

Performance management in sports for all

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Abstract - The need to evaluate performance management in sports for all, that is the sport instructors as managers, is determined by the accurate and optimum need of dimensioning and distributing objectives, by the method of improvement for these staff categories and by the need to diminish risks, which are caused by keeping or promoting incompetent persons in management positions.

This text addresses the topic of performance management, a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of Romanian Federation Sport for all

It is no longer a secret for anyone that one of the most difficult challenges managers face in contemporary organizations is performance management.

Within activities specific to sports for all, nowadays, the evaluation of sport instructor-managers is not accomplished on the basis of specific criteria, as the case of trainer – managers involved in performance sport.

Our purpose is to elaborate evaluation criteria for sport instructor-managers so that their evaluation is made according to performance management, by commensuring and comparing results, by the physical-intellectual potential, professional and managerial potential, according to the objectives and requirements of the position held, therefore being eliminated the subjectivism and hazard of evaluation.

Key words - activity optimization, evaluation criteria managers, efficiency performance management,, sports for all, sport instructor,.

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I. INTRODUCTION

THE concept of performance management has been one of the most important and positive developments in the sphere of human resource management in recent years. [10] Performance management is strategic and integrated process that delivers sustained success to organizations by developing the performance of the people who work in them and by developing the capabilities of individual contribution and teams. [10]

The Romanian Federation Sports for All promotes sports for all as a social activity of national interest and supports the practicing of physical activities by all population categories, as an element for health improvement, a means for social integration, a factor for the development of human personality, for the integration of the moral values or for the promotion of self-discipline and respect towards oneself and the others, but also as a means for learning about tolerance and respect, i.e. elements that are essential in the life of a democratic society.

Based on behavior analysis, performance management implies methods for the assessment of the employee activity, feedbacks on the achievement or failure to achieve personal, team or organizational goals, as well as reward and benefit systems. [6]

The term of performance management is pervasive in today’s business environment. It is also incorporated in the literature of numerous disciplines and used at all levels of an organization. In scientific management, performance is associated with two key processes: performance management and performance measurement. These two key processes cannot be separated from each other since performance management is both a predecessor and a successor of performance measurement.

One of management’s key functions is performance management and measurement which can be applied both on the level of the organization and on the individual level. Moving from ideas to actions and results is a true journey. As such, one of the most frequently used terms in day-to-day life to reflect the progress of this journey and its results seems to be ‘performance’. [8]

The same as management, the term ‘performance’ can be used on several levels (organizational performance, team performance) to express general achievements (such as sports performance) or to reflect a standard against which to compare variables between similar entities.

The development of sport management system implies its orientation towards efficiency. This requires the elaboration of a managerial system of performance which has to be orientated both on increased performance of

involved human factors, as well as on financial benefits as measure of success, which would allow sportive structures to ensure an increased performance management.

Romania lacks a developed system of management performance according to the level of the Romanian Federation Sports for all, and also subordinated structures, except according to Sportive Federations level.

The specific of the Romanian Federation Sports for all activity implies the elaboration of a new managerial system adapted to the activity, which is not competition as the case of other sportive federations, but addressed to all categories of population, practicing mass sports. [8]

An efficient performance management system focuses on each employee's success, on each person practicing motrical activities. It offers sufficient support to know what the organization expects from him, in what performance is concerned.

Within sportive activities, performance management is seen as a performance evaluation process which consists most of the times in organizing formal meetings of evaluation and feedback, coming from the manager.

Results are evaluated once in 6 months or one year and decisions are made regarding the follow up of activity or reorganization. [7]

The advantage of sports for all activities as compared to performance sport is that it's addressed to all individuals, no matter their financial situation, their psycho-somatic condition, or their affiliation to a certain social category.

The characteristic which promotes sports for all is motion notion, group motion, socialization, team spirit. It is known that sport is based on honesty, collaboration and trying to go beyond your limits.

II. PROBLEM FORMULATION

2.1 Identifying deficiencies of the evaluation system of performance management within sports for all

The evaluation process of the Romanian Federation Sports for all is based on a set of criteria, insufficiently defined, identical for all employees, no matter the position held, their activity specific or hierarchic level.

When the process of performance evaluation is not based on a clear set of specific criteria regarding the evaluation of individual management performance abilities, it is possible to be influenced by the personal opinions of the one making the evaluation.

Elaborating some evaluation criteria of performance management, adapted to sports for all would determine error elimination during evaluation, various specific activities optimization, being particular only to sport field.

