

## MANAGEMENT OF DEVELOPMENT PHASES IN SPORT

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Review paper

### Abstract

The purpose of this paper was to establish general idea in sports management and that is a global management of development phases in sport. That is real possibility because of complexity in modern sport and because of enormous amount of information that circulate in sport activity in general. The paper provides a conceptual discussion of the issue of development phases of sportsman progress surrounded with several different, but closely connected, professions and specialists. It is obvious that training in old-fashion sense includes a trainer, sportsman, and some kind of management that ensure material conditions and similar resources. Contemporary, and especially future sport, is unsustainable in such relations, because such way of organizing is not natural any more. It was defined a new model of sport development phases surrounded with management of new level and new incorporation. It is to be expected that practical implications of that model will be applied in future times as some kind of paradigmatic frame for successfulness sport organization guiding. Value of this conception is probably defined in long-term evaluation of sports organizing and evaluation positioned in measurable results on sports fields.

**Key words:** sport, management, new model, development

### Introduction

Each athlete during their long and complex training in sport that leads toward top result goes through a long and serious road characterized with transformations that lead him to top model. This is a process whose duration can generally register in the range of as much as 15-20 years of systematic work (Bilić, 2007; Bonacin, Bilić & Bonacin, 2008; Trninić, Jelaska & Papić, 2009). To illustrate this let's assume that in certain sport such specialized training starts with primary selection at age of 8 and ends with top result at age of 24 which means 16 years long process. Certainly we can assume that he will maintain top result for some time after 24 years of age (at least 4 to 6 years).

Table 1. Tasks and fundamental purpose

Task	Scope	Duration
Definition of game model	Where to?	Minimum 12 yrs
Strategic objectives	What?	4-8 yrs
Tactical objectives	Why?	One season
Operational objectives	How?	Conducting
Evaluation of accomplished	How much?	Evaluation

This process can be described with simple overview that presents the way of approach to such serious task since monitoring, through selection and directing toward accomplishment of imagined model. During this process each of necessary levels has to answer one simple question (Table 1). In accordance with basic anthropological laws and anthropological-kinesiology objectives, it is obvious that physical exercise affects almost all anthropological segments of a man, depending on the type of activity, duration, etc., and some more and some less, some short-term, some long-term etc. Using exercise, movement, activity, sport, competition, man gives that activity particular and specific individual attributes (Matveyev, 1980; Bonacin, 2006; Trninić, Jelaska & Papić, 2009).

So we can say that a man transfers his actual abilities into that activity (e.g. in sport) precisely as much as he possess energetic, information and other specific individual attributes so he could express himself as a unit in certain activity (Adizes, 1996). At the same time, training is changing his attributes, skills, dimensions, characteristics, so we can say that through exercise, competing etc. motion activities accordingly to specific admission abilities of individual transfer into its complex (Zatsiorsky, 1995; Malacko & Rađo, 2004; Bonacin, 2006; Bilić & Bonacin, 2007). This bilateral advent on relation man-activity, we will call **transfer**, where the transfer is determined by certain parameters that can subsume the effects on the model, but the effects are equally manifest in man, just the same as in the activities. A man makes activity "human" and activity "activates" a man (Bonacin, Bilić & Bonacin, 2008). These two activities are inextricably linked and can not be considered separately.

### Training, motor dimensions and achievement

Transfer that carries out on the mentioned relation man-activity is possible since a man changes under influence of transformational process which is generally his main anthropological attribute (Matveyev, 1980; Malacko & Rađo, 2004; Bonacin, Bilić & Bonacin, 2008). These changes may or may not be permanent to remember and then transferred to the following generations. Specifically, individual changes in one case, even if it's so important, if in a long term starts losing its importance or stops existing, it will not be remembered and passed on to the following generations especially in context of thousands or one hundred thousand years.

