

## ANALYSIS OF INNOVATIVE MODEL OF FUNCTIONAL ROLES AND LEVELS OF SPORTS MANAGEMENT ORGANISATION

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*Original scientific paper*

### **Abstract**

*In this work we analyzed phenomenon of team sport organizations such as football, basketball, volleyball and handball. We also analyzed basic organizational configurations of innovative character and its projected model of management pyramidal structure (top, middle and basic level). Phenomenon of management adjustment to transition conditions has opened the issue of innovative model creation within sports organizations management structures of team sports that are made of relatively and conditionally independent subsystems. This opens completely new approach in a modern innovative management projecting model in a way that team sports organizations in their operational core mandatory include managers of all levels, but they keep management functions that determine its pyramidal structure. In all of this, as one separate management structure subsystem closely related with consultant position, presents the right to dispose of property used by sports organizations.*

**Key words:** *analysis, structure, management, titular of right to property disposal*

### **Introduction**

Considering methodological approach of organizing and building (formal) organizational structure (Čičić, 1996; Bartoluci, 1997; Šunje, 2002a), we projected a model of sports organizations sustainable development management for team sports such as football, volleyball, basketball and handball based on a sample of 63 sports organizations existing in Sarajevo Canton and compete on a cantonal and international level. Analysis was conducted for 2003/04 season. All entities within analyzed sample according to organizational form selection belong to a basic type of professional organization that in its structure includes five basic parts (Drucker, 1987; Drucker, 2002; Drucker, 2005) - (figure 1). The research relates to the structural forms of sports organizations projected model (Hurvicz, 1973; Hernandez, 2002; Jones & George, 1998). That is a model of organizational configuration of professional type of innovative character (further referred to as a professional sports organization/club of innovative character) in a terms of organizational functions with less pronounced hierarchical structure of work management (Luhmann, 1968; Mašala 2002; Mašala, 2008). Sport clubs are usually organized as professional sports basic organizational configurations (Weihrich & Koontz, 1998; Mintzberg, 1989; Šunje, 2002a; Tomić, 2001). The main organizational part of sports organization is operational core containing professional staff (coach, assistant coach, athlete/players, specialists etc.).

For a sports organization to achieve set goals, besides athletes, coach and managers it has to contain trained staff that will perform all necessary activities to ensure conditions and support for sports (business) process realization (techno staff and support staff), (Figure 1). Strategic top of sports organization is made of top managers who are usually successful business people that give their input to sports organization development (Malacko & Rađo, 2006). Mostly they are directed towards "abroad" where they connect to important groups of interest follow complex environment and maintain strategic management activities (Sleight, 1989; Joshua et al., 1997; Irwin et al., 2002). Athletes mostly perform fewer tasks which leads us to a conclusion that jobs are highly horizontally specialized. Sport club's organizational structure is quite shallow; sport clubs are very heterogenic, according to their size, achieved results, purpose of existence and set goals. (Mintzberg, 1991; Šunje, 2002c; Malacko & Rađo, 2004).

### **Model**

For model understanding we have to emphasize its basic difference according to classical model of professional organizational structure (figure 1). Unlike the previous model, this team sports model with innovative character in terms of organizational and functional in its operational core includes managers of all levels.

This is how such professional sports organizations introduce rational approach to internal organization and democratic management adjusting their managers and organizational structure to their autochthon needs (Rosemary, 1985; Šunje, 2002; Mašala, 2008; Bonacin, Da., 2008). In such cases it usually leads to unification of managers and organizational functions with less pronounced typo specific hierarchical management structure (Scheme 2) which meets the requirements of cost-effective operation and club's business (Mašala, 2008). This type of business and sports philosophy of analyzed sports organizations reflects the needs of modern sports industry to define titular of right to property disposal, in other words, to determine property structure within organization in order to achieve high performance of business and sports success.

### Problem and goal

Problem of the research is non-existence of coexistent manager's function model of team sports organizations such as football, basketball, volleyball and handball, so with this research we offered possible innovative model of management organizational structure of team sports. The aim of the research is comparative analysis of basic type professional organization model regarding offered model of professional sports organization of innovative character. (Figure 2).

