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The management decisions in government management structure of physical training

Abstract. Purpose: is to improve the technology of management decision as for the function of making decision in the problem of choosing the variant. **Material and Methods:** analysis of scientific sources, analysis of the documents, organizational analysis. **Results:** different forms of management decisions are done, the structure of the decisions in the forms of orders are offered, the orders that are created due to the regional management structure are analyzed, the quantity of fulfilled orders are shown, the reasons of unfulfilled orders are observed, the typical decisions of the orders and their corrections are done. **Conclusions:** the necessity of making the decisions are explained by conscious and aimed character of human's activity. The improvement of making the management decisions are done according to the use of scientific approach, different models and methods of making decisions in the management structure of physical training and sport.

Keywords: analysis of decisions, structure, technology, regional management structure, management activity, management functions, orders.

Introduction. One of the real opportunities of the increase of efficiency and quality of rendering services of the population is put in the sphere of management of the system of physical culture. The increase of complexity and scale of the tasks facing the system of physical culture demands the introduction consistently and steadily of the carried out system of measures in the field of the organizational forms of the government by branch, the rationalization of technology of an administrative cycle, the improvement of style and methods of the administrative activity.

The theory of scientific management provides the following main parts: contents, technology, functions, methods, principles, structure, communications, result [4].

The administrative decision is a result of the analysis, forecasting, optimization, economic justification and choice of alternative from a set of options of the achievement of a specific aim.

A person or a governing body making the decision heads the development of the administrative decision. As a rule, functions of decision-making concerning the development, strategic planning and the current, operational management are divided between the first and second persons who are carrying out the management.

Communication of the research with scientific programs, subjects, plans. The work is performed in compliance with the Plan of the research work of the academy for 2013-2015. "Methodological bases of the strategic development of the sphere of physical culture and sport in the region" (number of the state registration is 0113U004615).

The scientific novelty of the research is as follows:

- the system of an adoption of administrative decisions in the sphere of physical culture and sport is considered and proved in theoretic-methodological aspect;
- the analysis of an adoption of administrative decisions (orders) is carried out in the regional management of physical culture and sport;
- the complex characteristic of function of an adoption of the administrative decision is given in the regional governing body of physical culture.

The practical importance of the research is defined by that the elicited technological facts of an adoption of the administrative decision (orders) allow predicting and carrying out in governing bodies of physical culture on a scientific basis more effective decisions.

In the methodological plan this work arms heads of governing bodies of physical culture of methods of the use of scientific approach in functions of an adoption of administrative decisions.

The object of the research are the regional governing bodies of physical culture and sport making the operating impact on the subordinate organizations through the function of adoption of administrative decisions.

The subject of the research is the organizational and administrative activity of the regional management

concerning physical culture and sport on adoption of administrative decisions.

The objective of the research: the improvement of technology of the administrative activity of the function of an adoption of the administrative decision in a question of a choice of this or that option.

The tasks of the research:

1. To prove the management of physical culture of function of an adoption of administrative decisions in the theoretic-methodological aspect.
2. To reveal the technology of implementation of function of an adoption of administrative decisions.
3. To define forms, types, essence, principles of an adoption of administrative decisions.
4. To make the analysis of the made decisions by the regional management concerning physical culture and sport.

Material and methods of the research. The following methods of the research were used for the solution of the specified tasks:

- analysis of references;
- analysis of documents;
- organizational analysis.

Analysis of references. Works of the native scientists M. V. Dutchak, V. V. Prikhodko, O. N. Zhdanova, Yu. P. Michuda, S. V. Svistunov, of foreign authors K. A. Voronova, I. I. Pereverzin, V. G. Nikitushkin, L. M. Aristova, V. V. Galkin concerning the general theory of governing the state, legal science, economy, physical culture were a subject to studying. Methods, forms, functions of the organization and the management of physical culture and sport, the expediency of application of functions in the management were studied. The works of scientists of the chair of management of Kharkov state academy of physical culture were analyzed. (A. V. Gorbenko, G. N. Putyatina, I. I. Prikhodko, V. I. Mudrik, S. A. Stadnik, N. V. Sereda).

Analysis of documents. This method was applied to the determination of key parameters in the work of the governing bodies of physical culture and sport following from resolutions of the governing bodies given to the statistical reporting, the main indicators of the work of the sports organizations, identification of public opinion about a condition of the management recorded in official documents.

The documents created in the regional management on physical culture and sport on an adoption of administrative decisions, orders and resolutions were exposed to the research.

