

UNIVERSITY OF LJUBLJANA
FACULTY OF ECONOMICS

MASTER'S THESIS
**HOW TO SUCCESSFULLY MANAGE PEOPLE IN A SPORTS
ORGANIZATION: A MANAGERIAL PERSPECTIVE**

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AUTORSHIP STATEMENT

The undersigned Nikola Brković, a student at the University of Ljubljana, Faculty of Economics (hereafter: FELU), declare that I am the author of the master's thesis entitled How to successfully manage people in a sports organization: A managerial perspective, prepared under supervision of prof. dr. Vlado Dimovski.

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INTRODUCTION

Sometimes a need to define something simple as sport seems unnecessary, especially because everyone, or at least great number of us has sometimes in some part of our lives came in contact with sport, no matter whether that activity came through physical education, organized sport club, or just through simple game with your friends in your old street, neighborhood, or backyard. Well, there is not easy way to put it, but that is to some extent wrong standpoint. Like some other branches sport has evolved, a lot actually from its beginnings, especially in last three decades, and now like in any other industry there is a need for theoretical explanation of all that what follows the game itself, a science that will support practice.

Good explanation of sport and its core is coming from professor Loy (1968) who explained that sport has to have five different universal characteristics to be even considered as sport, those characteristics are following: sport has to be play like in nature, it has to involve some kind of competition, also another characteristics says that it needs to be based on physical prowess, sport has to involve some elements that include chance, strategy and skill, and finally to have unknown outcome (Loy, 1968).

Along with knowledge about sport, due to the necessity and sport diversification emerged new occupations, and one of them is occupation these days known as sport manager. Back in the days there was clear distinction between sport management and sport administration occupations, but today this boundary is not so clear.

Firstly, in order to understand sport management, management itself should be explained. Management has a lot of theories, but one of the most concise was given by Hersey and Blanchard (1988) which described management as “the process of working with and through individuals and groups to accomplish organizational goals” (Hersey & Blanchard, 1988, p. 3). Sport management, derived from management science is by some reputable authors defined as “any combination of skills related to planning, organizing, directing controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport and/or physical activity” (DeSensi, Kelley, Blanton, & Beitel, 1990, p. 33).

Taking everything aforesaid in account, and furtherly trying to understand sport management, there is a need for understanding main facilities and environment in which sport managers’ act - sport organizations. In order to understand sport organization, organization itself has to be explained, and then to build on that. Organization definition according to Barnard (1938) implies that organization is “a system of consciously coordinated activities or forces of two or more persons” (Barnard, 1938, p. 73). This definition has been used as cornerstone for other authors such Nahavandi and Malekzadeh (1998) who defined organization as combination of “two or more people who cooperate and coordinate their activities in a systematic manner to reach their goals” (Nahavandi & Malekzadeh, 1998, p. 3).

Including previous definitions and trying to define the purpose and thrive of this master's thesis, it can be said that main aspiration of this master's thesis is to examine and to explain sport organization, its way of functioning especially from a managerial point of view by including several managerial standpoints, going from the lowest to the highest possible. That includes all processes occurring in one sport organization such hiring, composition of strong collective, winning trophies and gaining success, which finally is main goal of every sport organization existing. Along with those issues, I want to include and explain diversity in today's modern sport organizations, how diversity influences the team and the organizational environment, and or does this diversity help organization to become better, and if diversity really does help sport organization in which way helps it specifically.

Twofold was my motivation for this master's thesis. First, my personal motivation, created and drafted from my experience in sport including my graduate studies in sport management, along with my working experience in sport industry in a position of football coach. Namely for one longer period of time, before my master's studies I worked as football (soccer) coach for children between 5 and 12 years of age and that was the key moment for me to realize that work with people, especially in sport branch is something very close to me, the occupation which occupies, drives, and inspires me. Second motivation, no less important type of motivation emerged from professional literature to which I have thoroughly studied, and which is related to the topic sport team management. There are books, magazines and articles available and related to leading and managing sport organizations, but simply I missed something more realistic, something more related and closer to sport field itself which gives insight into sport club operations directly. Due to that fact this master's thesis was brought to you, esteemed readers.

During writing of this master's thesis I want to answer on several main questions. Main research questions are:

- How diversity influence sport organizations, and does diverse organizations have advantage compared to more 'traditional' organizations?
- Which activities and processes are inevitable and should to be taken when composing successful sport team?
- How to manage people in sport organizations in today's sport business industry?

In addition to these research questions, during the writing process of this master's thesis new question will surely emerge and will be certainly incorporated in this research and future questionnaire. Questionnaire will be aligned with three main research questions and divided to three subgroups of questions, and in the same time it will including questions which are not directly related to the subgroups, but are still very important to the interview process itself.

