

**UNIVERSITATEA DE VEST DIN TIMIȘOARA  
FACULTATEA DE EDUCAȚIE FIZICĂ ȘI SPORT  
ȘCOALA DOCTORALĂ DE PSIHOLOGIE  
- ȘTIINȚA SPORTULUI ȘI EDUCAȚIEI FIZICE –**

# **TEZĂ DE ABILITARE**

**CONTRIBUȚII LA STUDIUL  
MANAGEMENTULUI ORGANIZAȚIILOR  
SPORTIVE ȘI EVIDENȚIEREA IMPACTULUI  
SOCIAL AL PRACTICĂRII ACTIVITĂȚII FIZICE**

## **REZUMAT**

**Conf. univ. dr. Sorin Dacian BUHAȘ**

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# ABSTRACT

## ***CONTRIBUTIONS TO THE STUDY OF THE MANAGEMENT OF SPORTS ORGANIZATIONS AND HIGHLIGHTS ON THE SOCIAL IMPACT OF PHYSICAL ACTIVITY***

### **1. INTRODUCTION**

The present habilitation thesis was conceived in line with the specifications and recommendations elaborated by the National Council for Attesting Titles, Diplomas and Certificates (C.N.A.T.D.C.U.), and the legislation in force in the field. According to these regulations, the thesis is structured into three main parts in which the most important results from my scientific research, professional, academic and administrative activities after obtaining the doctoral degree are presented with details on the evolution path on the presented fields of activity, as well as their main directions of development, all highlighted in the general context of the most important and current scientific achievements in the professional field in which I carry out my activity.

*The first part of the habilitation thesis* presents the results of the scientific research carried out in the postdoctoral period, mainly focused on the study of management in sports organizations, sports legislation and the display of modern training methods in performance football, highlighting this aspect as a determining factor for the increasement of sports performance. The research activity was also oriented towards the social impact of numerous physical activities but also towards the influence of environmental conditions on the practice of physical activity and sports performance. In our country, the science of organizational management, especially in sports organizations, has been minimized. Hence, the results of my research were directed towards highlighting the importance of organizational management in sports activity; the consequence of its scientific implementation is the achievement of positive results in sports. Also, the research results were disseminated through books and papers to all specialists in the field. In this sense, the research aimed to compare and evaluate the management activity in the professional football clubs in League 1, as well as to provide some strategies to optimize the management of the professional football clubs.

The entire research activity was based on the professional competencies acquired during my career, emerged both from the coaching activity and from didactic and research activity; research directions were addressed by modern means, both from theoretical and practical perspectives.

In this sense, in essence, the present habilitation thesis highlights the main research directions both from the perspective of objectives and results obtained in the postdoctoral period, as follows:

- *research on the management of sports organizations and its influence on increasing the performance of professional football clubs*

The importance of investigating sports management is highlighted by the dynamics of contemporary society, characterized by competitiveness and competition, which no longer allows progress without science, without a scientific background of those involved in social activities. This phenomenon is normal and inevitable also for the sports activity in our country. Sports management has become a science, with own field of research, principles, methodology and specific action means. At the same time, we can talk about sports management as an art, the art and science of human resource management with a strong creative and visionary effect. Sport, as an evolutionary component of social life, has enclosed a wide range of daily activities. Its ubiquity has generated and developed the concept of new sports organizations and activities, such as sports manager or sports management. All these are coordinated and managed by those who master the art of leadership and management. Recent research has shown the link between management and sport, giving a new meaning to the field of sports management, which can enrich the scientific content of sport. Based on particular research concepts and methods, along with a specific scientific typology, management defines the sports phenomenon as a systemic activity aimed at achieving some socio-professional objectives in the field of sports. Sports management studies the processes and management relationships within them, aiming at discovering the laws and principles that govern them and developing new systems, methods, techniques and management methods to obtain, maintain and increase the competitiveness of sports organizations. Thus, the importance of management science is given by the study of management relationships and processes. The research was focused on the organizational framework of football clubs in Romania (League 1) in order to outline connections and compatibility with other football clubs in countries having a more developed football. The aim of the research was to compare the management of

professional football clubs in League 1, to relate them to a managerial standard, as well as to highlight some managerial strategies for optimizing the management of professional football clubs. I outlined the importance of organizational management investigation, because the current competitive society cannot generate progress without the intervention of science, without a solid scientific basis of those involved in social activities.

