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**Systematic approach and effective management of sports organizations
on an example off Student Fotball Club“Akadamac- UIS“ Bijeljina**

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Abstract

The main objective of this paper is to present a systematic approach and effective management of sports organizations and to point out to its most important characteristics. Furthermore, the problem is presented on an example of Student Football Club „Akadamac-UIS“ Bijeljina, Center for Higher Education in Bijeljina, University of East Sarajevo.

SFC „Akadamac-UIS“ , Bijeljina is a unique fotball club in the Republic of Srpska and Bosnia and Herzegovina, because of the fact that only students can play for the team.

Keywords : *Organization, management, sports management, strategic management, ideas, teamwork.*

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Introductory

Main part of our life is spent in some kind of **organization**- whether i faculty, company, bank, religious or civil organization, some branch of military organizations, musical or theater group. Some organizations, e.g Army or great corporations, have very formal structure. However, all these organizations, formal, or non formal, have gathered groups of people who recognize benefits of common work ,that leads to a specific goal. *The goal is a basic element of acch organization.*

Each of these organizations have some program or method for realization of goals specified., i.e. *Plan*. Each organization employs persons whose task is to assist in realization of scheduled goals. These persons are known as **Managers**.

The sports organization is a complex system which can be defined as an ideal structure of mutually entrusted logically regulated parts, with an optimal coordination and clearly defined goals. Moreover, it can be considered within context of the systematic approach in its operations, since it represents a part of common, higher system, and in same time, the structure of such organization consists of subsystems.

Regardless the type of organizations, each of them, including a sports organization, have a multidimensional character. Primarily, it represents a *complex organism*, since its functioning is possible within as a form, or within institutional scope of a company, political party, sports club, etc. Furthermore, such organization is defined as a *complex economical, political, social, as well as sports phenomenon*, since its aim is to satisfy common human needs, or moreover as a *complex process*, since the functional scope or for, of an organization is created constantly. Eventually, it can be defined as a *complex system*, which is defined by the systematic categories.

Each organization represents an open system which has certain relationships with the environment. The environment has influence on the organization system. Communications between system and environment are of permanent type. The feedback regarding all internal and external processes are very significant. The system represents relation of associated elements, as well as their uniform and mutually connected operation for realizing of goal assigned.

Essential characteristic of leading is creation of a vision, and recruiting associates. No man wants to be under leader's control. Instead, leading considering real menaing of this term, which consists of confidence, agreement, motivation, trust in individual possibilites, relying on his/her good points ,are preferable.

1. Hypothesis, methodology and empiric data

The subject of this paper in the context of primary hypothesis testing is that (**H1**), *foundation of an organization or its own YOUTH ORGANIZATION OF PHYSICAL EDUCATION, within the University, makes life of the students better.* The basic motive of the given problem analysis is : fundamental recognizing systematic approach and effective management on an example of a sports organization, through implementing management methods. It also has a task all to present a model of its effective and regular organizing and managing, in accordance with legal provisions.

The second significant research method (**H2**) is : *Systematic approach to the organization and effective management contributes the highest level of results, both on sport terrains and arenas, and in organization of a sport club.*

In testing of researching methods, combined research methods are described in this paper. First of all, it refers to the researching through the literature, management methods, historical methods, as well as all other relevant common scientific methods (induction, deduction, synthesis).

Based on research through the literature, as well as by using concrete empirical research, primarily on the example of the sports organization which exists on the market of Bosnia and Herzegovina, and the Republic of Srpska, within the University in Istočno Sarajevo, by implementing relevant research methodology, the hypotheses are confirmed.

All theoretical-methodical presented themes, ie. systematical approach to the organization and effective management on the example of a sports organization, are of great significance for practical implementation.

