

ADMINISTRATION TOOLS APPLIED TO TENNIS

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Abstract:

The organizations, for their smoothly operations, have to be supported with plans and tools which allow them to achieve their mission and objectives. Sport organizations, in this case, the ones involved in tennis development are not the exception. That is why, administrative concepts are described here. This helps to have a better organization and at the same time to have a professional management of tennis administration with the aim to be more efficient in the sport processes. It is also to improve the communication among the people involved in different areas of tennis development.

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The objective of this article is to show administration tools that can be used in the administration of tennis. These are: Organigram, Gantt Diagram and SWOT Analysis. Administrative tools help to know how to organize the tasks and resources of a sport organization. Their good management is useful to accomplish the goals.

Administration has been defined in different ways. The book “Administración de pequeñas empresas” (Administration of small enterprises) of Sérvulo Anzola Rojas establishes that “Administration involves all the activities done to coordinate the effort of a group, this is, the way in which they try to reach goals and objectives with the help of people and things, doing certain essential tasks as: planning, organization, direction and control”. Administration is needed by all people and organizations because it involves the process of coordinating existing resources to get to the objectives. In every project related to administration of a tennis organization there will be situations as: to organize people, activities, to face challenges when managing a club, an academy, a federation.

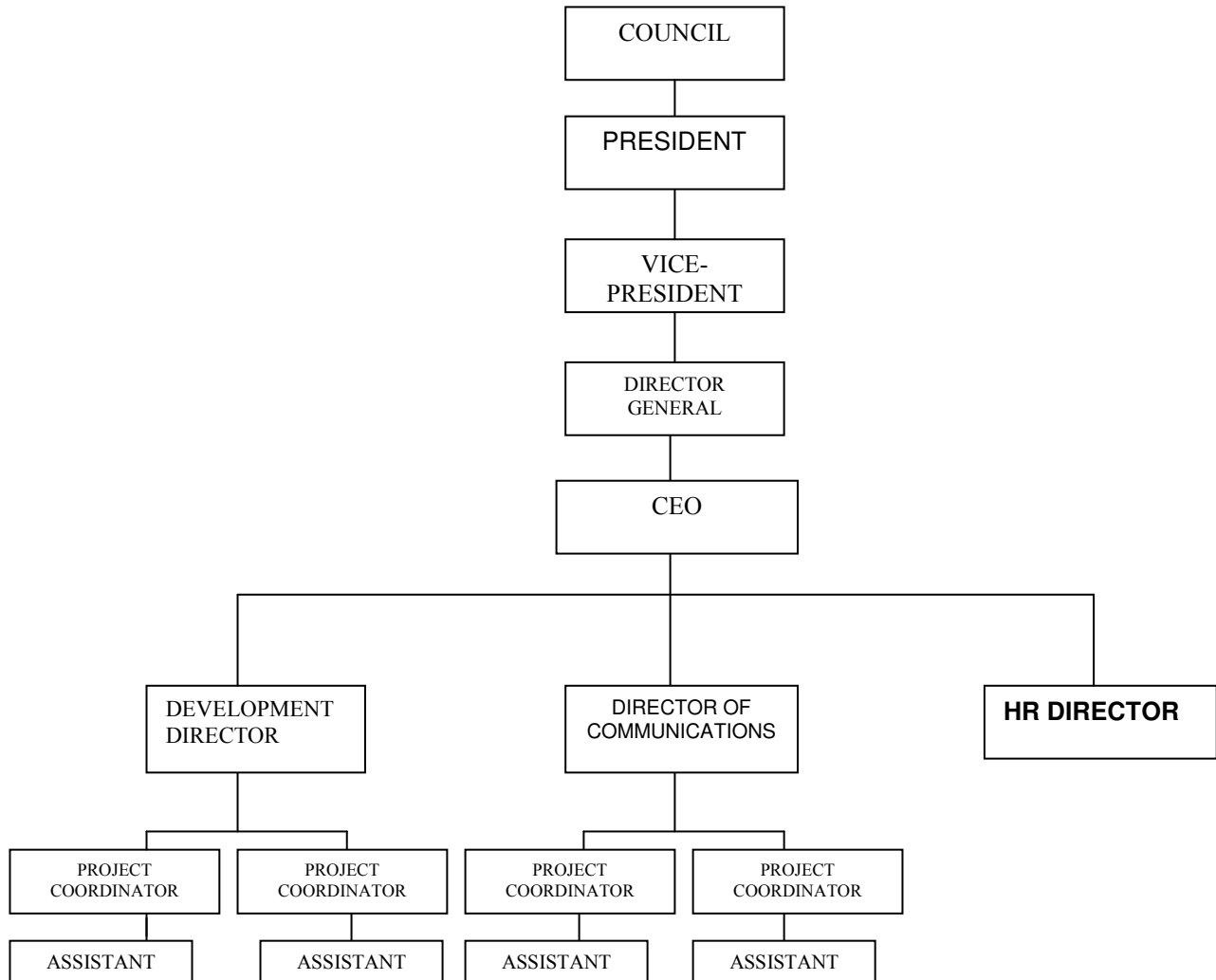
Organigram

The organigram is a diagram that shows how people and tasks are grouped and related into an organization. It also shows the flow of communication and authority lines. It is a tool that allows people to know to which area or department they belong, which activities they have to do, and to whom report the work done.