The organizational analysis is a specific method of management science. Its application is especially justified at an integrated approach to studying of administrative decisions when it is necessary to dismember the studied object previously on its separate components with the subsequent group and classification of the obtained data. On the basis of results of the organizational analysis the means of the information support of physical culture and sport promoting an adoption of the administrative decision were revealed.

Results of the research and their discussion. The work on physical culture and sport is carried out now by about three million various organizations of a physical and sports orientation in Europe, Asia, Africa, America. Heads and the personnel of these organizations daily should solve a wide range of the most various questions and problems – from carrying out actions in CPC, sports clubs before carrying out grandiose sports and spectacular actions – such as, for example, the championships of the countries, continents, the world and the Olympic Games.

Employees of governing bodies of physical culture have to achieve a unity of knowledge, belief and practical actions in the course of their activity for the solution of the tasks facing them, to be able to make the correct administrative decisions and further to exercise a control of their performance [1; 5].

We proceeded from that fact that for any process of the development and decision-making, where and whoever it was carried out, available the general characteristic approaches at the consideration of a problem of the adoption of the administrative decision (AAD). Its stages are such a core of the process of AAD which in a certain sequence carry out operations on the development and the implementation of administrative decisions. There is no consensus concerning the quantity of stages in literature among the scientists studying the theory of AAD.

The process of certain actions during the developing and the adoption of the administrative decision will be more effective if we know, what role functions are carried out by this or that expert, being at different positions.

During the developing and adoption of the administrative decision the head, irrespective of a post, carries

out different roles, for example, at data collection and processing acts as the recipient of information; building the system of preparation and retraining of the personnel, he acts as a strategist.

The conducted researches of I. I. Prikhodko, V. M. Bogmatser [4] allowed revealing more than 50 operations which at the different levels of the management (the highest, the average, the lowest) are carried out by the head. The role functions which are carried out by the head at the different levels repeat, however their volume depending on hierarchy – is different. The overall performance of any physical and sports organization depends on the correctness and the timeliness of decision-making. Therefore it is important that each expert of physical culture and sport seized theoretical knowledge and skills of technology of administrative decisions.

The administrative decisions on physical culture and sport in a form are made in various forms [7].

The order – is the normative legal act issued individually by the head of the state physical and sports organization or his deputy acting on the one-man management basis for the permission of the main and operational objectives.

The command – is the legal act issued by the head of the organization, mainly a collegial body of management for the permission of operational issues. As a rule, it has a limited validity period and concerns a narrow circle of officials.

The decree – is the statutory act adopted jointly by a board of management, sport committee, presidium of sports federation or council of VPSS. The decree represents the target solution of an actual problem with the indication of the purpose, ways and resources, the establishment of terms, performers and the organizations of control over the implementation.

The plan is a complex of the tasks united by a common aim which need to be executed in a certain order, sequence and in the established periods.

The purpose program – is the normative address document containing an exhaustive complex of the interconnected tasks which implementation provides the effective achievement of the objects which are set by the organization in the established periods. The purpose comprehensive program includes actions of program and methodical, organizational and social and economic character.

The business plan is a document in which the complex description of the main aspects of the planned future of the sports organization is given, the purposes of a problem arising at the achievement are analyzed and the financial resources necessary for their decision are defined.

In recent years administrative decisions in the form of various contracts, contracts etc. were widely adopted in the sphere of physical culture and sport.

To understand all set of various administrative decisions on physical culture and sport, they can be classified by several signs: on subjects and hierarchical levels of management; on objects of management: for whom this decision – sport committee is intended, to sports federation, sports club, sports construction, sports school, etc.; in a form of the existence of the decision can be oral or written. On the organization of the acceptance of administrative decisions are subdivided on individual, corporate and collective. On the social importance one decision are initial, defining, for example, “The law of Ukraine on physical culture and sport”, others – are derivatives. On time of action of the decision it is possible to divide on quick and perspective, strategic. Decisions are subdivided on a volume and an orientation of the contents [2; 3; 7].

One administrative decision contain the general concept of the development of physical culture and sport in general in the country, others are more concretized and concern one or several organizations of physical and sports orientation.

Administrative decisions have to be made within the powers existing at the subject of management, the rights and duties of the sports head. Different types of administrative decisions define also different ways of their development and acceptance, sources and contents of the used information, and also feature of the implementation of the made decisions.

In the research 210 orders were analyzed. The structure of orders according to the classification of administrative decisions is presented in the table.

The array of the orders issued by the regional management on physical culture and sport has similar quantitative indices. The made decisions are directed as a rule on the system of physical culture and sport in general or its separate subsystems, corresponding thus to the general conceptual directions of the development of the region.

