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آشنایی با اصول سرپرستي اردوهاي ورزشي

۲۴ آبان ۱۳۸۶-تهران-آکادمی ملی المپیک

دکتر مهرزاد حمیدی
عضو هیات علمی دانشگاه تهران

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Managers? Who Are

Manager

- Someone who works with and through other people by coordinating and integrating their work activities in order to accomplish organizational goals.

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What Is Management?

Managerial Concerns

Efficiency

"Doing things right"

Getting the most output for the least inputs

Effectiveness

"Doing the right things"

Attaining organizational goals

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Effectiveness and Efficiency in Management

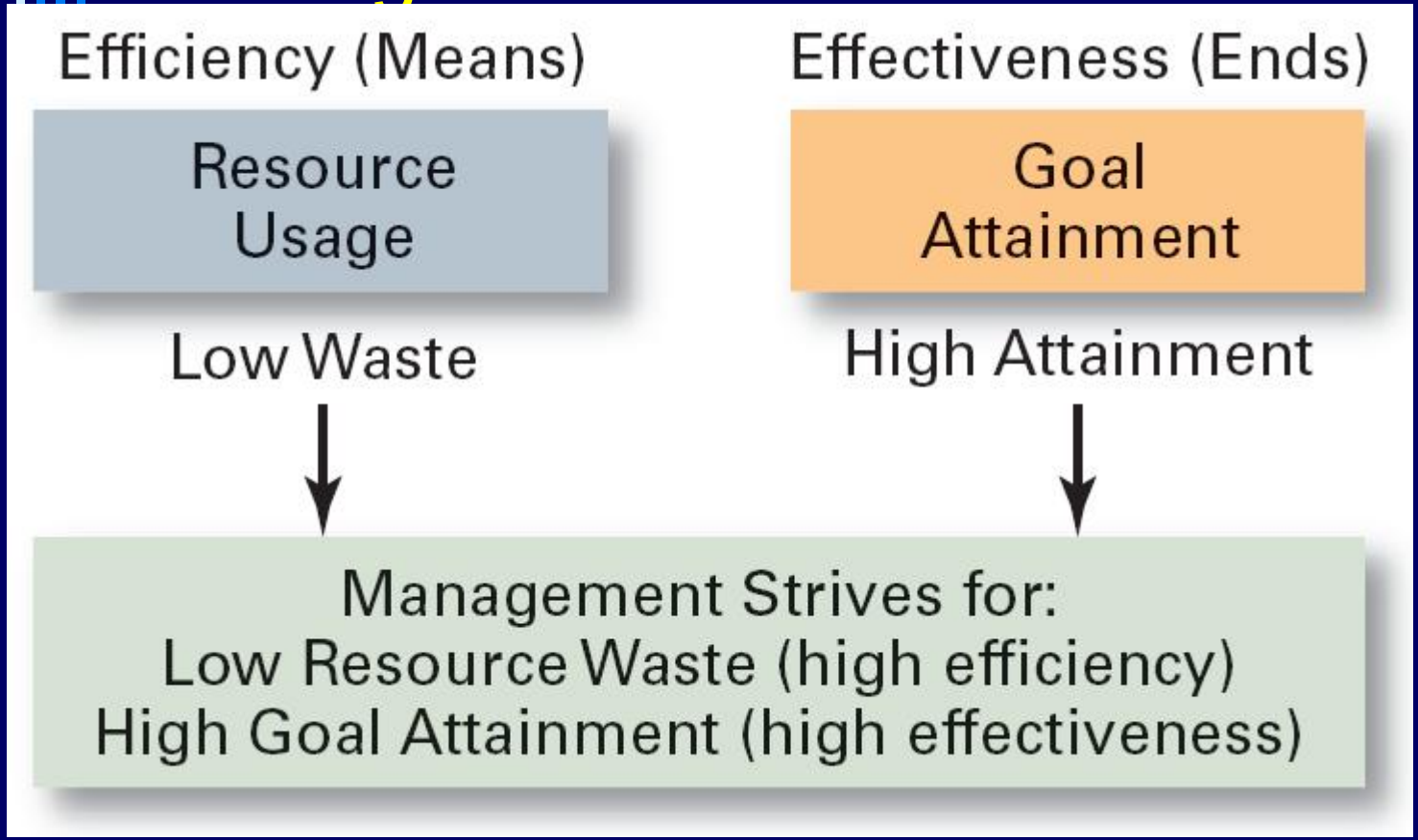

Exhibit 1.2

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Classifying Managers

First-line Managers

- Are at the lowest level of management and manage the work of non-managerial employees.

Middle Managers

- Manage the work of first-line managers.

Top Managers

- Are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

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Managerial Levels

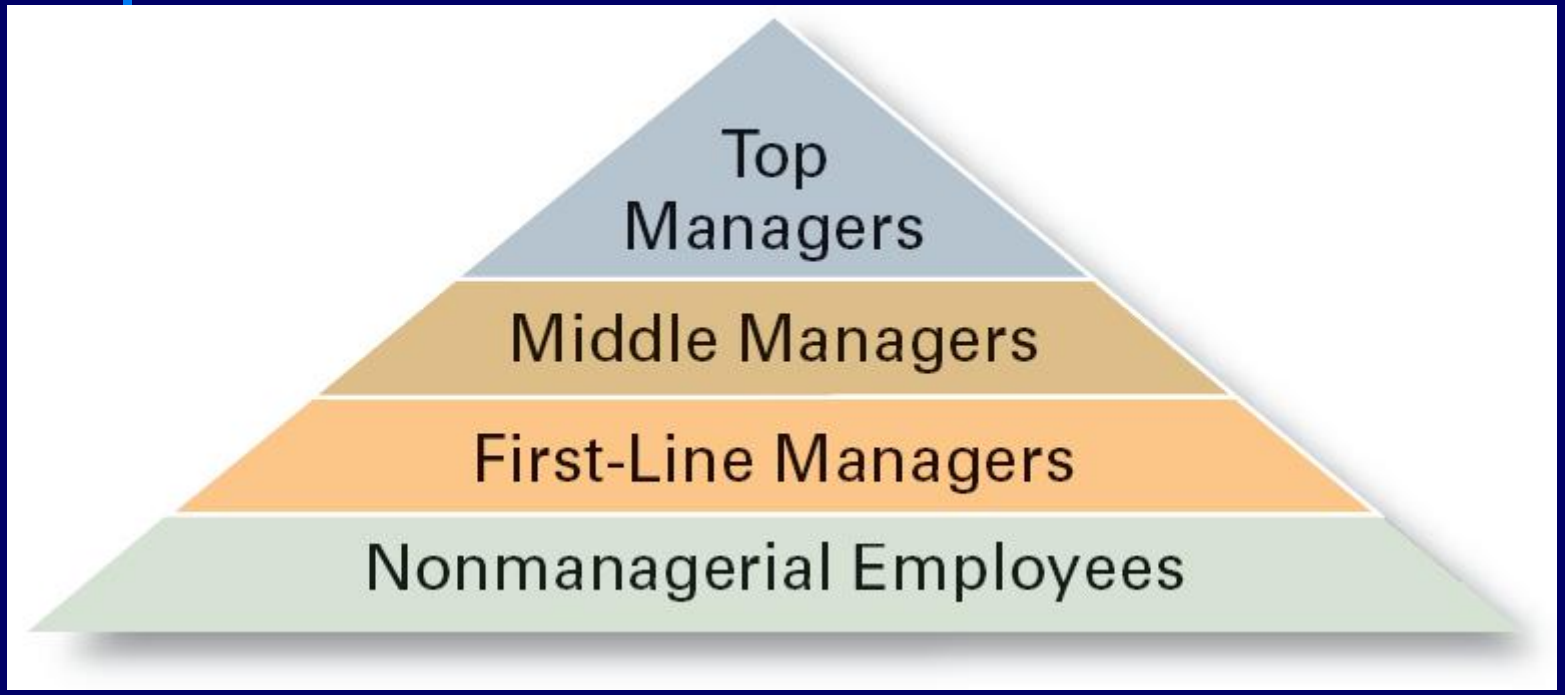

Exhibit 1.1

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What Do Managers Do?

Skills Approach [Robert Katz]

Technical skills

Knowledge and proficiency in a specific field

Human skills

The ability to work well with other people

Conceptual skills

The ability to think and conceptualize about abstract and complex situations concerning the organization

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Skills Needed at Different Management Levels

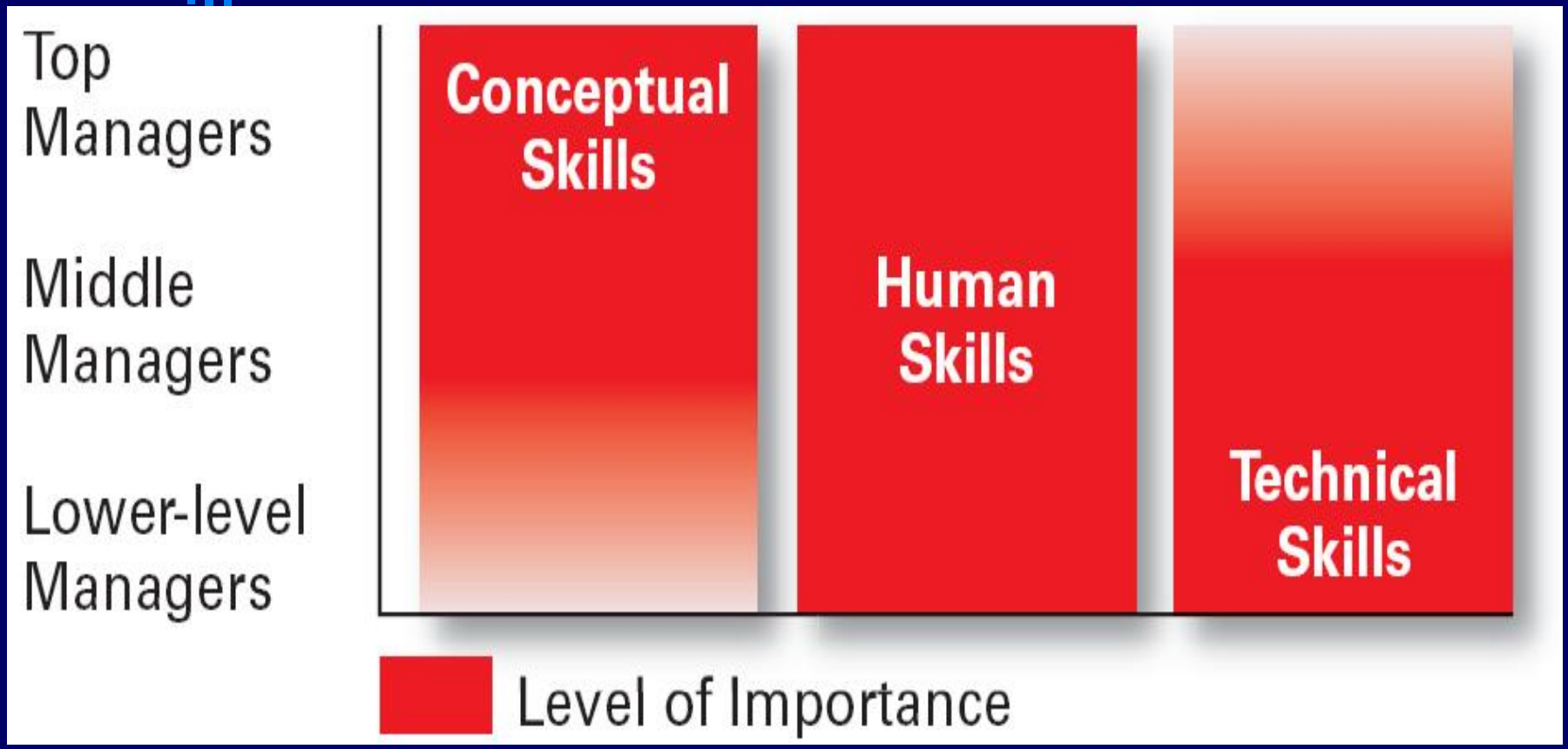

Exhibit 1.5

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What Do Managers Do?

