

## PROFESSIONAL ARTICLE

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### KNOWLEDGE MANAGEMENT IN THE ORGANIZATION OF SPORTS EVENTS

#### *Abstract*

*Sporting events have played an important role in the human life since the ancient Olympics and the marathon, until today when we have the modern Olympic Games, world and continental championships. Today's sporting organizations understand that every event is an opportunity for learning that enriches base of skills and knowledge of their own organization. The Organization of sporting events has become more complex, dynamic and demanding. Increasing professionalism and rapid exchange of knowledge and experience have led to the need for studying the sports management. In this paper we point out that the sporting events should be organized by qualified professionals who have knowledge of sports marketing, law, human resources, accounting... The development of the theory of sports management contributes to profiling the sports manager as an educated professionals who can: plan, manage, organize and control the sporting events.*

**Key words:** *sports management, knowledge, sports event, sports marketing*

#### 1. INTRODUCTION

The sport has developed from strength as the driving basics, to science, which now determines and directs the development of sport in general (Šurbatović, 2014). Sports manager is an attractive profession which many people would pursue as a career. Moreover, there is an increased number of young and inexperienced sports managers on the market, thus they are aware that the decision-making in managing and creating the sports events are core activities in their performance. People have always made decisions, and they often were not aware that they were making it, because the decision is an integral part of everyday life (Čupić and Šukanović, 2008). Decision-making in sports organizations represents a dynamic process. The process-oriented approach may seem different from the traditional way, but it contributes sports managerial decision-making in sports organizations. The quality of decision is the result of the willingness of sports managers to accept the risk, one's intuition, perception, style, motivation, and many other factors.

Knowledge and information, both in theory and in practice are essential for the further development of both sports organizations and people in sport. First of all, every sports organization should be oriented towards increasing the level of common knowledge and human resources skills. The goal is that employees in the sport need to be informed and should follow the trends of modern sports practice.

Educated sports managers influence the increase of productivity and realization of the group and individual goals. Developed countries are very involved in the educational systems and programs in the field of sports so that a great number of scientific institutions are founded in which are held lectures, courses, and training for sports personnel. The importance of education in sport is significant, because in the organization employees are managed based on their own qualifications, which leads to increasing the effectiveness and efficiency in a sports

organization. Managerial decision-making in the sport is a product in which the culture exists, or at the same time, it is also an important factor influencing on a given culture (Lalić, Matović, Tmušić, 2016). In addition, the growing complexity of modern society and the high rate of technological and social changes have influenced the fact that managerial decision-making starts to take into account other relevant disciplines. So the time came to abandoning the traditional approach, according to which the managerial decision-making relies solely on economics, mathematics and statistics, and quantitative way. When we talk about management, we can not ignore the fact that rarely in the history of mankind institution so quickly emerged and gained such a big impact in a short time as it happened with the management (Drucker, 2003: 11).

## 2. METHOD

In preparation of this paper following methods were used: causal - descriptive, dialectic method and the method of comparative analysis.

The focus of the study is on the collection of a large number of data relating to the determination of the role of management in planning and organizing sports events. Sporting events are a good opportunity for the promotion of tourism and the country, but also a way to attract significant financial resources.

The research was conducted in order to establish the connection between the organization and promotion of sporting events with attendance of the same. The study was conducted on a sample of 200 subjects. The questionnaire was available on social networks and was available to anyone in the period from 24.4. to 05.07.2017.

Emphasis is placed on sports events and investment in the same Bijeljina. Total planned funding for sport and physical culture amounts to 1,680,000.00 BAM, financed by the various branches of sports (football, basketball, volleyball, sports for disabled persons, etc.).

## 3. RESULTS AND DISCUSSION

The sports event is a cultural, political and economic phenomenon that aims to satisfy social needs. Any larger and better-organized society has the desire to organize some of the major sporting events. After the successful organization of the event comes to an increase in revenue not only to the organizers, local athletes and the host cities but even countries (Petróczi and Nyerges, 2007). Basically, sports management aims to achieve athletic goals (results), but also business objectives such as to generate revenue, cover all the expenses, investments, purchasing of players, coaches and other (Bartoluci, 2003: 155). The process of organizing a sports event affect the implementation and success of the events. This process includes planning, organizing, leading and controlling sporting event.

Planning is a method to bridge the gap between where the company is located and the one where the future would like to find (Buble, 2006: 13). The process of planning a sports event includes activities that are necessary for the realization of the same: sports market research, mission, and vision of sports events, the definition of objectives, analysis of bids related to the realization of events, evaluation and control plan. Objectives should be clearly defined and measurable. Before organizing a sports event it is necessary to write the key questions and give answers to them. If one of the questions is "Where will organize a sports event?" If one of the questions is "Where will organize a sports event?", The answer should be the correct choice of location, which must reflect compliance and organizational conditions with the wishes, expectations and needs of all parties that are part of the sports event. When organizing a sports event, it is necessary to include all who are in any way related to the same, namely: the sponsors, local communities, sports officials, coaches, media and the public. Sports manager and/or manager of sporting events who must have knowledge of the management and organization's operations but also about the sport and that's what separates it from other managers. By possessing this knowledge, the commercialization of sports, sporting

events and the entire sports industry becomes increased. The organization is defining what needs to be done and the process of creating the structures needed for successful sports business and other tasks. The realization of tasks to meet the goals of sports organizations, sports managers must be involved in the activities of directing and managing employees. It is necessary to delegate activities and to motivate team members and encourage their creativity. Control of the sport is the final stage of the management process. In this process, managers evaluate the achieved results and aim to make their goals persistent.