Significantly initiative decisions prevails which share exceeded 90%. The volume of the most significant

The structure of orders of the regional management on physical culture and sport

Classification signs	Types of decisions	Quantity	
		abs.	%
On a degree of the activity of participants of the management process	1. Initiative, planned	190	90,1
	2. In pursuance of the indication of higher bodies of management	20	9,9
	Total	210	100
According to the contents	1. Organizational and administrative	65	30,8
	2. On communications with cities and areas	44	20,8
	3. Administrative (sport constructions)	40	19,3
	4. Work with CYSS	13	6,3
	5. On work with specialists	48	22,8
	Total	210	100
On the execution time	Strategic (long-term)	2	0,9
	Tactical (annual)	13	6,1
	Current (quick)	38	18,4
	Routine (periodic)	157	74,6
	Total	210	100

defining decisions averaged 3,4%. The acceptance of the majority of orders is caused by the need of the solution of the operational (current) issues and responses to periodically arising typical situations including the connected ones with certain sports. The tactical orders made 6,1%. Among the coordinated orders the decisions developed together with the department of education, health care, finance are the most often met.

The comparison of arrays of orders by the criterion of pithiness, the most representative are groups of orders of the organizational and administrative character of 30,8%, a condition of the work with specialists of 22,8%, orders of an administrative orientation of 19,3% on communications of cities and regions of 20,8%.

The personnel decisions which are the most priority are connected generally with questions of the professional development, problems of the use and the placement of personnel.

The share of standard decisions on the organization and carrying out various sports competitions, meetings, and seminars is very high in the structure of orders.

Similar organizational and administrative decisions, along with the majority of administrative orders, represent the administrative decisions classified as routine, having rather accurate and in advance ordered regulation of their acceptance, registration and bringing to performers.

The share of routine decisions in an array of orders averaged 74,6%, considerably having exceeded thus volumes of the current, tactical and especially strategic decisions. For the analyzed period more than 6% of tactical decisions and less than 1% of decisions strategic are made a little more. 18,4% of orders fall to the share of the current administrative decisions on average. By results of the conducted research only the small part of administrative decisions, orders (25%) contains accurate plans and programs of the realization of the planned actions, concrete dates of the performance and forms of bringing the decision to performers.

Results of the carried-out analysis of the structure of administrative decisions allowed revealing a group of standard decisions to which share more than 20% of all adopted orders are. This group included the same orders issued every year or several times within a year. The implementation of the decision, in turn, depends on the

quality of the plan of realization, is defined by the selection of performers, resource providing, the organization of the operational work, the execution monitoring system, timely updating of the decision. In addition, strong-willed features of the head, psychology of performers have essential impact on the implementation of the decision.

The organization of the implementation of the decision begins with an explanation of sense and value of the made decision, features of organizational actions, and the planned results. After the implementation of the decision began, the important role is got by a control of the course of its performance. Its main task – is to provide the achievement of the planned purposes, to prevent the failure of the made decision. The systematic analysis of the course of the implementation of the decision, timely identification of deviations from the set program and taking measures to their elimination are for this purpose are necessary.

The need of specification of terms of performance, respectively in 11,5 and 14,8% of cases was the main reason for adjustments at the implementation of orders and commands.

The analysis of their conductivity was carried out, i.e. the end results of administrative activity were studied for the purpose of an integrated assessment of the process of adoption of administrative decisions. As criteria timeliness and completeness of the execution of decisions were chosen. According to official figures, more than 65% of decisions are realized in time. Dates of the performance of 35,0% of decisions weren't sustained. Mainly it occurred because of the establishment of unreal dates of the performance and depended directly on performers. Terms of the postponed decisions in connection with the insufficiency of material support made 15,5%.

The group of unrealized decisions generally consists of partially executed 14,1%. The main reasons involving non-performance of decisions are the relation of performers (84,9%) and the lack of necessary material support (15,1%).

Thus, the need of the improvement of the organization of the management process, expediency of a wider use of modern technologies is obvious from the carried-out analysis. The analysis of the theory and the practice of management allowed establishing the need of application of scientific approaches.

Conclusions:

1. The increase in amount of information in sports organizations, the development of plans, tasks to specific performers demands the special preparation of organizational and administrative specialists. The need of decision-making is explained by conscious and purposeful nature of the human activity, arises at all stages of the management process and makes the part of any function of management.

2. Decision-making – is not the one-stage act, but the result of the process having a certain duration and structure. The improvement of the process of the adoption of administrative decisions and respectively the improvement of quality of the made decisions is reached due to the use of scientific approach, models and methods of decision-making in governing bodies of physical culture and sport.

Prospects of the further researches are in that other functions of management will be investigated in governing bodies, namely: planning, organization, control, including in the provinces of People's Republic of China.

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