

## MANAGERIAL STUDY ON PERFORMANCE LEVEL WITHIN CSS - SPECIALIZATION IN WINTER SPORTS (HARGHITA COUNTY)

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**ABSTRACT.** The study of management research of the educational system of performance in winter sports in Harghita County presents a spreadsheet situation for an Olympic cycle period with medal results for winter sports – biathlon, ice hockey, figure skating, cross-country skiing. The goal of the research consists in identifying the most valuable results in the given sport through SWOT analysis. The hypothesis of the research starts out from the presupposition that through a sport management analysis based on a progress rate, according to the evolution during the Olympic cycle, there can be chosen from the CSS M-Ciuc young athletes who can reach the III-IV stage of training at national and international performance level. We believe that based on the results, through the use of a specially proposed, age-adapted training program optimal high-level performance can be reached. We propose a SWOT analysis for every winter sport apart in order to identify the strengths and weaknesses within the activity of organizational structures, as well as opportunities and the causes that threaten from the outside the activity conducted by the managers of ISJ Harghita.

**Keywords:** *winter sports, progress rate, sport management, SWOT analysis*

### Introduction

Leading the sport phenomenon means the art of efficient management through the adaptation of new methods of leadership and modernization of the structures of the sport organizations and in the present case, we start out

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from the sports vocational education level within the school sport clubs in CSS M-Ciuc, Harghita County.

This level requires special attention especially given that its management starts out from the economic sector, modern development materials, halls, ice rinks, cross-country ski trails, biathlon shooting range, special equipment.

Within this context, the present problems needed to be taken over by a “specialized sports manager” with activity focused on performance requirements at junior age level within the CSS M-Ciuc, Harghita County.

Budgetary sources come primarily from MED, in fact economic profit carefully managed and oriented towards the sports practiced within CSS M-Ciuc, Harghita County. Organization, leadership and control have been focused on the following objectives and resources: *human, financial, material, and informational*, which make decisions within sports management, because “the managerial control checks the project plan and managerial efficiency” (Griffin, 1990, quoted by Colibaba, 1998).

Specifically, for the education system at the CSS M-Ciuc level in Harghita County, the implementation of the design, planning, organization, leadership and control of the product, as stated by Kotler (1986), “marketing is successful only when technical departments work tougher with the financial department”, has been promoting the individual sport performance of each department.

It has been seen that human resources at the level of the group of teachers-trainers were under the pressure of sports performance at the national and international level of the different disciplines – biathlon, ice hockey, figure skating, speed skating, cross-country skiing.

Staffing and salaries are regulated by legislation, which is actually a matter between employees and functional managers, in fact a global concept of „leadership and training of human resources done by ISJ Harghita.”

The managerial research sector requires “knowledge of the institutional sources of the organization in accordance with its objectives” (Nicolescu, Verbancu, 1996), as well as interdisciplinary knowledge of sports performance.

Management activity also presupposes sport marketing, (Mulin, 1993), given that in Harghita the marketing of sport services and of sport products and competitions has been promoted, in which local organizations, the Mayor’s Office, the Local Council, etc. also have been involved.

The strategy of psychological marketing with reference to CSS M-Ciuc Harghita county had the competitive advantage thanks to the leading position in competitions and the quality of results in the performance of the component sections of CSS M-Ciuc, Harghita County.

## Management Analysis Methods

Two methods were used in the overall analysis of the organization represented by CSS M-Ciuc, Harghita County:

### 1. PEST analysis (political, economic, social, technological).

The PEST analysis in the sports performance education system focuses on a **policy** of relations between the employer ISJ Harghita and employees - teachers, salary, reward, and motivation.

**Economic:** it influences the activity of CSS M-Ciuc, Harghita County due to the fact that profit is made, mirrored in the results and performance of the separately funded component departments.

**Social factor:** meets the needs of the current generation of athletes and motivates the possibility of meeting the needs of future generations.

**Technology,** is concerned with communication networks, information in the media, organizationally supports economic development (Bondoc-Ionescu, 2005).

### 2. SWOT analysis, meaning **Strengths, Weaknesses, Opportunities, Threats** (Frîncu, Larion, 2007).

The strong points are the competitive advantages of the winter sport departments favored by the climate of the area with a lengthened cold season where biathlon, ice hockey, figure skating, speed skating and cross-country skiing benefit from snow-frozen tracks until the spring.

The strong points were achieved according to the rate of progress obtained by Cohen's formula, applied to an Olympic cycle completed in 2022, according to national championship titles.

In the formula, the number of titles in the first year of the Olympic cycle for  $T_i$  and the number of titles in the last year of the Olympic cycle for  $T_f$  were applied to obtain the progress expressed as a percentage.

**Strong points** have been registered at biathlon with 150% progress rate and figure skating 300%, cross-country skiing 66.7%.

**The weak points** were registered at ice hockey with a regress of - 33% and speed skating - 62.5%.

**Opportunities** are those aspects that can offer CSS M-Ciuc, Harghita County an advantage: sponsorships, sport facilities, support from local organizations.

**Threats** are represented by external factors which influence the results and performance, especially given that in the period of the pandemic ice hockey and speed skating had breaks in the training process.

We attach the results by Olympic cycle to show the evolution or regression of the titles obtained in each sport.