Functional Approach

Planning

Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities.

Organizing

Arranging work to accomplish organizational goals.

Leading

Working with and through people to accomplish goals.

Controlling

Monitoring, comparing, and correcting the work.

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Basic Managerial Functions

Adapted from Figure 1.2

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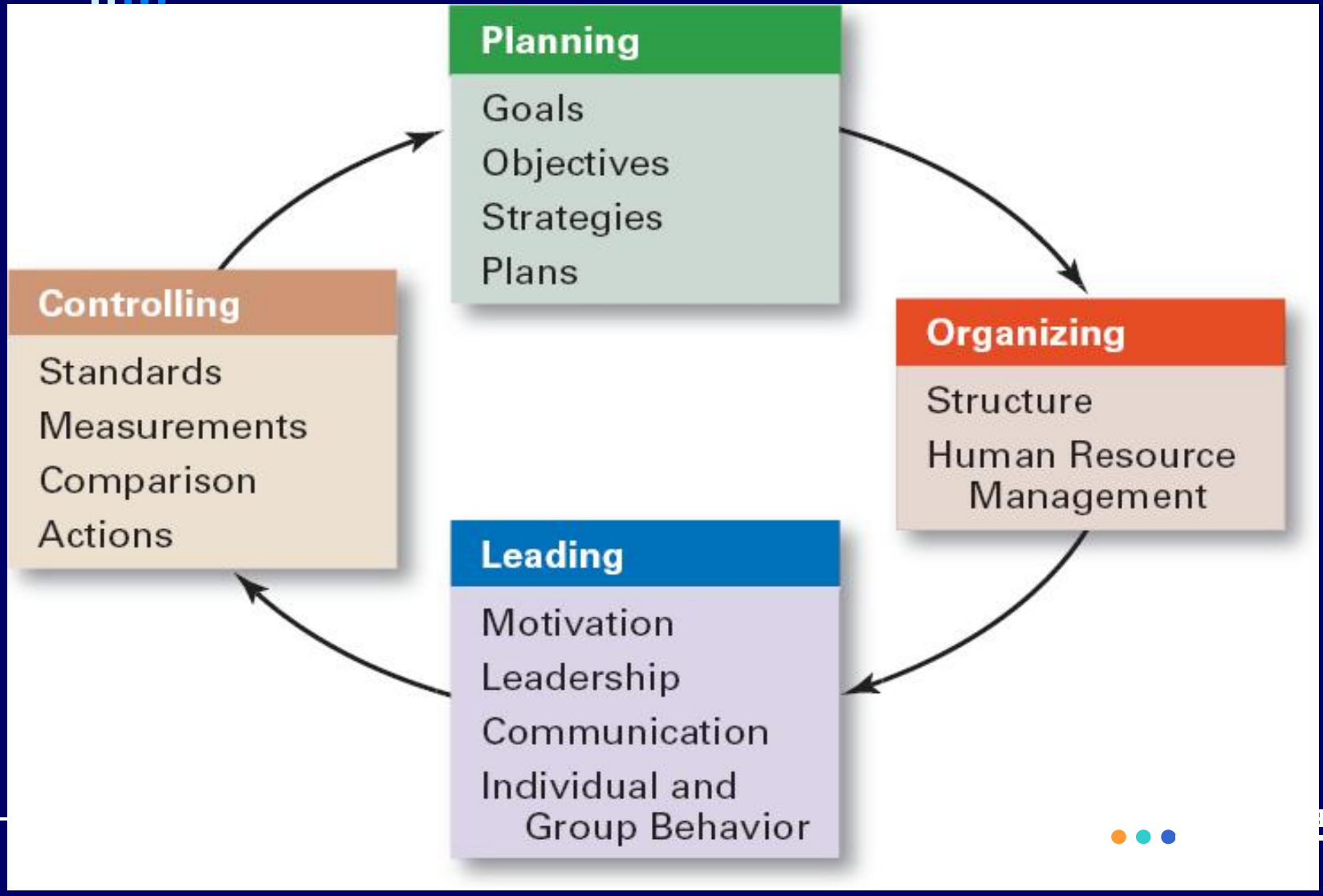
The Planning–Controlling Link



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Management Functions

Planning	Organizing	Leading	Controlling	Lead to
Defining goals, establishing strategy, and developing subplans to coordinate activities	Determining what needs to be done, how it will be done, and who is to do it	Directing and motivating all involved parties and resolving conflicts	Monitoring activities to ensure that they are accomplished as planned	Achieving the organization's stated purpose

Exhibit 1.3

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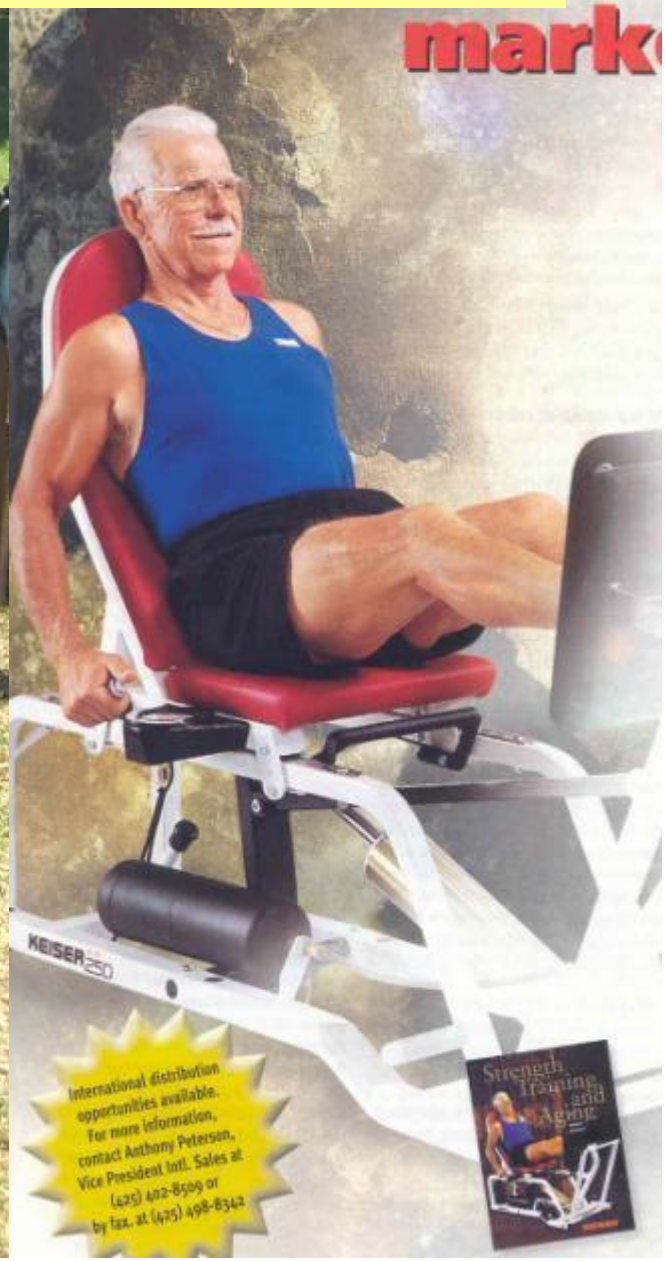
Age 70+ but Active and Health



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What Is An Organization?

An Organization Defined

A deliberate arrangement of people to accomplish some specific purpose

Common Characteristics of Organizations

Have a distinct purpose (goal)

Composed of people

Have a deliberate structure

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Characteristics of Organizations