When a man was at a lower level of knowledge, certain information, actions, resources and events in his surroundings were more important to him, since he possessed a sufficient strength and knowledge to be able to subsume everything under control and make impact (Kirkpatrick & Kirkpatrick, 2006). Generalization, as one of the most important things for a man was decisive and obviously grew (Bilić, 2007; Bonacin, Da., 2008b). In this way, a man (just like any other entity) slowly perceived the rules and some events were not unfamiliar any more. This was a process of centuries. Learning, we will not locate only into nervous system segment, since that would be a big anthropological mistake, since it is familiar that other segment and sets are also to be learned. Ability of skeletal apparatus to withstand stress, force to form a lever due to the effect that muscle and connective tissue can move is also specific study, even though "the bones" didn't go to school to learn that but their "professor" was every day life, which was in ancient times hard, cruel and uncompromising as well as situational oriented. Among such information the selection is conducted according to importance, and ensures identification of significant unlike insignificant that shouldn't be memorized at all (Bonacin, Blažević & Carev, 2003). This perfect model (human being), certainly, uses knowledge not only to conduct identification, but based on the knowledge actively engages in his environment which makes him extremely developed advent. Of course, such attributes also possess each entity as well, so we can say that beavers are the creators of their dams, ants and bees of their habitats, but a man is for now unsurpassed in the world we know. Learning is not only a man's characteristic, and also in man its not only attribute of Central Nervous System as often misinterpreted. Everyone learns and all learn but not about everything and not equally and not effectively. Changes we talk about and described transfer are visible in locomotor circuit, biomechanical, functional, cardiovascular, psychological, sociological etc, and what interest us in kinesiology are changes and transfer (learning) in motor circuit (Bonacin, Bilić & Bonacin, Da., 2008a).

**This term considers all the levels of movement control that enable successful realization of targeted movement tasks.** This definition includes dominant nervous system, even though study can not be incorporated exclusively into that anthropological set, but this one is very interesting since concrete learning of motor tasks depend on its function, well maintained movement programs and finally application of memorized movement structure in concrete tasks, e.g. in sport. If there is really a need for movement (in a daily life) or if we deliberately want to learn (e.g. sport) then the existing ideomotor program is insufficient for objective realization of that movement since it's not provided with the parameters that include adequate affect on body segments, extremities, mass, forces necessary to produce with structure acting, time-space relations etc. That is why we have to learn such motion systematically (Bonacin, Bilić & Bonacin, Da., 2008).

Learning is focused in three principal directions:

1. **Reduction optimization** of redundant and unnecessary program material and thereby increase efficiency of the concrete structure of the default motion by optimizing the program in order to approach the motion toward „ideal“ and „cleaned up“ from inefficient movement that can be set from ideomotor program or even much later;
2. **Adding optimization** of necessary nonexistent program material and thereby increase efficiency of the concrete structure of the default motion by optimizing the program in order to approach the motion toward „ideal“ and „fulfill“ with efficient movements they may be missing since ideomotor program or for a long time later;
3. **Incorporating information about the physical parameters** in order to perform a motion efficiently in real terms with functions of other circuits (morphological, functional,...) and thus increase the efficiency of the concrete structure of the default motion in order to approach the motion toward „ideal“ at a much higher energy level (Bonacin, Bilić & Bonacin, Da., 2008).

### Competition and score

Competition as a term requires establishing which of at least two entities in some activity is more successful. Such establishment, in order to declare one entity more successful obviously requires clear and certain measure which can be verified with later testing. That measure is named sports result. **Sports result** is a final indicator in some competition and final indicator of capabilities of one or more competitors which are trying to win. Evidently, sports result doesn't have to be constant value or indicator of success. This attribute of sport result makes competition virtually interesting, since in many situations it is not certain which entity will win or have differently defined result of a competition. Even more, some rules in a certain sport disciplines are sometimes formulated to increase uncertainty to lower possible monopoly on the result of extremely good athletes/teams since this would greatly reduce the lure of competition (Sindik & Vidak, 2009). In the context we already discussed the result is primarily a proof of victory. If the result of some test is unresolved (tie) then competition continues to the victory or the test has to be repeated. There are situations where it appears that the result is acceptable, but only then when cumulative number is accepted as a result, egg cup matches at home and away that „sum“ in a way, or league system where the results and points are recorded) or if technical means do not provide sufficient accuracy (same time in the race = two same positioning). However, those are rare situations and in the finish it is always streaming toward victory as a proof of superiority over the opponent. There is no acceptable unresolved result in any important final competition. Although many victories can be deprecated, sport result is from generic point of view in anthropological sense the fairest thing there is. It doesn't mean the conditions of athletes training are fair and equal it doesn't mean the opponents had the same conditions.