### Methods

The sample of respondents for this research was defined as a cluster of 62 analyzed sport clubs of team sports such as football, basketball, volleyball and handball in competing 2003/04 season in Sarajevo Canton, previously determine to have high level of marketing and entrepreneur potential (Mašala, 2002). Variables regarding which we conducted procedure of statistical verification and estimation are as follows: sport's organization president (PREDS), sport's organization (DIRE), sport's organization consultant (KONS), sport's organization general assistant (GSEK), sport's organization sports director (SPDIR), marketing director and PR of sport's organization, team manager – scout A (MENG), Head of Professional staff dep. (SSTAB1), coach A (TRENA), coach B (TRENB), coach C (TRENC), youth dep. team leader (TLOP), school of sport's team leader (TLSS), head of facility maintenance dep. (SEFOO), titular of property disposal (TPRVLAS). Even the structure of management can be observed equally in variable domain and entity domain, for determining correlations of initial parameters for operational action needs, in this research, analysis in variable domain, was of particular interest. To determine structure of management in analyzed sample we applied Factor analysis/method of main components with rotation in varimax position (Bonacin, 2004; Rađo & Wolf, 2002).

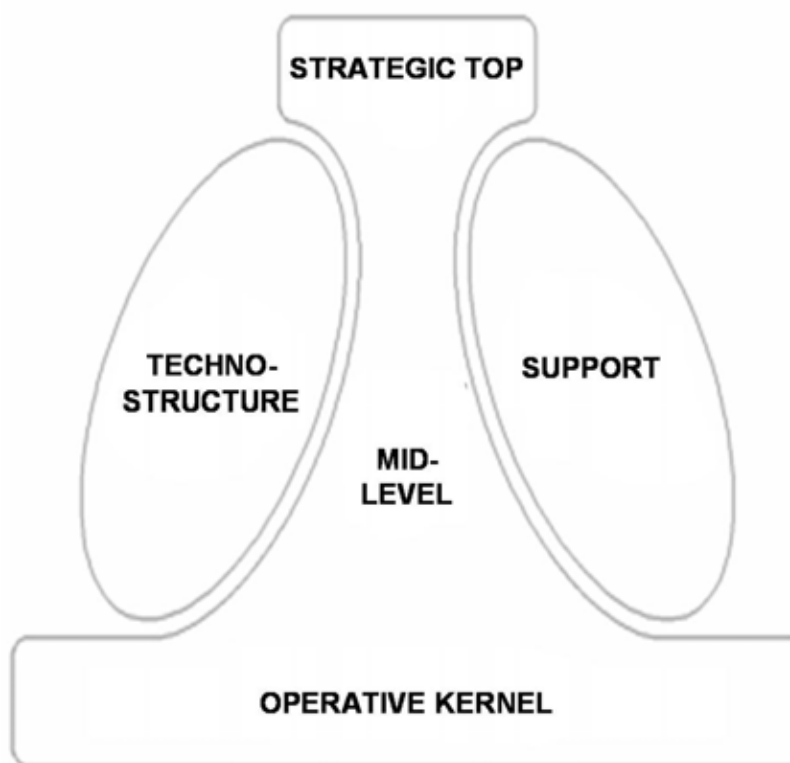


Figure 1. Basic structure of professional organization (Šunje, 2002 b)

