations of cooperation and partnership with local authorities and county administrative;
- c. training and development of human resources in the specific business activity;
- d. increase the contribution of scientific research in sports medicine and performance support (the club acts to integrate the sport science - with all that implies - the club's activity);
- e. emphasizing efficient use of public funds in financing sports programs underpinning all actions and measures taken by the club;
- f. upgrading the existing sports base; construction of a new training places needed to accommodate the sportsmen and organizing official internal and international competitions;
- g. promoting and supporting club sports bodies representatives from Romania and the international ones. (Allaire, & Firșirotu, 1998).

**The hypothesis of the article.** We suppose that the identification of the main directions of the team's recovery will lead to achieving superior performance in competitions and achieving the established objectives.

### **3. The Effectiveness and Efficiency of BCM U Pitesti**

One way to increase the efficiency of basketball sports club from Pitesti is its ability to adapt to the external environment.

Another way to increase efficiency is the emphasis on the relationship between the system components. This idea expresses the systemic essence that "the sum of the elements of the whole amount is more than the whole, due to the synergy effect of the relationship between the whole product".

Another way to increase the efficiency of the national league of men's basketball team in Pitesti is the organizational structure. A corresponding structure can foster positive effect with increased efficiency.

So we can understand the efficacy of forecasted objectives and tasks, which is really the decisive element in the affirmation of sports organization. Efficiency requires objectives by saving energy and means of achieving even higher income expenditure.

In sports, as in education, health or social protection, this parameter must understand as nuanced, because the income is not the main objective.

Basketball is an activity of national interest, supported by the state, in which the ratio between social objectives and costs is relevant. The commercial component of the basketball activity at the national league level has some importance in this profile organizations, including sports clubs organized as limited companies as well, but the specific objectives for physical and sport education take precedence over the economic ones.

The wide visibility that sports enjoy in the media led to decreased emphasis on sports marketing.

The sport did not need to focus on marketing and promotion as the other industries did. In fact, the sport relied on advertising as the primary means of promotion. Each newspaper has an article on sports,

both radio and television broadcast and allocate large areas for sport news. The reason of this situation is just a general interest in sport. (95% of Americans felt that their lives were affected by sports daily).

Because of the visibility, many businesses want to associate with sports. Sports provide a promotional vehicle for the audience who is often quantified, and the amount of spectators (demographics) is generally good.

Each sport attracts a certain audience; therefore sponsoring a competition allows the sponsor to get associated with quite successful, target group chased by him. The public and direct participants to sports, usually represent categories of the population with bigger incomes, and, in turn, they represent prime targets for product marketing.

Sports organization systems at the men's basketball team BCM U Pitesti.

The entire organizational structure and all processes result from the combination of linking individuals, groups and leaders.

Each of the three categories of elements is a vital subsystem of the organization: individual subsystem, management subsystem and group subsystem.

Men's basketball team systems BCM U Pitesti is characterized by specific processes resulting from input stimuli and output behavior.

Processes for individual system features are: motivation, development, adaptation.

For the subsystem group -it includes processes taking place in three strong interference plans:

- a. intra-group plan (intra-group);
- b. extra-group plan;
- c. intra-group plan at the support level between groups.

These plans are characterized by specific processes namely - the interaction between individuals and socialization of individuals within each group; that competition and cooperation at the level of relations between groups.

Management subsystem - involves the following processes: influencing individuals and group leader under the authority of its decision execution and coordination - leading proper communication with individuals and groups within the area of authority.

Improving the organization of the club structures, increasing the attraction of public administration in supporting sports activities and promoting public-private partnership in an appropriate legislative framework – these are the main lines of action the organization and functioning BCM U Pitești. (Allaire, & Firșirotu, 1998).

The main directions for achieving the strategic objectives on the financing of sports activity at club level are:

1. Increase funding sports programs at club level and diversification of financing them;
2. Increase the share of private financing sports activities club, mainly by extending the use of facilities Tax Code and gain public-private partnership;
3. Increase the contribution of local authorities to finance sports activities, primarily to finance the costs of maintenance, modernization and development of the material from the sports club;
4. Streamline funding sports activities by ensuring the transparency of expenditure in sport;
5. Raising funds from international funding sports programs.

Management is an interdisciplinary, border field of research.

It is essentially the science and art of driving efficiently, optimize the use of all resources to achieve success.

Management is both science and art that complement those elements seeking to cultivate acceptance of economic, social and moral responsibilities to those who apply, responsibilities that entails:

- a. selection of values;
- b. generates competence maintaing competitions at all levels;
- c. success.