Meaning, for training (means, experts, technique, technology, illicit funds, width of the core sports base selection,...), it doesn't mean that in different environments, same achievements is equally valued, it doesn't mean media are equally prone to athletes from different cultural environments, it doesn't mean that the opponents had the same treatment of a judge,..., but achieved result is achieved and it has to be accepted. **In sport wins the best always and the result proves the one is better.** What this „better“ means, from minor interest after achieved result. Defeated can complain, can draw lessons and progress, can withdraw from further involvement in the activity, but this is all irrelevant in the relations where winner is the winner and defeated is defeated. Through this, sports result can be defined in different ways but all can be reduced to three basic:

1. Achieving **explicit** result with no direct confrontation with the opponent, usually expressed in some physical units or points
2. Achieving results with **measuring**, which requires existence of direct opponent in order to achieve result and,
3. Achieving **estimated** result based on the expert assessment which includes subjective evaluation of achievement according to performance rating. Evidently, maximized usefulness of achieving pre-set goal is what modern man wants and he will seek to continue wanting it. But a man always wanted more, what is maximally possible to get, according to the stage he was on and the available resources. Science and technology helped him with that but decision-making and optimizing of the current was always happening.

### Management in sport

Development of knowledge thought from science, even from ancient times, was heading in the only direction possible. That direction was characterized by attempts to understand, explain and eventually control all what was available for a man, everything that surrounds him (Bonacin, 2006; Bonacin, Da., 2008b). Quantity and quality of knowledge grew in proportion to the time, space and climate conditions, as well as anthropological characteristics of a man, his ability of making various tools and weapons, his ability to do the work, to adapt to the environment or to change it according himself (using tools and weapons). New discoveries that he gained, he integrated into already existing knowledge circuits, practically directing them and maximally using them in concrete, clear and usually limited (Katić i Bonacin, 2001) thus building new models and forming new objectives. To us interesting area – sport, developed parallel to this, because according to some resources, the beginning of sport goes back in pre-history when the first human communities acknowledged connection between skills of handling the tools of work and work results (Radan, 1977). Logically thinking, we can conclude that at that time children (same as today) were mimicking working moves of adults and such through playing prepared for their role in a community.

Discovery of spear, ax, bow and arrow required practicing especially because these items were used as tools for food gathering and weapons for defending and attacking. The ones who were running, jumping, throwing, swimming and shooting had an advantage and as such they were separated from the others, which was their intention (General encyclopedia, 1967; Encyclopedia of physical education, 1977). All this time they were competing through play and work. If there was no chance to express it in hunting and wars, they organized special manifestations as religious ceremonies, weddings, funerals etc (Radan, 1977). Certainly, through time, this gained different adequate forms and ways of conduction and greater importance proved by the oldest diggings in Crete (General encyclopedia, 1967; Radan, 1977). Thinking in that direction and studying available saved historical remaining, we can observe how man since its beginnings used new discoveries and optimized the way of living making optimal decisions in order to make his life easier and maximize usefulness on the stage of his current development. Obviously whatever he did he couldn't do alone, he had to optimize his life joining in communities with other people which is visible from the traces of hearth with burning bones. It is obvious he had to organize in community with many members who are performing different work. Then those were packs and tribes, but using imagination we can say those are today's organizations and their associations. But their function is the same – accomplishing certain goal. Survival, acknowledgment,... In a long term, every new discovery led toward community benefit that was the reason for optimization. Knowledge was shared; new discoveries were applied into practice. Cooperation during that times, and language development, which is today development of computer technology, enabled further progress. A man was optimizing resources he had. Precisely from this areas date the oldest information about organization (work) from the time of Babylonian ruler (1792 do 1686 B.C.) capable administrator and military commander responsible for the creation of Codex Hammurabi in which, among other things we see the organizational structure of their society divided into free people, clients and slaves (General encyclopedia, 1967). The division of labour increase hierarchy relations that have to be determined by the rules which lead to the beginning of constitution and the state as organization all the way to present time way of living. During that road humanity passed through a few revolutions; tool and weapon development revolution, revolution of personal food sources, organization of social community constitution, machine development, information system and artificial intelligence development and moral revolution that still takes place (Bilić & Bonacin, 2007). From all above mentioned, aware of today, we can conclude that everything we are makes us to optimize what we have and go on. This brings us to a conclusion that optimization is possible in two ways: spontaneous or stochastic that conducts naturally as a combination of many random conditions or deliberate i.e. directed.