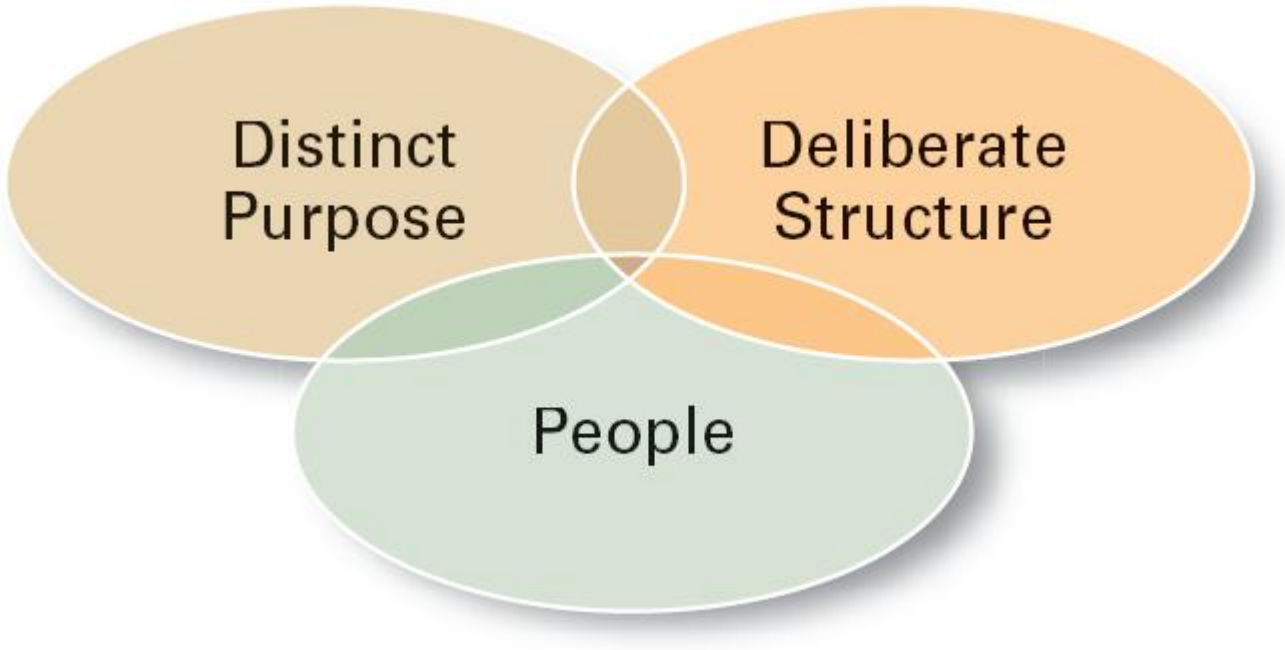

Exhibit 1.9

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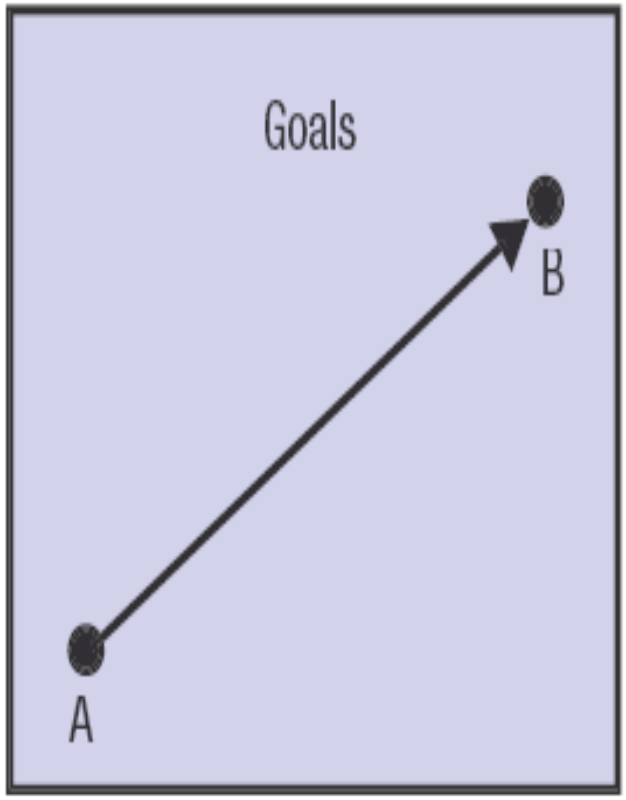
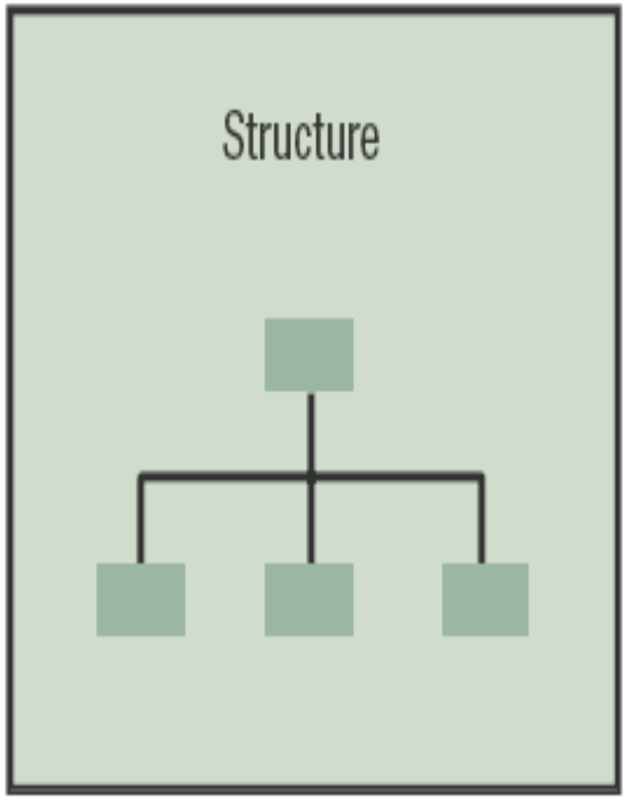
Common Characteristics of Organizations





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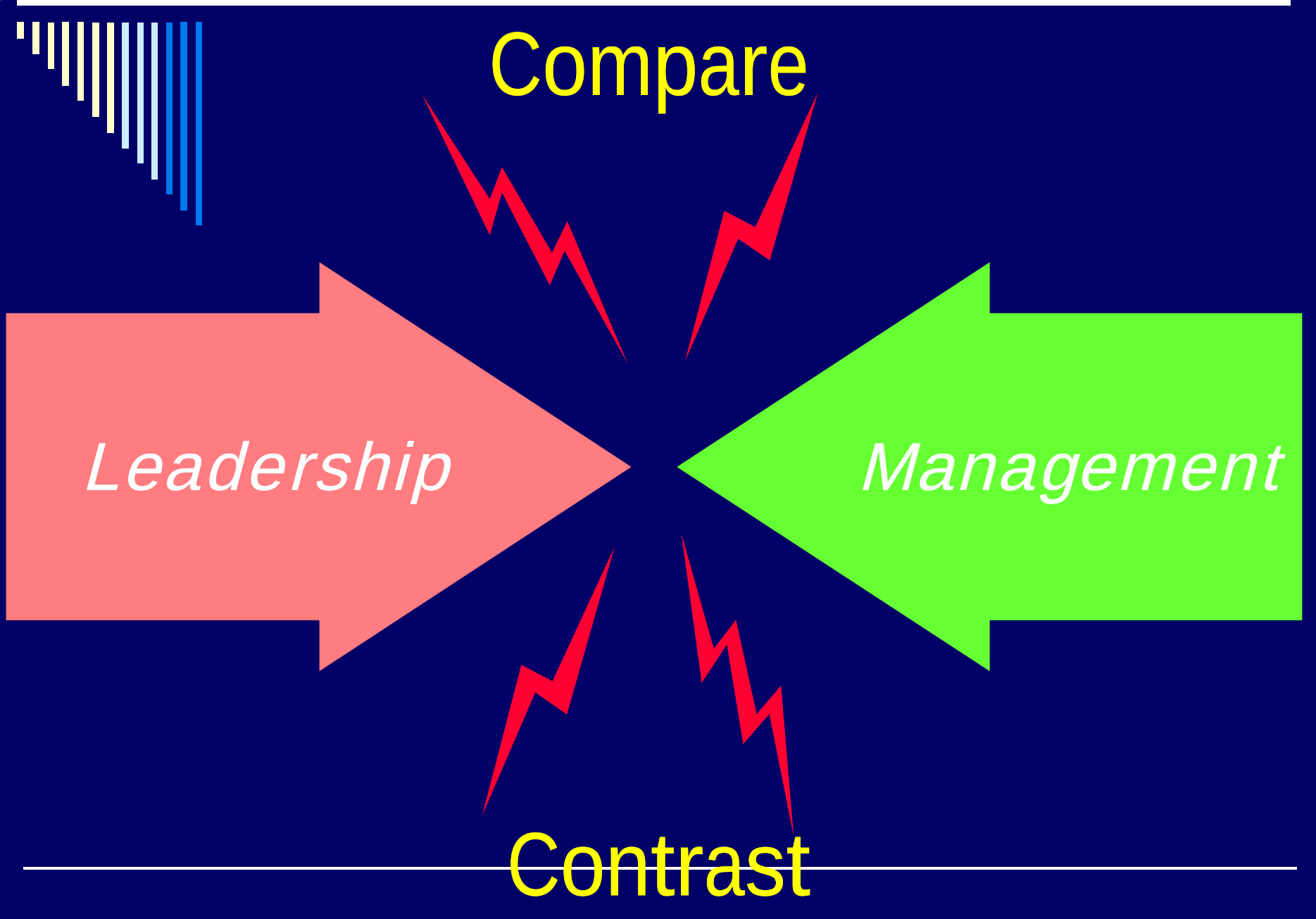

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Managers Versus Leaders

"Not all leaders are managers, nor are all managers leaders."

Managers

Persons whose influence on others is limited to the appointed managerial authority of their positions to reward and punish.

Leaders

Persons with managerial and personal power who can influence others to perform actions beyond those that could be dictated.

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What Do Managers Do?

Management Roles Approach [Henry Mintzberg]

Interpersonal roles

Figurehead, leader, liaison

Informational roles

Monitor, disseminator, spokesperson

Decisional roles

Entrepreneur, disturbance handler, resource allocator, negotiator

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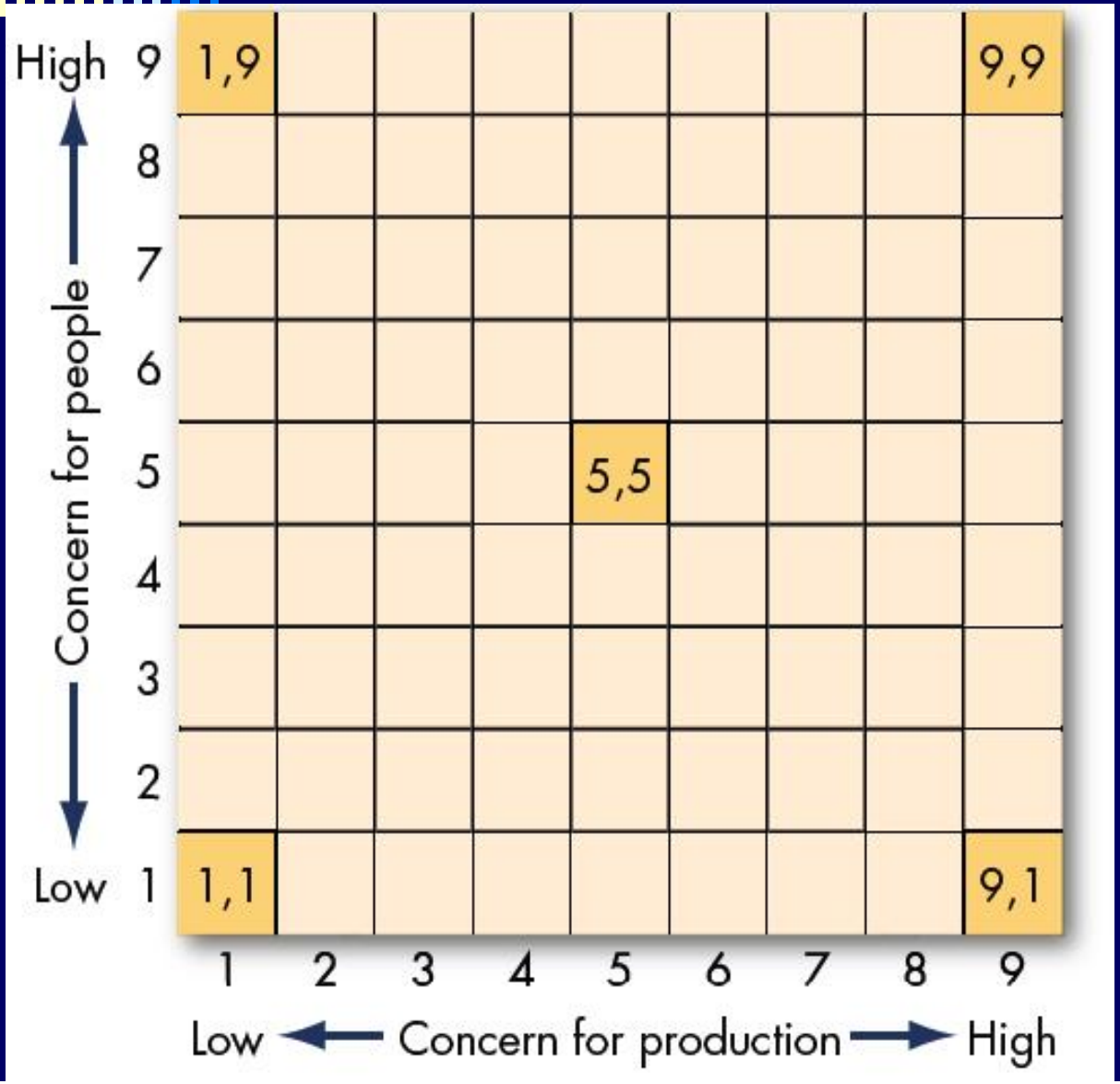
The Managerial Grid

(Blake and Mouton)



A nine-by-nine matrix outlining 81 different leadership styles.

