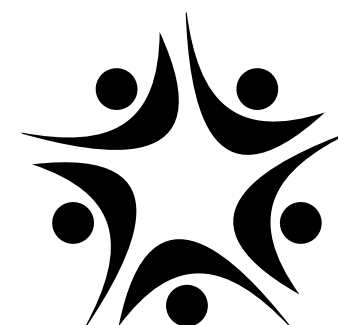


СПОРТ И БИЗНИС

Научни часопис

Број 4.



ФАКУЛТЕТ ЗА СПОРТ
БЕОГРАД

Београд
април, 2018.



DIAGNOSIS OF THE STATUS OF SPORTS CLUBS THROUGH COMPARATIVE ANALYSIS OF INFLUENCIAL FACTORS

ДИЈАГНОЗА СТАЊА СПОРТСКИХ КЛУБОВА КРОЗ КОМПАРАТИВНУ АНАЛИЗУ УТИЦАЈНИХ ФАКТОРА

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Abstract: Research was conducted on a sample of 20 clubs from seven European countries, including Bosnia and Herzegovina. The sample consisted of 10 clubs from Bosnia and Herzegovina and 10 clubs from Europe. All clubs had a first division status in their countries and some even had major experience playing in the European competitions. In the paper we used a comparative analysis of the status of these clubs when it came to material and human resources, a comparative analysis of the clubs of Bosnia and Herzegovina and foreign clubs, as well as statistically significant differences between the clubs. The shown results briefly talk about the status of the clubs, their funding, costs, professional management and status in terms of competitions. The answers are different in character for all the given questions. Based on the obtained results the status in the local and foreign basketball clubs can be seen. The differences that are proven can be the guide to successful functioning of the clubs. Also certain results obtained may serve as a benchmark of business operations in the clubs.

Keywords: diagnosis, factor influence, sports club

Сажетак: Систем истраживања је проведен на узорку од 20 клубова из седам држава Европе укључујући и Босну и Херцеговину. Узорак је био десет клубова из Босне и Херцеговине и десет клубова из Европе. Сви клубови су имали прволигашки статус у својим државама, а неки велика искуства на Европској сцени. У раду је урађена компаративна анализа стања ових клубова кад су у питању материјални и људски ресурси, компаративан анализа клубова државе Босне и Херцеговине и иностраних клубова као и статистичке значајне разлике између ових клубова. Приказани резултати нам укратко говоре о ситуацији у клубовима, њиховом финансирању, трошковима, професионалом руковођењу и статусом у такмичарском погледу. У свим задатим питањима, одговори су различитог карактера. На основу добијених резултата може се увидјети какво је стање у кошаркашким клубовима домаћих и иностраних клубова. Разлике које су доказане, могу да буду водиле ка успјешном функционисању клубова. Такође одређени добијени резултати могу послужити као урнек пословања у клубовима.

Кључне речи: дијагноза, фактор, утицај, спортски клуб

1. INTRODUCTION

Planning in sports is one of the most important functions of management in an organization. Planning is the foundation of every management mechanism in which the sport policy, vision, mission, goals, strategies and tactics applied by management in achieving the future positions of the sports organization equally intertwine. Organization in sports cannot be defined without considering the concept of the organization. Given that the organization is a process in which one directly needs to adapt to the current situation and the requirements from the environment, the managers at all organizational levels implement organizational changes. These changes are most often caused by the need to develop or introduce new technologies, the inadequate organizational structure, the inadequate labor structure or an uncompetitive product[1].

This function enables greater sports efficiency of the participants and greater efficiency of other sporting and business activities. Specific functions of management

and jobs of the managers in sports are: motivation, delegation and transfer, scheduling tasks, conflict resolution, communication and negotiation, coordination and guidance, integration. The indicators of the economic business performance provide an answer to the question whether the operation of a sports club is to be successful if the club achieves the desired results, and also whether it will achieve positive financial operations. Therefore, the objectives of a sports organization are reduced to the achievement of the desired and objectively possible sports results and ensuring positive financial results[2].

All relevant and on the integral basis represented activities are called the basic activities in a sports system so that a sports organization can function in an optimal way. In order to form a sports organization, one first needs to know its basic needs or activities that should satisfy its functioning.

The organizational system of basic sports activities consists of: holders of activities, organizational structure, participants in sports, human resources in sports, science and technology, facilities and equipment, management in sports, marketing

in sports, sports competitions, health care, information systems, and stimulating and rewarding [3].