### Action with purpose

It is logical to conclude that management, even originated as a spontaneous need to manage available resources, became deliberate and directed way of existing resource optimization in the moment when it grew into one of the most important functions and tools of today's way of living (Malacko & Rađo, 2006; Bonacin, Da., 2008; Bonacin, Da., 2009). To discuss about problem of sport organization optimization is easier, understandable and seeks optimal, if in the simplest way we describe domain in which sport organization acts and if we induce the terms that are its integral part. General environment creates general climate where organization functions and it consist of economical, technological and politically-legal dimension while business environment consist of competition, buyers, suppliers regulators and strategic partners. Environment where sports organization is functioning in sociological sense we call the society. The term of society was explained in many ways by many society theoreticians so there are a several definitions, but common parameters are relatively easy to isolate: the society is abstract complex of relations between individuals or relation system made by mutually dependent parts and which is capable of self reproduction. It is adapting according to environment, it is integrated (has normative classification). It also has hierarchy of goals and the ways of their accomplishment and maintains certain dominant cultural model of values where he maintains social living as mutual permeation of culture, people and social (Fanuko et al., 1995).

### Society and activity

In the most general sense (lat. Societas) indicates the form of connections between people, the ones who are voluntarily connected in common objectives. Structure (lat. structura) presents how some unit is compound from its elements (parts, members, details) (General encyclopedia, 1967). We can conclude that social structure is an arranger set of society elements and their relations and the purpose of its existence would be to direct, regulate and limits acting of people in society. Elements of social structure are: social status (position of the individual in social structure, achieved and ascribed, everyone has more then one position), social status (particularly valued social position and ranking), social role (culturally and socially defines rights and responsibilities related to certain social status), social group (permanently established specific relations in a group with its own rules and structure), social organization (groups of people connected with formalized relations of subordination, superiority and cooperation in carrying out common tasks and achieving common objective) and social institution (system of norms, values, social position and role, and organized activities, which allows members of society to achieve vital social goals). In such way we can close a set of knowledge required for understanding the position of sport.

However, social inequality exists i.e. idea that people are not the same, and it occurs for different reasons and can be found in all spheres of human life. There are man and women, rich and poor, intellectuals and uneducated. Depending on some natural characteristics and by what they do, we distinguish them. The division of functions and work means different positions and roles, but does not suggest ranking immediately. These are hierarchically arranged groups of people and the inequality is composed of different availability of material wealth, prestige and power. Within the organization, it's a part of formal social system (Fanuko et al., 1995; Bonacin & Bonacin, 2008).

Hierarchy is taking place in the organization in such a way that the position on a particular level is responsible for the execution of his work holder position in the next, higher rank. Sports management as a principle means superiority and subordination relationship, i.e. the relationship between managers and employees. It is based on the sub ordinance of lower levels to the higher. Viewed from another aspect hierarchy is the relation between members of a social group who have more authority and members of the group who have less power. In this relation the first are superior and second are inferior (Bonacin & Bonacin, 2007). From the third aspect, hierarchy is business connecting in a social group after these jobs are passed over for better accomplishment of group objectives (Drucker, 1987). All these aspects assume a hierarchy of tasks as a way of transferring or issuing orders from the highest to the lowest level in the organization. The process of creating a hierarchy of the company is called a scalar process or chain of command, for example, military (Bahtijarević-Šiber & Sikavica, 2001).

In most of social groups and organizations specific relations operate:

- 1) **communication** is giving and receiving information, and communication system consist of the source, (originates), coder (conversion), communication channel (transfer), decoder (transform), reception (understanding), and hash (interference) that are usually on the communication channel (Bonacin, 2008);
- 2) **manipulation** is a procedure or series of procedures of subordinating individual, public and media to a certain type of interest with assistance of force, power, interests and discourses i.e. handling objects of interest like objects;
- 3) **the power** the ability of a person or group to persuade others to behave the way they usually wouldn't There are three basic sources of power: physical strength, economic wealth and spiritual abilities;
- 4) **coercion** is the use of power by one entity to another, and is really guiding behavior of another subject in the way of representing an application of evil, we differ physical, economic and spiritual
- 5) **power** is more than a naked power and coercion. It is a compulsion that is legitimate and based on formal and customary legal norms, and sometimes the customs.

## Organization and sport achievements

Relations in society and organization are regulated through norms (customary, moral and legal) whose main function is to forcefully influence members of society to behave in an adequate way. In recent years society as an entity, with all its segments, is pervaded by a specific process - globalization, which aims at comprehensiveness of the world, expanding the borders, free movement of people, goods. All this makes society noisily and complicated place for a living. Companies and organization has to design its organizational structure so this can overcome the degree of uncertainty it is facing in its environment. Two main factors of uncertainty are complexity and dynamics.