Sport organizations like tennis schools, federations, need to have a well-defined structure. This structure has to be known and respected by all the members of the organization. In this way, objectives can be achieved, ordering the members with their corresponding functions, avoiding conflicts with authority levels.

There are some kinds of organigrams. Two of them are: vertical and horizontal. Vertical structure has many authority levels within the organization. It is less effective for communication among the lowest and highest levels due to the number of intermediaries between the top and bottom levels of the organization. Horizontal structure has very few authority levels, which helps with the effective communication among members.

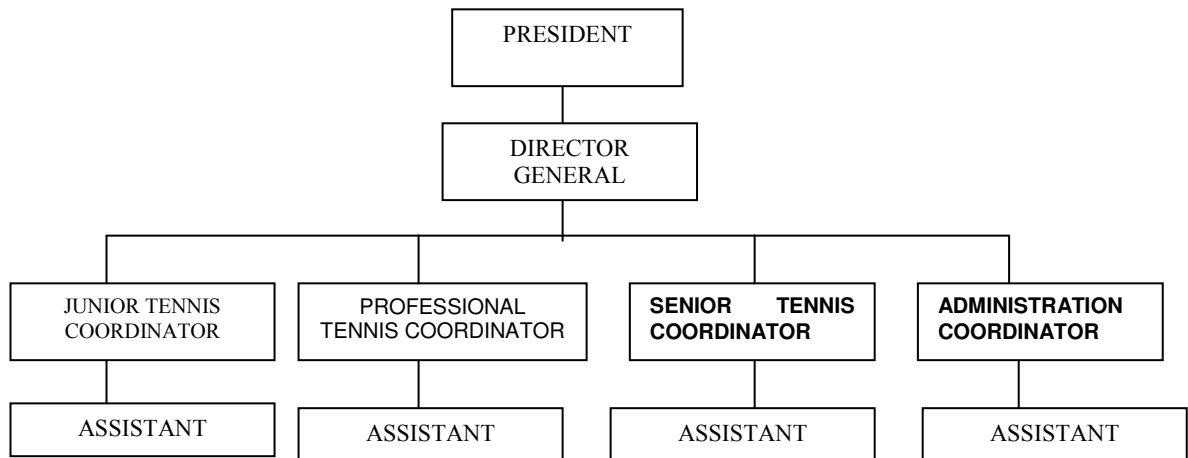
Example 1: Vertical Organigram



In this organigram, the Council is the highest authority. Next it is the President and then the Vice-President, who has in charge the Director General. At the same time, the Director General of the CEO who is in charge of the different Directors of the departments. This organigram has eight levels of authority, which allows little communication between the highest and lowest level of the organization. Coordination and administration of these departments is fundamental for the proper operation of the institution. The tasks that every department does are vital for the global functioning of the organization and the achievement of the established goals.

It is advisable that the organizations, as possible and according to their size, have a horizontal structure. This allows the chain of authority to be shorter. This kind of chain improves communication between superiors and subordinated.

Example 2 : Horizontal Organigram



In this organigram, that could be the one for the administration of a tennis club, the President is the highest authority. Next, there is the Director General, who has in charge the different Coordinators who have an Assistant. There are 4 levels of authority, which allows a smaller distance and better interaction between the Assistants and the President.