EXHIBIT 11–1

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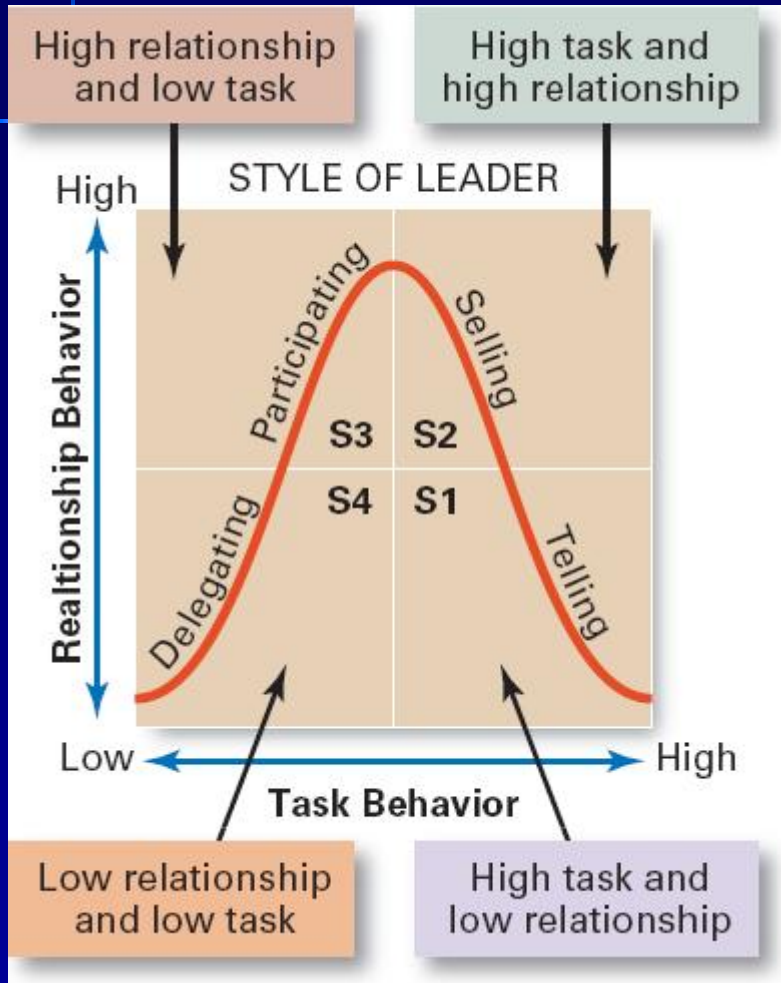
Hersey and Blanchard's Situational Leadership Model



High	Moderate		Low
R4	R3	R2	R1
Able and willing	Able and unwilling	Unable and willing	Unable and unwilling

Follower Readiness

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Exhibit 17.5

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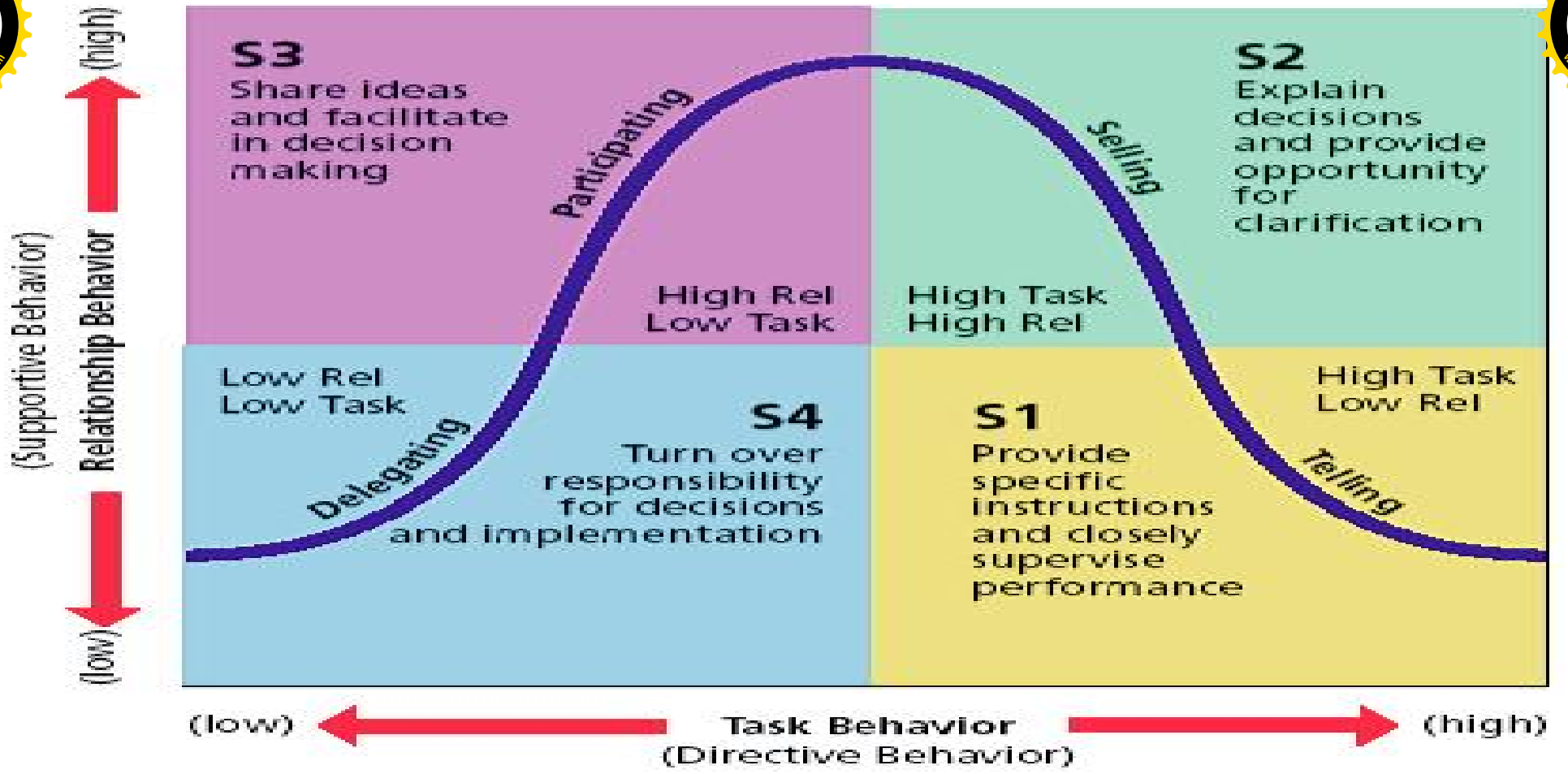

Follower Readiness

High	Moderate		Low
R4	R3	R2	R1
Able and Willing or Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable and Unwilling or Insecure

Follower Directed — Leader Directed

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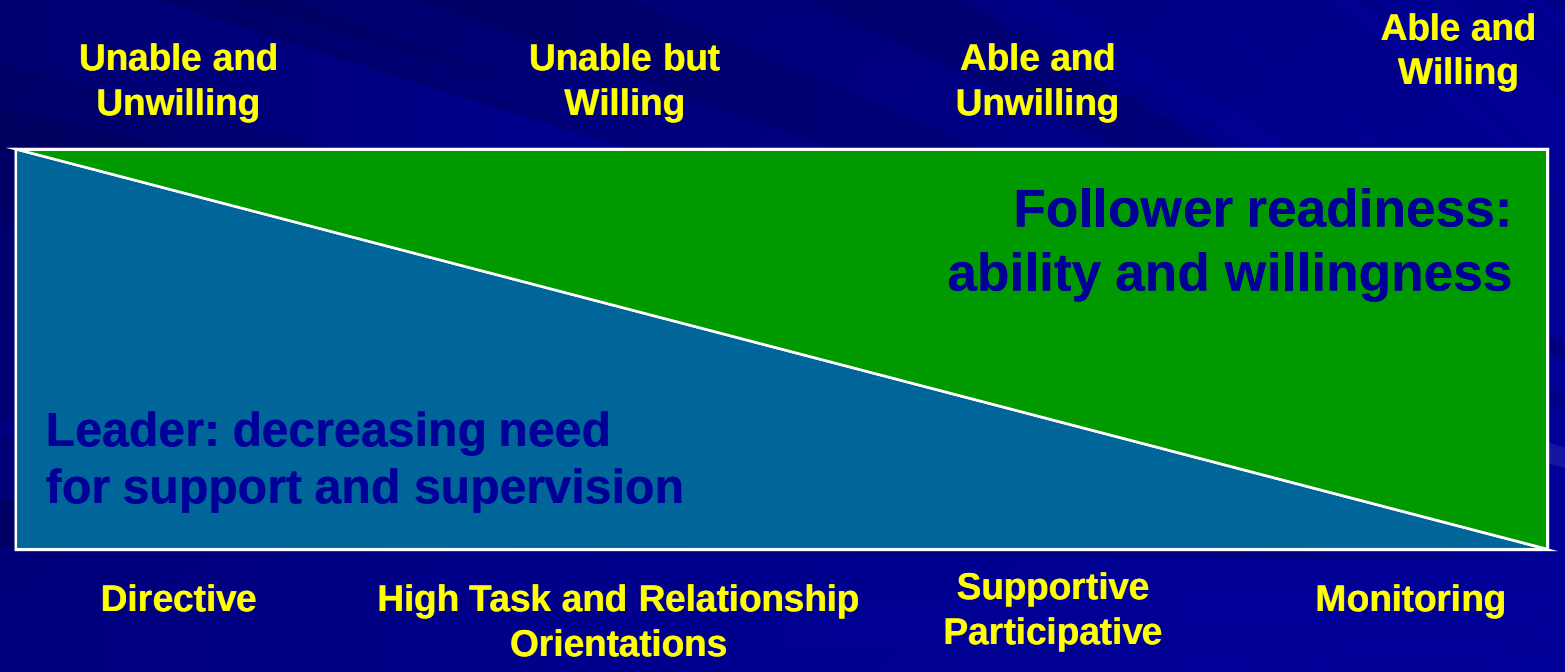
Hersey and Blanchard's Situational Leadership Theory

Situational Leadership Theory (SLT)

A contingency theory that focuses on followers ' readiness.