**Complexity** is determined by the number of surrounding components that affect the functioning of the company and affect the degree of delegation of authority for the complex environment of the higher degree of decentralization of decision-making, etc. **The level of dynamics** is determined by the rate and predictability of its changes. Environment of sport organization acting, viewed from the aspect of management is viewed through dynamic dimension (as stable or dynamic environment) and through dimension of complexity (simple or complex environment). Depending on the condition of environment Burns and Stalker 1961. (according to Šunje, 2002) we distinguish two opposite types of organizations: **organic**, applicable in a dynamic environment (cross-functional teams, cross-hierarchical teams, free flow of information, a wide span of control, decentralization, low formalization) and **mechanical** type of organization is applicable in a stable environment (high specialization, rigid forming of departments, a clear chain of command, a narrow span of control, centralization, high formalization) (Šunje, 2002). In the modern world sport is a very important factor that made the impact on overall development. People are involved in sport for thousands of years and do everything in their power to achieve a result they want and expect (Bonacin, 2006). Looking at the anthropological or kinesiological aspect, the sport, according to its genetic character, is systematic human activity which dominates the expression of specific skills and knowledge of the realization of the motion which is directed towards the achievement of competitive sports results (Bonacin, 2006). From all the above, you can clearly see the importance of sport as an environment in which the sport organization operates, not forgetting that the sports organizations is just one way of structuring the sports segments. Sports organizations together form sports associations, which make national sports federations and these in turn make international sports federations. Therefore, the quality of the sports organization actually has a wider significance than it seems. Various experts have also looked different to the concept and meaning of organizations, each from its slot and each of their points of view, so that there are many theoretical directions in the development of the organization.

For this reason, it would be easiest to access from chronological point of dividing them into:

**1. Traditional:** classical and neoclassical theory or theories of interpersonal relations, which put into focus the organizational structure and behavior of people and covering the time from study's beginning of the organization to 50's of 20<sup>th</sup> Century.

**2. Modern:** modern (quantitative methods, organization behavior, system theory, situational theory, TQM) and postmodern (organization engagement, mismanagement, neo Marxist criticism neo romantic) that are freer and more liberal, caused by movements in the global economy

## Basic structure factors

The basic factors of organizational structure are: environment organizations (external and internal), technology (craft, routine, engineering, technology neutral and production - individual and low-volume, mass and high volume, and the process), strategy (a plan to achieve goals), the style of leadership, division of labor (translation of the tasks and activities of the holders of execution in the form of parsing the entire task and the synthesis and allocation of tasks) organizational culture, age and size. According Adizes (1996), organizations have life cycles that pass certain stages - creation, development and aging. The main aspect of the organizational structure is a span of control is the number of employees who are directly subordinate to one manager (Bahtijarević-Šiber i Sikavica, 2001). According to some considerations may be a number of levels of management. Basic dimensions of organizational structure are:

