

## MANAGEMENT CONSULTANCY IN SPORTS ACTIVITY

**Natalia NASTAS, Ecaterina LUNGU**

State University of Physical Education and Sport (Republic of Moldova)

### **Abstract**

Currently, the use of management consultancy cannot be treated as a modern matter, as its mastery and competent exercise is a necessity. However, this field of activity is not developed in the Republic of Moldova, which requires "boldness" from local practical managers and scientific studies from theoreticians (specialized teachers as well).

This is due to the fact that the managers of national sports organizations, being in the stage of transition to a market economy, characterized by unfair competition for those left behind or non-adapted, may have to turn to consultants in the management of physical culture.

Management consultancy is a form of external support and assistance for solving problems faced by the specialized manager, without direct responsibility for the operational decision and its application. It is a specialized service, with qualified staff, which acts in order to analyse and delimit the managerial problems of the sports organization, as well as formulates improved solutions, the implementation process of which will further support it.

It involves not only an activity but also a profession, the content of which consists in providing support to sports managers in solving essential problems and in implementing scientific achievements in physical culture or the advanced experience generalization.

**Keywords:** management consultancy, managers, sports organization, physical culture, consultant

Management Consulting is an activity that aims to optimize the resources of public and private sector organizations and, at the same time, improve the efficiency of their processes, training, selection and integration of human and technological resources, according to the specific needs of that economic sector, activity, in order to obtain the greatest possible added value.

The field of Management Consulting research has grown rapidly in recent years. Driven by the drivers of complexity and uncertainty, a growing number of organizations, both for-profit and third-party, are turning to Management Consulting to assist them in their development and change goals. Consultants and change agents have become a common feature in organizational change initiatives, with individual consultants and consulting firms now involved both in providing advice and in implementing ideas and solutions. Management Consulting needs to demonstrate value through the application of academic thinking to the real-life challenges facing organizations.

One of the trends that emphasize the professionalization of sports management activity in various countries with a high level of development is the emergence of consultancy in the physical culture management, involving not only an activity but also a profession, the content of which content is to provide support to sports managers in solving essential problems and in implementing scientific achievements in physical culture or generalizing advanced experience [3, 4].

Thus, management consultancy is a form of external support and assistance for solving problems faced by the specialized manager, without direct responsibility for the operational decision and its application. It is a specialized service, with qualified staff, acting in order to analyze and to delimit the managerial problems of the sports organization, as well as to formulate improved solutions.

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From the definition presented above, the following *components of the notion of management consultancy emerge*:

- a) the essential function of the consultant is to detect the directions and sensitive points in the managerial activity, accompanied by the action of stimulation, creation and practical implementation of changes;
- b) during the consultancy, the manager remains responsible for his own activity, both in terms of making decisions and transposing them in fact, as well as the control of their fulfillment;
- c) the management consultant fulfills his mission not as an employee of the organization, but independently;
- d) the efficiency of the managerial consultancy implies the understanding of the consultant and his client roles, the precise definition of the purpose and the modalities of action, the judicious choice of the consultant, the correct collaboration between the parties and the application of the solutions proposed and adopted by the beneficiary.

Sports management consultancy involves several stages, namely: initiation, diagnosis, planning future actions, implementation, conclusion.

Initiation is the beginning phase in any consulting process. During the initiation, the consultant and the beneficiary introduce themselves to each other, trying to find out as much as possible about each other, discussing and defining the issue for which the consultant was called and, on this basis, they agree on the mission area and how to approach it. The results of these first contacts, discussions, examinations and attempts to organize the action are then reflected in the consultancy contract, the signing of which can be considered as the conclusion of this first phase.

When gathering guidance data, the consultant begins by finding out what products or services his beneficiary is offering. This information is easily obtained during the first contact with the beneficiary or by asking him to offer various prospectuses. The nature of the products or services will place the beneficiary in a particular sector, and the consultant will need to know the main features and practices of that sector [1].

Usually, he collects information about:

- commonly used terminology;
- the nature and location of the markets;
- the type and sources of raw materials;
- technological processes and equipment;
- economic methods and practices specific to that industry;
- laws, regulations and customs operating in the industry;
- history and development of the sector;
- the current economic climate and the main problems of the sector;
- the specifics of the staff employed and of those included in the sports activity.

