УНИВЕРЗИТЕТ „УНИОН - НИКОЛА ТЕСЛА”

ФАКУЛТЕТ ЗА СПОРТ
БЕОГРАД

СПОРТ И БИЗНИС

Научни часопис

Број 1.

Београд, април 2014.

www.fzs.edu.rs

ЗАКЉУЧАК

Европска инфраструктрура и бизнис у спорту далеко су превазишли наше стање,које ће бити тешко надокнађено у наредном периоду без огромних улагања у знање и људе и сталне иновације. Промене у земљи и започети процеси реформи у свим сферама живота и рада доприносе даљем развоју коме се требају сви усмерити од топ манаџмента до шефова одељења до радника. При оцени ефеката полази се од предпоставке да се економска ефикасност одражава и на локалну и регионалну заједницу. Висина ових ефеката већина ових ефеката одређена је факторима као што су капацитет, функција и намена спортоског објекта.Функције које има спортски менаџмент у спортском објекту су програмирање,управљање људским ресурсима,маркетинг,организација догађаја и управљање ризицима.Економски ефекти се мултиплицирају путем ТВ мреже ,доласка публике и туриста изван локалних оквира,услуга и превоза,прехране,забаве и смештаја.Приход је резултат догађаја.Како један спортски објекат може да стоји на располагању већем броју клубова у неколико градова,предпоставља се да прелазак у већи ранг такмицења доприноси стварању спортске марке па се критични фактор и одлучивање за изградњу објеката исказују потенцијалним,будућим добитком и општим добром целе друштвене заједнице. Економски амбијент се мења ,технолошки развој не познаје границе тржиста захтевају све већи квалитет ,а потрошачи постају све пробирљививији.Све ове појаве показјују да данашњи успех није никаква гаранција за сутрашњи просперитет.Мањи спортски објекти морају пажљиво да прате текућа кретања и да одреде пут који ће им омогућити опстанак и даљи просперитет.У ери сталних промена,брзе реакције,представљају предуслов за опстанак. Мањи центри су прилагодљививији од мањих али то захтева сталну пазњу.Спремност да се одговори на промене и изазове треба да буде основни прицип у управљању спортским објектом.Иновативност руководства је од кључног значаја. Запослени треба да верују да заједно са руководством могу доприносити развоју.Управљење треба да буде окренуто бризи за људе.Поуздане комуникације и чврст осећај припадања међу запосленима представљају основ просперитета.

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СТРАТЕГИЈА РАЗВОЈА КОМПЕТЕНТНОСТИ И ОДРЖИВ РАЗВОЈ

Апстракт: У овом раду се полази од инператива да је за остваривање концепта одрживог развоја неопходно остваривање нових друштвених вредности које се заснивају на знању, креативности и способности људских ресурса са тенденцијом да се досадашње друштво трансформише у друштво које учи. Не само у теорији већ и у већини економски релевантних међународних организација, реализоване су бројне студије у којима се указује на значај економије засноване на знању, односно „друштву знања". Све развијене земље света имају адекватну друштвену одговорну политику засновану на знању, усмерену ка одрживом економском расту, на подизање квалитета животне средине и квалитета живота. Знање је постало фактор од пресудног значаја за положај компаније, њено позиционирање на тржишту, профитабилност и сигуран и одржив развој . Улагање у знање је у савременој економији најисплативија инвестиција. Знање, информације, умеће и иновације су постале кључно богатство и производни ресурс постиндустријског друштва. Знање, које се све више опредмећује у технологији, постаје незамењива, одлучујући покретач и гарант одрживог економског развоја.

Кључне речи: знање, компетентност, технолошке иновације, развој.

STRATEGY DEVELOPMENT COMPETENCE AND SUSTAINABLE

Abstract: In this paper starts with inperativa that for the realization of sustainable development is necessary to establish new social values based on knowledge, creativity and skills of human resources with a tendency to transform the company so far in a learning society. Not only in theory but also in many economically relevant international organizations, we carried out numerous studies in which indicates the importance of knowledge-based economy and "knowledge society". All developed countries have adequate social responsible policies based on knowledge, aimed at sustainable economic growth, to raise the quality of the environment and quality of life. Knowledge has become a factor of crucial importance for the position of the company, its market position, profitability and safety and sustainable development. Investment in knowledge is in today's economy the most profitable investments. Knowledge, information, skills and innovation have become key production resource wealth and industrial society. Knowledge, which is increasingly materialized in the technology, it becomes indispensable, decisive impulse and guarantee sustainable economic development.

Keywords: knowledge, competence, technological innovations and development.