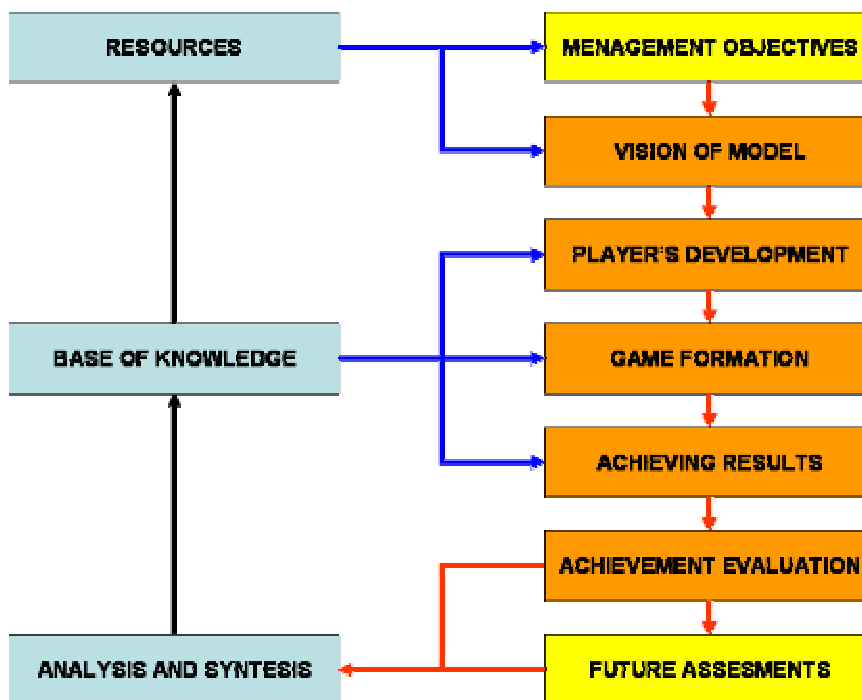
- Specialization is the result of division of labor and primarily applies to humans, but in terms of the distribution of activity represents a heterogeneous group of tasks on homogeneous partial tasks;
- Coordination is the process of harmonization and integration of individual and group efforts and activities for the successful implementation of tasks. There are horizontal and vertical coordination;
- Configuration is a form of organization, a schedule of parts of entity, in this case, the organization and providing visibility and control of events;
- Decentralization is a process of transferring authority to lower levels of hierarchy and its dispersion within the same level (autocratic, oligarchic, polycentric autocracy and democracy);
- Centralization is a process of the reallocation of government that deals with decision-making within the organizational structure;
- Departmentalization is the process of grouping of activities and tasks for the purpose of guidance and control and comes from English word denoting particular department or area of operations in which the branch manager is authorized to ensure the performance of tasks envisaged;
- formalization is the final step in the process of organizational structure and the degree of prescription-level standards, roles, procedures, rules and procedures that determine the functioning of the organization .

**Development phases in sport**

Practicing motions, as it was already mentioned maintains with setting of forms, in other words at learning of movements. However, the same was already mentioned, that even when the forms are "ideally" set, exercise as a way of maintaining and increasing the energy capacity of learned movements, presents certain learning, but it is noticeable in other segments of the body. Question raised at this point is: How to "force" the organism, such as muscles to increase energy reserves, such as in mitochondrion, but later that same motion could be made at a higher energy level? We saw in the previous text that the body adapts to the applied stimuli, and that generally increases energy and other capacity. What is fundamental and inherent to training (and any training is essentially training, regardless of whether the intensity and volume of recreational, educational, sports or otherwise), is the indebtedness in accordance with the desired threshold (...liminal, supraliminal,...). Exercise exhausts to some extent energy capacity. The body must ensure to make it up. Moreover, in principle, the bigger the task was the higher expectation is for the higher level of super compensation i.e. achieving higher levels of a series of such options after the programmed loading after the time needed for primary recovery. Motor practice, therefore, is nothing but a process of bringing motor function in an optimal program position (engrams) for the goals set, which then attempts to bring the maximum (sport), or another lower (education, recreation) desired energy level.

To some stimulus or set of stimuli (task, movement) could serve as the initiator of the transfer, first it should be learned well i.e. to create a adequate program form that is stable and saved in the early levels and generally in areas of sensory cortex. Only after that, in some situations and in parallel with the finalization of learning, these trends can be used to increase capacity, regardless of whether it is a lower or higher level of energy requirements as defined in any real terms. Rules of the exercise in kinesiology, of course, are subject to the familiar rules of exercise as well as in any other human activity, and also the learning the rules of any other material. That rules we can assort as didactic principles (e.g. Bjelica & Bilić, 2008). New but well known (and improved) models of some sports discipline are not created overnight and their quality sometimes requires the whole life experience and knowledge of trainers and some other experts = vision. Usually in the practice there are two approaches and some of their combinations. The most common, but certainly not the best approach starts from the information available to players based on which the coach assort combination of activities – **pragmatic**. Such models are short-term and often a life confutes them but the are often reality because of pressure for result achievement. Today, more and more abandoned and replaced with much better approach, in which profession defines the model and then carries out the actions to ensure their credibility – **planned models**.

Graph 1. Stages of development in sport



Obviously such set of acting has to respond to the question: Where to? i.e. in which direction will the activity of the club be targeted. Strategic goals are

set of planned activities that precisely set general parameters and models whose realization gives a great change to achieve the desired objective.