Managers' training improvement in sports for all, as a result of an accurate feedback of evaluation from the perspective of performance management, would determine "the increase of management training level, the improvement of necessary qualities and abilities required for the management process" [1]

Within sports for all activities a more efficient management process is required, which can ensure the

meeting of objectives, a better organization and a more efficient control of processes and activities.

Applying the efficiency principle in the specific activity has to integrate the purpose of management activity. In both competition and mass sport activities, efficiency has to be regarded as a relation between the obtained and made effort, whose result has to be as big as possible.

Efficiency can also be the relation between the obtained and made effort, whose result has to be as small as possible.

Recent research proved that, if the effort involved in performance sport determines a small increase of the effect (due to increased training and competition requirements in performance sport), in the case of mass sports the relation is opposite, as "sports for all" becomes a trend, contributes to communication stimulation, stimulates social life, develops the sense of affiliation, therefore the population senses a necessity to practice sport.

Through little Effort the country obtains a great Result. The relation between Effects and Efforts represents the sportive system's efficiency of management of the Education, Research and Sport Ministry. Both Effort and Effect are a time function, meaning the effects become variable in time. They depend on various factors: the training process's quality, performance management, life quality. [4]

Performance management is the central process related to performance. It reflects the way an entity approaches performance and includes sub-processes such as: defining the strategy (planning/goal setting), executing the strategy, training and performance measurement systems. [9]

Performance measurement is a sub-process of performance management focusing on the identification, follow-up and communication of the results by means of performance indicators. This sub-process takes into consideration the result evaluation, while performance management refers to starting-up the action based on the evaluation results and ensuring the achievement of the targeted results. Managing Performance Effectively.[11] In effective organizations, managers and employees have been practicing good performance management naturally all their lives, executing each key component process well. Obiectivele sunt stabilite și locul de muncă este planificat de rutină. Goals are set and work is planned routinely. Progresul spre aceste obiective este măsurată și angajații primesc feedback. Progress toward those goals is measured and employees get feedback. standarde ridicate sunt stabilite, dar de îngrijire este, de asemenea luate pentru a dezvolta competențele necesare pentru a le atinge. High standards are set, but care is also taken to develop the skills needed to reach them. Formale și informale recompensele sunt utilizate pentru a recunoaște comportamentul și rezultatele pe care îndeplinirea misiunii. Formal and informal rewards are used to recognize the behavior and results that accomplish the mission. cinci componente Toate procesele de lucru împreună și se sprijină reciproc realiza altele, eficient de management al performanței naturale. All five component processes working together and supporting each other achieve natural, effective performance

management.n organizational development (OD), *performance* can be thought of as Actual Results vs Desired Results. Any discrepancy, where Actual is less than Desired, could constitute the performance improvement zone. Performance management and improvement can be thought of as a cycle [11]:

- *Performance planning* where goals and objectives are established
- *Performance coaching* where a manager intervenes to give feedback and adjust performance
- *Performance appraisal* where individual performance is formally documented and feedback delivered

Performance improvement is the concept of measuring the output of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure. The concept of performance improvement can be applied to either individual performance such as an athlete or organisational performance such as a racing team or a commercial enterprise. In Organisational development, performance improvement is the concept of organizational change in which the managers and governing body of an organisation put into place and manage a programme which measures the current level of performance of the organization and then generates ideas for modifying organisational behavior and infrastructure which are put into place to achieve higher output. The primary goals of organizational improvement are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and or services. A third area sometimes targeted for improvement is organizational efficacy, which involves the process of setting organizational goals and objectives. Performance improvement at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance improvement usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the viewpoint of customers.

2.2 The role of the sport instructor in sports management

There is no *recipe* for a successful manager, but only guidelines to be followed: a specialization and the knowledge required by the professional competence, as well as a solid knowledge in fields adjacent to the science of leadership, i.e. work psychology, sociology, logic, ergonomics, labor jurisdiction, labor protection, etc. [8]

A leader must know, first of all:

- how to act, so that his/her subordinates would listen to him/her;
- how to reconcile organization goals with personnel goals and aspirations;
- how to manage time at its best so as to obtain the most profitable results.

Apart from strategies, plans, meetings, etc., a good manager must get to know his/her people and their potential very well, but also how to motivate them, having to gain their respect and sympathy in order to become a diplomat.