INTRODUCTION

Historically speaking economic development was based on dominant participation of natural factors and labor in agrarian society. In the time of industrial society expansion, in production and in trade, the most valuable manufacturing factor was real and financial capital (money, industrial equipment, energy etc.). With unstoppable processes of technological development there is a gradual decline in need for physical labor, material technology, as well as natural and financial resources. In "information society" or the so-called "weightless economy" of XX century, economy takes the dominant role as main source of comparative benefits and key manufacturing factor or immaterial factors complex (information, knowledge, skill, work culture etc.) which accomplishes increasing economic effect and gain more of a market value.

Economic structures which are fundamentally changed from the primary sector dominance, which consists mainly of agriculture and extractive industries, over the secondary sector (manufacturing dominance) towards the tertiary sector dominated by services, leads to increased production, employment and living standards, i.e. social welfare. Increase in productivity due to technological progress in industry and agriculture leads to the growth and increase the quality of the workforce. In other words, the knowledge-based economy the most employed is in the third sector that is more productive than others, owing primarily to what makes more effective use of information and knowledge. In addition, a strong tertiary sector enhances the productivity of agriculture and industry, where employment decreases that they become more profitable and competitive. Objectified knowledge in technology is becoming the dominant force in economic development. [1] This indicates the need for improvement of human resources, their training and dedication, but also about fundamental changes, which are the obstacles on this path which, at the same time, announce a completely new approach.

Today in the time of globalization and all-out reforms, when there is favoring in human capital, with some certainty you can say that the main initiator of economic development is productivity, which is based on knowledge, innovations, insight on development of human capital. "Human capital is defined as knowledge, experience, ability, creativity, and individual innovation. In order to use the knowledge of individual it takes equally intelligent organization which will extract the best from every individual and lead them to certain goal." [2]

Unstoppable processes of individual and social transformations, which carry basic and structural changes in the way of life, are extremely important, bearing in mind that their intensity and coverage are reaching proportions of fundamental changes in creation of new society. Therefore, the transformation of human resources should be experienced in moving forward, to do and to the project of a possible "good society in the future." [3] Thereby knowledge becomes the most important form of property (company, and economy) of new economy, which is based on high information technologies, contrary to material factors that made the dominant part of capital in industrial economy. [4]

Modern society and knowledge-based economy, recognizes less rigidly, factual, academic and textbook knowledge, but rather a set of skills, abilities and competence (interest) that create innovation, solve problems, collaborate with others and act for the common good.

1. Strategy for the competence development

Strategy for the competence development is in direct correlation with innovation development, sensitivity and learning in organization relying on business process benchmarking.

Among researchers there is consent around following key competitive concept characteristics:

– key competencies are those that are spread across multiple jobs and company products,
– there is time competence dominance over products in the course of their life cycle,
– competencies that are results of collective learning in the company, which is the result of efforts in various areas of work, particularly in the coordination of diverse production skills and integrating numerous technology flows, and
– competence lies in the core, in the essence of competitive struggle.

Recent review of theory and research in management indicates that the direction based on resources of knowledge and competence of the organization, has become the dominant framework in this area.

According to postulate of resource based theory, resources and ability of organization is what provides the basic direction of organizational strategies and are the primary source of profit for organization. [5]

In that sense there is an opinion that determination and understanding of current powers and weaknesses is the only way to identify and comprehend capacity of "learning organization" apropos, that any strategy of whatever organization, can be recognized on basis of using modern technological solutions and the ability for perfecting them.

Neglecting that basic step results in strategies that can be aligned with the market and estimates of future environment but which cannot be implemented because of unfounded assessments of the organization. [6]

VRIO framework of analysis set by J. Barney asks four questions for evaluation of organizational competence:

1. Question of value: Does it provide consumer value and competitive advantage?
2. Question of rarity: Do the competition on market have specific resources and capabilities?
3. Question of possibility of imitation: Can the other organizations without higher costs imitate capabilities and resources of the observed organization?
4. Organization question: Is the organization organized enough to use resources?

On each asked question the answer simply has to be the same: Yes. Under that condition competence can be considered as strength and therefore distinctive competence.

Basic assumption of resource based theory is that organizations can be successful if they achieve and maintain competitive edge trough value strategy implementation, and for which there are no substitutes, nor there possibilities for easy imitating and copying. [7]

However, it's not a rare case for organizations to get ahead although they operated in unattractive environment with high threat levels and low chance levels. Even the most careful and complete analysis of the organizational competitive environment alone cannot explain the business success. Such explanations must include internal organizational factors, strengths and weaknesses of the organization as a source of competitive advantage.

In general, power is inherent ability which organization can use to achieve strategic advantage, while weakness is inherent limitation that leads to strategic lagging for organization.