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The Change Process

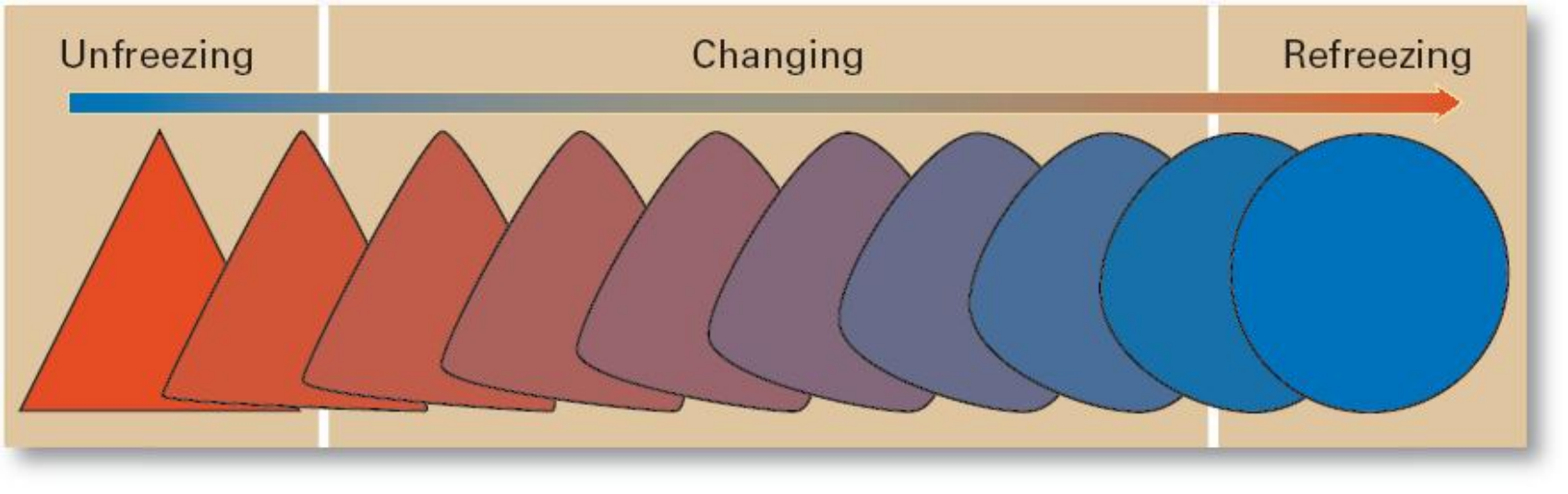

Exhibit 13.1

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Why People Resist Change

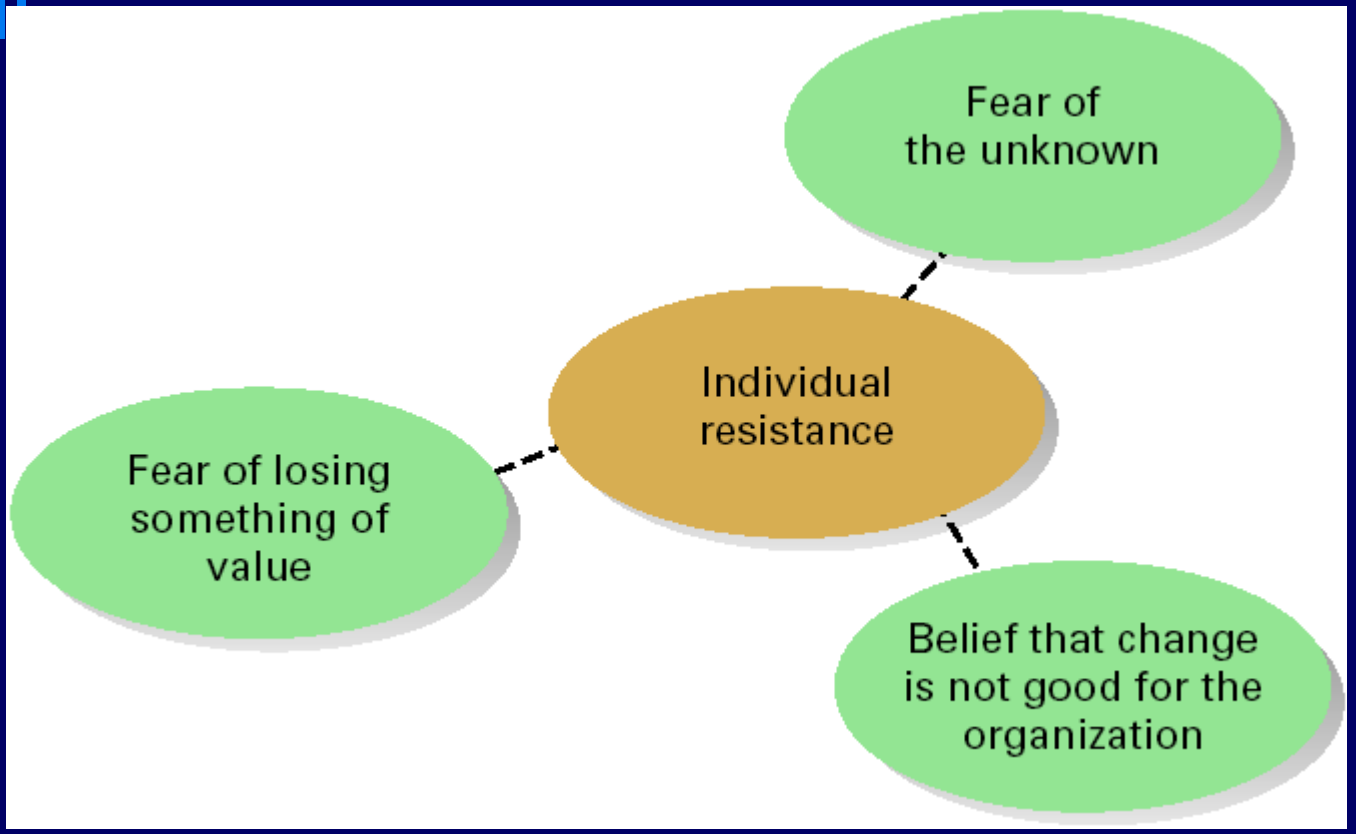

EXHIBIT 7.3

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The liaison role is a very important part of the athletics trainer's success or failure as a manager.

Supervisor
Administrators
Team physicians
Consulting physicians

Peers
Coaches
Physical therapist partners

Athletic trainer

Peers
Other health professionals
Other athletic trainers

Subordinates
Assistants
Aides
students

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Planning in the Hierarchy of Organizations

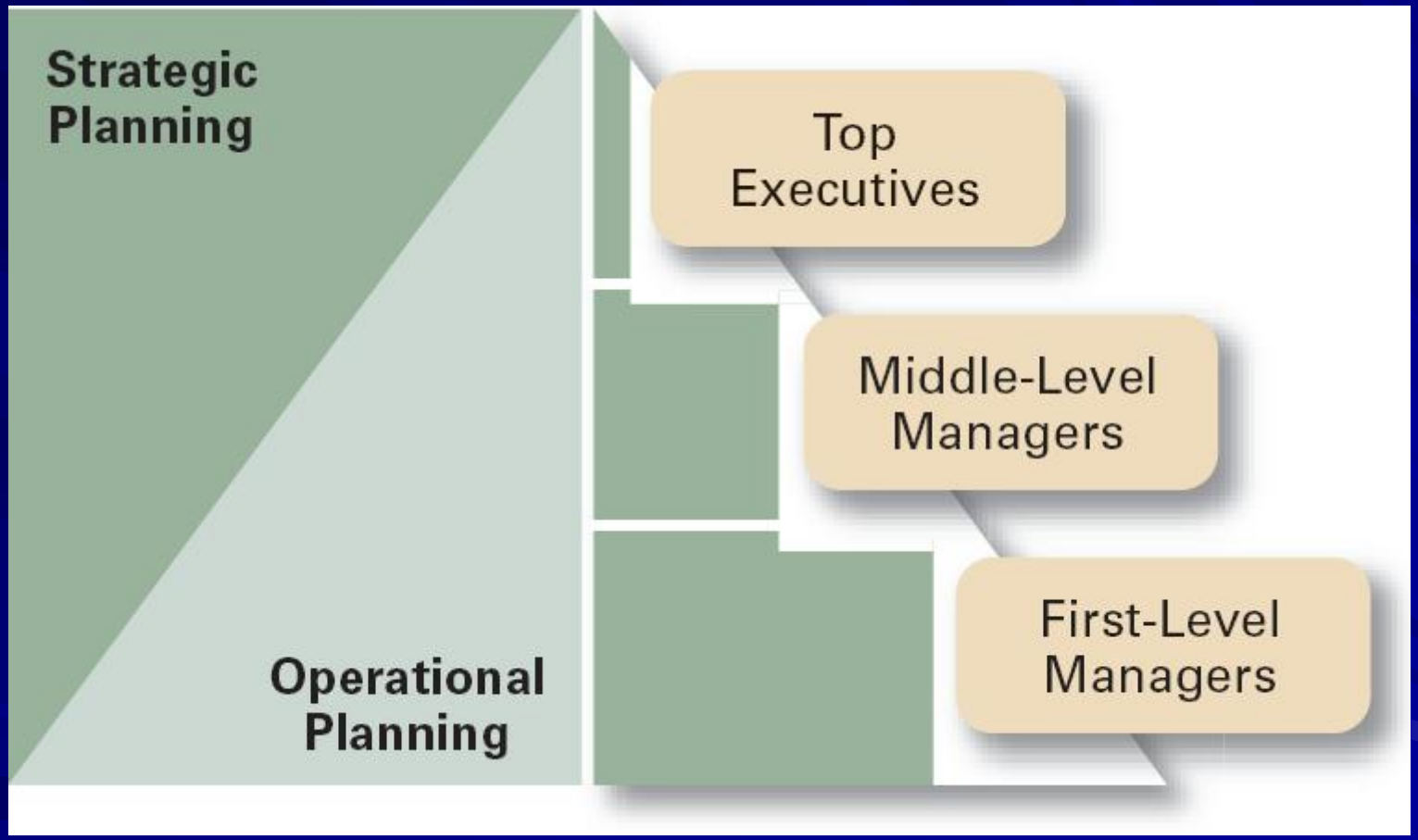

Exhibit 7.7

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جدول زمان‌بندی (Time Table)

- جدول گانت یک ابزار مدیریّتی برای برنامه‌ریزی و کنترل می‌باشد که ترتیب زمانی فعّالیّت‌های پیش‌بینی شده را نشان می‌دهد
- جدول گانت یک نمودار ستونی است که زمان در محور افقی و فعّالیّت‌ها در محور عمودی آن قرار گرفته‌اند

- برای تهیهٔ نمودار گانت ابتدا کلیهٔ فعّالیّت‌های لیست شده، سپس موعد و مدّت زمان هر فعّالیّت پیش‌بینی می‌شود و براساس تقدّم زمانی، جدول گانت رسم می‌گردد

- درحین اجرای برنامه، فعّالیْت‌هایی که انجام گرفته‌اند برای مقایسه و انجام اقدامات اصلاحی، مشخص می‌شوند

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جدول گانت (Gantt Chart)

	ماه ۱	ماه ۲	ماه ۳	ماه ٤	ماه ٥	ماه ٦	ماه ۷	ماه ۸	ماه ۹	ماه ۱۰	ماه ۱۱	ماه ۱۲
فعّالیّت ۱	X	X	X									
فعّالیّت ۲			X	X	X	X	X					
فعّالیّت ۳									X	X		

X فعّالیّتی که می‌بایستی انجام شود

فعّالیّتی که انجام شده‌است

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Planning Your Progress	Example

Activity	Weeks or Months																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19

This plan is known as a Gantt chart. The bars show when tasks start and finish, providing a clear visual overview of your project tasks and timings. Gantt charts are widely used in project management and there are many software products, such as Microsoft Project, which can be used to plot activities, resources, dependencies, milestones and timings.