A leader must implement a flexible management structure based on the support of his/her people, as well as on encouraging employees' professional development and creativity. Managerial capacity reflects a sum of personality-related qualities and traits (temperament and energy resources, skills, character), intellectual qualities (intelligence, capacity to recognize, accept and apply change, capacity to think and conceive, memory, imagination, capacity to predict, etc.) and human capital accumulation qualities (knowledge and experience).

The main components of the instructor's activities are:

- executive component – coordinating the organizational and training process;
- managerial component - establishing the program, the objectives and control;
- connective components - educational and social functions.

In any country, sport, and especially Sports for all, is related to the economic, cultural and social situation on which depend the main conditions that determine the organization, development and level of participation in activities, namely [8]:

- financial resources;
- material resources;
- human resources;
- mentalities and attitudes;

In order to develop Sports for all, the first thing to do is to ensure the training, qualification, development and hiring of specialists.

A long-lasting, systematic and efficient activity requires the set up of teams of collaborators and volunteers, people of various professions, though trained and certified in the field of sports physical activities.

Sports for all primarily lives due to the enthusiasm and art of the people involved in the programs, who, in their turn, engage other people and look after them, i.e. the specialists of Sports for All.

- Who are they?
- Where are they supposed to work?
- What do they do?
- How do they have to approach the theme specific to their activity?

The main components of the instructor's activities are:

- executive component - coordinating the organizational and training process;
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I. *Specialists on a national level* - those who develop the concept and work at central level [8]:

- It is essential that at least one person works at the central level where organizers and developers in the Sports for all field can assert themselves;

- the central level specialists must set up teams with other specialists in various fields: prognosis, evaluation, human resources, promotion, sports facilities and installations, etc.
- the number of people working on the central level varies according to the size of the country, the period and level of its development, as well as the programs' objectives and amplitude.

These ones must:

- a) Know exactly the conditions present in their country:
 - analyze how common sport is in that respective stage;
 - identify the existing needs and interests;
 - document themselves on the sports culture and traditions, the socio-demographic conditions, the financial premises, etc.
- b) Persuade the country's political leaders on the concept and importance of the field:
 - sufficiently insist on conveying favorable impulses and powerful arguments to the country's political leaders;
 - obtain decisions regarding the Sports for all field;
 - elaborate or contribute to the implementation of the Sports for All National Program and of the medium and short term programs;
- c) Prove insistent so that the message of sports for all be conveyed via as many information means as possible:
 - sensitize and attract the media in order to support and develop the program, especially with respect to the development of a favorable mentality, and of positive and active attitudes;
 - plan and carry out activities with a national impact;
 - permanently stay in touch and meet at least once a year with county specialists in order to improve collaboration, perfect training, or assess, adapt and improve the programs.

How they should approach the theme of their activity:

- the huge tasks and problems, and their obligations imposed by the importance and vastness of the field need a certain emotional element:
- the basis for the specialists' activity is professionalism, the extraordinary energy and the great power of conviction.
- It is important for the person (persons) from the central level to dedicate not only their time, but also their entire personal energy for the purposes of this cause.

Ii. Specialists on a county level [8] - those who communicate the concept and work on a county level

The efficiency of the existence of at least one specialist at the central level is based on the existence of some support points in the counties.

Each county should dedicate a job and a certain number of specialists and hours a week to the organization and development of the Sports for all field.

On the county level, the center of gravity of the activity lies less in the field of the concept and more in the organizational field.

Apart from the promotion of the field through the organization of actions, the most important part of specialists' activity shall be the elaboration and

performance of programs related to ensuring the material and organizational conditions needed for the sports physical activities dedicated to health, education and recreation, for all population categories and, especially, for the disadvantaged categories.

One of the priorities of their activity is the attraction and training, via the simplest methods, of specialists and collaborators on a local level.

Iii. Specialists on a local level [8]:

The activity of the county specialists depends on the existence of people who work in cities, communes, villages, or in sports and recreation organizations.

These can be adequately trained persons (physical education teachers, trainers, instructors, animators, masters, doctors, etc.). This can prove successful only if specialists are motivated in their work and adequately trained.

On the local level, there is a need for a group as numerous as possible of very different persons who are engaged in the Sports for all network in a certain way (based on a remuneration, voluntarily, permanently, periodically, occasionally), respectively:

- the person in charge with sports for all and who deals with this problem in the local administration;
- the physical education teachers from schools, who must be attracted and stimulated for this extra activity;
- various people that are interested and who, though having different qualifications and a special interest and training, can be persuaded to serve a group of children, young people, adults, old people or families and/or want to take over a facility and other similar tasks;
- qualified and certified persons (animators, instructors, trainers) who lead, monitor and control the activities and directly address to the subject (individual or collectivity).