Control in sports is an activity used to confirm, measure, and compare the result of the organization in relation to the intentions expressed in the organizational planning documents.

Stages of control activities in sports are:

- establishing a reporting system,
- standard creation,
- comparing planned and achieved results,
- taking consequential actions,
- reward and punishment [4].

2. METHOD

The basic method used in the study is a bibliographic descriptive method.

- The sample (20 basketball clubs)
- Variables - research using surveys in a form of the questionnaires

Data processing methods:

Data processing was carried out in the SPSS and the descriptive and comparative statistics were used on the obtained data.

a) The participant sample:

- 10 basketball clubs from abroad
- 10 basketball clubs from the first division in Bosnia and Herzegovina
- Variables - research using surveys in a form of the questionnaires
- The human and material resources questionnaire
- The financial factor questionnaire

Data processing methods:

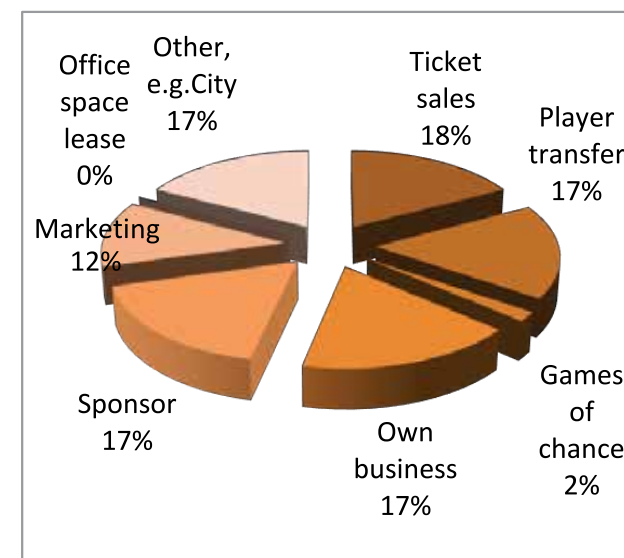
Data processing was carried out in the SPSS and the descriptive and comparative statistics were used on the obtained data. The descriptive parameters were made for the analysis of the factual situation in the clubs. A comparative analysis was performed to determine the differences between the foreign clubs and the first division clubs of Bosnia and Herzegovina. When it comes to the mean, the Median Test was used. As part of these descriptive parameters given that these are the data obtained from the ordinal scale the response frequency to questions posed in the questionnaire was also obtained. We used the Median test to determine the difference between the groups for the hypotheses in which, in line with the criteria, the sample was divided into two groups. It must be noted that in this paper we used other groups of participants or clubs for each hypothesis that met the demands of a given hypothesis.

3. RESULTS AND DISCUSSION

Foreign Clubs

Graph 1 shows the status of foreign clubs in relation to the financial factor. We see that clubs are financed 18% from ticket sales, 17% from their own business, player transfers, the association and the city, sponsors, 12% from marketing, 2% from the games of chance, and have no financing from renting out office space. It must be noted that the financing system is made uniform by the various parties.

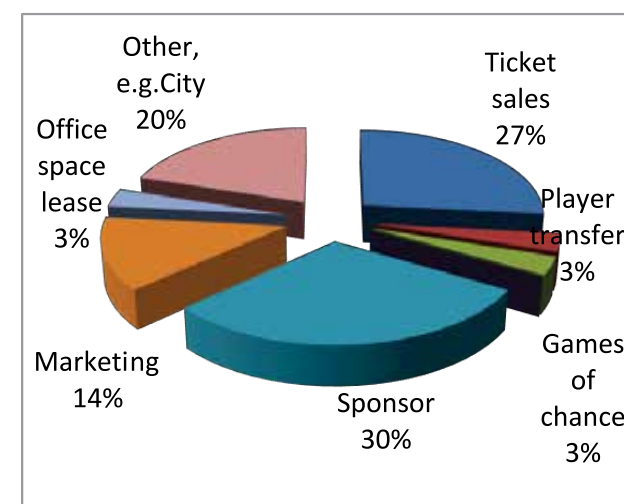
Graph 1



Local clubs

Graph 2 shows the status of local clubs in relation to the financial factor. We see that the clubs are financed 30% from the sponsors, 27% from ticket sales, 27% from their own business, 3% from player transfers, 20% from the association and the city, 14% from marketing, 3% from the games of chance and 3% from renting out office space. Here we see that the funding is different in these institutions.