In order to explain and examine main research questions, in first two chapters I will explain theoretical part regarding sport, sport organizations, and sport management including their

beginnings, importance, and role of sport and sport managers in today's modern era. After explanation of sport, sport management and its characteristics in chapter three will follow further explanation of human resource management (hereinafter: HRM), and its role in sport organizations. Through chapter three I will try to bring closer the need for new staff in sport organizations, processes such planning, recruitment, selection, professional orientation and training, all the way to performance appraisal, all in order to prepare you esteemed readers and to focus my attention to main research questions to which I will try to give answers in fourth chapter. After presentation of empirical evidence I will make some recommendation for the organizations and managers how they can improve process of management in sport organizations, and eventually will follow conclusion where I will summary all previously said in this master's thesis. Everything previously said will be done by leaning on the theoretical analysis which can be found in numerous scientific papers, reviews, magazines and books, as well as taking into account results obtained in our survey conducted in real life practice.

Research objectives of this master's thesis are to establish and confirm a pre-set theory, to show new findings in the field if possible, and to give new added values in selected research topic. Due to the design and topic of selected theme this master's thesis will be made of mainly qualitative research. Master's thesis will be composed from theoretical part, which will be supported by empirical evidence obtained through several interviews with representatives of different organizations selected.

Theoretical part will be composed from theoretical and analytical review of foreign and domestic professional literature. By literature I mean books, scientific papers, articles, journals and everything else that can help to this master's thesis, obtained both from domestic and foreign authors crucial for the topic discussed. Due to the nature of the sources and topic nature, I will mainly use descriptive approach for the explanation of some specific areas.

Considering the nature of this master's thesis and its subject, master's thesis itself will have to fulfill some general requirements which are both analytical, synthetic and systematical. Those requirements are generality, objectivity, systematic and reliability. Particularly used are method of analysis where it will be analyzed main part in details, following with method of specialization where everything individual and specific has to be understood in general, method of deduction where from pre-formed conclusions and findings deduction will be derived, and eventually method of synthesis where complex entities will be explained and understood through their individual pieces.

Everything aforesaid as well as master's thesis itself will be a product of my knowledge and my findings through undergraduate, as well as through master studies from the fields of management, sports management, economics and every other discipline relevant to this master's thesis in general. Of course, beside scientifically findings I will use practical knowledge gained through my job experience which daily routine and practice is closely related to the scientific field explored in this master's thesis.

1 SPORT AND SPORT MANAGEMENT - A GENERAL INTRODUCTION

1.1 The Nature of Sport

Just one word can sound different to different people. It depends from which angle they look at it, or in this case what it means to them when they hear it. It is the same thing with the word sport. Sport can represent to someone just a regular job or working environment, for someone else sport is pure fun or play, and for some completely another person sport is tool for promoting products, or services. Even though sport is enjoyable to watch or to practice, the definition of the term of sport in common day usage is somewhere in the fog, or better said stretched to its boundaries. Mostly it is because people in the first place think on the broad term when they talk about sport, namely they tend to equate pure play between children in school yard and some organized competition and to put it under one universal umbrella which then they call sport. In some cases that statement could be true, but in most of the cases it is wrong. But before everything, in order to understand the sport itself, we should to explain and define play itself. Play as a starting point from where everything about sport and sport science has started.

Peter Smith (1982) in his article in Behavioral and Brain Sciences magazine explains that “play primarily affords juveniles practice toward the exercise of later skills” (Smith, 1982, p. 166). If transferred to sports field it is noticeable that this explanation coincides with the fact that players are practicing and improving their skills, already from young ages by training and competing in little league systems.

Play has many characteristics, but some of the most important are that play is pleasant activity, spontaneous, voluntary, uncertain regarding outcome, inner motivated, and its goal is play by itself (Čokorilo, 1998). It is also free activity, play carries a certain amount of freedom, it is not ordinary activity, play is not ‘ordinary’ or ‘real’ life activity, but it represent some kind of provisional “sphere of activity with a disposition all of its own” (Huizinga, 1949, p. 8). Johan Huizinga (1949) a Dutch historian explained that by “summing up the formal characteristics of play we might call it a free activity standing quite consciously outside ‘ordinary’ life as being ‘not serious,’ but at the same time absorbing the player intensely and utterly. It is an activity connected with no material interest, and no profit can be gained by it. It proceeds within its own proper boundaries of time and space according to fixed rules and in an orderly manner. It promotes the formation of social groupings which tend to surround themselves with secrecy and to stress their difference from the common world by disguise or other means” (Huizinga, 1949, p. 13).

It can be seen that play has great influence in child developing and later growth. But what are the main benefits from play? According to several authors from Montana State University main benefits of play are gaining new knowledge, acquiring problem solving skills, developing self-confidence, allowing them to learn what is group and how to be part of it, learning them what

is discipline, helping them with decision-making skills, etc. Play is essential part of child growth and it is very important part where child is making grounds for future parent/child relation and for child personality in the future (Anderson-McNamee & Bailey, 2010).