Football club "Radnik" was established on 14 June 1945. In 1946, "Radnik" began its first official competition, which was then played in groups. The football players were included in the eighth groups with five teams, where they achieved great success, winning the first place. The main objective of the club's functioning is to create conditions for a quality sports event that will be monitored by large number of audience and that the event would be accompanied by the media. Business segment team is tasked to commercialize the sporting event. Professional clubs in Europe make their income from ticket sales, television rights and commercial contracts, which is not the case with our clubs. The biggest success FC "Radnik" is achieved in the 2015/2016 season. Conquering Cups Republic of Srpska and Bosnia and Herzegovina. This club represented Bijeljina and Republic of Srpska in Europe. In Europe, in addition to coach, the most important role has the athletic director as he conducted a policy of sales and bringing in new players, according to the policy owner, or the decisions of the board. (Radaković, 2015: 271). The success of FC "Radnik", among, other things is the result of club president Mladen Krstajić who has a lot of work and effort invested in infrastructure and human resources. The person responsible for the implementation of planned activities and the organization of a sports event must have professional knowledge, abilities, skills, and experience, and reputation in the sports industry. Knowledge and skills serve a managers to do their job well. These skills can be acquired in educational institutions which are specialized in sports management, on the other hand they may be obtained from various experienced positions in life.

Organizational changes or their contents require of sports managers and employees in sports organizations 'new' way of thinking and behavior, burdening them with new, different jobs and tasks, introduce them to the new system of control, information and communication. Players, management, coaching staff, representatives of the City Administration and others have strongly supported their club. What better organization of sports events, facilitated the realization of revenues that are necessary to operate the club. FC "Radnik" is a good example of that with the right manager achieve good results.

At the stadiums in Europe, the number of spectators in the stadiums establishes electronic counters. Stadiums in Bosnia Hercegovina does not have such counters, so the number of people in the stadium is determined by visual assessment FA delegates and journalists.

According to the Football Association of Bosnia and Herzegovina, visits BiH. Stadium during the autumn part of the Premier League in 2016, were:

- Željezničar 31,500 (49,000)
- Sloboda 23.300 (21.500)
- Široki Brijeg 14,900 (15,000)
- Zrinjski 18,700 (20,000)
- Mladost 10,000 (7,400)
- Čelik 9,450 (8,900)
- Radnik 7,200 (5,160)
- Olimpik 4,800 (4,300)
- Sarajevo 30,500 (40,000)
- Vitez 8,150 (7,900).

In parentheses are the visits from the domestic league after 18 rounds.

The sports tourists are coming to the place where a sporting event takes place and buy tickets, but also spend money on accommodation, food and drinks, souvenirs and sightseeing increasing the local revenues (Dreyer and Kruger, 1995).

**Table 1.** *Characteristics of patients*

Sex		Age structure		Education stage	
Female	105	15-24	106	Secondary education	67
		25-34	77	University education	114
Male	95	35-44	9	Master	7
		45-54	5	PhD	2
		55 and more	3	Other	10

A sample of 200 respondents consists of 52.5% females and 47.5% males. Most of the respondents who participated in the study aged between 15 and 34 years. Most respondents have college or university degrees.

**Table 2.** *Attendance events*

Do you do any sports for recreation?		Does the presentation/ advertisement for a sports event that affects to visit?		Have you visited a sporting event if the guest was a public figure?	
YES	156	YES	129	YES	177
NO	44	NO	71	NO	23

Most of the respondents are engaged in football, handball, running and training in the gym. Based on the research, we can conclude that there is a significant interest in visiting the sporting events.

During the promotion of sporting events the media plays a big role because they are the ones who present to the public all the facts about the opponents and celebrated sporting event. Promotion of sports events, commonly, work and specialized marketing agency, whose principal goal is to influence the popularization of the audience at sporting events. Research has shown that the promotion of sports events, affecting the attendance of the same. Respondents opting for visiting sporting events, if present, and sports stars, as identified with the same, a younger experiencing them as idols.

The audience in the sport is formed under the influence of various and numerous factors. It's physiognomy and structure are driven by the economic and social, cultural, political and physiological conditions and events. The cultural traditional way of expression, the positions and the way of life, and is determined by the relationship between the audience of the sport. (Štakić, 2008).

#### 4. CONCLUSION

Sport is an anthropological phenomenon as a basis for forming habits. Bosnia and Herzegovina is a country in transition, therefore the sport represents the intensive medium for overcoming the country's identity crisis. Sport is an integral part of life, and its importance is consider in an education, game, fun, and business as well. Sporting events and competitions determined a stable position of sports organizations in the sports, social and economic environment, participation in sports value system, relations with competitors and assumed future conditions, and sets the basis for future planning cycles. (Tomić, 1995: 433).

The sporting events industry contribute significantly to the development of the sport. Managers in sports should implement changes at all organizational levels in order to successfully achieve the objectives. The expectations of sports audiences are even more

important and high. The development of the theory of sports management, particularly the management of sports events contributes significantly to the training of managers and sports events in qualified professionals who can plan, organize and control, or successfully organize future events (Škorić, 2014). When organizing a sports event, you should pay attention to the wants and needs of all participants, but also to manage the economic, political and social influences. Manager of the sport is the person responsible for the planning and organization of sports events and must have knowledge and skills.

Management in organizations sports events must focus on research into new creative events through innovation and leadership with the help of the team, through the knowledge and skill of its most creative part of the human resources in the organization.

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