

A Managerial Perspective on Physical Education and Sports

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By

Rocsana Bucea-Manea-Țoniș,
Dan Gheorghe Păun
and Veronica Mîndrescu

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FOREWORD

ROCSANA BUCEA-MANEA-ȚONIȘ,
DAN GHEORGHE PĂUN,
VERONICA MÎNDRESCU

Today, sport is a very attractive activity for people, and it has become a real social phenomenon that attracts millions and millions of people. Sport has become a real industry, motivated by the intervention of fields participating in this process, such as: psychology, pedagogy, biochemistry, anatomy, modern training methods and means, training technology, and marketing and sports management.

This book, *A Managerial Perspective of Physical Education and Sport*, by my colleagues, represents a new appearance in the field of physical education and sport, not only from a strictly managerial perspective but also from a particular, I can even say original perspective, that is well anchored in the organisational phenomenon of sport.

Great sporting performances, whether we are talking about football or other sports, have people behind them, with their ideas and decisions; without them, they would not have been possible. The material is based on a good theoretical and scientific foundation that is complemented by many practical aspects to give value to this book; in fact, the novelty of this book is represented precisely by the enrichment of theoretical ideas with concrete examples from sports.

The book is structured into fourteen chapters that follow a well-defined route, starting from well-documented general notions, with concrete data on how to organise sports activities, be they national, central, regional, or local, and ascending to the level of a football centre for children and juniors, with all of the aspects arising from this.

The material presents aspects of how technology becomes an important element in the process of conducting sports activity.

Football, North American basketball, hockey, tennis, baseball, golf, and wrestling but also others as well as major international competitions, such as the Olympic Games, World or European Football Championships, the NBA, NFL, NHL, Tennis Grand Slams, Motoring Grand Prix –

Formula 1, etc., are the products of an excellent managerial process, which makes viewers watch these sports competitions with interest.

The bibliographic references that support this book, complemented by the sporting examples, mean that this material represents a bibliographic landmark in the field of management of physical and sports education, a book that all sports lovers involved in the process of organising the activity, must have in their library.

All these arguments presented above, lead me to say that the authors have managed to elaborate a well-structured work, which I recommend to all those interested in the field of physical education and sports.

PROFESSOR COSTEA'S RECOMMENDATION

I, undersigning Carmen-Eugenia Costea, professor and Ph.D. supervisor in Business Administration and Management at Bucharest University of Economic Studies, Romania I recommend the publication of the book "A Managerial Perspective of Physical Education and Sports" coordinated by Associate Professor Rocsana Bucea-Manea-Țoniș having followings arguments:

The book "A Managerial Perspective of Physical Education and Sports" represents a necessity for the academic curricula at the University of Physical Education and Sports both in Bucharest and other Romanian academic cities. After a general lockdown of the organized sportive movement in Romania during the last 30 years, there are important signs that these activities blossom and start developing. Following the present increasing motivation for sports, the universities give the entire support to improve their curricula so that collateral activities like organization, administration, management, and business blossom and become a resilient part of any sports organization. Rocsana Bucea-Manea-Țoniș is a perfect matchmaker in the field, given her solid knowledge and educational background both in economics and in sports covering several topics like Kinetic-therapy, business, management, marketing, and ITC. The book that she coordinates has two other coauthors that develop together, classically, the key concepts in sports mixing them when necessary with managerial explanations and marketing spicy details all merged into a complex academic tool for students of the University of Physical Education and Sports.

The book is structured into 14 chapters. The first six chapters develop concepts linked to the fundamentals and functions of management developing interestingly the entire network of logistics characteristics for leadership, and human resources operations, bringing also into discussion study cases from two activities: Sport4All and Performance. The next two chapters focus on class management: the scientific methods of athletes' training and the phases of a typical lesson of physical education with detailed references to quality management evaluation.

Two other chapters are dedicated to the management of federations, sports organizations, and clubs. It details all types of resources and appropriate methods of administration, from the practical expertise as explained by Romeo Sotiriu and his disciple Dan Păun. Sotiriu was,

among others, Executive Director of the Ministry of Youth and Sports, Secretary General at the Romanian Handball Federation, Federal Secretary of the Romanian Polo Federation, Dean at the Faculty of Physical Education and Sport of Babeş-Bolyai University of Cluj Napoca.