After this extensive explanation of the term of play and its most important characteristics, it is time to make some digression and to signify the importance of the fact that two terms called play and sport are different terms. Crucial difference between these two terms lies in the fact that sport has as a first and basic goal result, which is completely different from play, namely play doesn't have any goal beside itself. Also it should be taken into an account that person who wants to become an athlete has to train really hard in order to think of becoming athlete in the first place, and this fact confirm the first thesis about result which is primary sport goal, and therefore it can be found clear distinction between these terms of sport and play (Koković, 2000). Roger Caillois (2001) a French sociologist is even more precise about this. In his work *Man, Play and Games* he is suggesting that the term of play is in question right now, because key elements like freedom, attraction and joy are in question. Reason for that lies in the fact that different athletes as boxers, cyclists and horse riders who are making their living by engaging professional sport have other things on their mind beside play itself, such earning, salaries, etc. and therefore they are not just players, but people of occupation, and when they play it is clear that they are doing it not for fun, but as a profession (Caillois, 2001).

Sport itself has developed from simple play, which implies its name. Word sport is derivate from Late Middle English word *disport* which has roots in Old French in word *desporter* where *des* means away, and *porter* is derivate from Latin and means carry (Čokorilo, 1998). Some element of sport can be found among primitive people where it was part of daily surviving routine, but real importance of sport and organized sport came with ancient Greeks where sport became tool for gaining glory, and good path to be recognized among society. Sports disciplines and competitions like pentathlon or gymnastic became good tool for gaining military technical and tactical skills, and others such Olympic Games held in Zeus honor were good means to amuse people. Modern days sport started to develop and gained more importance during nineteenth century when English ruling class saw opportunity to spread their influence among people through sport. During that time some of the practiced games became more popular and became widely recognized as sport disciplines (Čokorilo, 1998). English sociologist and author Graham Scambler (2005) goes even deeper and explains that English model of sport during that time was pragmatic and soon spread to all Western countries, and due to English presence in almost whole world through their colonies soon in the whole world. It is also connected to the fact that England during 1880's was already highly industrialized country and because of that had leading role in developed world so the standards which they promoted in sport didn't differentiate from other models of lifestyle which they introduced to the world (Scambler, 2005).

When talking about something simple as sport sometimes definition can feels unnecessary, especially because everyone or at least great number of us has sometimes, in some part of our

lives came in contact with sport. But like some other branches, sport has evolved a lot from its beginnings, especially in last two or three decades, and now like in any other industry there is a need for theoretical explanation, a science that will support practice.

Father of the modern Olympic Games Baron Pierre de Coubertin describes sport as “the habitual and voluntary cultivation of intensive physical effort” (de Coubertin, 2016). Council of Europe and Committee of Ministers defines sport as “all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels” (Council of Europe Committee of Ministers, 2001).

Professor John Loy (1968) explained that sport has to have five different universal characteristics to be even considered as sport: sport has to have possibility to be played in nature, it has to involve some kind of competition, also another characteristics says that it needs to be based on physical heroism, sport has to include chance, strategy and skill, and finally to have an unknown outcome (Loy, 1968, p. 1). Harold VanderZwaag (1998) on the other hand defines sport as “a competitive physical activity, utilizing special equipment and facilities, with unique dimensions of time and space, in which the quest for records is high of significance” (VanderZwaag, 1998, p. 3). Local author, author of several books about physical education and professor at the Belgrade University Leskošek Janko (1976) describes sport as a kind of physical education which is characterized by diversity of experience based on enriched struggle which man has developed in order to become a better and healthier with the constant striving to overcome the results achieved (Leskošek, 1976).

After so detailed and extensive definitions of the term of sport it is somewhere expected that sport isn't only simple game or competition. It is more likely that sport represents complicated phenomenon that has several dimensions and aspects beyond competition itself. From a sociologic point of view sport have numerous ‘background’ aspects such as economic, cultural, political, anthropological, legal, ethical, historic, medical, biological, technical, and pedagogical aspect (Koković, 2000). Sport can be also classified or divided in several categories by level of competition or stage where sport event are held. There is several differentiation of sport by its categories. It can be differentiated into three categories - recreational sport, elite sport, and school sport as category for itself. (Leskošek, 1976). Another differentiation retrieved from Polič (1980) adds another dimension to this differentiation and explain that sport can be mass, elite and professional (Polič, 1980).

As known and witnessed every day, modern sport is very powerful tool for achieving goals. Sometimes that goals can be right, sometimes they can be wrong. Maybe the most inspiring definition of sport, or at least direction where modern day sport should head, gave Nelson Mandela at the first held Laureus World Sports Awards night in Monaco. He said that “sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create

hope where once there was only despair. It is more powerful than government in breaking down racial barriers” (Mandela, 2000).

1.2 The Nature and Development of Sport Business Industry

After brief introduction to sport, and specifying its numerous definitions situation with the nature of sport industry is almost identical. There are several definitions of nature and domain of the sport business industry which describes and gives insight to depth of sport industry.