Bellow we present Cohen's progress rate formula, which was applied according to national performance data in the Olympic cycle.

$$\frac{(T_f - T_i) \times 100}{T_i} = \%$$

It will be applied to all parameters apart and then the calculation of percentage is done.

**Table 1.** Evolution of the Biathlon performance of CSS M-Ciuc section

**Biathlon**

Sport	Institution of education	Competition	National performance 2017-1018 school year			National performance 2018-2019 school year			National performance 2019-2020 school year			National performance 2020-2021 school year		
			1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place
Biathlon	CSS M-Ciuc	Junior National Championship	4	5	5	9	16	9	11	12	5	10	12	12
		Total	4	5	5	9	16	9	11	12	5	10	12	12

According to data supplied by ISJ Harghita

Following the SWOT analysis and the table showing the participation in competitions in the Olympic cycle and the yearly-obtained titles, the progress rate was calculated at 150%, which is a strong point.

Given that there was planned training and there was a managerial strategy in selection there was assistance also in the period of the pandemic and there were training conditions created in an isolated space, given that training was done on natural paths and on the shooting range.

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**Table 2.** Evolution on the ice Hockey Performance of CSS M-Ciuc section

**Ice Hockey**

Sport	Institution of education	Competition	National performance 2017-1018 school year			National performance 2018-2019 school year			National performance 2019-2020 school year			National performance 2020-2021 school year		
			1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place
Ice hockey	CSS M-Ciuc	U14 National Championship	1					1	1				1	
		U16 National Championship	1			1								1
		U18 National Championship	1			1			1			1		
		<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>
	CSS Gheorgheni	U14 National Championship												
		U16 National Championship							1					
		U18 National Championship		1				1						1
		<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>General total</b>			<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>

According to data supplied by ISJ Harghita

Following the SWOT analysis and the table showing the participation at competitions in the Olympic cycle and the titles obtained per year the progress rate was calculated at 33%, which is a weak point.

The ice hockey department faced problems due to absences caused by the pandemic and given that it is a team sport, there have been shortcomings in the training of the entire team, which has been negatively reflected in national competitions that took place in the periods with restrictions, both in training and at school.

**Table 3.** Performance evolution of the figure skating section CSS M-Ciuc

**Figure skating**

Sport	Institution of education	Competition	National performance 2017-1018 school year			National performance 2018-2019 school year			National performance 2019-2020 school year			National performance 2020-2021 school year		
			1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place
Figure skating	CSS M-Ciuc	Romanian Cup/FRP/Junior National Championship	1	0	1	0	0	1	4	3	0	3	2	1
<b>Total</b>			<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>

According to data supplied by ISJ Harghita

Following the SWOT analysis and of the table showing the participation at competitions in the Olympic cycle and the titles obtained per year, progress was observed following the application of the formula mirrored in the percentage obtained 300% according to the Cohen formula result, which is a strong point.

Given the organizational management of training in isolated places and sometimes in spots halls in the period of the pandemic, the figure skating department has seen continuity in training. This aspect has been shown especially in the final year of the Olympic cycle through the four titles obtained by the young competitors of the team.

**Table 4.** Performance evolution of speed skating CSS M-Ciuc

**Speed skating**

Sport	Institution of education	Competition	National performance 2017-1018 school year			National performance 2018-2019 school year			National performance 2019-2020 school year			National performance 2020-2021 school year		
			1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place
Speed skating	CSS M-Ciuc	Junior National Championship	8	7	4	7	4	1		...		3	2	1
		Total	8	7	4	7	4	1	0	0	0	3	2	1

According to data supplied by ISJ Harghita

The SWOT analysis applied for the speed skating department has evidenced a weak point upon applying the Cohen formula, registering a percentage of 62.5%, which means regress.

Results shown by the titles obtained in the last year of the Olympic cycle were inferior to the results of prior years due to the fact that in the period of the pandemic training had its shortcomings, there were many cases of absence of the students whose health was weak, requiring analysis with an opportunity to improve the situation in competitions.

**Table 5.** Performance evolution of cross-country section of CSS M-Ciuc

**Cross-country skiing**

Sport	Institution of education	Competition	National performance 2017-1018 school year			National performance 2018-2019 school year			National performance 2019-2020 school year			National performance 2020-2021 school year		
			1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place	1st place	2nd place	3rd place
Cross-country skiing	CSS M-Ciuc	Junior National Championship	0	0	1	6	8	6	6	8	6	7	12	6
	CSS Gheorgheni	Junior National Championship	6	7	3	7	5	1	1	4	0	3	2	1
	CSS Toplita	Junior National Championship	0	0	5	0	0	0	1	0	0	0	0	0
		Total	6	7	9	13	13	7	8	12	6	10	14	7

According to data supplied by ISJ Harghita

Following the SWOT analysis and the table showing the participation at competitions in the Olympic cycle and the titles obtained per year, following the calculation of the progress rate there was seen a regress upon applying the formula reflected in the percentage obtained, a progress rate of 66.7% according to the results of the Cohen formula, which means a strong point.

In the period of the pandemic, the management organization focused on the training of students to be done on routes in nature without any contact with the large public. They faced no problems with training and competitions, this meaning an opportunity within our analysis.

### **Conclusion**

Organizing school sport management, with adequate selection and training may achieve a future of high performance at junior level, who will be the seniors of tomorrow.

As a strong point in the SWOT analysis of the management activity of the CSS M-Ciuc, Harghita county, many junior athletes have been promoted to senior teams and clubs.

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