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Planning Your Progress	Plan																		
Activity	Weeks or Months																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Recruitment of management team																			
Form consultation group																			
Market research																			
Adopt suitable pricing																			

Key: Yellow: Committee Project Coordinator members.

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خصوصیات اهداف اختصاصی (Specific Objectives)

I. قابل اندازه‌گیری باشند (Measurable)
II. دست‌یافتنی باشند (Attainable)
III. مرتبط با هدف کلی باشند (Relevant)
IV. دارای زمان مشخص باشند- (Time-bounded)

به‌طور کلی :
اهداف اختصاصی باید **SMART** باشند

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Power

Coercive Power

Reward Power

Legitimate Power

Expert Power

Referent Power

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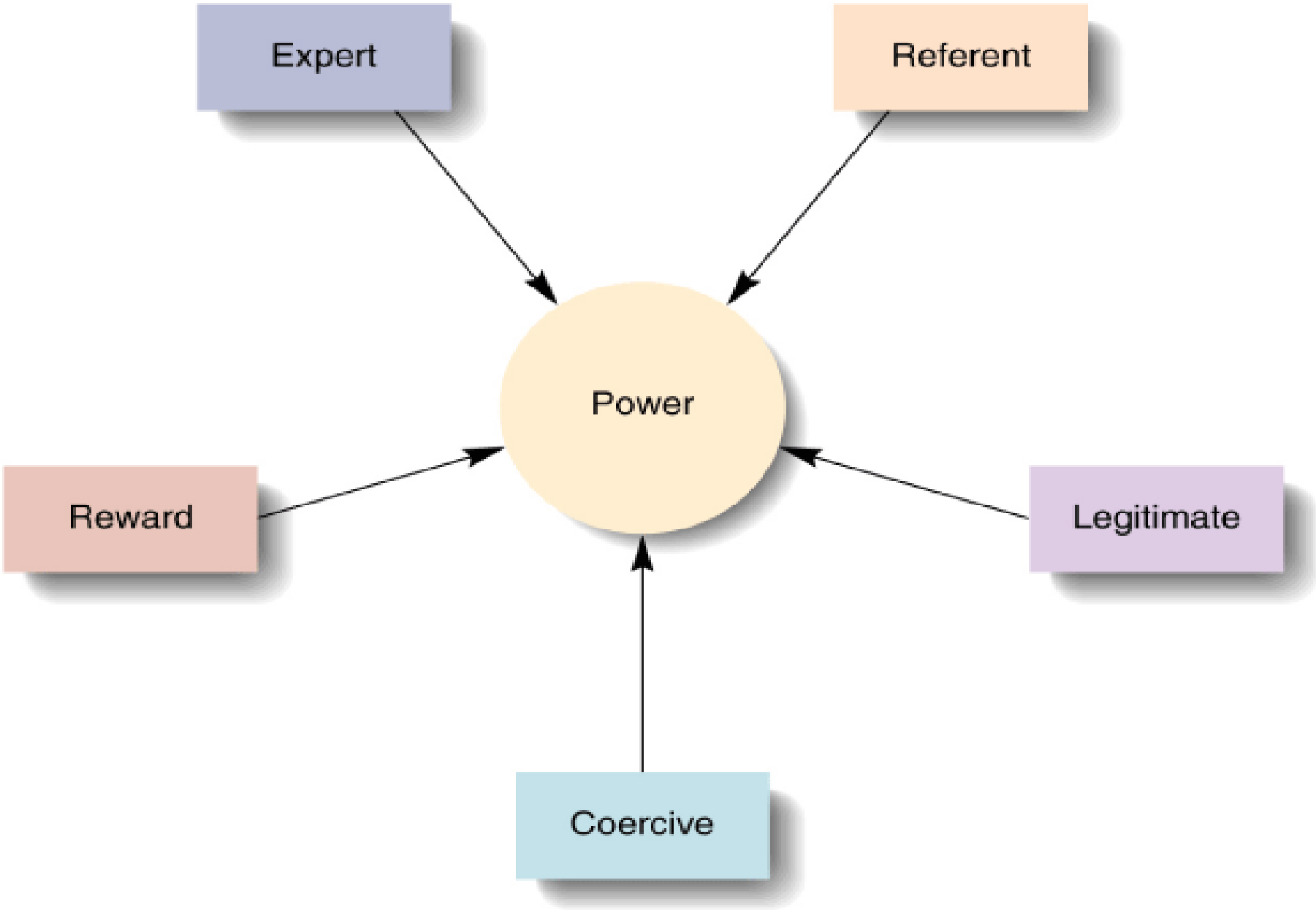
Sources of Managerial Power



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Power

Power is potential to influence.

Why it is important for athletics trainers and coaches?

It is the basic for both authority and leadership.

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The two primary modalities for the exercise of organization power are position power and personal power

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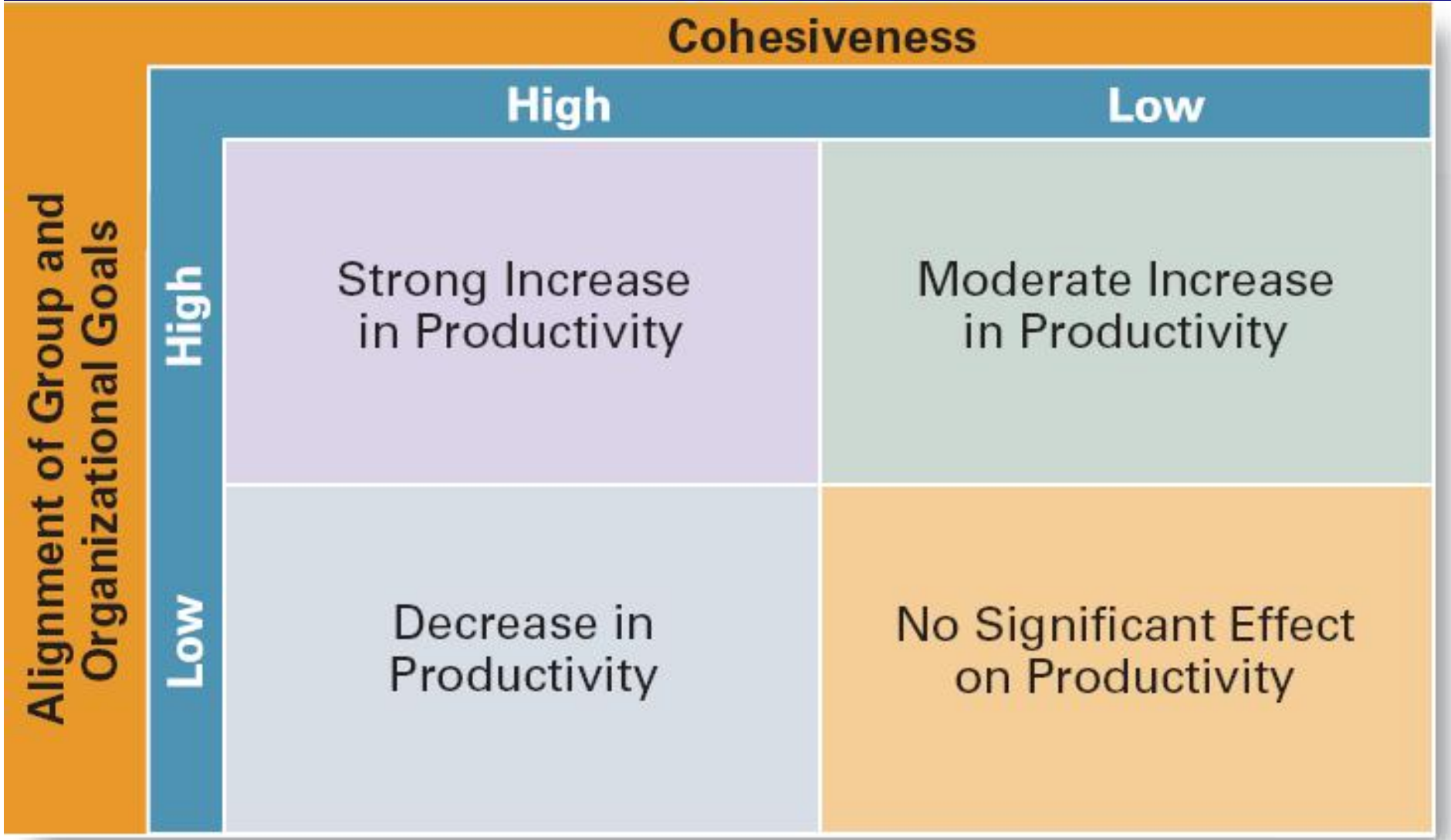
The Relationship Between Cohesiveness and Productivity



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Group Structure

Group Cohesiveness

The degree to which members are attracted to a group and share the group's goals.

Highly cohesive groups are more effective and productive than less cohesive groups when their goals aligned with organizational goals.