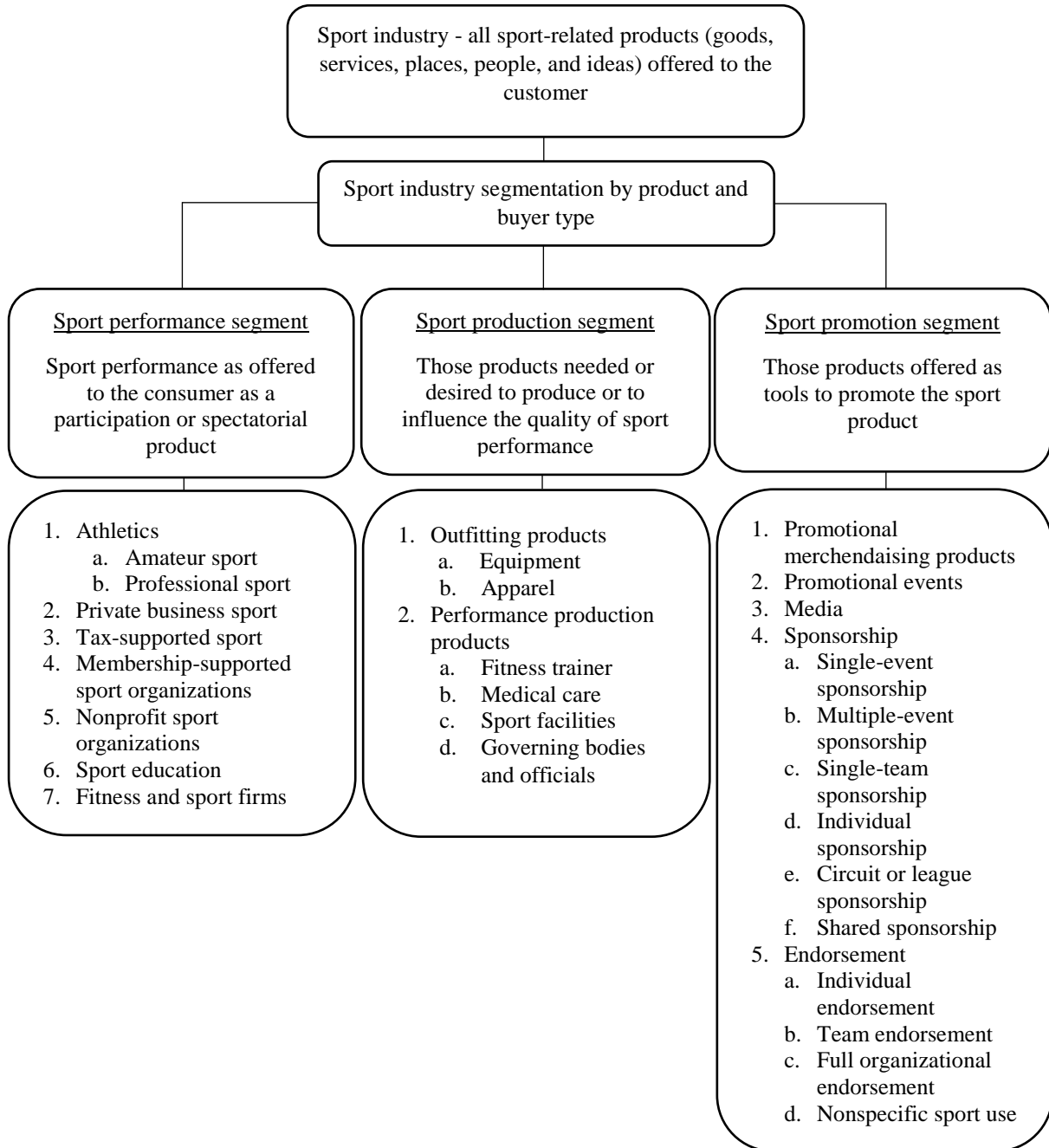
Harold VanderZwaag (1998) describes sixteen surround where sport business environment occurs. Those are school programs, professional sport, amateur sport organizations, arenas and stadiums, community recreation sport programs, private club sport, commercialized sport objects, sport programs in social agencies, sport media, industry of sporting products and goods, corporate sponsors, industrial sport programs, military sport programs, sport marketing and consulting companies, development programs for sport (VanderZwaag, 1998).

For decision makers in this branch the knowledge of various opportunities which consumers have is of a great importance, and differentiation on types of sports activities in the sport industry allow them to precisely place their products to right groups of customers. Pitts and Stotlar (2002) noticed that in the last two or three decades, beside traditional sports such as football, handball, ice hockey, skiing, boxing, tennis, etc. emerged various number of ‘unconventional’ sports such as snow kayaking, ice surfing, ice climbing, beach volleyball, X-games, etc. That led to the fact that more sport activities became available to different groups of consumers and in the same time this process increased number of possibilities for sport managers to be more educated and competent in this field, and sport industry in general to become more present in globalization process (Pitts & Stotlar, 2002).

In Figure 1 we can see another approach to sport industry explanation which is product type model developed by Pitts, Fielding and Miller (Pitts, Fielding, & Miller, 1994). This model differs types of products distributed by organizations among them. According to the authors marketers benefit the most from this model of industry segmentation because regarding the segment they want to ‘attack’ they can choose what kind of marketing strategy they will use to address it using their knowledge of sport product segments. As we can see in the Figure 1 there are three segments of sport business industry, sport performance, sport production, and sport promotion segment. Sport performance segment allows consumers both to watch or to take part in sport activities, and the best represents of this segment are gyms, sport camps, school athletics, etc. Sport production segment allows consumers to improve their sport performances by using specific products or services, and it is comprised of tennis balls, football boots, sports medicine clinics, the International Olympic Committee, etc. Sport promotion segment as a third segment utilize tools to promote and enhance sport products where sponsorship plays big role. It is consisted of products and services such official t-shirts, giveaways, media, both printed

and broadcasted as well as internet, and endorsement whether this is from teams or individuals (Pitts, Fielding, & Miller, 1994).