Graph 2

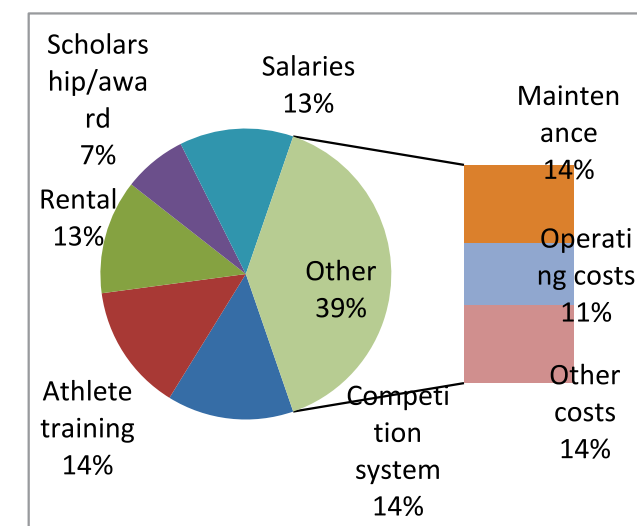


The club expenses:

Foreign Clubs

In Graph 3 we see the allocation of spending by foreign clubs. Spending is divided as follows: 14% towards the competition, athlete training, maintenance of sports facilities, other expenses, 13% towards salaries, rental of facilities, 11% towards the operating costs, and 7% towards the scholarships and awards, etc.

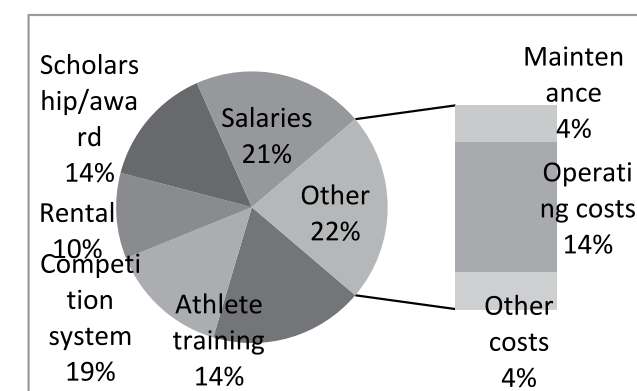
Graph 3



Local clubs

In Graph 4 we see the allocation of spending by local clubs. Spending is divided as follows: 21% towards salaries, 19% towards the competition system, 14% towards athlete training, operating costs, athlete scholarships, 4% towards maintenance of sports facilities, other expenses, 10% towards the rental of facilities.

Graph 4

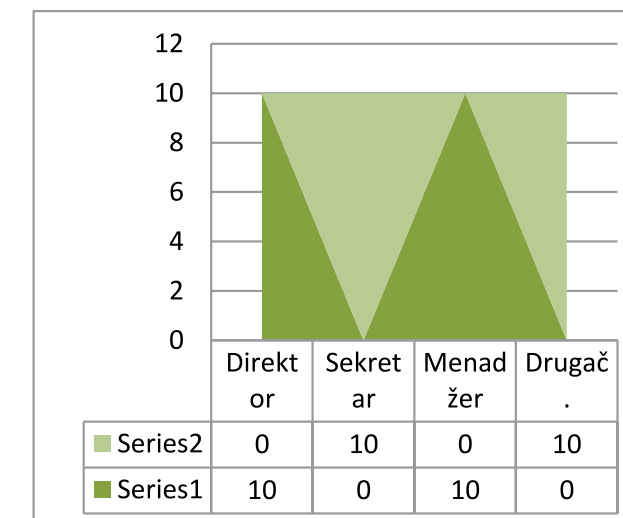


Professional officials

Foreign Clubs

Graph 5 shows that the professional function is performed by the managing director and the manager of the club. The fact is that if a club desires to achieve results or strives to achieve results, these two functions are inevitable, given the range of their power.