2. History of the SFK „Akademac-UIS“ Bijeljina

The Student Football Club „Akademac-UIS“ (hereinafter referred as Club) is an autonomous sports organization of sportsmen, founded in Bijeljina in May 2010 .It is organized as an association, with unlimited existing period, with a task of performing sports activities in football game, as well as realizing goals , stipulated in the Statute. The Club is a member of the Football Association of the Republic of Srpska, Football Association of Bosnia and Herzegovina, Regional Associations, Intermunicipality and Municipality Associations. The Club realizes special membership and form of cooperation with the Sports Association of the Bijeljina Municipality, as well as with other sports associations. The club is a member of The First Municipality League Bijeljina, Division West, holding leading position in the half season.

Photo:Champion of the Division 2 of the Municipality Football Association Bijeljina

The primary goal of the Club is quality improvement of students lif in Istočno Sarajevo.

Other goals are as follows:

- Promotion of sport and physical education in students life in Bijeljina;
- Realization and achievement of results in sports;
- Advancement of sports capabilities of own students;
- Affirmation and representing social, economical, cultural,sports and other values; Providing and organizing sports propaganda and physical education;
- Gathering of members in regard of number and quality

Photo:Belgrade- UFK studentski grad-and SFK Akademac

In realising its goals, the Club has the following tasks:

- Protection of goodwill of the University of Istočno Sarajevo and Higher Education Center Bijeljina
- Participation in football competition, performances and other activities of members;
- Gathering, complete and active participation in football games of students, young people and adults
- Education of the members of the Club, providing conditions for education and trainingof the football players for competition and vocation training for work , professional education and receiving an advancement raining for specialist services workers,permanent advancement of the professional work in football;
- Programming of development and advancement of the football game;
- Implementation of the health protection of football players;
- Realization of other tasks stipulated by the Law, or other regulations and acts of the Club.

Club executives are as follows:

1. Assembly of the Club;
2. President of the Club;
3. Board of Directors;
4. Secretary General;
5. Supervising Board

Professional team:

1. Sports manager;
2. First team coach

In the previous period, the Club had achieved the following results:Season 2010/2011, champions of the Division 2 of the Municipality Football Association Bijeljina,third place in fotsal, Winter League Bijeljina.Season 2011/2012 second place in Division 1 of the Municipaluty Football Association Bijeljina,and second place in fotsal, Winter League

Bijeljina. Season 2012/2013, champions of the first half of the Division 1 of the Municipality Football Association Bijeljina, quarter-finalists of the Red Start-Sport Cup.

Success achieved in sports field are results of heritage and diligent work on trainings, matches, as well as on exams and lessons.

Furthermore, for the exceptional success and promotion of the sports among the students, the Plaque of Honour of the University of Istočno Sarajevo is awarded to the Club. The Silver Badge of the Municipality Bijeljina is also awarded to the Club, for development of the sports and cultural life of the students and young people in Semberija.

3. Development of the clear vision and its transformation in a mission

The Vision

The Manager must be a person with a vision. Each successful manager has vision and inspiration and capability to transfer the same to the employees, and to motivate them to perform all assigned tasks with a success. **Vision** is a leading thought and start point in business developing. It is formulated in a written form and made for a longer period. All groups that have interest in successful operations of the company: consumers, suppliers, investors, creditors, employees and society are included in such project.

Becoming a leader in promotion of their healthy life on the Bosnia and Herzegovina market and the Republic of Srpska, realization cooperation with the Universities in the Region, as well as with the renowned, world well known universities.

The Mission

The Mission is a result of the vision as its logical continuation, and represents the category which must have a serious access on the beginning of the new investments. It is the start point for formulating of goals, policy and strategy of each new business undertaking. The Mission of the Company is a reason of its existing. Very often, the Mission is pronounced in a form of statement which transfers the message of purpose for its existing both to the employees and the consumers.

The Mission must be:

1. Compatible with the environment and aspiration of the main stakeholders;
2. Realistic in regard conformity with the business nature and resources of the Company;
3. Distinctive to be recognizable;
4. Inspirative;
5. Suitable for formulating goals and policy

Good student + good sportsman = good student!

The Goals

The Goals represent desired state which had to be achieved by the Organization, The goals should be challenging, but in same time reachable. Furthermore, they must be measurable by quantity, so that the Company could have control and follow its progress to the given goal.