Figure 1. The sport industry segment model



Source: B.G. Pitts, L.W. Fielding, & L.K. Miller, *Industry Segmentation Theory and the Sport Industry: Developing a Sport Industry Segment Model*, 1994, p. 18.

After introduction and explanation of the nature of sport industry something has to be said about early development of sport business industry. As almost everything related to management and marketing field, so the commercialization of sport also came from United States of America (hereinafter: USA). In the early 1870's several factors came together allowing to set grounds for future sport industry as we know it today. Talking about factors, I refer on factors such

technology improvement (development of railway transport and telegraph), growth of urban population, modernization and improvement of sport skills, and maybe one of the most important factors decision to execution process, namely during that decade several experts and entrepreneurs with the knowledge in sport industry decided to take chance and to try to commercialize sport and make it profitable industry (Fielding & Pitts, 2003).

Because baseball during that time was the most popular sport, in the 1871 several professional players formed the National Association of Professional Base Ball Players (hereinafter: NAPBBP). It was done because (and the history will repeat several times in other cases of professional sport clubs and players) came to argument with their parent organization the National Association of Amateur Base Ball Players (hereinafter: NAABBP) prohibited them to use pay - to - play system, a system where clubs have to play the player in order for him to play for the club. After ban that lead to big quarrel between representatives of two fractions where eventually, and history has shown NAPBBP won. This misunderstanding between two organizations wasn't only important thing that happened to baseball. Another important event occurred in 1862 when businessman from Brooklyn William E. Cammeyer decided to completely change the game and its surrounding, by designing field for play from scratch, installing player's benches, adding spectator seats, start to charging tickets for games, and opening commercial content in the form of clubhouse and saloon within the new formed stadium (Seymour, 1960).

Beside sport professionalization another example of sport commercialization in the late two decades of nineteenth century is big production expansion of sporting equipment. Companies such Draper & Maynard (manufacturers of men's gloves), Weed Sewing Machine Company (bicycle production), B.F. Goodrich (golf balls production), Narragansett Machine Company (gymnastic equipment production) and many others are good example how the sport industry started to grow from small to what we know today. Not every company was started in the USA, Slazenger along with Bancroft for example moved from United Kingdom to the USA in order to produce tennis racquets (Fielding & Pitts, 2003). One of the most popular and famous companies from that time, who is still active today as a premium retailer and supplier of several leagues, players, and different teams from club to national level is A.G. Spalding & Brothers. The most prominent beneficiaries sponsored by Spalding sport equipment are United States (hereinafter: US) National Basketball Association (hereinafter: NBA), Euroleague, Slovenia national basketball team, Harlem Globetrotters, American football Arena Football League (hereinafter: AFL), DeMar DeRozan, Paul Pierce, etc. Spalding managed to succeed due to the development of four key factors - vertical integration, diversification, contemporary management system development, utilizing promotional skills of Albert Spalding. Vertical integration meant expansion of wholesale and production centers to the other sides of the country, beside their hometown Chicago, which allowed them to have control on their retail prices. Diversification meant that beside baseball equipment which was first in their product range Spalding started to produce equipment for every sport out there satisfying wide range of customers. Management system development meant that Spalding from its beginnings became

decentralized company by having two headquarters, one for East in New York, and one for the West in Chicago. Beside that each of this divisions had subdivisions for retail, wholesale, and manufacturing. Utilizing promotional skills of the founder meant that Spalding company donated variety of trophies for the competitions and tournaments, they were teaching local people how to organize tournaments, they insisted on a fact that they are official distributor and supplier of certain events and leagues such baseball league, etc. (Fielding & Pitts, 2003).

After that start one major change happened in the 1917, when the most famous baseball player of all times George Herman Ruth, better known for his nickname Babe Ruth introduced the category of personal sponsorship with the company who manufactured baseball bats. Maybe it wasn't so new idea, but it was the biggest sign because Ruth's legendary status and for what he represented during that time. He signed personal contract with the bats producer Hillerich & Bradsby worth \$100 plus a set of golf clubs where he allowed them to use his signature on special Louisville Slugger series of bats for aforementioned amount (Fielding & Pitts, 2003).

