



*The 8<sup>th</sup> International Scientific Conference*  
**“DEFENSE RESOURCES MANAGEMENT  
IN THE 21<sup>st</sup> CENTURY”**  
**Braşov, November 14<sup>th</sup> 2013**



## **HUMAN RESOURCE MANAGEMENT IN WINTER SPORTS CLUBS**

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**Abstract:**

*The current trends in sports require resorting to human resource management in order to ensure the interconnectivity of structures and activities. Applying management principles in winter sports contributes to accomplishing full operation of the system, as well of the resources and, hence, the possibility to resort to a variety of means in order to accomplish stated goals and objectives. Given the critical need to be part of the sports elites at national and international level, the behaviors of the personnel must ensure flexibility, creativity, responsibility and involvement into creating a powerful culture that can adapt to change. To improve long term performance in the winter sports area, change is an imperative. With a view to all of the above, the current article focuses on the analysis of the missions, goals and objectives of the C.S.A.M. (the military winter sports club) “Bucegi” in order to identify the strengths, weaknesses, opportunities and threats raised by the internal and external environment.*

*Key words: winter sports, performance, change, human resource management, strategy.*

### **1. Introduction**

The mission of C.S.A.M. “Bucegi” is to represent the Romanian armed forces in the civil and military, domestic and international sports competitions.

This mission is actually the result of the merger between internal forces like managers, club’s leadership, technicians and sportsmen on one hand, and external forces like specialised federations, other clubs, public administration, competitors, public opinion, etc, on the other hand.

The goal of C.S.A.M. “**Bucegi**”-Predeal is to obtain exquisite results in the sports field so that the military establishment reaps the dividends of a positive image both domestically and abroad, as well as to create the proper environment for the training and specialization of military elites.

The scope of the club is high performance sports, even though it also focuses on meeting the sports needs of all military.

The core of the management activities takes place in Predeal, but there are no geographical constraints as to the training areas, acquisitions, development and transportation.

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### **2. Reforming and re-launching winter sports through an improved system of human resource management**

Managers are continuously challenged by the transformations that are taking place as we speak and that impact all activities focused on meeting high performance targets.

The role of the manager under these circumstances is to anticipate and guide teams through the transition process.

For many years the Romanian military skiing capabilities contributed to yielding excellent results both in domestic and international competitions, in the military and civil environment. Thus, despite all difficulties encountered, the Romanian military who established the Romanian competition based sports system are viewed as representative figures in this area.

However, given the current economic crisis, the Romanian military has to find new ways to maintain and to update the performance level already established for the winter sports field. This new area the military has to focus on is the implementation of the human resource management system. Such a change triggers a number of other changes grouped under the necessity to identify optimum solutions to reform and sensitize the decision-making factors.

The changes triggered and required by the above goal have to comply with the following criteria:

- Conformity with legal provisions and the requirements of any human resource management system,
- Meeting the needs and requirements of a wide category of beneficiaries and fulfilling the scope derived from the mission,
- Providing clear flexible easy and well structured solutions,
- Providing the possibility to accomplish and predict changes ,
- Providing relevance, innovativeness and opportunities.

Based on the above requirements it becomes obvious that the goals and objectives of the winter sports club under discussion can be formulated as follows.

Strategic goal: to unfold activities that enable the military club to continuously improve the sports performance by creating the capabilities needed to efficiently manage available resources.

In order to achieve this goal and to comply with the requirements above, some fundamental issues need to be addressed by taking action at all levels possible. Some of these are:

- The need to motivate/entice sport men and thus the rapid increase in the interest to do winter sports;
- The establishment of the legal framework;
- The selection, motivation and promotion system in the career of the military sportsmen;
- Optimizing the available resources.

Strategic objectives:

- Encouraging people's focus on winter sports in the military by reviving interest for this area;
- Reforming the field of military sports by reevaluating and changing the organizational and legal requirements in this respect;

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- Assuring the necessary resources to optimally unfold sports activities and to transform sports into a functional mechanism;
- Establishing a long term strategic planning in the field;
- Increasing the number of good sports results.

Fundamental objectives:

- Valuing the cadre of technicians and sportsmen who are employed based on a regular employment contract or not by juggling both the current environmental challenges and the performance targets assigned and accepted by each department;
- Cooperating with public local authorities by establishing a partnership that covers all the economic, social, management and marketing aspects;
- Collaborating with specialized federations, the Romanian Olympic Committee and school sports clubs in order to sign collaboration agreements which need to underline the contribution of the parties in the support and increase of the performance of the club’s sportsmen, as well as the means by which these parties are represented in domestic and international competitions;
- Cooperating with the military units in the field of educating, training and employing experts in the field of sports, alpinism and ski;
- Cooperating with the press trust of the National Ministry of Defense, with the national and local civil media entities, with the information center of the Predeal town, and why not, with DRESMARA to conduct scientific research in the area;
- Undertaking activities aimed at training the children and family members of the military personnel, and not only, in alpinism, skiing, cross country skiing, shooting, orientation, survival, hiking, cycling, roller balding;
- Establishing a specialized center focused on valuing the experience of the technicians and sportsmen by editing specialized brochures, magazines, handbooks with aid from the Ministry for Education, Research, Tourism and Sports, with the support of the specialized faculties from across the country, as well as with the help provided by specialized federations and domestic and international clubs.

### **3. Competitive Advantage**

The investments that are to be made in this area by other institutions, as well, represent an important part of the strategy. Hence, the costs are to be reduced for the Ministry of National Defense, while the performance level for the sportsmen will definitely boost.