Set of such activities is set in advance and has to respond to a question What? i.e. what is to be achieved and with which global conditions. This is the hardest part of the job in kinesiology and unconditionally it requires good knowledge of anthropological characteristics of the engaged. Here we talk about **the longest effects** in sport which might last for 16 years with the final goal of accomplishing result in senior age. Unlike them, tactical goals are of narrower scope and usually include programming of smaller tasks in sport domain, regardless of the age of athletes. On this level there are all scientific and professional knowledge necessary for plan realization, i.e. sport machinery strategy. All this tasks and actions are **medium-term** character and need to insert into long-term in blocks of several years (usually as one Olympic cycle not shorter even we have examples with two cycles). All programming procedures that are conducted in medium-term, have to adequately fit into long-term. "The lowest" level is, certainly, operational characterized as a short-term actions with the immediate implementation of training operator and in its inherent components integrate concrete transformational forms, methodical and didactic procedures, from small planning (three months, monthly, weekly) to implementing of specific individual training units, since here it is respond to the question : How? As described above, all preconditions for bringing athletes in the **top sports form** i.e. situation where is possible to achieve top sport result. Such **evaluation** is always parametrically set and can not be shaped into a set of "nicely lined sentences" but has to include series of values and indicators possible to quantify and demonstrate their quantitative and structural objectivity. Evidently here the question to respond to is: How much? i.e. how big is the result achieved, why, under what conditions and with what loading and other necessary conditions. Evaluation ensures authenticity and value of permanent acknowledgments.

In this way it is easy to recognize key activities necessary for objective and authentic achieving of sports result. Today's kinesiology and sport science have passed a long road since ad hoc and prosaic stochastic solution, over pragmatic-empiric actions

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to scientifically established creative acting that we call planning and programming of transformational processes. All founded sports machinery of today present complex multilevel managing systems where segmented thematic glorification of certain actions eliminates systematically and gives priority to knowledge, integrity of acknowledgments and development. In terms of concrete actions we can conclude that these are mutually intertwined constant actions we can simply entitle as:

1. Definition of game model,
2. Crating players for models,
3. Creating game as sport assumption,
4. Crating results, and
5. Achievement evaluation.

Neglecting any of these developing segments certainly leads to failures, loss of time and resources, possible injuries and athlete's sickness, which in finish disables achieving top sports result. In a few following lines, each of this integral segments will be explained as a systematic preconditions for top result accomplishment.

## Conclusion

It is evident that managers acting in general almost completely depend on the level of intellectual knowledge and higher levels of educational competencies, while business tasks in operative part require dominant specific professional-technical competencies. Sports machinery (players of all ages) was positioned composite i.e. with expressed level of both competencies that can not be isolated or separately be observed. Not through sport nor biological maturing this interaction does not lose its strength, since in the beginning (pioneers) have to learn a lot, seniors can act on the level of solving complex sports tasks, and energetic engagement in each case is expressed (training). Through such approach we could also identify high degree of agreement with man's general development, because if the ontogenesis is short recapitulation of phylogenesis, then we can say that "sportogenesis" is recapitulation of ontogenesis with clear signs of the importance of sport and operational control segment of current and future sports activity (Bonacin Da., 2008).

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## UPRAVLJANJE RAZVOJNIM FAZAMA U SPORTU

### Sažetak

Svrha ovog članka bila je da utemelji opću zamisao u sportskom menadžmentu a ta je globalno upravljanje razvojnim fazama u sportu. To predstavlja realnu mogućnost zbog složenosti modernog sporta i zbog ogromne količine informacija koja cirkulira općenito u sportu. Članak nudi konceptualnu raspravu o pitanju razvoja sportaša sa više različitih, iako blisko povezanih, profesija i specijalista. Očito je da trening na staromodni način uključuje trenera, sportaše, kao i neku vrstu menadžmenta koji osigurava materijalne uvjete i slične resurse. Današnji, a posebno budući sport je neodrživ u takvim relacijama, jer takav vid organiziranja više nije prirodan. Definiran je novi model faza sportskog razvoja zaokružen menadžmentom nove razine i novog utjelovljenja. Za očekivati je da će praktične implikacije tog modela biti primjenjene u budućnosti kao neka vrsta paradigmatškog okvira za uspješnost vođenja sportskih organizacija. Vrijednost ove koncepcije je vjerojatno definirana u dugoročnoj evaluaciji sportskog organiziranja i evaluaciji pozicioniranoj u mjerljivim rezultatima na sportskom polju.

**Ključne riječi:** sport, menadžment, novi model, razvoj

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