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Examples of Cards Used in the Asch Study

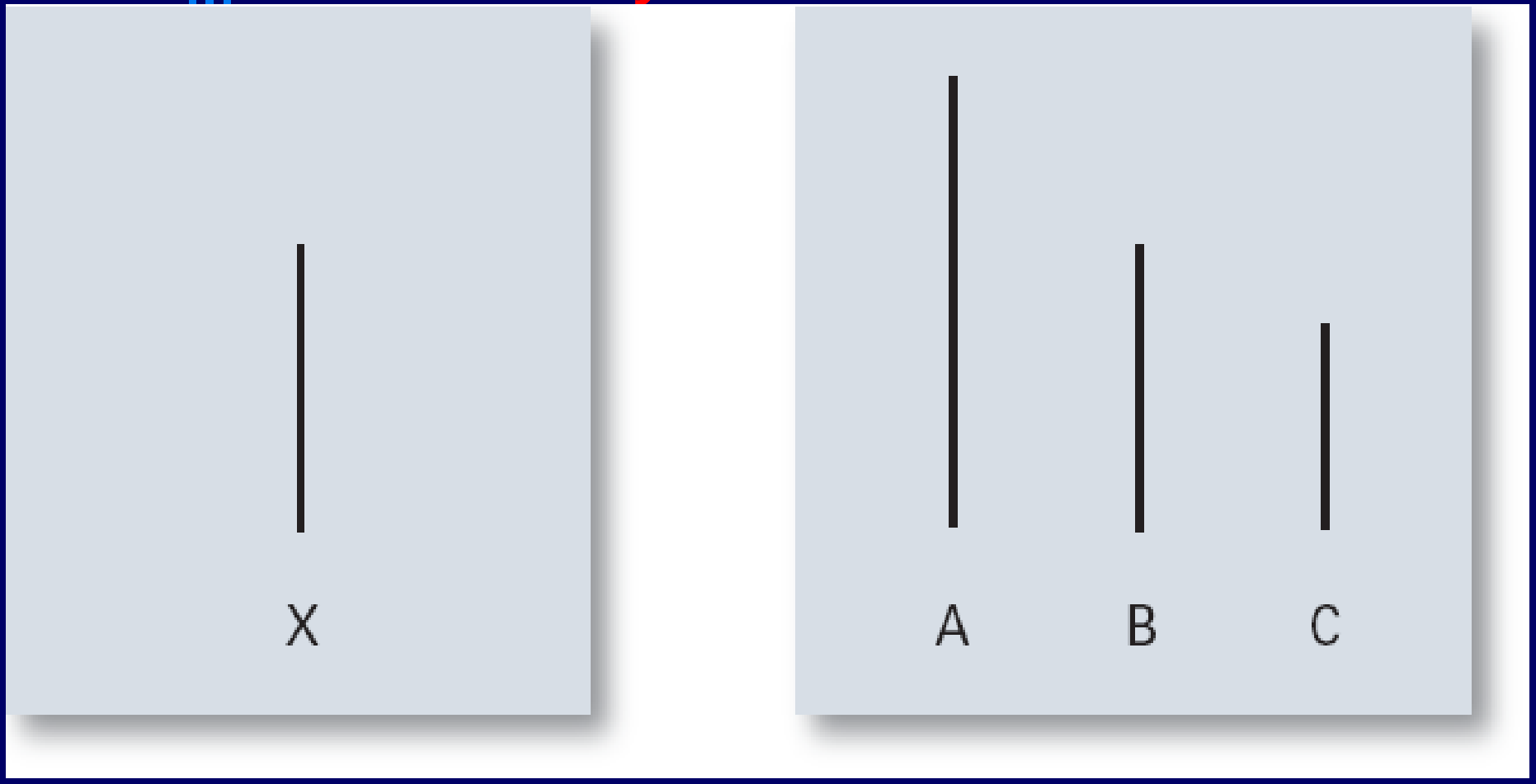

Exhibit 15.4

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Stages in Group Development

Forming

Members join and begin the process of defining the group's purpose, structure, and leadership.

Storming

Intragroup conflict occurs as individuals resist control by the group and disagree over leadership.

Norming

Close relationships develop as the group becomes cohesive and establishes its norms for acceptable behavior.

Performing

A fully functional group structure allows the group to focus on performing the task at hand.

Adjourning

The group prepares to disband and is no longer concerned with high levels of performance.

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Stages of Group Development

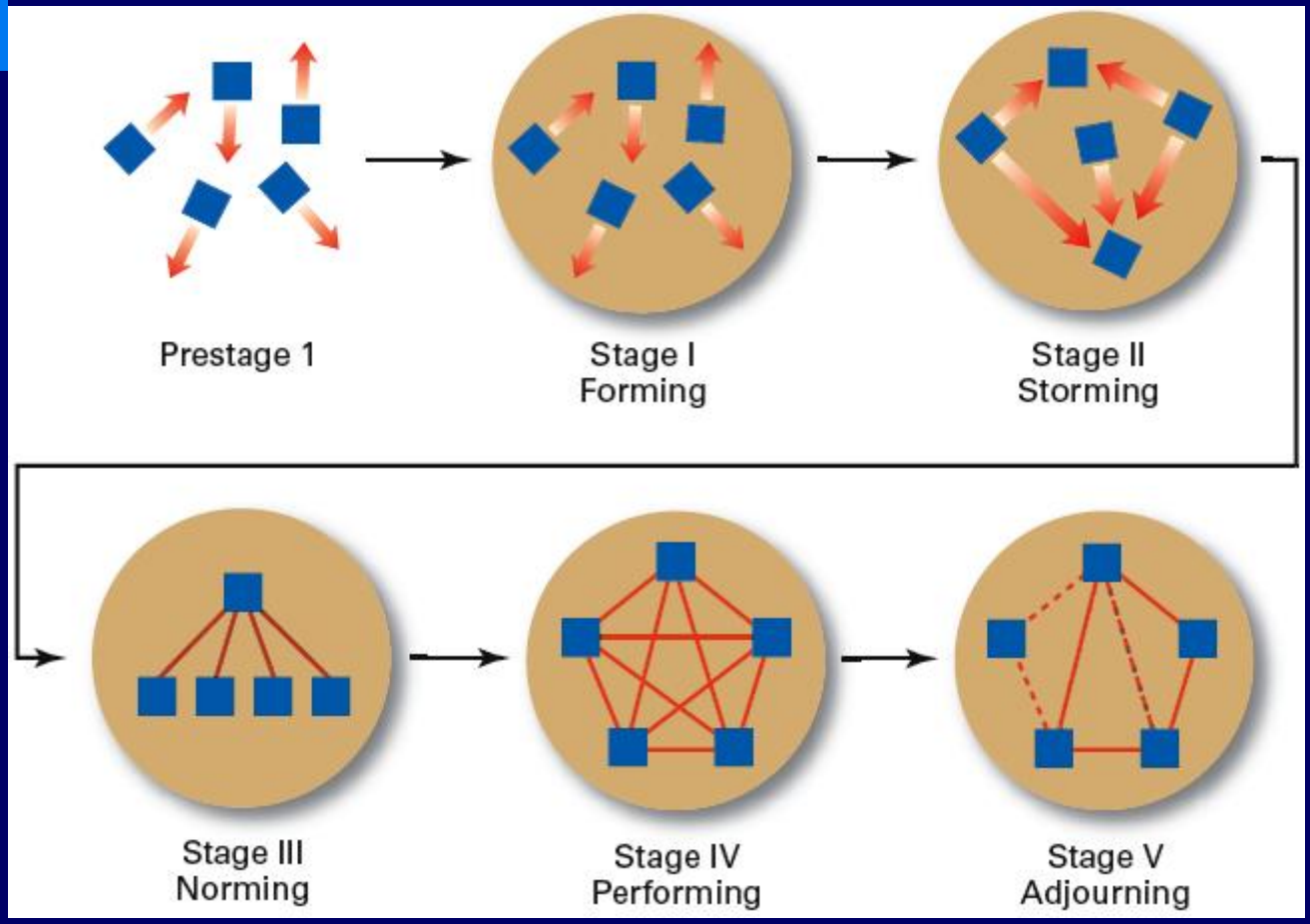

Exhibit 15.2

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Group Processes: Conflict Management

Techniques to Reduce Conflict:

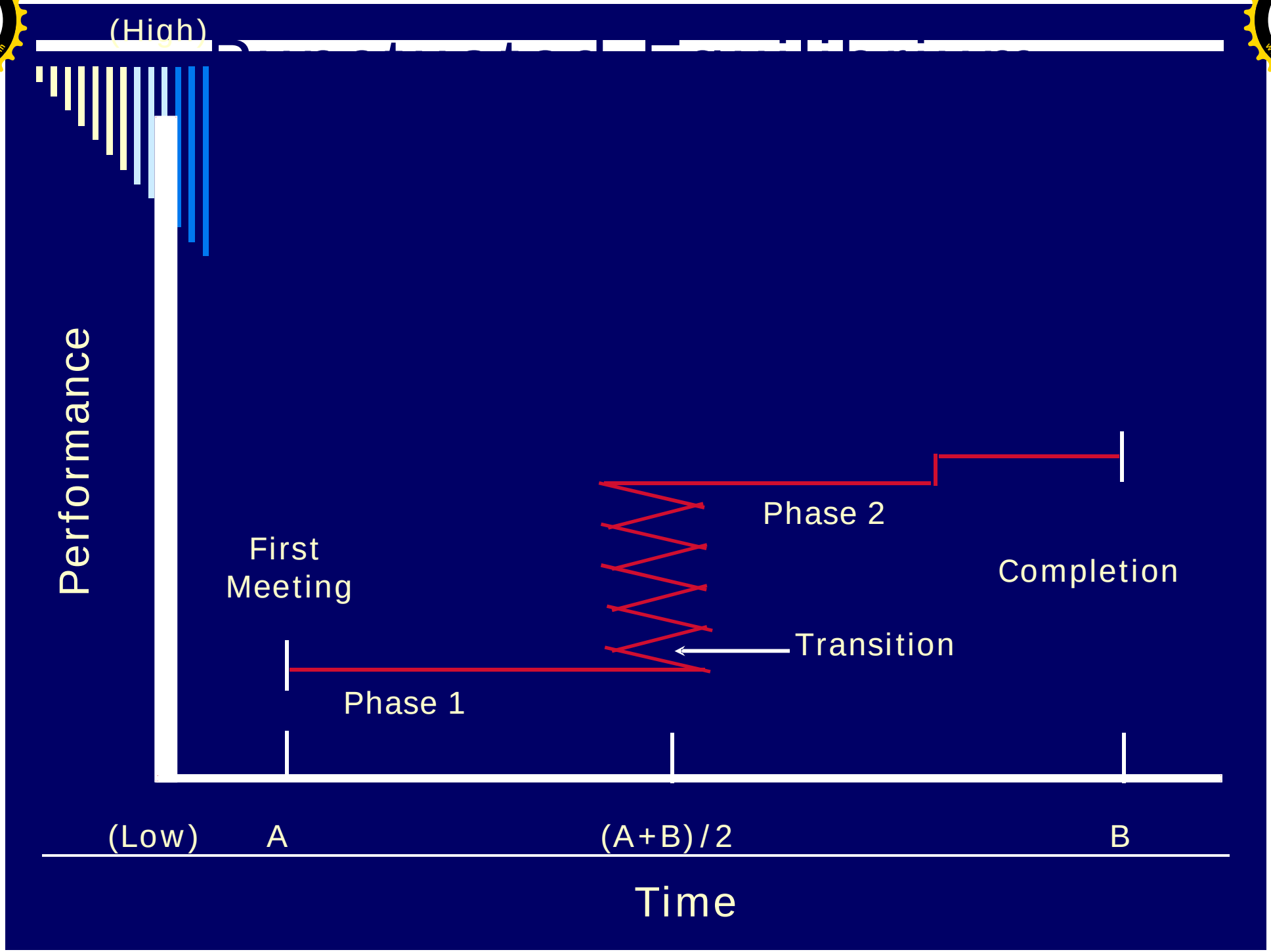
Avoidance

Accommodation

Forcing

Compromise

Collaboration


(High)
Performance
First
Meeting
Phase 2
Completion
Transition
Phase 1
(Low)
A
(A+B)/2
B
Time