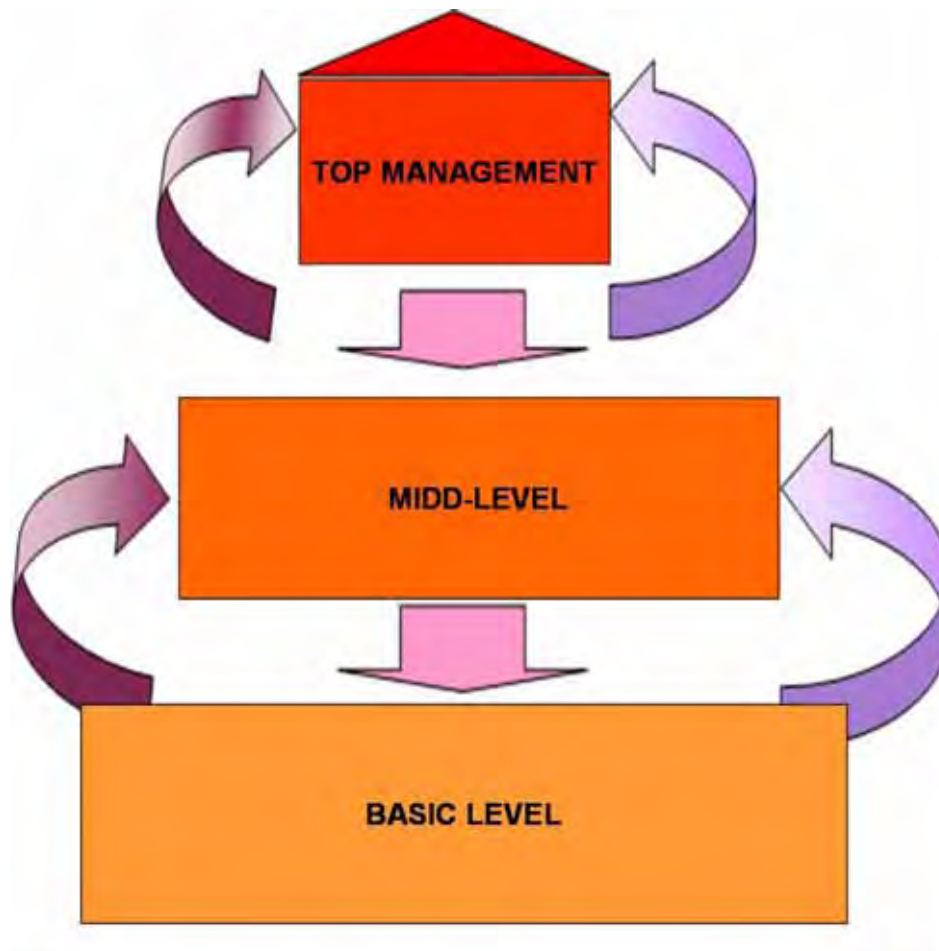


Figure 2. Organization model (Mašala, 2008)



Figure 3. Levels of management (Mašala, 2008)

**Results and discussion**

According to statistical procedure of Factor analysis/method we determined latent management structure and significant projection of analyzed variables on separated dimensions of management structure. Factor analysis/method of main components was conducted in accordance with the objectives. The basic was determining projection of basic, middle and top management of analyzed sports organizations on factors, but also determining titular of property disposal and its position regarding structure of basic, middle and top management of analyzed sports organizations. First methodological procedure related to value overview of individual manifest variable communality, which reflects proportion of one manifest variable common variance with other manifest variables (Table 1).

Table 1. Variables communality

Variable	h <sup>2</sup>
PREDS	,729
DIRE	,387
KONS	,720
GSEK	,696
SPDIR	,948
DMPTP	,692
MENG	,948
SSTAB1	,586
TRENA	,681
TRENB	,577
TRENC	,423
TLOP	,689
TLSS	,681
SEFOO	,718
TPRVLAS	,716

In table we presented results of analysis regarding which we can determine that the biggest communality values have variable as follows: Sport's director (SPDIR), team manager – scout A (MENG), president (PREDS), consultant (KONS), head of facility maintenance (SEFOO), titular of right to property disposal (TPRVLAS), as well as remaining variables according to the size of the results as follows. Because of large heterogeneity, projection of variable coach C (TRENC) on separated main components results with the lowest communality values. Observing the table we conclude that communality variable results sport's director and MENG have equally high values but also mostly pronounced so these two variables are carriers of a whole set of information about presented problem. This means that in analyzed variable system those variables were mostly incorporated while e.g. DIRE does not belong to the system enough, since the unknown part of variable variance equals even 0.61.

This actually means that the source of a president and consultant variation is located deeply within the system of sport's organization, while Director isn't but this variable is affected by many other factors outside the organization system. The following methodological procedure referred to determination of variable relations on a higher level, in other words, mechanisms where sets of variables (factors) are being constituted in accordance with Guttman – Keiser's criteria (higher and equal 1.00) table 2.

Table 2. Totally variance of main components

Component	Initial Eigenvalues		
	Total	%	Cumulative %
1	3,62	24,12	24,12
2	2,03	13,54	37,66
3	1,76	11,71	49,37
4	1,58	10,54	59,91
5	1,21	8,03	67,95
6	0,96	6,38	74,32

According to criteria of accepting main components of characteristically root higher than 1, five significant main components of management structure was isolated with 67,946% of totally described variance, out of which 24% belongs to the first, 13,5% to second, 11,7% to third, 10,5% to the fourth and 8% to the fifth totally described variance. In table 3 we presented initial description of manifest variables according to isolated main components with projection values higher or equal to 0.50 for visibility

Table 3. Varimax solution with expressed variable projections

	1	2	3	4	5
SPDIR	,952				
MENG	,952				
PREDS		,839			
SSTAB1		,709			
TRENB		,688			
DIRE		,533			
TRENC		,514			
SEFOO			,805		
DMPTP			,771		
GSEK			,716		
TLOP			,618		
TLSS				,804	
TRENA				,753	
TPRVLAS					,765
KONS					,656

With first varimax factor, two variables significantly correlate; sport's director (SPDIR) and sport's organization – scout A (MENG). This factor can be identified as **foundation of sport management profession** because precisely this type of managers within manager's hierarchic structure is responsible for resource provision.

Especially the ones referred to players and professional staff according which it is possible to create sports success in such type of sport's organizations. With second varimax factor following variables significantly correlate; sport's organization president (PREDS), head of professional staff (SSTAB1), coach B (TRENB), sport's organization director (DIRE) and coach C (TRENC).