Two other chapters are directed at innovation in sports and emphasize its direct correlations with management activities. The advantages of applied innovation attract more and more attention to how the environment and sports can enrich based on the implementation of innovative technologies in sports managerial activity. They also present an interesting perspective of teaching and practicing sports in virtual environments through eXtended reality.

A new chapter is dedicated to other actual elements of sports as a business - ethics, corruption and conflicts management, project management competitive balance, and Corporate Social Responsibility in sport, all based on the practical experience of Veronica Mindrescu as project evaluator and president and executive director of a Handball Club Brasov.

Nothing remains outside: agile management, neuroscience principles applied to leadership, blockchain's new role, the role of the Internet of Things, cloud computing, and artificial intelligence in physical education and sports, the new methods of teaching and practicing physical education and sports by employing eXtended reality, the modern detailed methodology of training management, the quality of financial management in the teaching physical education and sports process. The examples given provide a vast perspective on positive and negative management and resource use as happened in national and international sports federations. And more study cases for discussions with the readers and students. As the authors are speakers of English with an international vision in sports experiments, the book becomes more interesting with the untold stories, the managerial games, or sportsmen's adventures about important but unwritten pages of sports in the world.

The book “A Managerial Perspective of Physical Education and Sports” can be an interesting tool to teach Romanian students either enrolled at university in our country or abroad and foreign students as well. Certainly, the students enrolled in British universities with campuses in Romania or abroad could also find useful the book for their instruction as future sportsmen or mastering a business in the field of Physical Education and Sports.

Prof. Carmen Costea PhD

A MANAGERIAL PERSPECTIVE OF PHYSICAL EDUCATION AND SPORTS

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“A Managerial Perspective of Physical Education and Sports” represents a new approach as it builds on the classical knowledge base of management, applied within physical education and sports, but adds various and different innovative features brought by technology.

The purpose of this book is to offer theoretical support for students (especially those from sports universities in Romania) in relation to modern and dynamic approaches to physical education and sport from an innovative managerial perspective. The idea is to make a greater and improved contribution to the development of sport and physical education, while connecting innovation and creativity with resilient technology implementation so that more children and young people can embrace movement and fun in this field of education. Another aim of the book is to develop transferable and transversal competencies, abilities, and capabilities for professors of physical education and sports and Ph.D. students as well, in the fields of management, marketing, and business applied in this domain, to make their profession more volatile and more attractive. The book is based on the solid background of authors in management and physical education and integrates cutting-edge concepts, methods, and techniques in this field as a versatile international approach. Lack of funding limits our research of the WoS literature and the practical approaches that the authors have been able to develop. The authors expect this to have a positive impact on students and teachers with entrepreneurial

aptitudes and open-minded attitudes regarding the use of new technologies.

The work is written by RocsanaBucea-Manea-Țoniș, Dan Gheorghe Păun, and Veronica Mîndrescu. Rocsana is the author of several marketing books such as *Basics of Marketing* and *Marketing Simulations and Cybermarketing* and she has recognized experience in web page design and social media promotion. Dan is the author of *Football – General Bases* and *Football – Technical and Tactical*, the manager and coach of the PopeștiLeordeni Children and Juniors Centre, a coach educator within the FRF, organising mentoring activities for students participating in coach licensing courses, and a reviewer of the National Football Academy within the FRF. Veronica Mîndrescu is a professor who teaches the subjects "*Recovery methods and techniques in the field of performance sports*" and "*Methods and techniques for evaluating the motor capacity of people with disabilities*" (for tetraplegics, paraplegics, and those with limb amputations). She is a member of the management team of various projects including COST, POSDRU, and ERASMUS. She is an expert in the performance of handball (she has been practising handball for 27 years and coaching for 15 years), and the president and executive director of the Handball Club Brasov, a non-profit organisation. Her team has participated in the European Wheelchair Handball Championship and in many international wheelchair handball and basketball tournaments.