Development of competitive strategy depends on the possibility of including a complete perspective of strengths and weaknesses. Unique strengths can be found in many different functional areas and can influence on operation of entire organization. The problem is in that many organizations and certainly large corporations don't have clear view on nature and degree of available competencies at their disposal. [8] Although the strengths and weaknesses can be found in the functional areas of the organization, they may result from any unusual interaction between functions. Therefore, internal factors of organizations do not exist isolated, but are combined in functional area, and between different functional areas to create synergy effects.

As the strength or weakness in one functional area of the organization affect the performance of the other functional areas, it is important to timely and accurately determine the condition of internal factors in each relevant functional area or subsystem of the organization.

However, not all factors are equally important, so that attention is directed to those factors that play a key role in achieving business success or failure for a particular organization. The first step in this regard is to assess the status of various internal factors of the functional areas and to identify those factors that have a strategic impact on business success.

2. Key competency of technology management

The basis for the establishment of an integrated model of technology contains four basic components: hardware, software, orgware and brainware. Just owning technology resources in the enterprise sector in the overall economy, doesn't automatically mean that it has a technological competence as a necessary condition for competitiveness, which most global include the following:

- Competence in technology purchases, which includes competence to decide on the sources of new technology, its own research and development efforts and / or purchase ready-made technology of domestic and / or foreign origin;

competently bids in case of purchase of ready technologies competently selectioning and selecting technology competently negotiate with potential vendor and competent contracting. Competently perform the procurement, supply operatively.

- Adapting technology to implement competency means that the new technology as soon as possible to enable the successful exploitation;

- Application of technology means its competent use and exploitation during her lifetime.

It can be determine the role starting from the model integrally connects the 5 key competency-based technology company in achieving competitiveness competencies:

a) competence-based management and strategic orientation;
b) The competency-based resource;
c) The competency-based transformation;
d) The competency-based output - output produced;
e) competence based on the ability to achieve co-operation and networks.

The strategy of technological competitiveness of enterprises is built by strengthening technological competence which develops viable strategy relies on the competence of real companies, branches, sections, regions, economy and country. Technological competitiveness to build strategies which relied on key competencies and technologies, and alternative strategies are graded on degree of mastery of core competencies:

1. Strategy of imitator with basic orientation towards improving efficiency in the application of technology to the dominant strategy of low cost and price competition, technological process redesign,

2. Modifier strategy builds support on improving efficiency and enhancing the quality of technology to further improvement of process technology and improving product quality.

3. Follower strategy is supported in improving the efficiency and effectiveness of the process of perfecting and diversifying and improving its products.

4. Strategy is supported leader in proactive market approach, improving efficiency, developing new technologies, products and processes.

Competence to generate new technologies and products and processes is the ability to create ideas, to further consider and develop the application in practice.

CONCLUSION

Prioritize steady economic, social and cultural development without compromising the environment may be the only way to enable future generations to develop the same level or higher. The concept of sustainable development lies in the correlation of economic growth and the environment, and mutual interaction and complementarity of development and environmental policies that respect the principles of ecological systems. It aims to preserve and protect the environment and the rational use of natural resources of the state and is associated with it, to raise the quality of the environment and quality of life.

The concept of knowledge management is one of the main ways in which the challenges and dangers of modern and unpredictable business environment, convert the chance of a successful modern business organization and on this basis to build competitive advantage.

A knowledge management should be seen as an investment in the intellectual capital that will eventually create higher IQ employees. The idea of intellectual capital is not only a managerial concept. Intellectual capital is (considered earlier) the value of a specific intellectual property of the company and knowledge of its people. [9] It should be noted that the digital information three decades ago was present, but to a large extent, still occupies the old automated processes.

Encouraging trend to use digital technology to new processes that radically improve the business, allowing the full utilization of employee skills and processes that provide quick answers in a world of rapid business. Tools to achieve these changes but, more or less, available to anyone. New technology is changing the nature of work and the speedy implementation of the technology is to improve their own affairs. [10]

The productivity using information systems for human resources, domain can be viewed as a radical transformation of human nature that is creation of a “new man”. But new technologies usually require a more flexible workforce, leading to the removal of clear organizational differences among groups of workers. This stimulation is in searching for the magic formula. From this derives the harmonization of working conditions, so that all employees work the same number of hours and have equal training opportunities. [11] Implementation of information system for human resources is one of the largest, although not yet fully tested, organizational change. [12] This could be based on the new structure of social relations.

The growth of technological innovation and highly complex division of labor, to create an enormous rise in requests for technical knowledge at all levels of the economy, and hence the demand for people who simply say, “more than they think they do”. This applies not only to scientists and engineers, but also to all the structures that support them.

There is no alternative, modern economics has to be a total innovative. “People will never degenerate and will not be the end of the growth and development of human wisdom.” [13]

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