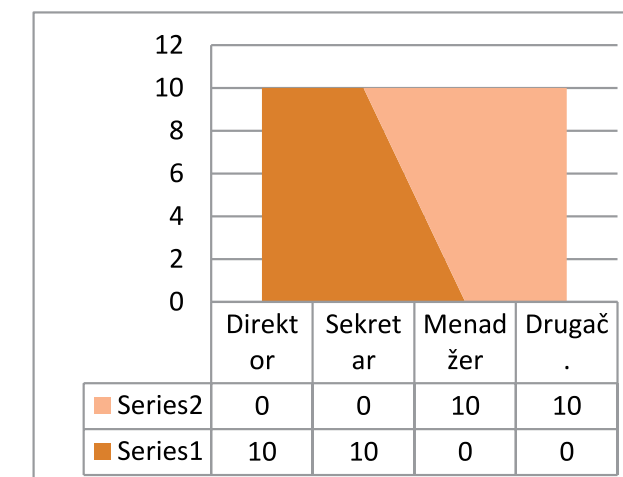
Graph 5



Local clubs

Graph 6 shows that the professional function is performed by the managing director and the secretary, and the manager does not perform the function of a professional worker. Therefore, the fact remains that with no manager clubs cannot operate at the best level.

Graph 6

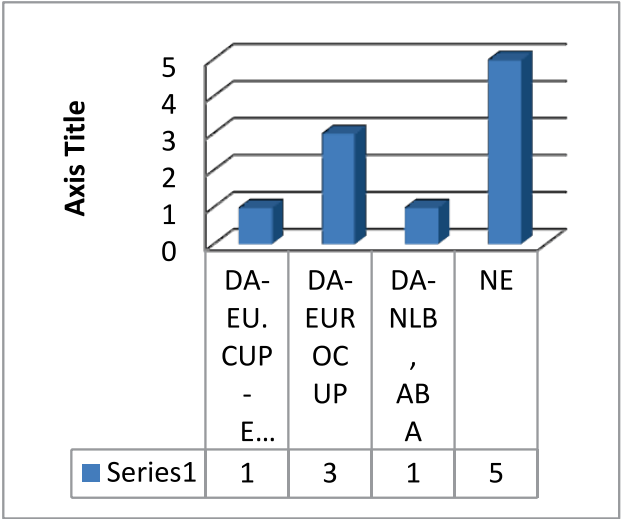


The performance in international competitions

Foreign Clubs

Graph 7 displays the performance of foreign clubs in international competitions. Five clubs did not compete on the international stage, while five clubs did. In relation to local clubs, the difference is determined by the actual results which were obtained through the analysis of material and human resources, and financial parameters.

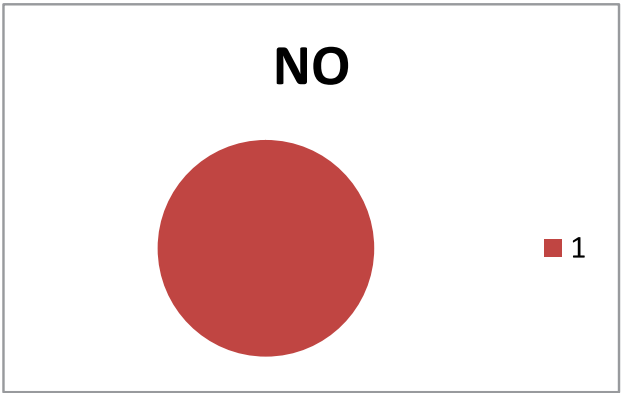
Graph 7



Local clubs

Graph 8 shows that the local clubs did not perform on the international stage, which is looking through the preliminary results only logical, especially when we compare the analysis of results with foreign clubs, which still had significant results compared to the local clubs.

Graph 8



The shown results briefly talk about the status of the clubs, their funding, costs, professional management and status in terms of competitions.

4. CONCLUSION

The research was conducted on a sample of 20 clubs from seven European countries, including Bosnia and Herzegovina. The sample consisted of 10 clubs from Bosnia and Herzegovina and 10 clubs from Europe. All clubs had a first division status in their countries and some even had major experience playing in the European competitions. In the paper we used a comparative analysis of the status of these clubs when it came to material and human resources, a comparative analysis of the clubs of Bosnia and Herzegovina, and foreign clubs, as well as statistically significant differences between the clubs.

The shown results briefly talk about the status of the clubs, their funding, costs, professional management and status in terms of competitions. The answers are different in character for all the given questions. Based on the obtained results the status in the local and foreign basketball clubs can be seen. The differences that are proven can be the guide to successful functioning of the clubs. Also certain results obtained are proof of successful club operations, which may serve as a benchmark of business operations in the clubs.