The authors enjoy international scientific recognition, manifested in articles, books, and projects with international impact, that has consolidated throughout their entire teaching career. They are all reviewers for prestigious international WoS publications. The pragmatic perspective on the debated topics distinguishes the current work from other exceptional works, creating opportunities for the design of innovative marketing strategies and planning in the field of physical education and sport, with the aim of sustainable development in the sports industry. Thus, we consider that this work will represent an essential university textbook dedicated to students in institutions with a sports profile.

From a corroboration of the knowledge and practical experience of the three authors, a new publication has been consolidated, which includes topics that are intensely debated in the specialised literature, systematically organised by the authors for fluid study by the students of faculties of physical education and sport, to form specific managerial and transversal skills. The book was designed as an answer to entrepreneurial university missions and to prepare students for a sustainable future society, which is highly impacted by digital technology, artificial intelligence, blockchain, and virtual and augmented reality.

The book represents a main entrance, a door opened to us by experienced managers in physical education and sport. We intend to share their experience but it depends on us how far along we get. As Michael Phelps said, “Your only limit is yourself”. It presents a new perspective of management in physical education, after surviving the pandemic crisis. It has been written under the coordination of a manager and performance athlete with practical expertise – D. Sotiriu and his disciple Dan Păun. Sotiriu is the counsellor and head of service in the Ministry of Youth and Sports, secretary to the General Romanian Handball Federation, federal secretary of the Romanian Polo Federation, and dean of the Faculty of Physical Education and Sport at Babeş-Bolyai University in Cluj.

The book presents general considerations on management, leadership and managing functions applied in physical education and sports. It continues with a practical perspective on performance sport management, sport for all approaches, financial issues, organisational issues from federations to clubs and schools and finishes with new technologies, methods, and applications applied in sports and physical education, such as blockchain, artificial intelligence, and eXtended reality. It focuses on management, while other books also contain marketing approaches, and niche approaches like the Philippine and Indian perspective, the behavioural perspective, or the class management perspective.

The book also integrates new methods of management such as agile management, new scientific discoveries such as neuroscience, and a practical approach to training management with a case study of a yoga class. Yoga has lately been considered a very important training method for performance athletes, developing concentration power, self-motivation, mental endurance, emotional balance, and crisis management for emotional athletes.

Antonino Bianco (42 years old) lives in Palermo, Italy. He grew up in Resuttano (CL), a little town located in the middle of Sicily. Professor Bianco is married to EsamuellaPieretta Mancuso and he is the father of Barbara Alison Bianco. He graduated from Palermo University in sport and exercise sciences; afterward, he received a Ph.D. in exercise physiology (from the University of Palermo Medical School) and a post-doctorate in exercise physiology from Greenwich University (UK). He has worked for Palermo University since December 2008, and he has been an associate professor at the University of Palermo since November 2019. He is now a full professor and program leader of sports science courses at UNIPA. He has co-authored more than 250 peer-reviewed articles, with more than 4000 citations already on Scopus. In his career, he won the

Gatorade Sports Science and Sports Nutrition Award at ECSS 2017 (1st place). Of interest, at the age of 39, he was included in the list of the top Italian scientists in sports and exercise sciences. His main research interests include pediatric exercise and cognitive function development and the fundamentals of training methodology for muscle hypertrophy.



CHAPTER I

MANAGEMENT OF PHYSICAL EDUCATION AND SPORT – FUNDAMENTAL ISSUES

1.1. General Considerations

Nowadays, the term "management" is used to describe the process of controlling an organisation while considering its internal and external constraints. Originally, it was found in Latin-speaking populations, coming from the word *manus* (hand), to describe a manoeuvring action. It has expanded worldwide and now appears in different languages (Italian: *maneggiare*, French: *manège*, English: *management*, etc.). The term was also imported from English to Romanian, particularly due to the worldwide expansion of communications, the Internet, and globalisation.

Management is performed through two main categories of actions (Todea, 2003):

- Firstly, by conceiving, schematising, setting an organisation's future vision and goals, organising, and developing an action plan.
- Secondly, by implementation, which describes practical methods for putting a previously stated strategy into practice. It also refers to the effective handling and administration of various resources for the effective realisation of a product or service that a business is offering.