After some good and bad decades turnover in the sport industry happened in the 1930's with the introduction of completely new technology, something that will change the sport and the world irreversible and imminently. Of course I am referring to television (hereinafter: TV). Biggest competition of world athletes, the Olympic Games held 1936 in Berlin were first sport event with around 150 000 spectators able to watch TV program broadcasted (Guttman, 1997). BBC broadcasted boat race between Oxford and Cambridge also in the year of 1936. First event broadcasted in the US was baseball game between Columbia and Princeton in the year 1939 (Powers, 1984). In the beginning there were some serious doubt and controversies regarding TV broadcasting, namely because team owners were afraid that people will not come anymore to the stadiums to watch their team plays, but they will rather prefer to stay at home to watch the game in the comfort of their own home, which would leave team without ticket fee charged, and other income, but all of that proved to be unfounded fear (Guttman, 1997). Nowadays TV evolved into a full-time broadcasting machine, almost every country in the world, from third world countries to developed countries have at least one sport dedicated TV station, and some countries like USA have numerous of them. In Slovenia currently, there are two main and several other sport broadcasting houses with more than ten channels combined, who are broadcasting only and exclusively sport contents, plus there are televisions with national coverage who are broadcasting some of the events of national interest, such games of national team in various sport, major Champions League matches, etc.

Commercialization took forward after the Second World War when Bill Veeck took over the Cleveland Indians, the team who couldn't boast with great attendance until that time because they were third lowest attendance team in the whole league (Quirk & Fort, 1992). The biggest innovation was that Veeck immediately introduced was when he noticed that only 20% of visitors are baseball fans, and directly interested to the game itself, and majority of 80% are interested in some kind of entertainment, not baseball exclusively (Veeck, 1965). In order to be different and to introduce some entertainment to the crowd he presented fireworks after every

game, included baby-sitting in club's offer, started innovative bat day where children brought their parents, friends, and relatives to the stadium, etc. All of that gave results in the 1948 (which remain their second and last title until today) when Cleveland Indians became champions with the record home attendance of 2,620,627 people in total (Quirk & Fort, 1992).

One of the biggest events for sport commercialization and for modern sport in global has happened in the 1980's when Nike decided to sign prosperous athlete under the name Michael Jordan. This third draft pick has been selected by Chicago Bulls in the 1984 and that was decision which changed NBA and world of basketball and sport for good. Official NBA website is claiming that "by acclamation, Michael Jordan is the greatest basketball player of all time" (NBA Encyclopedia Edition, 2016). So Jordan signature didn't just change Chicago basketball ambitions, it has changed industry of sport also. Jordan until that time has worn Converse and Adidas shoes, but after the signature with the Bulls Nike approached him, and that in my personal opinion has shown as the best move that Nike has ever done. Nike paid Jordan \$1M for promotion of his first shoe under the name of Air Jordan, and the rest is history (Wetzel & Yaeger, 2000). In promotion of his brand also helped Jordan's ability to play with ease, together with the fact that he was almost unstoppable on the court, including legendary game against Celtics in the playoffs 1986 when Larry Bird said after the game "God disguised as Michael Jordan" after Jordan's 63 points, Jordan's victory at NBA Slam Dunk competition 1987 when he dunked from free throw line, etc. (NBA Encyclopedia Edition, 2016). In addition to on court success, off court success has grown, especially after Spike Lee's commercials, and various Nike commercials where Jordan established himself as unique basketball player with great sense how to present and behave himself on and off court (Halberstam, 2000; Denzin, 2001).

Jordan has opened doors and created a new era for the athletes, where he has shown that there is no limits to commercialization possibilities in today's sport. After him came bunch of NBA players such Kobe Bryant, LeBron James, Kevin Durant, Stephen Curry, etc. who all have their own line of sports shoes and appeal, along with other contracts from drinks to airline companies. Beside NBA players, numerous of sport persons have their own contracts with companies who supports them, some of the most famous athlete promoters are football players Cristiano Ronaldo, Lionel Messi, Neymar, Zlatan Ibrahimović, along with tennis players such Novak Đoković, Roger Federer, Rafael Nadal, golf player Tiger Woods, etc. (Total Sportek, 2016).

The sport sponsorship has taken enormous momentum in the past three decades. Corporations saw sport as great tool for finding new customers for their products or services, or even to promote themselves in a different way (Pitts & Stotlar, 2002). From Babe Ruth's bat contract, to today's Cristiano Ronaldo's or some other elite athlete contract, sport endorsement has change a lot in the last century, mostly in term of the amount of the contract or the object that sport person advertises, but at the end the principle is the same. Commercialization of sport on a higher level is imminent thing and the boundaries have been reset every year, and with the current globalization process it seems that this process is even more pronounced.

1.3 Sport Management Aspects and Competencies

Along with the development sport industry, which came from modest beginnings to development in today's form, emerged the need for trained and educated staff who will carry and enhance this change. First one to notice that there is need for educated personnel was Walter O'Malley president and owner of Brooklyn Dodgers, today Los Angeles Dodgers. Namely he wrote to the Ohio University president Dr. James Mason saying "I ask the question, where would one go to find a person who by virtue of education had been trained to administer a marina, race track, ski resort, auditorium, stadium, theatre, convention or exhibition hall, a public camp complex, or a person to fill an executive position at a team or league level in junior athletics such as Little League baseball, football, scouting, Catholic Youth Organization (hereinafter: CYO), and youth activities, etc." (Mason, Higgins, & Wilkinson, 1981, p. 44). The answer to this letter was the launch of new sport administration program by the Ohio University in 1966, which couple years later became accepted by numerous Universities in the whole US, and later eventually this new program spread to the whole world (Parks & Olafson, 1987). In the year 2014 there were over 425 sport management programs across world's universities and higher educational institutions which number is increasing yearly (Pedersen & Thibault, 2014).