Gantt Diagram

It was invented and developed by Henry Laurence Gantt, Mechanical Engineer, administrative consultant and industrial counselor. He used it as a graphic that showed programming and progress of projects. One of its functions was to show a temporal relation of activities to be done and the time for them.

This tool allows to program tennis tournaments, seminars, conferences, this is, their distribution according to a schedule. It is useful to have a broad picture of the time for each task, start and end dates, as well as the total time required to do an activity, rehearsal or lesson. It also allows following the progress of each activity. This is useful for the administrator of tennis, mainly when he/she is in charge of an organization. With the help of the organigram the administrator can design a work structure with the activities that have to be done in a determined period of time. In this way, members of the academy, club or federation can know which actions will be taken and when. The use is possible in situations like the organization of congress, theme conferences and seminars.

The construction of the Gantt Diagram is simple. A horizontal and a vertical axis are drawn. In the vertical axis has the name of the activities and the horizontal axis has the time line (hours, days, weeks, months, years, periods, etc.) The activities are represented with horizontal bars which prolongation indicates the duration of the task. A space is left between them to register the progress of each activity.

To exemplify this tool, the activities to be done to the preparation of a tennis tournament.

ACTIVITY	TIME (number of periods)
A = Planning and programming of the tournament	2
B = Contact with participants, referees of the tournament	1
C = Economical agreements (sponsors, financing, suppliers)	2
D = Closing of economical agreements	1
E = Release of accreditation and sales of tickets	2
F = Starting of the tournament	1

The Gantt Diagram is the following:

Activity	Period 1	Period 2	Period 3	Period 4
A				
B				
C				
D				
E				
F				

It is possible to see the whole Project. The cost to elaborate a diagram is very low. However, if the activities change, a new diagram has to be made.

SWOT Analysis

The SWOT Analysis is a tool that shows a picture of the current situation of a sport organization. It gives a diagnostic to make decisions according to the established objectives and policies.

The term SWOT stands for: Strengths, Weaknesses, Opportunities and Threats. Strengths and Weaknesses are internal and it is possible put hands on them. Opportunities and Threats are external, so it is very difficult to change them.

Strengths: Special skills and abilities that the organization has. They allow the organization to have a privileged position towards the competition. They are resources that can be controlled, abilities possessed, activities which are done positively, etc. Example: To have a very good development program, to do a good administration of human and financial resources, to have certified coaches, a multidisciplinary team for the development of young players.

Opportunities: They are factors that are positive, favorable, and exploitable, that can be discovered in the environment in which the organization is. They allow to obtain competitive advantages. Examples: raising of a new technology to obtain players' statistics, new material for coaches, new material for rackets, tools to train for the administration of tennis.

Weaknesses: These are factors that generate an unfavorable position towards the competition; lacking resources of the organization, abilities not present, activities which are not positively

developed. Example: Lack of material and financial resources, weak administration, lack of players, coaches and scouts, etc.

Threats: Situations that come from the environment and that could harm the standing of the organization. Example: Economical crisis, natural disasters.

The circumstances can change from one day to another also inside the club, academy or sport federation: the strength of having that coach or development officer can turn into a big weakness if he/she leaves without releasing any knowledge transfer document, just because he was the only one who knows “how to do the activities”. For example: the weakness of having a Director who is close to retirement.

The organizer of the tournament can convert the Threats into Opportunities and the Weaknesses in Strengths. Examples: To change a collaborator of the club, whose personality is extroverted from an organizational task that he/she does not do properly, to the area of customer support, contact with families, coaches, players.

Conclusion

There are many administrative tools, which can be used in sport organizations, clubs, tennis academies and federations. The ones presented here are the most used and can be applied in any situation, as in the structure of a development project of a federation, of a club. They can also be used in the organization of a local or international tennis tournament. To use the Organigram helps to structure authority levels and chains of management. This allows to the members of the organization to know their position in their interaction with other members. The Gantt Diagram shows tasks and activities in a chart. It is easy to understand it for the people involved into a project. SWOT Analysis allows to know what the organization is doing well and its areas of opportunity with the objective to plan for the future and to develop strategies that allow it to have a continuous growing. The combination of the administration tools with the strategies of development of tennis contributes to have a better structure and communication among the members of the sport organization.

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