Management is a profession. It is the science and art of juggling with an accumulation or lack of resources: finance, time, information technology, human resources, etc. All work together to help a business achieve its goals. Modern management must adhere to the laws currently in effect, the principles of the circular economy (to safeguard the environment), and One Health principles (this is a new approach: the harmonious coexistence of people, plants, and animals without disrupting the environment's delicate balance).

The term sport "refers to all forms of physical activity which, through occasional or organised participation, are aimed at expressing or improving physical capacity and mental well-being, forming social

relationships or achieving results in competition at all levels” (European Charter of Sport).

The overly simplistic notion that companies and sports teams are quite similar is the basis for many books on leadership and sports. But it's fallacious to believe that analogies can always be drawn; while there are certain similarities between businesses and sports, there are also notable differences from several perspectives. When competing in a sporting event, two individuals or two teams could put out almost similar efforts but walk away with vastly different results. In contrast, a 1% difference in market share would not significantly affect whether you gained or lost in business. In sports, a single point may determine whether you move on to the next round or not, and a few hundredths of a second can determine whether you take home an Olympic medal. Luck may have a big role in the career of an athlete or coach (Guenzi and Ruta, 2013).

A former president of Manchester City Football Club said “in football, it’s like having at least 40 board meetings a year, where 40,000 shareholders show up, and they all want to have their say.”

Table 1. The main differences between sport and business

Key factor	Business	Sport
Performance precedence	Profit	Final score
Type of outcome	Primary absolute	Primary in comparison to rivals
Application of the results	Often subjective since they can be altered by different settings	Nearly always direct, objective (win or lose)
Talent	Primarily	Both the physical and mental/cognitive
Career	Usually long-drawn-out throughout time, peaking when managers are older	Often brief and focused; frequently, athletes peak young
Remuneration	Variable, often rising with age	Even when players are young, this rate is sometimes quite high
Risk level	Medium-low	Frequently high (injuries or performance in a single major tournament)
Education level	Medium-high	Low
Social effects	Variable	Usually quite high
Environmental constraints	Variable	Usually quite high

In their book *Leading Teams: Tools and Techniques for Successful Team Leadership from the Sports World*, Guenzi and Ruta, 2013 noted that:

1. Priority performance goals are among some of the numerous similarities and differences between sports and companies, together with:
 - The nature of the findings and how they were interpreted;
 - Vital performance variables;
 - Success factors;
 - The social prominence of the activity; and
 - The environmental pressures.
2. These issues have a direct influence on the nature, function, and essential success criteria of leadership in the two contexts.
3. Managers must identify the sports and groups that most closely resemble their organisation since different sports have different organisational structures.
4. The use of management theories, models, team coaching, and leadership techniques may be beneficial for both business and sport; however, the more alike the two teams, the less difficult is the transfer. Goals, tasks, composition, performance, organisation, and functioning are among the commonalities.
5. In terms of ideas and tactics that foster teamwork and motivate participants with non-cash benefits, managers in the business world may learn a lot from the sports environment.
6. By integrating methods and techniques from the business world, clubs in the sports sector may improve decision-making in many crucial areas, including hiring, remuneration, management approach, and dismissal of a coach (Guenzi and Ruta, 2013).

Lately, the sports sector has seen much growth and become more professional and commercial; sports leagues and teams have emerged as key elements, with billions of dollars in value in some cases. Given the high investments and valuations in the sports business and the increased competition, it is mandatory to have a good administration for the team, leagues, and events, of the professional brand. To lead the team as a professional brand, team managers must also recognise important elements that may help a team succeed financially, such as the sports team's reputation. A good reputation can bring a competitive advantage to the team and differentiate the brand from competitors in a specific sport, improving the financial performance of the team and brand equity, inspiring fan loyalty and increasing their confidence and satisfaction, as

well as conveying by word of mouth (from person to person) the team's positive image.