Therefore, there must be in our country a way of leading, of leadership, management and performing sports organizations, or to use a colloquialism and defining - the management of sports organizations .

To perform at the national league basketball team in Pitesti is important that each of the constituents of the club to perform.

In turn, these elements form a system, comprising constituents (subsystems) all of which are closely linked.

Health determines the health of each constituent assembly making it work as a whole (system) and performance (Nicolescu, (coord.) 2000).

Sports organization in turn, is an open, adaptive, taking into account that is part of larger systems with ties harmonized by the management. The organization becomes a subsystem for the social system. Analysis of the systemic management of sports organizations as an expression of the social application of the general systems theory provides a new perspective on human relations and the relations between man and the environment.

In the development of men's basketball team in the national league Pitesti, the consumer behavior was taken into consideration.

Today, we can reverse question: if we do not deal with sports marketing, can performances also be obtained?

For that performances should be funded, a talented junior should be supported to develop his career in order to have proper training and nutrition conditions. Well, where to bring the financial support?

Let's all wait for money from the state? Not! If there is a correct marketing, the sponsors come. It is clear that their need to "sell" an attractive product. But this may be one potential future, not one that has already glory at the back.

For sponsors is even more attractive because at that time they will not have to give money but strictly necessary to support the preparation of the athlete, while when you sponsor an athlete in glory, the sponsor must "pay" for his fame too.

Sports consumer is influenced by factors related to the environment or individual that is constantly interacting (Ansoff, & Mc. Donnel, 1990).

The environment influences people's lives which in turn can reshape the social, physical and cultural landscape around them. The landscape between man and the environment is a very dynamic sport event, causing effects of socialization and involvement.

The most important environmental factors that influence sports consumer decision and which took into account the men's basketball team in the national league in Pitesti are:

a. "The Others". Socializing a person for taking roles in sport is influenced to a considerable proportion interacting with those whom sociologists call "those who matter". Others are family members, coaches, teachers, and friends.

b. Norms and cultural values. Every individual is influenced by beliefs, attitudes and behaviors of the cultural environment in which they live and you learn from the loved ones. There are some forms of sport that occur in response to the desire of creativity and freedom of individuals that want to get out of social patterns (extreme skiing, scuba diving site, skateboard, snowboard)

c. The social class.

- easier access to reward and prestige in sports  
- the existence of elite sports (aviation, yachting, golf, etc.) and some popular sports (football, cycling, etc.)

d. Relations between races. Behavioral patterns of involvement in sport related breeds. It's difficult to explain why the percentage of black players in the NBA is 80%, while the percentage of black supporters of NBA players is only 17%.

e. The climatic and geographic conditions (best Romanian skaters are from Miercurea Ciuc, and the best rower and canoe sportsmen come from Delta)

f. The behavior of sports marketing industry and companies in other industries. Nike shoes, sweaters Sharks Oakland Raiders clothes today are no longer the only items of equipment for the athletes. Commercial enterprises promote "sport" lifestyle and fashion

g. conception of itself. The theory on the conception of itself indicates that the individual possesses:

- a self-image
- an apparently self-image (as he thinks others see him)
- an image of the ideal self (as he would like to be)
- an image of the self in relation to the reference groups, plus true self.

## 4. Conclusions

Management applied in sport contributes to a fully featured sports structures, the large masses of people, a plurality of means and skills, goals and intentions.

In sport management through coordinated efforts of individuals or groups of people (teams) to achieve a common goal, complicated and difficult process due to divergent aspects that always through or are transformed into providing a converged objectives' mobility.

Thus, the management in sport helps to master and control both situations and complex systems ensuring a permanent and continuous management of a multitude of sports activities generating efficiency.

Peculiarities of the management in sport lies in the fact that applies to all forms of sports, all sports disciplines, which ensure organized participation that leads to getting better results in sports competitions.

In sports activities, the the management ensures coordination and training of the individual or groups of individuals to an improvement of the physical and spiritual comfort by providing an organized framework of sports training.

Such management specialization makes that by controlling all the actions performed by the sports competition to influence continuously the sports performances.

The main directions for achieving the strategic objectives on the financing of sports activity at club level in BCM U Pitești competitive year 2016-2017 are:

1. Increase funding sports programs at club level and diversification of financing them;
2. Increase the share of private financing sports activities club, mainly by extending the use of facilities Tax Code and gain public-private partnership;
3. Increase the contribution of local authorities to finance sports activities, primarily to finance the costs of maintenance, modernization and development of the material from the sports club;
4. Streamline funding sports activities by ensuring the transparency of expenditure in sport;
5. Raising funds from international funding sports programs.

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