The qualities that are essential to a sports instructor in the case of the sports physical activities destined to population are:

- professionalism - competence, responsibility, adaptability, power of discernment, perseverance, desire for continuous improvement;
- adaptability - receptivity, creativity, availability, patience;
- sense of organization - distributiveness, dynamics, coherence, cooperation.

The main components of the instructor's activities are:

- executive component - coordinating the organizational and training process;
- managerial component - establishing the program, the objectives and control;
- connective components - educational and social functions

Performance management of the sport instructors is integration in two sense [10]:

- vertical integration, linking or aligning business, team and individual objectives with core competence;
- orizontal integration, linking different aspects of human resource management, especially organizational

development, and reward, so as to achieve a coherent approach to the management and development of people. [10]

III. PROBLEM SOLUTION

3.1 The premise

The perspective has as premise the fact that sports for all specific activities' optimization is influenced by the performance management level of sport instructor-managers, which has to be evaluated on the basis of objective and unitary criteria.

3.2 Methods to improve performance management evaluation in sports for all

The review of evaluation objective within the evaluation of attitudes and behaviors of the sport instructor-manager, in order to improve performance or activity through:

- identifying the activities which lead to a successful result;
- identifying the poor results, the causes and solutions to optimize these situations;
- identifying the development needs;
- improving management level within sports for all activities;

Changing the period in which the evaluation is made: after a project, not after determined intervals of six months or a year.

Changing the process of evaluation. The performance analysis does not replace the performing or non performing behaviors' management. The two processes are complementary. [5]

Table 1. The relations between performance analysis and performance management

Performance analysis	Performance management
• it is made periodically	• it is made daily
• measures results	• measures behaviours
• feedback on results	• feedback on behaviours

3.3 Performance evaluation in sport for all

a) Evaluation steps [3]

- Defining elements which describe performance and identifying a method of quantification;
- System communication and staff training in order to apply this system;
- Periodical intermediary evaluation of the system functioning and of the relevance of criteria according to expected results;
- Annual evaluation has a great impact on consolidating the organizational activity. It's the moment when objectives are reported to results and we find out if:
 - the results were achieved;
 - which are the best practices that we have to remember;

- the causes which restricted the achievement of results;
- corrective measures at individual level and of the system, as to prevent future failures

b) Evaluation criteria

Table 2. Sports for all evaluation criteria versus performance sport

Evaluation criteria	Sports for all	Performance sport
1. Work quantity	<ul style="list-style-type: none"> • work volume in SFA activity organization • number of specific activities • number of participants • number of volunteers involved in specific activities 	-work volume-training -number of performances – answer (played games);
2. Work quality	<ul style="list-style-type: none"> • quality of performance • respecting work procedures and specific standards • quality of activity organization 	-training quality -game performance; -respecting work procedures and specific standards
3. Behaviour	<ul style="list-style-type: none"> • communication with sport instructors and the Federation Sport for all personnel; • adapting to internal rules • motivation and rewards methods • communication between participants and groups of participants 	-communication with the managership -adapting to internal rules -number of sanctions (notice, cards, eliminations, suspension,) and the effects on the team and the results
4. Attitudes	<ul style="list-style-type: none"> • punctuality; • will to participate; • cooperation and team spirit • ability to learn from mistakes • ability to get involved in various activities: metrical and organizational 	-impunctuality; -ill to go beyond own limits -individualism or team spirit; -ability to learn from mistakes
5. Appearance	<ul style="list-style-type: none"> • Personal hygiene • Aspect • Equipment 	-Personal hygiene -aspect -equipment

The term "Performance Management" is often used in two contexts:

- A way of maximising performance of an individual, team or organization,
- A process for dealing with underperforming individuals (or teams). Whilst the underlying principles are always the same, the way in which they are implemented varies between the two contexts.