The primary goal of the SFK „Akadamac-UIS“ Bijeljina is improvement of the quality of life of the students of the University of Istočno Sarajevo³

³Other goals are stated in the Chapter 2.

Internal analysis

Internal analysis represents evaluation of the internal environment, i.e. its potential strong and weak points. Factors of the internal analysis should be viewed in every single field of the organisation, as follows:

- Culture of the Organization
- Image of the Organization
- Organization structure
- Key personnel
- Access to the natural resources
- Operational efficiency
- Production capacity
- Famous Brandname
- Participation on the market
- Financial resources
- Exclusive contracts

Researching of the organisational capabilities, along with environment conditions, gives possibility to the managers to find out any advantage of the Organisation over the competence.

The results of the internal analysis at SFK „Akademac-UIS“ Bijeljina showed that The club has good and professional personnel requires for managing and organisation of business, along with well built image and culture of the organization. Furthermore, the Club is strongly supported by the Rector and other authorities of the University and the Faculty as the organizational units.

The infrastructure is a disadvantage in this part of organization. The Club has not own stadium, so organization of trainings and football matches on the School of the Agriculture Stadium, causing high costs.

External analysis

One possibility is introducing new product and services, thus realising profits through the sale. These possibilities can occur after changes in the external environment should happen. Many of these changes can even be threat for the market position.

The possibilities of the SFK „Akademac-UIS“ Bijeljina primarily...., since it is a unique students football club of Bosnia and Herzegovina and the Republic of Srpska, based on example of prestigious worldwide universities, which are existing in the developed countries.

A great problem is fact that we are living in the time of the great world crisis, so it is very hard to find a way for financing sports organizations, as well as free activities of the students.

The Implementation

All strategies are frequently given in form of general priorities. For an effective implementation, it is necessary to be transferred to a some kind of detailed policies, which should be understandable to the lower levels on different functions within the organization. This way is good because some practical issues which are not visible in the strategis plan, could be stressed. Such policies where the strategy is transferred are intended for different functional fields of the Company, as follows:

- Marketing
- Research and development
- Supplying
- Production
- Personnel function
- Informatics

Besides development, the policy for each functional field of the implementation phase comprises also identification of the resources demandes, as well as performing all necessary changes in the organisation.

In accordance with all above mentioned, the general solution is that the University Leagus'e should be organised in a near future. This League will be a base of the Students League of the Republic of Srpska. The college laegues existing in the developed countries, should be model of organisation.

The Control

Upon implementation, the control of results will be the next step. The result control will be done for measuring and evaluating if the plan moves in a proper way. It is supposed that this monitoring requests organization of the control system within the organization. All to do is to look at the given standards, to measure existing results, to take actions for successful business.

Since the Club follows the Vision and the Mission, thus becoming a good prometer of the University, dnd in same time realises its primary goal, along with good sport results and organization of the club, in regard of the field of control, it is suggested that maintenance and advancement of the actual state and spreading of the ideas should be done.

Conclusion

In the conditions of non-predictable movements on the market in the contemporary economy, the formulation of the detailed strategic plan of the organisation development is very significant. In this context, its function is to map out detailed plans for every one and possible marke situations.

With their market distorsions, the developing countries have a special need for this type of planing. In spite of such fact, in these countries, including Bosnia and Herzegovina, the orgnizations rarely create some business plans, more rarely strategic plans.

Reasons for such behaviour are often related to the scope of business and know-how necessary for implementation of all analyses requested for forming this plan. Bosnia and

Herzegovina, the Republic of Srpska and universities existing on these markets, all together doing to advance and make quality of students and young people better, have to develop and promote free time activities. Within these activities, students sports-cultural collectives should be formed. In addition to the above stated, organization of seminars for sport officers and professionals, with topic of making strategic development plans, should be organized. This should surely result in more predictable, more certain and more extensive management in the sports organizations in Bosnia and Herzegovina. It is assumed that a greater number of new formed clubs of such type will still exist in the second year of work.

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