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## MANAGEMENT IN SPORT

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### ABSTRACT

At today's high level of sports achievements in the world, and the application of sports science and technology, more attention is paid to human resource management in sport and business positions in sports organizations. Better sports results achieved in recent years in various sports, to a large extent changed the perception and character of the sport and set new requirements for solving the current task on an integral basis. Origin, development and rapid changes in sports-technology and business-control function of modern sports organizations are undoubtedly in the world today is one of the most important incentives change sports and business functions, and philosophy, and the turning of man to his knowledge and creative and creative potential, as the most significant production and development resources.

**Keys words:** management, management in sport

### INTRODUCTION

Management in sport organizations provide sports development, general planning activities in the field of sports, organizes all relevant resources, processes and functions, exercised a policy of human resources development, organized sports and business functions, provide communication and coordination, deciding on the implementation of most appropriate solutions, processes and controls eliminate destructive conflict. Management and sports marketing are one of the most important, also the most complex activities, which ensure that sport and business functions carried out in the more rational, economical and efficient way. Marketing agencies in the sport today are not only involved in the negotiations, advertising and underwriting, but also provide many other services. Some of the key factors for success and competitive advantage both in management, marketing and sports, and in general are fine, owning and managing information, to detect and respond to changes in environment, application of new technological developments, development of old and acquisition of new knowledge. Sports management as a skill and unstructured experience of talented managers of individual athletes, teams and clubs emerged with the appearance of the first professional sports organization The appearance of a systematic, scientific knowledge of sport management is linked to the growth of professionalization of sport and its submission to the laws of market economy and the emergence of management science, first in the profit sector, corporate business and then it's spreading to the sector of non-profit public and private sector

## THE CONCEPT AND DEFINITIONS OF MANAGEMENT

Management is a central activity of our time and economy. At the same time, it is a factor in our economic progress, the employer educated people, the collector of our resources, a guide to effective government, the strength of our national defense and the mold of our society. Management plays a central role in our national and personal activities, and the way we manage ourselves and our institutions clearly reflect what we are a society and what society will become one (Sajfert, 2009). Management had previously translated the word, our leadership, but these words are not synonymous, because the management is just one of the functions of management. Definition of management are numerous, none of them is not complete itself. Each has a partial approach to this issue, because it highlights one while neglecting the other side is also significant. In one of these definitions, it certainly is one given by Mary Parker Follet (Mary Parker Fillet), and by which management present performing skills with people. Daniel Warren and Dan Voich define management as the activity that perform certain functions in order to effectively secure, deploy, and use of manpower and physical resources to achieve a goal (Warren, Voich, 1994). Coordinating various resources in the planning, organization, direction and control - directed by established common objectives (Koontz and O'Donnell).

According to Heinz Weihrich & Harold Koontz-in, management is the process of shaping and maintaining an environment in which individuals, working together in groups, efficiently achieve desired outcomes (Weihrich & Koontz). The process through which a select group of people put all employees in the company towards a common goal given (Massey and Douglas). According to Fejø, management is the process: forecasting, organizing, commanding, coordination and control (Fazol, 1949).

It is a process or function that is most important to each company and it includes the operations of enterprise management. This definition, with more or less adjustment is used for many years, treating management as a process that enables organizations to achieve their goals of planning, organizing and controlling their resources.

Management is the process of planning, organizing, managing and controlling the work of members of the organization and the use of all available resources for the organization stimulus goals (Stoner, Freeman). Management function occurs in companies of all shapes and goals-economic and non. In commercial companies the management is aimed at coordinating actions in all stages of reproduction. In non-enterprises (cultural, educational, social, health, etc..) To the coordination of actions in achieving their goals specific (Kukoleca, 1990). According to Jova Todorovic management can be defined as a basic function of each enterprise as an organizational phenomenon. It is a universal process of coordinating and directing all organizational resources to achieve the definition of targets (Todorovic, 1997). Comprehensive definition of management was given by Steve Kukoleč. According to him, management is an American term for "management" under which they involve coordinating elements and factors of production to achieve the objectives of an organization. That is when it comes to production, achieve goals, use of manpower, materials and machines.