Table 3. Maximising performance versus poor performances in sport

Maximising performance	Poor performers
<ul style="list-style-type: none"> • Usually collaborative between management and staff 	<ul style="list-style-type: none"> • Involves more confrontation
<ul style="list-style-type: none"> • Can be informal, with written records only recording revised targets 	<ul style="list-style-type: none"> • Is a formal process with each step being written down
<ul style="list-style-type: none"> • Is a cyclical process, one of constant improvement 	<ul style="list-style-type: none"> • Is a process that escalates into disciplinary proceedings, possibly concluding with termination of employment
<ul style="list-style-type: none"> • Often involves analysis of the process 	<ul style="list-style-type: none"> • Often involves analysis of one individual's behaviours/attitudes

c) **Evaluators**

Fig. 1 Evaluators scheme in performance sport

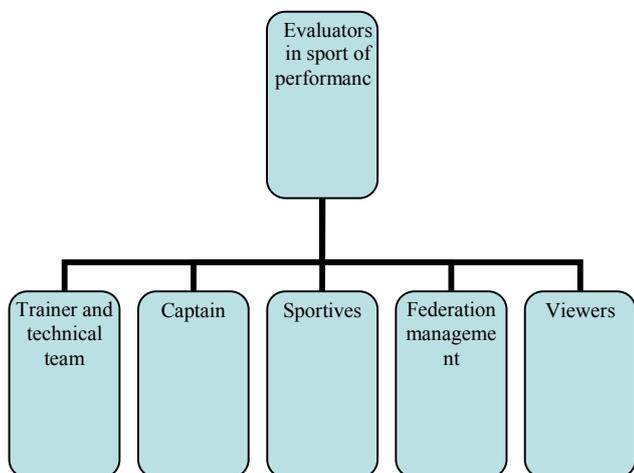
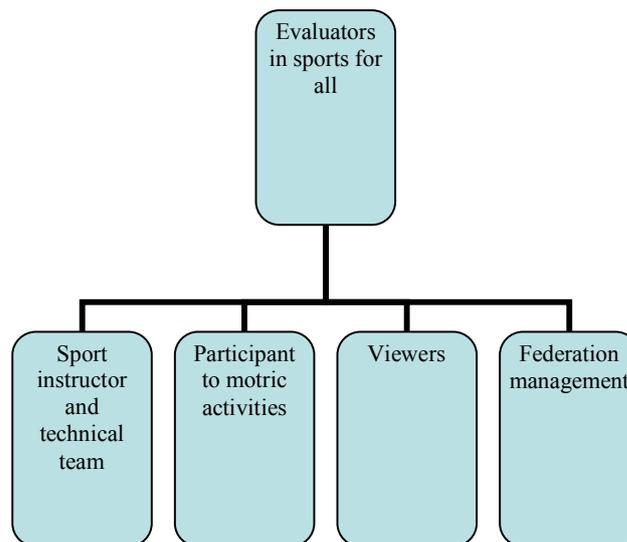
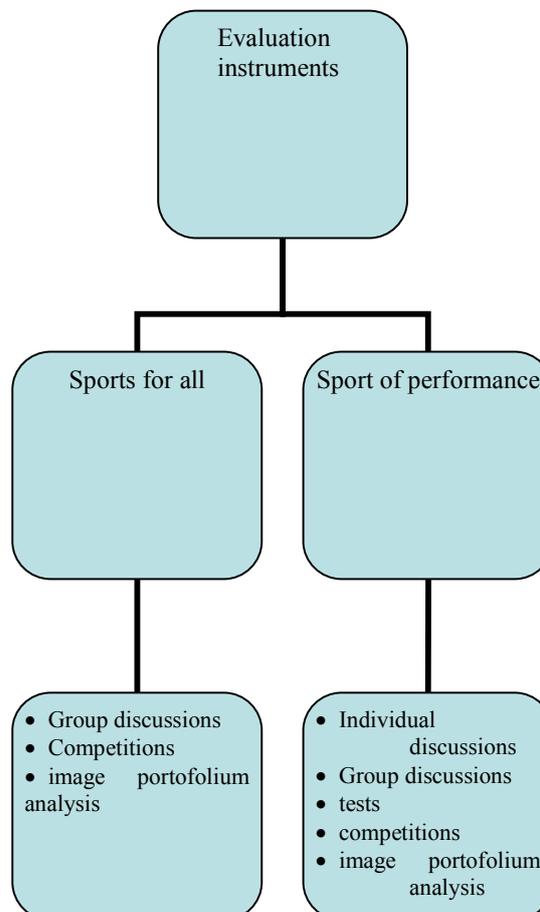


Fig. 2 Evaluators scheme in sports for all



d) **Evaluation instruments**

Fig.3 Evaluation instruments in sports for all and performance sport



3.4 Evaluation files of sport instructors – managers

Efficiency evaluation and the trainers' input involved in performance sport to accomplish sportive performance represent nowadays one of the most controversial aspects [3].

