



“Sports Management, Leadership in the Organization”

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Introduction

During the past decade, various researchers have analyzed sports management in India. The changes that have taken place in our society have pushed sports centers towards more organized and efficient management. This was achieved through adequate planning and programming of activities and a constant effort to optimize all resources: material, human and economic. The current crisis is a new reality, not only economic, but also social and in the sports sector, where management is faced with the challenge of optimizing diminishing resources. The aim of this study was to determine the transition of leadership in sports institutions.

Keywords

Leadership, sports management, responsibility and quality of life.

History of sports

In primitive times, sports provided a social identity as well as a way to adapt to the environment. The practice of sports formed part of daily life: our ancestors ran in order to escape from bigger animals, fought against their enemies, and swam to get from one place to another by crossing river. Sports have been widely investigated throughout history. In primitive times, it was a competition characterized by ethics, values and survival. In today's society, it is an activity promoted as way of growth, development of healthy habits, entertainment, and leisure. Thus, sports reflect a socio-cultural and educational phenomenon and are a part of human history since its beginnings. Sports are part of human culture. With the evolution of society, the idiosyncrasies of each village, and the culture of different periods, the term “competition” came into being in the language of sports. Sports are something intrinsic to human nature which has always managed to manifest itself since the beginning of man's existence.

Sports today



Demographic growth, progress in transportation and communications, greater social mobility, constant technological innovations, globalization, social change, the increase in free time, both for the individual and for our society in general, have made possible active leisure time in the form of physical activity and sports. The practice of any physical activity is directly related to well-being, healthy lifestyles, as well as improved health and quality of life. According to *Marcos & Galiano* bring to light that the benefits that practicing a physical activity contribute to good health and quality of life are more evident among the elderly. The risks entailed in a sedentary lifestyle have been analyzed and clearly demonstrated in numerous epidemiologic studies.

However, in spite of the increase in the number of older persons practicing a physical activity in recent years, this number is still insufficient. Therefore, at present, a sedentary lifestyle poses a threat to public health. It follows that the practice of a physical activity carried out on a regular basis brings a series of benefits for good health in adults. On the contrary, sedentary lifestyles are associated with risks which negatively affect an individual's quality of life. The relationship between practicing a physical activity or sport and physical and psychological health is a subject much studied by researchers. There are numerous investigations which evaluate the benefits, such as psychological well-being, that physical exercise produce. Physical activity improves state of mind equally in children, youths, and adults. Regarding reduction in clinical depression, we make mention of *Lawlor & Hopker* who report an improvement in mild depression not due to a physiological pathology. In reference to reduction in levels of anxiety, *Garnier & Waysfeld* attest that leisure time and physical activity outdoors help to promote lean muscle development and serve as a distraction from mental activity. Stress through physical activity produces a sense of satisfaction, improved physical shape, and an enhanced emotional state.

Sports as a socializing element

Socialization is the process by which people become familiar with and adapt themselves to the interpersonal relationships of their social world. Through socialization, people develop ideas about themselves and about those with whom they interact. Inevitably, socialization is a two-way process that affects everyone to a greater or lesser degree. It takes place throughout one's life, but it is during the early years that the most crucial phases occur. In these phases a person's sense of self, social identity, and relationships with others



are shaped. Physical activity and sports have different social connotations, i.e., team sports improve cooperation and honesty, and individual sports improve responsibility and autonomy. Sports require not only good trainers, as in the past, but also new elements and techniques included in the concept of management. Applied sports management becomes a process that requires a coordinated and interdependent effort on the part of the manager of some basic elements, namely:

- a) The sports needs and objectives of the population (socio-demographic profile)
- b) Legislation regarding sports
- c) The sports manager
- d) Sports organizations and their directors
- e) Planning as a work method
- f) Economic resources (budget)
- g) Sports programs
- h) The sports installation
- i) The trainers
- j) Ethics and values of sports
- k) The environment and its protection
- l) Quality

Leadership

It is clear that leadership is fundamental for the effectiveness of work groups and for the organizations to which they belong. Leadership must respond effectively to the new needs of organizations: innovation, cultural diversity, work-based knowledge, communication, and work groups. Work groups play a central role in organizations, and leadership is essential for the effectiveness of these teams. Because of their characteristics and diversity, today's organizations represent fertile ground for the study of leadership models. More specifically, globalization, new technologies, communication, and economic and social trends challenge organizations with new leadership roles and functions. The need to face new challenges in a globalized world requires leaders to accept a complex role which involves combining continuity with innovation, based on a solid foundation of social values, ethical principles and the practice of integrating groups of professionals from different areas.

In comparison with typical traditional leadership, there have emerged new models of



leadership much more dynamic and in step with reality. Thus, we see other types of leadership, for example, the transformational model which demonstrates positive correlations not only among different individual variables in the leader, but also with results at the organizational level (better performance, higher team satisfaction). In recent years, interest in studies of the relationship between leadership and ethics, trans-cultural leadership, and global leadership has grown. Team leadership can be understood in two ways. Firstly, leadership as those attributes that the members bring to the team, for example; *charisma, integrity, etc.*, which have an impact on the group processes and performance. Secondly, leadership as the result of group processes (group learning) that facilitate the adaptation and performance of the work team in different stages of development. Both approaches are essential to the understanding of team leadership. Among the new tendencies or models in team leadership to indicate how leaders can influence team learning and development by carrying out distinct functions in each work stage. For example, at the initial stages, the function of motivation, to get the members of the team to know each other better; later, strategy consultation for carrying out tasks; and in the final stages, education, with the objective of stimulating the group to think. The leader's fundamental role, aside from general management and leadership, is achieved specifically through coaching and developing the skills and capacities of the team members. The leader's role can rotate among the team members depending on the circumstances, thereby creating distributed leadership.

The Model of *Morgeson, Scott & Karam* proposes two dimensions: internal and external leadership and formal shared leadership. In addition, they identify two stages of team development. First, the transition phase where the team defines its mission, establishes goals, plans, organizes, works on the development of the team, and provides feedback. Second, the action phase where the task of the leader is to supervise, manage limits, create challenges, encourage self-management, and promote an atmosphere of social support. Today's situations, so characterized by ambiguity and complexity, make it difficult for a leader to successfully carry out all the functions inherent to leadership. For this reason, the leader needs to exercise shared leadership, which can be defined as a dynamic and interactive process among the team members whose objective is to actively communicate with each other in order to attain the team's goals or the organization's goals or both. It has



been noted that the effectiveness of shared leadership increases with the complexity of the team work. In regard to the effectiveness of the work team, it has been shown that there is a positive relation between shared leadership and the efficiency of the task in certain contexts, such as senior management, non-profit organizations, etc.

Conclusions

The leader of a sports institution knows how to use all the resources he has at hand. He not only administers and controls, but develops and innovates. In the face of the economic crisis, many sports institutions have been able to keep their doors open as a result of a different managerial style. The desired quality a sports institution achieves is a product of the new role the leader has assumed, sports marketing, and above all, the day to day reality of greater cooperation and sense of purpose the institution now experiences. A leader who knows how to listen to all the employees in his institution and who makes decisions accordingly, brings about change and benefits from an increased confidence in the leader on the part of his work team.

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