By being fairly young science, sport management is representing still a field of exploration for researchers, but also being young science it is somewhere interesting because the legacy, history and 'weight' of sport management science is developing right in front of our eyes. Brenda Pitts in 2001 named only sixteen journals dedicated to sport management, and today's number is much bigger being in 2014 somewhere over thirty publications related only to sport management, it is clear that this field of science is still emerging with great growth potential in coming decades (Pitts, 2001; North American Society for Sport Management, 2014). Closer look at the cornerstone organizations such North American Society for Sport Management (hereinafter: NASSM), European Association for Sport Management (hereinafter: EASM), and World Association of Sport Management (hereinafter: WASM) established in 2012 we can see that those organizations are also fairly young, NASSM being just over 30 years old founded in 1985, and EASM just over 25 founded in 1993.

Sport management is by some reputable authors defined as "any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport and/or physical activity" (DeSensi, Kelley, Blanton, & Beitel, 1990, p. 33).

Sport management is somewhere similar to other business fields, but in the same time it is distinct by four aspects or categories. The process of process of finding and describing aspects ran in stages, Mullin (1981) described three aspects, and fourth was added by Parks and Quarterman (2003). The main four aspects of sport management are: sport marketing, sport enterprise financial structures, sport industry career paths, and sport as a social institution (Parks & Quarterman, 2003, p. 12).

Sport marketing because of the sport uniqueness. Sport is only field where there is no 100% guarantee that the final product will satisfy the customer because of the unknown final result. Funding of sport industry is structured different also from the rest of enterprises. Rest of firms are selling their products like shoes, beverages, or transportation vehicles, but if we are not counting sport products, sport industry is earning in many different ways, from collecting competition and prize money to simple selling parking spot in front of the arenas. Career in sport industry has some patterns, and there is difference to some other industries. In this industry we can see some kind of 'extended career' where successful player becomes coach, and after that episode decides to become sport executive, or sport director within a club, etc. Best examples could be Sir Alex Ferguson, Pat Riley, or Phil Jackson. The contributing factor to this model is the fact that sport is not 'democratic', it is semi-closed society where beside knowledge and skills, connections play big role in employment and promotion. Due to nowadays organizational culture change, there is increase of percentage of people from underrepresented groups among sport industry professionals, which leads to more diverse working environments among sport organizations that ever before. "Sport as a means to promote education, health, development and peace" (United Nations, 2004). That was a resolution from United Nation's General Assembly which on the best way describe sport influence on social environment in counties across globe. With the amount of representation which sport has these days in daily newspapers, magazines, on TV, and on the internet, sport can easily tailor the course of daily life and to indicate the focus and crisis situations when it is necessary to involve the general public. Because of this social element of sport enterprise, sport needs managers who are ready to deal with the crisis situations required from them due to the position of spot as a universal social tools (Parks & Quarterman, 2003; Pedersen & Thibault, 2014).

Beside sport management aspects, there are also several sport management competencies. Sport management competencies are during the most of the time unchangeable, and they have been universal, but competencies are also subject to change (Danylchuk & Boucher, 2003). Classic competencies which are required for assignments like budgeting and coordinating in today's world being followed with the 'modern' requirements who are setting focus on social networks and different types of communication, requiring from managers to be able to communicate and work in current multicultural and ever-changing world. Leadership skills and skills of critical thinking are highly required managerial skills in today's fast-changing business environment (Pedersen & Thibault, 2014).

List of tasks shown in the Figure 2 are the tasks required from sport managers, they are essential for managers who wants to perform in a successful way, and highly anticipated from candidates for sport management position. This knowledge listed in the figure is transferable, it can be learned and adopted in a moderate fast way and it is not limited to only one sport organization, so there is little difference whether sport managers are employed in sport association or some sport club, the required knowledge and skill is universal (Parks & Quarterman, 2003; Pedersen & Thibault, 2014).

Figure 2. Sport management task clusters



Source: J.B. Parks & J. Quarterman, *Contemporary Sport Management*, 2003, p. 15.

General sport management tasks are universal and they are highlighted in the central figure of the Figure 2. From five main sport manager tasks emerge two main types of responsibilities which every sport manager has - organization and information management. For executing listed tasks in the organizational part of the Figure 2 the most important characteristics and requirements are leadership and management skills. Exactly this two type of skills are required because sport managers need to delegate assignments and manage people and tasks in a right manner, no matter whether it comes to professional sports clubs or regional competition of amateurs. On the other side of the figure, main requirements for successful execution of the informational tasks are written and communicational skills. This two skills are required because sport events are followed by marketing, press conferences, public relation, social media communication, creation and updating web contents, etc. (Pedersen & Thibault, 2014).