## THE CONCEPT AND DEFINITION OF SPORT

There are many definitions of sport, often contradictory and paradoxical. In particular it contributes to an indefinite term "sports game" and claims that sport is played. One group of researchers says that sport is a struggle of man with himself, another man and natural barriers (the forces of nature). Others point out that sport is a social institution imbued with an educational game aimed at a physical and spiritual development of personality. The third sport as rational activity, the totality of the achievements in a particular area of social life and so on. Marjanovic believes that sport in general does not exist, but there are just different kinds of sports, and given that each complex has a special social structure that is different from the structure of other sports.

Sports are considered to be sports education and sports activities, aimed at achieving results in sports competitions and: physical development activities and games for all ages, sports and rejuvenation,

corrective sport, business professionals who prepare participants for sporting competitions, activities of persons involved in organizing and managing sports events and other sports events.

Sports and other forms of physical activity not seen in isolation from the whole socio-cultural phenomena, but, rather, within them or about them. Sociological approaches to sport can be varied. Sports, for example, can be seen as an activity in a number of other activities in the structure of society (the structural approach). It can also be viewed as a developmental process (historical approach), as well as interaction (interaction of) individuals and groups (interactions approaches). Approach that only wants to describe the sport, called the phenomenological approach, while the functionalist approach to stress the elements of cohesion and equilibrium of society, the role and function of sport in these processes

Sport is a multidimensional and complex phenomenon. Besides competition, the field of sports includes social, psychological, economic, political, educational, scientific, medical, filozofske, religious, cultural, legal and other valuables. Sport is a social phenomenon, with specific social functions and the expression of certain social needs

Some people say that sport is a physical activity governed by rules and played by individuals seeking to outperform opponents, while others can understand sport as organized spontaneous exercises or games, or as a competitive or non-competitive process through which an individual obtains physical skills, mental relaxation and bodily fitness.

Sport gives people enjoyment, happiness, friendship, satisfaction, health, fitness, popularity, recognition, the feeling of victory and success, but on the other hand, it may be boring, cause sadness, sorrow, disappointment, fatigue, exhaustion, injuries, illness, and in some cases even death.

## MANAGEMENT IN SPORT

Managers need to govern the special skills and knowledge. Manage, lead, coordinate, decide - it must know. Management, in addition to science, it is also art. The success of any organization, as business systems, and public sectors, culture, sports, art, depends on the skills of managers. Art of creating, governing, managing, organizing, forecasting, planning, designing, can be considered a kind of art. Management is, de facto, the Sciences and Arts. Science and art are complementary, as they work in synergy, not excluded. No art by science, or science with creation, the dose of art

Human resource management in sport is a new theoretical, scientific and pragmatic approach, which on the one hand, refers to the management of athletes by coaches, team of experts and sports scientists, on the other hand, the efficient and effective management of the entire sport organization by control in sport, sports managers, marketing managers and sports volunteers. Management of sports involves the study of disordered and proven knowledge of how a sports organization achieves its goals, procuring, distributing and the use of limited human, material, information and financial sources of its success

Sports Management as the art and craft-empirical, unstructured experience of talented managers of individual athletes, teams and clubs emerged with the appearance of the first professional sports organization. The appearance of a systematic, scientific-structured knowledge of sports management is connected with the growth of professionalization of sport and its rules determination -service market economy, and the emergence of management science, first in the profit sector, corporate business, and then, and it's spreading to the sector of non-profit public and private sector