A sports reputation, defined as "the general perception of a sports team regarding the reaction of spectators to all previous experiences of interaction with the activities of the sports team" (Jang et al., 2015) can be measured using the specific scale of the spectator-based sports team reputation (SSTR). A sporting reputation is considered an intangible immobilisation, which is invaluable in terms of long-term financial performance. It translates into the trust in which fans of the brand place their satisfaction, promotion from person to person, and between friends, family, acquaintances, and their loyalty (Yousaf et al., 2019).

Jang et al. (2015) developed and validated a multidimensional scale using both qualitative and quantitative variables to measure the SSTR, consisting of six dimensions:

1. *Team performance* – the viewer's assessment of how well a sports team performs and contributes to the team's success.
2. *Team tradition* – the audience's opinion of the sports team's overall accomplishments and past commercial success.
3. *Team social responsibility* – the viewer's perception of the commitment of the sports team to building relationships with the community and contributing to its development.
4. *Orientation towards spectators* – the viewer's perception of the sports team's level of involvement to put spectators in the spotlight and to show concern for them.
5. *Quality of management* – the viewer's perception of the high quality of team management and strategic vision of the manager compared to other similar organisations.
6. *Financial performance* – the viewer's perception of the financial soundness/solvency/liquidity, of the operating capacity of the team's funds. The application of the Jang et al. SSTR scale demonstrates that sports teams which improve their reputation will be better positioned compared to other competing teams. This scale is essential in assessing teams' past and present performances based on responses from pre- and post-performance viewers. The scale suggests that the team's performance is directly correlated with player rotation; therefore, sports managers can increase on-court performance and game outcomes through player rotation.

The SSTR scale will assist team managers in identifying critical variables with the greatest potential and impact on team performance and, in light of those variables, in developing medium- and short-term strategic and operational planning. The sports manager can influence the intention

to identify and re-engage fans in the "life of the team", based on the good reputation of the athletes.

For each of the six elements of the scale, statements such as those below can be made, which are then quoted with scores from 1 to 5 by the spectators/fans (1 = total disagreement, 2 = disagreement, 3 = regardless, 4 = accord, 5 = total accord) and interpreted via a Likert scale:

1. *Team performance*

The performance of my favourite team's players in the X-league is excellent;

My favourite team has high-quality players;

The performance of my favourite team in the X-league is first grade.

2. *Team Tradition*

My favourite team in the X-league is a long-standing sports team;

My favourite team has a rich history;

His long past performance history makes my favourite team today something special.

3. *Social responsibility of the team*

My favourite team's performance/game helps to improve the local community;

My favourite team contributes to charitable foundations;

My favourite team regularly makes donations to the local (or charity) community;

My favourite team respects the principles of the circular economy (it protects the environment, recycles, reuses, etc.);

My favourite team respects the principles of One Health (the "One Health" concept harmoniously combines three pillars that influence each other: the health of people, plants, and animals and the balance of the environment, all of which form an ecosystem, which must ensure the comfort and safety of beings).

4. *Viewer orientation*

My favourite team is concerned about its fans and tries to offer them unique experiences at every sports competition and recreational event, as a moment dedicated to spending free time, etc.;

My favourite team takes fan rights seriously;

My favourite team also interacts with fans online (via the website and social media).

5. *Quality of management*

The leadership of my favourite team has a clear vision of its future, from what it says through public relations;

The management of my favourite team is outstanding (its leaders have achieved national/international recognition);

The leadership of my favourite team has led to remarkable results.

6. *Financial performance*

My favourite team stands out for its high profitability;

My favourite team stands out for its high solvency;

My favourite team stands out for its high liquidity;

My favourite team surpasses the net competitors.

This type of survey would be even more relevant if neuroscience principles were applied, by testing fans' reactivity and analysing their cognitive activity in response to various stimuli reflecting the six dimensions of the scale.

As the sports sector contains several organisational settings that provide a wide variety of job possibilities, sports management becomes more important day by day. As an illustration, sport is practised on "local, regional, national, and/or worldwide foundations at amateur (e.g., Olympic and youth sport) and professional levels (e.g., horse racing, boxing, wrestling, and soccer)" (Seifried, 2015). Profit and non-profit organisations, "private clubs, military complexes, community or municipal centres, school districts, institutes of higher education, and leisure facilities for public and private organisations" are some other organisational settings for sport. Additionally, the sports industry is notable for including businesses engaged in or specialising in advertising, retail, facility building, equipment production, and other fields across multiple global economies (Seifried et. al., 2021).