- ***research on the social impact of sports activity***

Modern societies are increasingly defined by activities other than the daily ones. Thus, sport tends to occupy an extremely important place in the current human activity. Contemporary society is characterized by a sports consumerism, both in terms of its practice and adjacent activities: the development of sports infrastructure by local communities, attendance at sports arenas, reading sports literature and consuming sports as a simple spectator. The approach according to which sports is practiced during leisure time has changed; for most it has become a profession. In today's society sports generates a series of effects. Among the most important the *effect of socialization* can be identified. As a result, government policies must be geared towards guaranteeing sports as a school subject, leisure activity, as well as professional development. Socialization is the process through which we acquire the skills, attitudes, values and behaviors that legitimize us as active members of society. Sport is often seen as a framework that contributes to the process of interpersonal socialization, being considered an extremely complex phenomenon due to national diversity of any kind. This crystallizes the need to develop country-specific policies. Research on the social impact of physical activity has focused on socialization in sport but also on the social effects of sport. It is to be noticed the positive influence of sport on the health and personality of those who practice it, but also the contribution of movement to socialization, and the influence of movement on personality development. Sport also initiates and develops social contacts that help develop personality as well as human and moral values. Sport and sports performance determine public authorities to develop sports infrastructure. European, national and local public policies play a crucial role in social and economic development. In line with European and national frameworks, local administration develops and implements local public policies based on community needs to achieve a high level of local development. Among other, sport plays a major role in local development.

- ***research on the influence of environmental conditions on physical activity and sports performance***

In this direction, my research focused on how environmental conditions can influence physical and leisure activity, but also on the impact of physical activity on changes in environmental conditions and its influence on local economies. This direction is interdisciplinary and links physical activity to tourism, leisure activity and economic environment. Tourism is one of the most emerging activities with social, economic and environmental impact and requires serious efforts from researchers to identify the mechanisms that govern this phenomenon. Also, the practice of these activities in protected areas (walking, running, cycling, Nordic walking etc.) is increasingly present. Where the geographical context allows, protected natural areas are suitable for outdoor sports and leisure activities which does not generate a significant negative impact on the environment. Therefore, a new challenge arises in this context: the need to conserve and protect biodiversity and geo-diversity, as well as the economic development of these areas based mainly on tourism and leisure. At EU level, protected areas have developed, implemented and cultivated the need for sports and leisure activities in these areas both for leisure and as an antidote to stress. Another research direction has shown the influence of the indoor environment (gyms) on physical activities; in this regard, research related to indoor air quality was conducted in particular.

***The second part of the habilitation thesis*** presents the professional, scientific and academic path, based on the experience resulting from the didactic activity obtained as a teacher on a period of 26 years, both in pre-university educational system (as a coaching teacher specialized in football at Bihorul Sports High School, Oradea, period during which I obtained all didactic degrees), as well as in higher education system. Also, the teaching activity in higher education system started in 2015, and was doubled by the managerial activity as the Director of the University Sports Club from Oradea since 2019.

***The third part of the habilitation thesis*** presents the academic development plan which has as main objective the organization and development of research activity within the Department of Physical Education, Sports and Physiotherapy at the Faculty of Geography, Tourism and Sports, University of Oradea, within own Research Center for Human Performance, as well as the initiation of the activity as PhD supervisor.

***The last part of the habilitation thesis*** is represented by the selective bibliography resulted from the documentation process for the research activity.

## 2. SCIENTIFIC, PROFESSIONAL, ACADEMIC AND ADMINISTRATIVE ACHIEVEMENTS

### 2.1. Scientific achievements

#### a. PhD thesis

In 2013 I defended my doctoral thesis entitled ***STRATEGY FOR OPTIMIZING THE MANAGEMENT OF SPORTS ORGANIZATIONS. CASE STUDY – FOOTBALL***; Confirmation Order MEC - 3259 MD / 20.02.2013. The research activity during doctoral studies was carried out at the National University of Physical Education and Sports - Bucharest, obtaining the title of *Doctor in Physical Education and Sports*.

#### b. Postdoctoral research activity

Since 2015 I carried out my research activity at the University of Oradea, Faculty of Geography, Tourism and Sports, Department of Physical Education, Sports and Physiotherapy, as well as at the Research Center for Human Performance within the faculty.

Research directions are related to the development of sports performance through several lines of approach. I analyzed the influence of organizational management on sports clubs in order to achieve sports performance; I also investigated the influence of environmental factors (air quality, temperature etc.) on obtaining sports results. An important direction of research is related to football activity approached from organizational and economic perspective, but also from sports training perspective.

Since 2015 I have been involved in the activity of the Research Center for Human Performance, where I carry out activity in the field of the complex biomechanical and anthropometric evaluations aimed at improving sports performance.