If the beneficiary agrees with a preliminary diagnosis of the problem, the discussion may continue regarding the necessary arrangements for it and may refer to:

- conditions for carrying out the preliminary diagnosis;
- information and reports to be made available;
- with whom will it be discussed and when;
- how to present the consultant;
- the attitude of the staff towards the analyzed issues;
- when to conclude the preliminary diagnosis and how to present the proposals to the client;
- diagnosis fee.

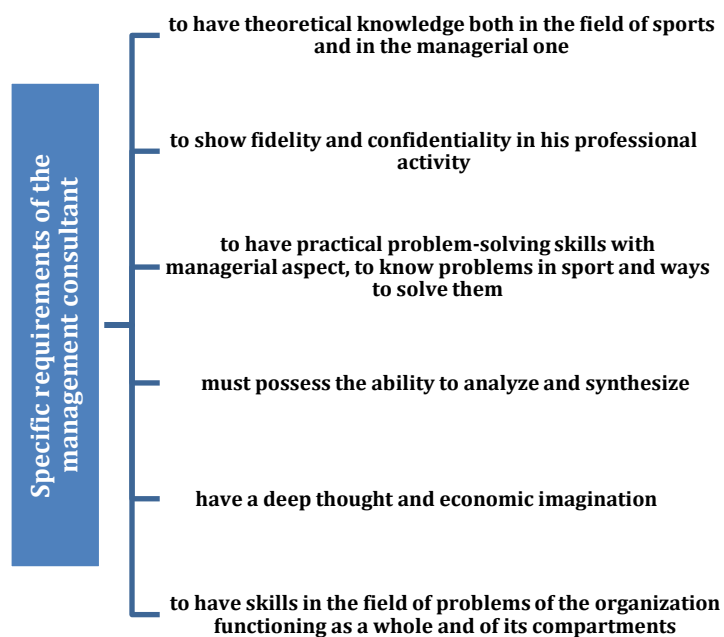
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It would be a mistake to believe that, while the first contact meetings involved direct and intense interaction between the consultant and the beneficiary, the consultant will make a preliminary diagnosis of the problems on his own, limiting his contacts with the beneficiary to discussions with certain people and request for information. During the diagnosis of the problem, the dialogue with the beneficiary continues. It will show what the beneficiary thinks about various aspects of his work: his technical and human capabilities, his potential for change, and the style of advice to be applied to him. On the other hand, the beneficiary learns to know the consultant better and has the opportunity to appreciate his professionalism in obtaining information, establishing contacts with people, understanding the general situation and highlighting the essential facts from the large volume of data that exists in any organization. The knowledge and method of the consultant can impress the beneficiary so much that he is ready to receive the proposed mission.

Diagnostic data tend to be general in nature. As already mentioned, the consultant is interested in the details only if they signify some major problems and help to elucidate the problems for which he was asked. For example, some detailed analysis of the work style of senior management may allow the diagnosis of more general management routines and practices, which determine the working atmosphere of an entire organization.

The main sources of information for a preliminary diagnostic analysis are the published materials, the internal reports and reports of the beneficiary, the documentation files of the consulting organization, the observation and interview taken by the consultant and the contacts outside the beneficiary organization [2].

The importance of making a correct diagnosis is important, as a sports management consultant is obliged to detect the problem in the first instance, in order to be able to orient in a positive way the entire subsequent activity. Starting from this condition, in front of the managerial consultant in sports, a series of specific requirements are put forward (Figure 1).



**Fig. 1. Specific requirements of the management consultant**

Currently, consultants in the management of physical culture could be useful for:

a) design and implementation of process management of sports organizations, focusing on

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elaboration of the methodology for adapting the informational-decisional system, outlining the management methods and tools of the manager (director general, chairman of the committee) and of the board of directors;

- b) integration and formation of the board of directors as a participatory management team;
- c) elaboration of the managerial informative synthesis;
- d) training the staff of the specialized organization in the field of management;
- e) improving the climate and the behavioral status of employees;
- f) planning the development strategy and policy of the sports organization;
- g) coordination of special importance activities;
- h) analysis and improvement of objectives or programs;
- i) the study of some technical, economic and social aspects of the unit;
- j) preparation of proposals regarding the improvement of the managerial activity of the sports organization.

### Conclusions

The establishment of managerial consultancy bodies in sports remains a necessity. Thus, the task of specialized educational institutions includes the training of competent specialists in the field of sports, which will determine the proper diagnosis of sports organizations and therefore the progressive development of the sports industry.

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