1.2. Implementation of Management of Physical Education and Sports Activities

In recent years, the sports industry has been one of the businesses with the quickest growth. Organisations in the sports industry today can earn enormous sums of money through a variety of avenues, such as broadcasting rights, advertising, and branding. However, management experts and social scientists have paid relatively little attention to the growth of the sports-related business sector thus far (Gómez and Kimio, 2012).

There are two types of management in physical education and sports:

1. *Management of situations external to the organisation* – refers to the management of:

- ✓ *opportunities* (the organisation of new sports competitions, niches to explore in a certain sports field, legislative elements

that favour the activity of the organisation, relegated teams providing an aisle for the organisation that has growth potential, the socio-political and economic context affecting the activity of the sports organisation, etc.); and

- ✓ *threats* to the organisation (the rise of sports competition worldwide, economic crises affecting the buying behaviour of sports products, fan support for a team in sports competitions, non-compliance with the legal framework, aggressive and unfair marketing practised by opposing teams, a lack of support of sport from governments, etc.).
2. **Management of situations internal to the organisation** – refers to:
- ✓ *potentiating the company's strengths* (special human resources: young hopes in the field of sports, coaches and leaders/managers with experience, vision and reputation; consistent material resources: a well-equipped sports club; technological resources in line with world developments: technologies that allow new training methods, such as those offered by virtual reality (VR) or augmented reality (AR), online socialisation through mobile devices, the social internet of things (SIoT), and information resources, such as real-time information and building the reputation of the team, etc.)
 - ✓ *eliminating the weaknesses of the company* (insufficient resources, financial, technological, informational, and unskilled human resources, etc.).

The implementation of management principles is possible when respecting the following hierarchy: a high level corresponds to strategic management, a medium level is functional management, and a low level is operative management.

In the activity of physical education and sports, a manager must consider the following pillars (Todea, 2003):

- a. **Management of physical, financial, and informational resources**, which translates into location management. The manager must collect, analyse, and interpret all informational resources to decide where the physical education and sports process will take place, and what resources he can access for building, equipping, and/or improving it.
- b. **Human resources management**, which translates into classroom management. The manager must decide on the recruitment of sports staff, their grouping in different collectives, teams, and classes, depending on inclination, age, potential, objectives set, competitions to win, etc., to reach maximum performance. Additionally, the manager calibrates the methods and procedures best suited for athletic training,

as well as the amount of effort, or the timing of implementation to better serve the team's goals, based on the physical education, performance sports, types of sport, age, and characteristics of the sports performers.

- c. ***Employing One Health values in physical education and sports***, the manager collaborates with health specialists to better adjust and dynamically establish the diet, rest schedule and sleep needs of athletes, in order to choose, if needed, the best medical care or treatments if various diseases occur, and support the athletes at all times to achieve a state of mindfulness (an awareness of present feelings within the entire body), without damaging the environment, and respecting the principles of the circular economy.
- d. ***In maintaining an athlete's health***, specialists recommend 8-9 hours of sleep is sufficient for adequate sports performance (Chandrasekaran et al., 2019, MMRW, 2012). Advising coaches on sleep hygiene, such as the importance of acclimatising athletes in new environments, avoiding night-type training sessions, deciding on the correct periodisation of training for the season, avoiding, addressing, and treating recurrent injuries, and making corresponding changes between different types of training sessions are of crucial importance for improving sleep behaviour in performance athletes. Further education on good behavioural practice and awareness through suggestion such as abstinence from smoking, alcohol, drugs, caffeine late at night, watching TV, promotional night shows or training can facilitate health in athletes.

Massage, immersion in a cold environment, and stretching have been shown to decrease fatigue and pain and improve sleep. Lowering pain sensitivity, increasing the pain threshold by treating injuries, conditioning, and proper training, and strict post-operative rehabilitation protocols could also improve sleep hygiene. Additionally, precise gaps between game seasons and competitions allow for the correct recovery of soft tissues, and also improve the health of athletes (Delextrat et al., 2013).