The Bucegi military winter sports club will ensure the uniqueness of its products by taking into account the services required on and by the market in the field and that are at various stages of development in other structures.

As a result of the necessity to apply a management system focused on performance, to carefully choose priorities, to allocate funds in accordance with the performance criteria we have obtained good results last term. However, the strengths and opportunities that we have become aware of have led us to the requirement to perform a SWOT analysis that should highlight not only the above, but also the weaknesses and threats. It is only by taking into account all of the above that we can ensure the unfolding of the activities in good conditions and, inherently, good results.

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### **SWOT ANALYSIS**

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Good performance results at national level;</li> <li>• Young male biathlon team;</li> <li>• Young coaches willing to improve themselves by attending training skill enhancement courses;</li> <li>• Planning the training process;</li> <li>• The military status of the sportsmen who can thus be employed by the National Ministry of Defense;</li> <li>• The possibility for sportsmen and coaches to take training and career courses;</li> <li>• The capacity of the management to apply performance management principles;</li> <li>• The elaboration of strategies to analyze and control the activities unfolded;</li> <li>• The capacity of the sportsmen and technicians to conduct skiing training;</li> <li>• Remarkable records, history and tradition;</li> <li>• The passion of sportsmen and technicians for their work.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Low number of sportsmen registered with the club</li> <li>• The difficulty of young sportsmen to find a workplace nowadays</li> <li>• Poor involvement of stakeholders in supporting the human resource, and not only</li> <li>• Lack of quality in the sportsmen because of the recruitment and selection processes</li> <li>• The absence of models: physical, biological, psychological, intellectual, moral;</li> <li>• Insufficient collaboration between the coaches from the club and those from the national lot;</li> <li>• The absence of a research center in the field;</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• The European Youth Olympic Festival-2013, Romania, Predeal;</li> <li>• The involvement of local and national authorities in the management of this activity;</li> <li>• The possibility to participate in civil and military international competitions;</li> <li>• Organizing completions aimed at making winter sports popular;</li> <li>• The involvement of mass media in the promotion of these sports</li> <li>• Support for sportsmen and technicians</li> <li>• Promoting winter sports domestically and abroad</li> <li>• Implementing a good management system for efficiency purposes</li> <li>• The possibility to organize events and competitions.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Sportsmen dropout</li> <li>• Impossibility to motivate children for performance</li> <li>• Poor popularity of these sports</li> <li>• Dwindling number of people taking up these sports</li> <li>• Competition (private clubs).</li> </ul>

In this context, it is important to analyze and evaluate the human resource by focusing on the relations between:

- The strengths and weaknesses within the internal system, highlighting the advantage provided by the former;

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- The opportunities and threats within the external system, underlining the importance of forecasting for the identification of possible problems that may influence the conduct of activities;
- The strengths in relation with opportunities, by analyzing the relation between the internal and external systems by taking into account the advantages offered by the club's strengths in the timely identification of the issuing opportunities;
- The weaknesses in relation with the threats, by analyzing the relationship between the internal and external systems by taking into account the weaknesses the club has in relation with the threats that can negatively influence the good conduct of activities;
- The opportunities emerging on the market and their relation with the club's current weaknesses;
- The strengths and threats, by focusing on the value that the strengths bring to the club while permanently anticipating the threats posed by the external environment.

The current trends in sports require resorting to human resource management in order to ensure the interconnectivity of structures and activities. Applying management principles in winter sports contributes to accomplishing full operation of the system, as well of the resources and ,hence, the possibility to resort to a variety of means in order to accomplish stated goals and objectives. It is only thus that individual efforts can be better coordinated and valued in order to accomplish a common goal. As a result, the management of winter sports is to focus on the complexity of the systems and inherent activities and, thus, on the insurance of a continuous flow and coordination of activities in this field for efficiency and effectiveness purposes.

The features incurred by the management of winter sports are of general value and can be found in any sports activity and discipline. That ensures organized participation of all stakeholders and leads to obtaining very good results in the area while endowing young people with the physical abilities needed for winter sports.

As for the organizational structures of the club, it has experienced a transformation during the past years. However, the pyramid shaped organization is still preserved, and that means a high power distance, as well as that a lot of the echelons build up communication stovepipes, which leads to time constraints, stress and disturbance. Internal competition and performance are not highly viewed by the employees who would rather work at a slower pace.

There is also a great number of procedures to per observed and that generates individual delays and performance issues.

The cultural reorientation concerns the switch from a group/team culture to an individual one by establishing individual performance goals.

The personnel of the club have the same feeling of insecurity about the future like all society. Therefore, the goals and objectives are only short term. Thus, these threats concerning security and safety lead to change adversity and more often than not the opinions of the minorities are rejected.

### **4. Conclusion**

In conclusion, it is only by supporting performance, history and traditions and by building a system of values based on participation, adaptability, consistency, continuous effort that one can strike a balance between change/flexibility and stability in promoting a change within the management system with the aim of ensuring long term survival and success.

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Given the critical need to be part of the sports elites at national and international level, the behaviors of the personnel must ensure flexibility, creativity, responsibility and involvement into creating a powerful culture that can adapt to change. To improve long term performance in the winter sports area, change is an imperative. In this respect, organizational culture plays a major role in supporting sports performance in this respect, the organizational culture needs to simultaneously be powerful, adaptable and adequate.

The changes that have taken place for the past years, the organization of the relations among sports structures is clearer and supported by well grounded principles. Thus the efficiency and effectiveness of sports activities are ensured. In this respect, what the military winter sports club needs is a creative, flexible, receptive manager well trained in psycho sociology and management.

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