#### c. Publication of books and scientific articles

In the postdoctoral period I published 11 scientific articles *in extenso* in ISI Thomson journals, 3 articles in ISI Thomson conference volumes, 33 articles in BDI journals, I coordinated 1 nationally funded research project, and I was involved in other 2 projects with national and international funding. The publishing activity was completed by the publication of 2 specialized scientific books as single author. I also developed studies and papers that were presented at scientific events.

## ***2.2. Professional achievements***

***a. My professional activity*** went through many forms of specialized training that allowed me to deepen my knowledge in the field of physical education and sports, but also in the field of management of sports organizations. These trainings and qualifications were achieved by my participation in courses organized by prestigious national and international structures where I obtained certificates attesting the acquired skills.

***b. Member of the scientific / editorial committee*** of the following scientific journals: GeoSport for Society, and Annals of the University of Oradea. Physical Education and Sports Fascicle.

***Reviewer for the following scientific journals:***

- GeoSport for Society (BDI)
- Annals of the University of Oradea. Physical Education and Sports Fascicle (BDI)

***c. Member of national scientific-professional societies:*** I am a member of the Romanian Sports Science Council (CSSR), Member of the Body of Observers on Sports – football, of the Romanian Football Federation through the Bihor County Football Association. I was also a member of the National Commission to Combat Violence in Sport.

## ***2.3. Academic achievements***

### ***a. Teaching activity***

Since 2015 I have been a tenured university teacher as a result of competitions for the positions of assistant professor (2015-2016), university lecturer (2016-2021), associate professor (2021-present). My didactic activity was carried out within courses and practical works for the following disciplines:

*Football - scientific fundament, Motor and functional evaluation in sports activity, Ethics and integrity in scientific research, Training in sports branch - football, Practice in performance sports, Appliances, materials and equipment in performance sports, Football - scientific fundament, Teaching football in high school.*

### ***b. Participation in international scientific events***

During the postdoctoral period I participated in national and international scientific events where I had public lectures in the field of physical education and sports.

## ***2.4. Administrative achievements***

Since 2019, as a result of a competition, I took over the position of director of the University Sports Club Oradea. Due to this position, in close collaboration with the management of the Faculty of Geography, Tourism and Sports, and with the management of the University of Oradea, I was able to develop and improve the material base of the University of Oradea Sports Complex (multipurpose hall, gym, athletics hall and shooting range). Also, a policy of attracting athletes enrolled as students was implemented. Thus, currently 95% of the club's athletes are students at the University of Oradea. At the same time, I focused on sports performance, and we have athletes who have performed in national championships in different sport branches, but also at international level within European or World Championships.

## **3. PLAN FOR THE ACADEMIC CAREER DEVELOPMENT**

### ***3.1. Professional development***

The prospects for my professional development are favorable due to the existing infrastructure (the research center was and is equipped with very high-quality equipment), opportunities related to the possibility of cooperation with specialists from European universities through Erasmus programs which allows me to improve in my field of interest. The sports infrastructure of the University of Oradea is in a continuous development and modernization. Obtaining the qualification as PhD supervisor represents an important stage of my academic and professional development which will allow me to initiate and develop the activity within a doctoral school. I aim for professional development by attending postgraduate courses, but also by future research within the doctoral school.

### ***3.2. Academic development***

On short term, I want to develop and edit teaching materials for undergraduate and master's programs in my field of competence: Football - scientific fundament, Training in sports branch - football, Teaching football in school, Teaching football in high school, Management of sports organizations, which are adapted to the new requirements and exigencies as a result of the dynamics of the field at national and international level. I also intend to develop courses and course supports for master's and bachelor's degree students with modern and innovative approaches in my area of expertise.



### *3.3. Career development in research*

The research activity will be closely related to the quality of doctoral supervisor, and I will continue to develop the research directions already approached in the postdoctoral period but also new directions due to the modernization of the Research Center for Human Performance within the Faculty of Geography, Tourism and Sports, Department of Physical Education, Sports and Physiotherapy.

The research directions will be oriented towards the study of the management of sports organizations, sports legislation but also towards the display of modern training methods in performance sports. Also, another research area will focus on highlighting the influence of environmental conditions and sports equipment on sports performance.

I propose to extend the collaboration with research centers of the partner universities and to develop joint research projects. In parallel, I want to disseminate research results through scientific articles in prestigious journals, participation in international scientific events, as well as the organization of seminars and workshops with all interested partners.

Self-improvement, attracting young students into research activity, developing national and international collaborations are important objectives of my future activity.