Present practice sets up in the activity of performance sport evaluation, an estimation system based on *competence units*, comprised in the following ten categories [3]:

- training process planning and organization;
- sportive development steps;
- selection and training of young talents for performance sport;
- development and perfection of all motrical qualities, abilities and capacities of sportsmen;
- technical-methodical improvement of sportsmen;
- technical-methodical training of sportsmen;
- psychical and theoretical training of sportsmen;
- training according to sex and age;
- gradual training of children and juniors to participate in competitions;
- training of sportsmen participating in internal competitions;
- training of high performance sportsmen to participate in international competitions of wide scope

Some specialists consider that a periodical evaluation of the trainer's activity, made only with these values, cannot offer an appropriate answer based on the analysis of connected factors, nor a contentment of the parts involved in the evaluation process.

If we agree on the fact that: sportive activity-training and competition participation- is expressed and compared nowadays with most of "consumer goods and services"; sportive structures- especially clubs- have to be administered from established positions and with instruments within the firm; the trainer has beside the executive and professional activities, managerial ones (planning and control), but also has a significant educational and social function related to Sportive Clubs, then, his activity should be evaluated and measured with instruments explaining on the whole and also partially its complexity.[3]

In the case of sports for all activities it does not exist a system of competence units or evaluation criteria of sport instructors, which could enable an accurate and optimum evaluation of performance management

The development of activities with maximum capacity involves a set of qualities for the sport instructor-managers, specific behavior and knowledge such as: the ability to understand human nature, observation of employees and co-workers' feelings, of motivational elements, efficient communication attitude, admitting inevitable human mistakes, problem approach, enthusiasm and energy of subordinates. [2]

Reporting to the specific of sports for all activities we created a competence evaluation system for sport instructors-managers, according to performance management.

Evaluation criteria for sport instructors- managers:

- planning and organization of sports for all activities;
- number and diversity of organized actions;
- young talent selection to practice performance sport;
- motrical capacity development of participants;
- organizational capacity development of sportive activities for participants and volunteers;
- technical-methodical and physical training of participants;
- psychical and theoretical training of participants;
- adapting the organizational frame and the type of activities according to age and sex;
- respecting the participants' wishes and the area specific for sports for all activities;
- getting more and more participants and volunteers;
- training participants for competitions and sports for all activities;
- training participants for international experience exchange;
- accomplishing objectives and assuming responsibility;
- problem solving capacity and evaluation objectivism;
- communication capacity, team work;
- capacity to develop co-workers and volunteers' abilities;
- negotiation and mediation abilities;
- analysis and synthesis capacity, initiative and creativity;
- capacity to create, plan and act strategically;
- advising and counseling capacity;
- capacity to organize, lead, coordinate and control;
- decision making and capacity to delegate;
- competence and ability to manage resources;
- capacities and abilities to train

3.5 Results of managerial process

The results of performance management can be determined according to the status of achieved organizational objectives. Sports for all activities, as they address to all categories of population, are recommended to be evaluated through grades, in an objective and stimulating manner. This level of achieving objectives can be expressed through: successful, not successful, failure.

The factors influencing a manager's contribution to attain *success* can be: professionalism, flexibility, concentration capacity to meet the purpose, seriousness, reputation.

A manager's contribution to the *failure* of sports for all activity is determined, among others, by:

- deficiencies in activity organization;
- lack of honesty in admitting own limits;
- lack of resources or inadequate administration of these;
- not adapting to competition

Every success can be transformed by a good manager into a "progress engine" and represents the virtue of the project team. A failure is nothing but an unmake that has to be, first of all, assumed by the manager.

IV. CONCLUSION

Sports for all have a wide area of types of activities, which is why the elaboration and implementation of a criteria system of evaluation for the sport instructor-manager, in order to evaluate performance management, will determine error and subjectivism elimination.

The feedback resulted from an objective performance management evaluation process will lead to activity optimization and failure elimination in sports for all.

Performance management in sport activities cannot be accomplished without the use of scientific methods and techniques, which can ensure the knowing and the efficient application of objective economical laws, efficient and rational resource administration, stimulation and creativity use of sport instructor-managers, proper evaluation of results, decision making optimization and of all management functions, technical, economical, social-political and human dimensions integration for sportive structures.

Performance Management is a term used to improve team performance, based on the principles of measurement, appraisal, action and monitoring. However, it can be manifest in very different forms depending on whether the aim is to further improve the sport instructors, or deal with underperformance. Performance Management can also apply to individuals, teams, groups or organisations.

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