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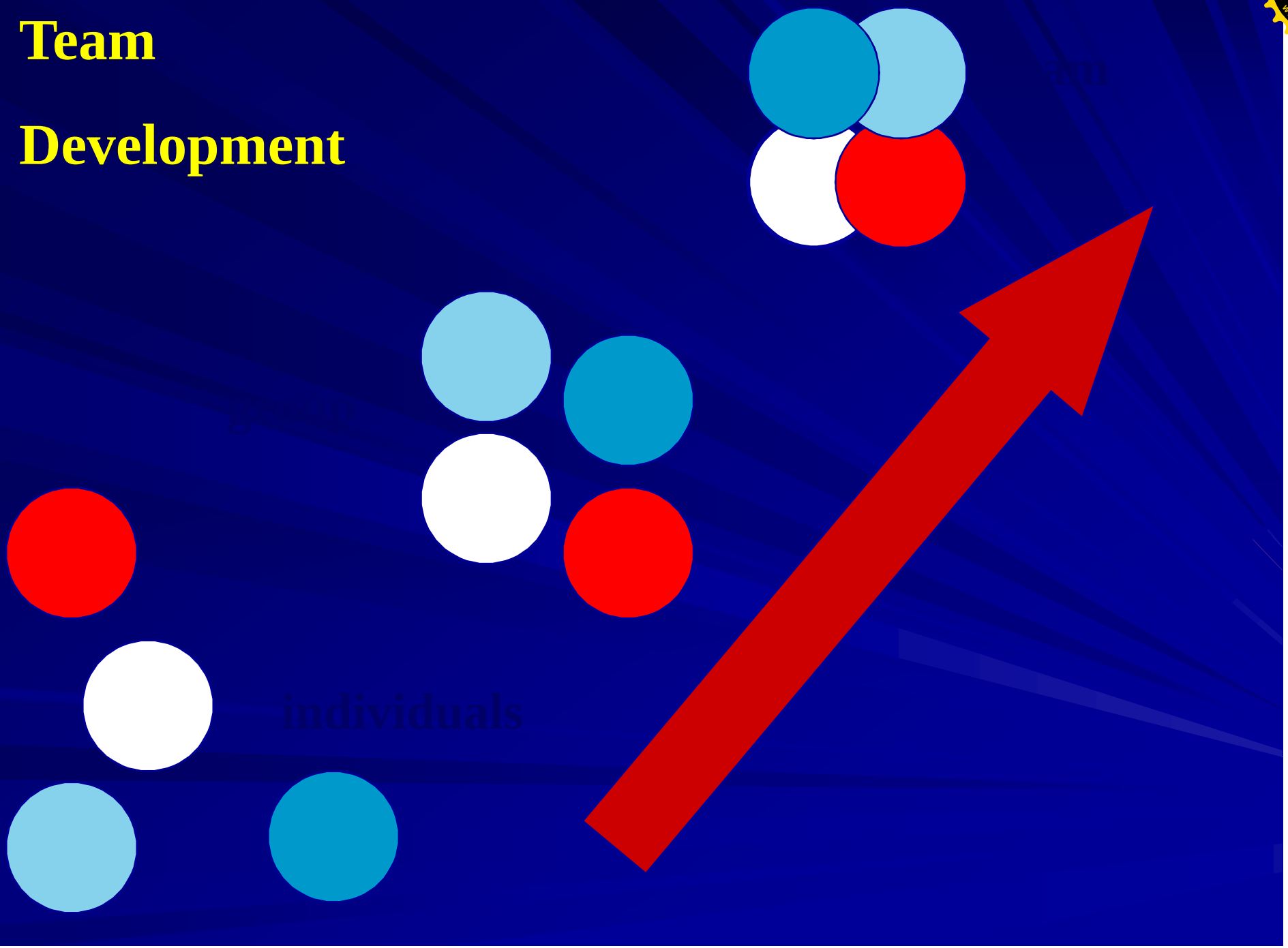
Team Development



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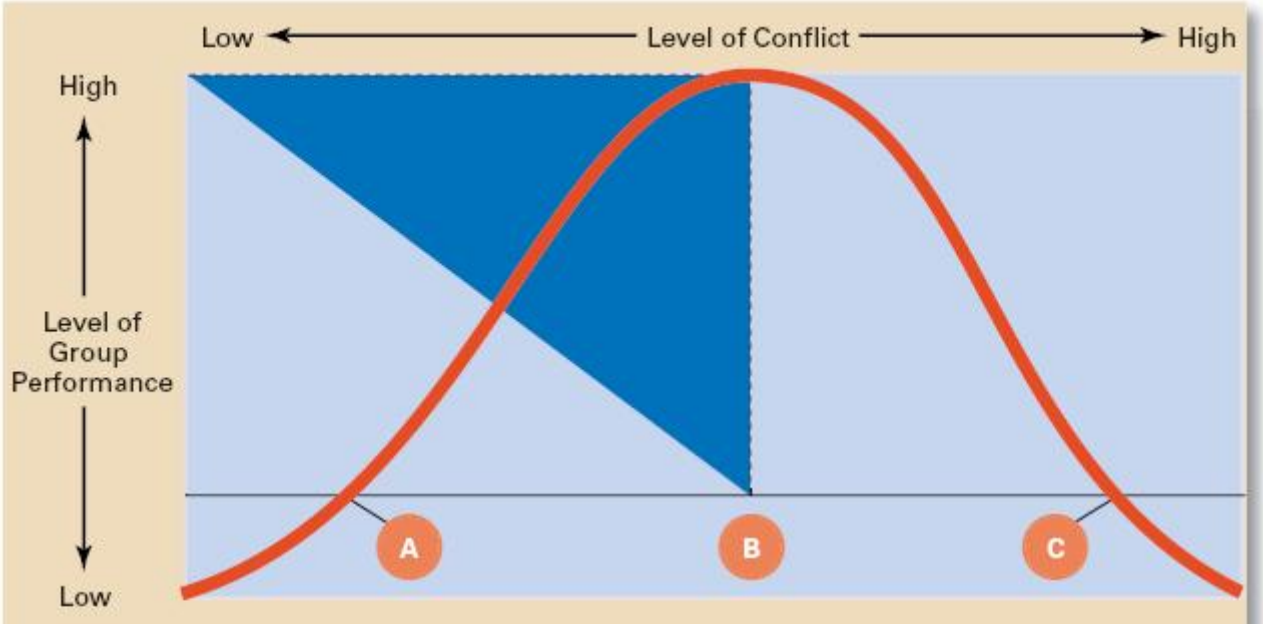
Conflict and Group Performance



Situation	A	B	C
Level of Conflict	Low or none	Optimal	High
Type of Conflict	Dysfunctional	Functional	Dysfunctional
Group's Internal Characteristics	Apathetic Stagnant Unresponsive to Change Lack of New Ideas	Viable Self-Critical Innovative	Disruptive Chaotic Uncooperative
Level of Group Performance	Low	High	Low

Exhibit 15.8

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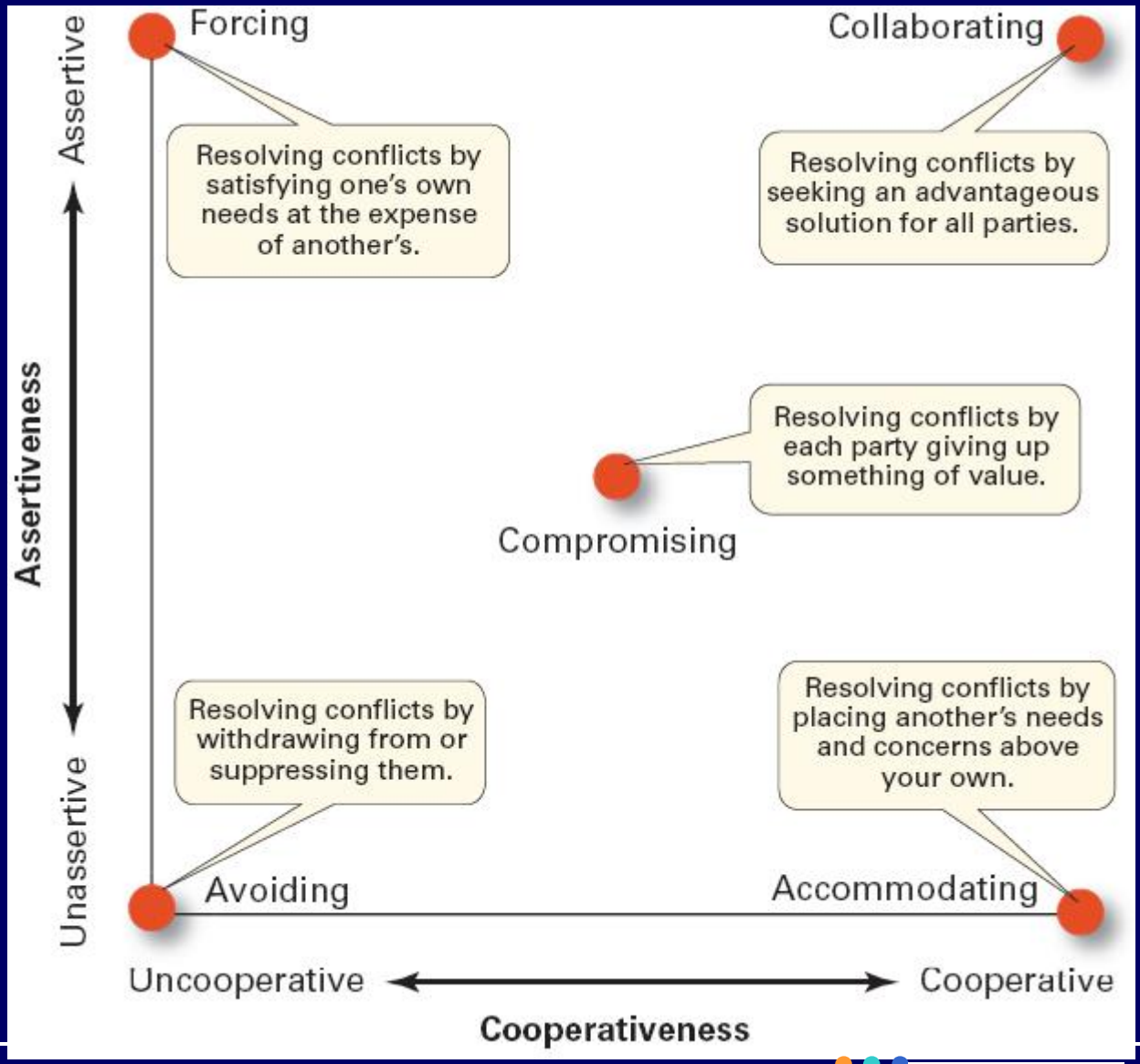
Conflict-Resolution Techniques



Source: Adapted from K.W. Thomas, "Conflict and Negotiation Processes in Organizations," in M.D. Dunnette and L.M. Hough (eds.) *Handbook of Industrial and Organizational Psychology*, vol. 3, 2d ed. (Palo Alto, CA: Consulting Psychologists Press, 1992), p. 668. With permission

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