Nutritional advice is important for good sleep hygiene in sports, relating to the recovery of lost carbohydrates (the main substrate for energy transfer) and protein supplements (for the repair of muscles and ligaments during injuries). Nutrition can influence sleep by increasing the number of amino acids, thereby increasing the availability of tryptophan and serotonin. Thus, the health of sports performers may be improved.

In physical education and sports the manager mainly undertakes the following actions (Todea, 2003):

1. **Forecasting**, to intuit the trends in physical education and sport and to draw up long-term strategies. The manager sets medium- and long-term targets in accordance with the level of performance he intends to attain with the team or teams. The manager leads the collective.
2. **Planning all activities** that the sports and auxiliary staff must perform.
3. **Organising the process of implementing the methodologies and methods** established for practising physical exercises for different branches and sports tests/competitions.
4. **Coordinating and deciding on the best working methods**, which control and evaluate the entire sports activity. This is a continuous and dynamic process, carried out daily, but also at certain time intervals, based on a scheme of periodisation previously and carefully designed and planned. Depending on the degree of implementation of the scheduled activities, decisions are made to increase performance or change the direction of action.

The management process can have different connotations in physical education and sport compared to business. In entrepreneurial activity, the main goal is to achieve economic performance while minimising effort and resource consumption, and maintaining customer satisfaction and/or education, foresight, organisation, coordination, decision-making, and control. Physical education and sports education have the important mission to promote awareness of the benefits of health through sports for individuals, collectives, and the population by instilling sports values such as fair play, healthy competition, and self-improvement. Additionally, management in this field takes on diverse meanings, depending on the category of sport. It is also dynamic, particularly as a result of accentuated climate change, new resource crises, and the growing level of competitiveness.

In today's world, influenced by technology and the internet of things (IoT) (devices interconnected through the internet and 5G communication technologies), managers in the fields of physical education and sports have a significant role to play in:

- **the harmonious physical development of individuals**: "Mens sana in corpore sano". This Latin dictum is more real than ever, because our environment is deteriorating due to increased pollution and an accumulation of dangerous emissions caused by technologies; therefore, we adapt by carrying out various activities at a distance

using the internet without physical movement and practising more sedentary occupations. However, all of these have a negative impact causing an increase in the number and typology of human ailments. As the dictum says: an affected body and an overexerted mind affect the thought process, resulting in mental, emotional, and physical chaos that spills over to everyday activities.

- ***the beneficial effects of sport on contemporary society:*** The popularity of SIoT (or correspondence through social networks) has skyrocketed, although it has drawbacks, such as isolation, overreliance on screens, the impairment of vital bodily functions due to inactivity, as well as advantages. In this context, the role of sport is increasing since it transposes into communication, collaboration, contact, and physical activity.
- ***developing a sense of ethics:*** practising sport means, first of all, the passion to do physical activity correctly and efficiently, in conditions of fair competition. The main rewards in sports are to achieve the highest level of performance, well-being, and mindfulness. As a direct result of the athlete's influence on society, material benefits must come second (for example, as a consequence of the athlete becoming a role model, or a leader in the public eye). The main goal of any athlete is to overcome his physical, mental, and emotional limits, to become a complex and harmonious spirit.
- the future evolution of physical education and sport would also have ***positive influences on the environment***, if sports brands were more associated with ecology, given that sport practised in polluted environments does not lead to the best performance.

The activity formerly called classroom management, involves various concrete actions for its implementation, as follows (Vasiliu, 2009):

- ✓ the dissemination and acquisition of specialised, theoretical knowledge;
- ✓ the development and enhancement of fundamental motor abilities unique to the practice of various sports branches, as well as athletic tests;
- ✓ the development of motor qualities (muscle/ligament strength and elasticity, reaction speed, pulmonary capacity, physical endurance, coordination of movement, etc.);
- ✓ learning and practising sports disciplines;
- ✓ competitive sports activity; and
- ✓ ethical, emotional, and neuromotor training.