This manager's structure is directly responsible for **final sports and business success**. Activity of these managers is directed directly toward production process, in other words offering services to primarily satisfy sports consumers, sponsors and sports public (sports entertainment). With the third varimax factor following variables significantly correlate; head of facility (SEFOO), director of marketing and public relations (DMPTP), general assistant (GESEK) and youth dep. team leader (TLOP). Special emphasis we gave to connection between head of facility maintenance and marketing director that directly participate in promotion and sales of sport's products/services on the market, promoting the potential and the mission of sport's organization. There is internal and external communication in the existing conditions of sport's infrastructure and available facilities. The strength of system support reflects in connection between functions of sport's organization general assistant and youth dep. team leader, whose primary functions relate to creation of environment for achieving successful business and sports results through professional work with young talents.

With the forth factor following variables significantly correlate; sport's school team leader (TLSS) and coach A (TRENA) that indicates at **synergic effect of managerial functions within operational core** regarding system potential realization of young players since their early age all the way to entering club's first (A team). Grouping of these variables on the forth primarily component reflects the need for system connecting of basic level management, which is absolutely natural since this type of managers possess knowledge required for youngest category, but also the skills necessary for their sport's progress and promotion to a first team. With the fifth factor following variables significantly correlate; titular of the right to property disposal (TPRVLAS) and consultant (KONS) which evidently have their functional connection as well; **setting and objectifying goals of sport's organization**. This means the owner, while choosing his goals (within sports activity), has a need to receive information beyond the immediate circle of associates. Such information is available only through consultant services this type of managers offers on the market.

With the results of factor analysis we confirmed the basic premise of innovative character model in the sense that team sport's organizations in their operational core mandatory include managers of all levels, while the fifth and second factor are determined by top level functions and the first varimax factor maintains basic managers function of sport's profession contained within the middle management level. At the end the third and fourth level are determined by basic managers functions of operational core which are directly responsible for sport's product/services quality on the market in other words for sports and business success.

### Conclusion

Management structure of analyzed sports organizations according to different levels of management (basic, middle and top management) is characterized by specific projection related to structure settings of projected management model of sustainable development sports organizations. Sport's organization management structure consist of relatively and conditionally independent subsystems that are presented through rooted main components around which are gathered certain manifest variables of management structure according which we confirm the main premises of a model with innovative character. That would be that team sport's organizations in their operational core mandatory include managers of all levels while factors five and two determine top level functions, while the first varimax factor maintains basic managers functions of sport's profession contained within middle level of management. At the end the third and the forth factor determine basic managers functions of operational core that is directly responsible for sport's organization positioning on the market. Synergy that is presented with relation of subsystem within management structure reflects new quality that is confirmed by effects of business and sports success of sport's organization. Analyzing obtained results, and according to the level of variable correlation on the main components and the way of their grouping we can conclude the following: Majority of the right to property disposal used by sports organizations presents special management element closely associated with the position and a job of a consultant and together they made one separated subsystem of manager's structure. Results of conducted analysis indicate that with elements of subsystem of isolated main component manager's structure we can influence general business development of sports organizations which is determined by individuality and invariant of management as a way of organizing business processes that are used for internal restructuring and influences creation of the external environment.

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## ANALIZA INOVATIVNOG MODELA FUNKCIONALNIH ULOGA I RAZINA MENADŽMENTA SPORTSKIH ORGANIZACIJA

### **Sažetak**

*U ovom radu posebno je analiziran fenomen profesionalne sportske organizacije timskih sportova nogometa, košarke, odbojke i rukometa. Također i bazične organizacijske konfiguracije inovativnog karaktera i njen projektirani model piramidalne strukture menadžmenta (top, srednji i osnovni nivo). Fenomen prilagođavanja menadžmenta autohtonim tranzicijskim uvjetima otvorio je pitanje kreiranja inovativnog modela unutar struktura menadžmenta sportskih organizacija timskih sportova za koje se u ovom istraživanju može konstatirati da se sastoji iz relativno i uvjetno nezavisnih podsistema. To otvara jedan potpuno novi pristup u suvremenom inovativnom projektiranju modela menadžmenta na način da sportske organizacije timskih sportova u svoje operacionalno jezgro obavezno uključuju menadžere svih razina, s tim da pri tome zadržavaju funkcije menadžmenta koje determiniraju njegovu piramidalnu strukturu. U svemu tome kao jedan zaseban podsistem menadžmentske strukture koji je usko povezan sa pozicijom i poslom konzultanta predstavlja pravo raspolaganja vlasništvom nad imovinom koju koriste sportske organizacije.*

**Ključne riječi:** *analiza, struktura, menadžment, titular prava raspolaganja vlasništvom*

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*Received: August, 2009.*

*Accepted: October 11. 2009.*

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