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АНАЛИЗА И СМЈЕРНИЦЕ ЗА ИЗРАДУ САВРЕМЕНИХ ПРОПИСА У ОБЛАСТИ СПОРТА

ANALYSIS AND GUIDELINES FOR THE DEVELOPMENT OF CONTEMPORARY LEGISLATION IN THE FIELD OF SPORT

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Сажетак: Овај рад има за циљ да да смјернице за поставку савремених прописа у области спорта, фокусирајући се на нормативне и функционалне напетости између државних органа и спортског покрета. Намјера је да се прикажу слабости хоризонталног система стратешког планирања и недостатности постојећих прописа у области спорта. Надаље, у раду ће бити указано на двосмисленост правног статуса спортских организација, посебно у односу на друге непрофитне или приватне организације, те неслагање између de iure концепта аутономије и de facto политизације спорта, као двије кључне варијабле које негативно утичу на спровођење политика и реализације активности у области спортске политике.

Кључне речи: правни прописи, аутономија, добро руковођење

Abstract: This paper aims to propose a set of guidelines for adopting modern regulations in the field of sport. It focused on normative and functional tensions between state authorities and the sport movement. The intention is to demonstrate the weaknesses of the horizontal system of strategic planning and the inadequacy of existing regulations in the field of sport. Furthermore, the paper will point out the ambiguity of the legal status of sports organizations, especially in relation to other non-profit or private organizations, and the disagreement between the de iure concept of autonomy and de facto politicization of sport, as two key variables that negatively affect the implementation of policies and the realization of activities in the field of sports policy.

Keywords: norms, regulations, autonomy, good governance

1. УВОД

Општа оцјена се огледа у слабости хоризонталног система стратешког планирања и одсуству дугорочног системског приступа (вертикално уређеног) у процесу реализације мјера/активности у области спорта. Даље, евидентан је изостанак анализе кадровске структуре, тј. потреба за реализацију поменутих активности. Буџетске ставке не прате стратешки оквир, а посебно отежавајући фактор јесте фокусирање на наредну фискалну годину, ограничавајући потенцијалне средњорочне/дугорочне програмске иницијативе. Примјетно је да је неформална комуникација/координација заступљенија у спровођењу секторских политика. У конкретном, законодавац је предвидио правне институте првенствено жељећи да заштити рад и функционисање надлежног органа државне управе, а не да развија/унапређује област од јавног интереса. Посматрајући кроз постојећи правни оквир, претходно подразумијева изостанак да се задовољи континуирана антиномија: јачање већ успостављених односа с једне кроз поштовања принципа правне сигурности и ограничавања развоја права и могућности кроз област од јавног интереса.

2. ДИСКУСИЈА

Камен темељац у позиционирању спорта у политикама јавних власти, као активности од јавног интереса представља Европска повеља о спорту, којом се, између осталог дефинише спорт као облик физичке активности

претежно структурисаног/организованог карактера. Истичу се друштвене, васпитно-образовне и здравствене вриједности, а улога јавних власти огледа се у стварању неопходног оквира за сарадњу - првенствено са непрофитним/невладиним сектором у циљу даљег развоја активности од јавног интереса кроз јачање волонтеризма и промовисању концепта аутономије спортског покрета. Посебно интересантан јесте концепт аутономије који се прилично разнолико перципира, стварајући извјесне препреке у смислу рада и функционисања спортског покрета. Саобразно наведеном, полазна основа у процесу израде Закона о спорту су свакако одредбе које се односе на систем доброг руковођења у спорту. Посебно они принципи утврђени Резолуцијом Савјета Европе „О принципима доброг управљања у спорту” (Резолуција X Конференције европских министара одговорних за спорт) [1], али и бројних докумената на националном (УК), међудржавном и наднационалном (Препоруке ЕУ, Резолуције СЕ 2012, 2014 и 2016. године) и спортском нивоу (Етички кодекс, БУП, АСОИФ принципи доброг руковођења) [2]. Ти принципи су: 1. невладине спортске организације представљају основ за развој континуираног опстанка грађанског друштва, спорта по једнаким могућностима и дају јединствени допринос развоју друштва заснованог на владавини права, демократији и поштовању људских права; 2. примјена принципа као што су демократичност, одговорност, солидарност, јавност у раду и финансијска педантност, од кључног је значаја за ширење и популаризацију спорта и јачање позиције спортских невладиних/непрофитних

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