Inputs reflect assets that are transformed in the training-competition sports process in the system that defines physical education and sport to

meet the goals established in the forecasting phase. This process of continuous evolution and innovation results in outputs, respectively the sports performances, according to the efficiency criteria. All elements of this system are interrelated; changing a single element impacts the equilibrium state of the system, tending towards a new equilibrium point.

In physical education and sport, the inputs are different resources:

- ✓ informational: important details about international competitions, innovative training techniques, tactics, and new laws and regulations pertaining to physical education and sport;
- ✓ technology: new technologies could assist decision-making through artificial intelligence (AI); up-to-date software for simulations and data analysis; new methods of studying the effects of sport on body physiology, the discoveries of neuroscience; and new technologies for practising physical education and sport such as VR/AR;
- ✓ human: athletes, coaches, physiotherapists, technicians, and administrative staff;
- ✓ materials: the right equipment and a sports facility with state-of-the-art facilities;
- ✓ time: a decisive resource in physical education and sports (this makes the difference between victory and failure).

1.3. Agile Management

Understanding quality is crucial for a company to develop into an agile organisation (Mihalcioiu, 2019). Strategic guidelines for upcoming improvements in agile management require:

1. *A personal dedication to excellence in all company-related endeavours* – This strategy is required to manage quality of life. Leadership at all levels is where quality begins. Leaders emphasise excellence, give it top priority, and foster a culture of learning. Every person must provide quality. Quality needs to evolve into a fundamental attitude rather than merely remain a buzzword. Each worker accepts accountability for their deeds.

2. *Early process testing to facilitate quick learning* – In many situations, adapting quickly to change is more crucial than meticulously preparing for everything. This requires a culture where mistakes are accepted, and employees are permitted to learn from their own errors. All employees actively participate and are free to openly discuss issues in a culture where mistakes are seen as chances for growth. Short development cycles require quick and agile product creation and therefore a quick response to the context is preferred rather than elaborate planning. These

cycles are also found in sports, where athletes tend to try different innovative training methods to achieve performance more easily.

Agile quality management controls the shift from an old fail-fast culture to a new zero-fault one ("Fail Fast – Learn Fast"). Rapid learning cycles and iterative tests define this strategy.

Several studies that evaluated student learning outcomes in sports management courses based on academic achievement included material from non-traditional sport management curricula. DeMartini (2021) discovered that in parks and recreation in a management program that prioritised practical learning, students developed important subject knowledge. Cohen and Levine (2016) discovered that graduate sport management students had better knowledge and awareness of how to use sports for social change and development. According to Bush et al. (2016), students who study sport management and participate in experiential learning have more knowledge of and interest in social concerns.

3. Access to current data and transparency – This is an essential principle, when it comes to drawing appropriate conclusions about quality in a prompt manner. It is founded on pertinent information and updated immediately. Significant quality reports can be produced in this fashion, and the management and specialists of the company can utilise them to proactively control and enhance processes.

Managers now have the tools they need to quickly tackle complex issues because of globalisation and the IoT. The decision-maker must consider the special societal needs for development through sport (sports clubs, schools, universities, leagues, etc.) as well as the current state of affairs. Modern managers use Six Sigma tools to substantiate the decision, such as the priority matrix, progressive analysis, value analysis, cause-and-effect diagram, and Pareto analysis. These tools provide complex worksheets and panoramas of all the sports/administrative activity carried out, which allows for properly substantiated evaluation, decision-making, and foresight. The ability of managers to select the best training materials requires competence, creativity, and innovation (Toniş et al., 2019).

A legal argument presented by General Motors (Gurin et al., 2002) stated: "diversity in academic institutions is essential to teaching students the human relations and analytic skills they need to thrive and lead in the work environments of the twenty-first century" (p. 361). Students with sport management degrees are prepared to enter a multibillion-dollar sector (Stokowski et al., 2022, DeMartini et al., 2022).

The amount and complexity of the data being analysed, the speed at which the market's demands are met, the calibre and distinctiveness of the athletes and their training regimens, the intense competition, the intricate