Start sports management as a scientific field associated with the 1980s for years (Bittel, 1988). This was preceded by the development of research in the field of business management capabilities driven by new information technology. In the 1960s and 1970s age system based on computer models developed in connection with the functions of planning and control, dominated the literature on management. How to extend the company of " industrial-based economy "to "service-based economy, management techniques have become of growing dependent on the sophisticated / subtle forms of data processing and transmission of information. During the 1980s years, management theorists have developed new models of strategic planning and decision making with the growing emphasis on entrepreneurship and the use of marketing

techniques. With this development is related to the period of establishing the academic discipline of sports management. Although the sports management programs emerged in the late 1960s and early 1970s, university curricula have begun to include extensive programs for the preparation of sports managers only since the 1980s years. Development of the North American Society for Sport Management (NASSM) and the founding of the Journal of Sport Management in 1986 were a During the 1990s the administration of sports, athletics and recreation is in a serious state of transition, the 1970s and 1980s of years, due to the expansion of opportunities and the commercialization of sport, the demands have grown to discover effective and efficient ways of managing sports organizations. After the 1970s a lot has changed in terms of sports Management Company. The influence of many discipline - sociology of sport, sport psychology, education and business administration - put into service design management practice in modern sports organizations. The combined effect, amended the growth of sports administration / sports management as an academic discipline, has contributed to the promising prospects of sports organizations in the 1990s year additional indicators that the sports management taken seriously in the academic environment

With the appearance of the 1990s, several development processes and trends began to empower the optimistic views on the management of sports organizations. Bucher consider further four such trends: competency-based management, marketing approach, Transformational Leadership, Management by expectations. The list is not exhaustive but represents the many changes that have occurred over a wide range of management, particularly as they relate to sports, athletics and recreation.

But these five functions of management (planning, organization, personnel management, management and control) are present in areas of activity of each manager, although to varying degrees at different levels of management. Realization of functions and social roles require managers to continually learn and improve three types of expert skills: First, the conceptual/logical-thinking skills that include power analysis, clarification and solving problems; Second, interpersonal capacity or ability to direct interpersonal relationships; Third, the technical skills related to special needs of specific organizations. Management is a process of cyclical movement through the five functions that managers realized by preparing, executing and controlling the movement of the organization towards achieving its goals. In a narrow sense, the sports management as an academic discipline covers areas of knowledge management 332 that have emerged over the practice of managing sports organizations. Joint Committee of the Association for physical education and sports management in North America for the evaluation / certification program of education of sports managers in the universities of North America, has established the standard facilities study sports management (nassm@unb.ca): Management and Leadership in Sport; Ethics in Sport management; Marketing in Sport; Communication in Sport; Budget and Finance in Sport; Legal Aspects of Sport; Economics of Sports; Management of sports facilities and events; Governing bodies and structures in sport; Practical experience in sports management.

At today's high level of sports achievements in the world, and the application of sports science and simulation technology, more attention is paid to human resource management in sport and business positions in sports organizations. In this regard, it is generally known that the high level of sports science, training and management technology, directly caused by the human resources in sports organizations. Same as is known, that without adequate qualified, creative, and creative human resources cannot be implemented development policy, science and technology in any control system in society, and consequently even in sports, because, as you know, people are agents of the reform , development and progress.

In the contemporary theory and practice of sport, it is considered that the development trend of modern sports results is the origin of high competitive effectiveness, that the world has its foundation in all trenažnoj more developed technology based on sports science. In this connection it is well known, that every human activity in which a product achieves follows some technology work, or more specifically speaking, it is impossible in any human enterprise, to achieve a highly valuable product, while they had not

been applied highly developed technology work. To the sport precisely means that every highly accomplished sports scores prior to the application of high technology work.

## CONCLUSION

It is very important adequate training (training) of employees in sport (sports administration) to keep pace with the development of information technologies and how to get the most from the progress that we allow new technologies. With the advent and development of information technology in our country at home and abroad are increasingly the question is competence sports administration (sports management) to adequately and properly carry out their jobs and how to save time and resources of their organization. Most of the sports organization accepting the progress of new technology learning develop and adopt new methods (information and communication technology) that will help them improve their products and services and bring them closer to their customers

To achieve the highest quality in the sport, it is necessary to create, modify, organize, and continuously to implement an ongoing and final preparation of elite athletes, and along with that, work on finding the most suitable organizational forms, methods and content of work in preparing elite athletes for the highest-level representative sporting achievements. Contemporary sports organization in today's dynamic environment characterized by frequent changes and numerous competitors cannot survive without management

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