Critical thinking skills is another competency required from modern day’s sport managers. Even from student days critical thinking is something desired, and professor at the University of Louisville, Daniel Mahoney (2008) defined critical thinking among students and its consequences as necessity, and she is saying that “students who have strong critical thinking skills, high levels of quantitative literacy, decision-making skills, and good written and oral communication skills will be able to succeed in almost any job that they choose” (Mahony, 2008, p. 8). This explanation of critical thinking among students gets more and more value during the time, especially as the students finish their studies and become working professionals where their critical thinking is extremely needed and of a great importance during some situations which are requiring to be analyzed from a different perspective. According to Robert Ennis (1998) desired or excellent critical have three common virtues. Of a great importance for good critical thinker is that their beliefs and decisions are legitimate and justified, that representation of their position is from a sincere point of view, and thirdly that they value people in a right and honest way, and they are taking care about every employee dignity and needs (Ennis, 1998).

Beside this there are other themes to be considered regarding sport managers role in modern day world. Topics such ethics and responsibility, globalization process, technology, etc. When talking ethics, beside brighter side of sport which includes medals, success, trophies, records, etc. it has to be mentioned darker side of sport too, represented in affairs such doping, results fixing, and other illegal activities conducted worldwide. Sport managers have to be able to address this darker side in a right manner by organizing and promoting activities useful for the whole community such charity and community work, promoting and organizing activities for healthier lifestyle, to increase worry about human well-being, and in the same time to work together on common goal to remove all those undesirable phenomenon's in sport (Pedersen & Thibault, 2014).

Talking about sport globalization there is a need to think outside of box for the moment, and start to cherish all the benefits that sport brings us on global level, where sport is used to address and influence all the common interests, especially in the field of breaking sensitive boundaries as religious, national, anti-immigrant, inclusion in the society, etc. Regarding technology development and its influence on sport and sport managers occupation, there is much more beside today ever present social networks, smart devices, or the big screens that adorn many sports arenas. There is also that part of modern technologies which includes innovations in training technique, sports equipment including jerseys, helmets, shoes, and all other equipment without modern day sports couldn't be imagined, and not to be forgotten in very important aspect, in medical innovations without modern day athletes would not be able to recuperate and recover so quickly from everyday efforts and injuries (Pedersen & Thibault, 2014).

2 SPORT ORGANIZATION AS MAIN FOCUS OF INTEREST

2.1 Introduction to Sport Organizations

In order to explain and describe the way of functioning of sport organizations, in the first place there is a need to explain organizations in general, which are representing the cornerstone for sport organizations, along with all characteristics, specifics, structure and strategy of sport organizations itself, as well as the factors who are surrounding sport organizations while in the same time influencing their formation, behavior, changes and modification during the time.

Richard Daft (2010) describes organizations as “social entities that are goal-directed, are designed as deliberately structured and coordinated activity systems, and are linked the external environment” (Daft, Murphy, & Willmott, 2010, p. 10). Another definition of organization is retrieved from an author who wrote a book which influenced public administration the most during the twentieth century, Chester I. Barnard (1938) where he says that organization is “a system of consciously coordinated activities or forces of two or more persons” (Barnard, 1938, p. 73). Nahavandi and Malekzadeh (1998) briefly and concisely define organization as group of “two or more people who cooperate and coordinate their activities in a systematic manner to reach their goals” (Nahavandi & Malekzadeh, 1998, p. 3).

Regarding types, there are many types and categories of organizations, such as government and nongovernment organizations, humanitarian, sport organizations etc. Perhaps one of the most important classifications of organizations by type is classification on for-profit business and non-profit organizations. Distinction lies in the fact that in for-profit business organizations managers and leaders' acts and thoughts are directed toward producing some kind of goods or services in order to make financial benefit for the organization and its stockholders, but on the other hand in nonprofit organizations managers and leaders are occupied by the fact that they have to collect resources and funds from different sources in order to finance their various activities (Daft, Murphy, & Willmott, 2010).

After this set of definitions and explanation of organization and its types it is clear and it is evident that every one of the aforementioned definitions have several factors in common. Five to be precise. In all definitions organizations are consisted of at least two or more people, they are goal orientated, they have clear structure, there is a coordination between sectors, and boundaries are clearly marked (Quarterman, 2003).

Taking everything into account and thinking logically, sport organizations are essentially organizations as its name says, and I will try to show that there is no major difference between sport organization and 'regular' one. Professor Slack (1997) modified Daft's organization definition previously cited in the text, explaining that "a sport organization is a social entity involved in the sport industry; it is goal-directed, with consciously structured activity system and relatively identifiable boundary" (Slack, 1997, p. 5). Sport organization defined by Parks and Quarterman (2003) says that sport organization is "a deliberately structured and coordinated system of individuals and groups with special skills and talents in the sport industry working together to achieve common set of goals" (Quarterman, 2003, p. 150).

Talking about individual components of this definition, deliberate structure implies that all the resources within the organization should be organized utilized in a logical and methodical way, all in order to reduce waste of resources, and in order to increase the efficiency of one sport organization. Regarding sport organization deliberate coordination, it is important to establish it, because when there is some kind of coordination between sectors within the organization, it is more likely that sport organization would maximize its performance. Set of individuals and groups among sport organization is definition element that describes all people employed by the organization who are representing the core and the driving force of organization itself, its main resource, and who in their communication and interaction giving life to the organization. Special skills are addition to the previous human element, namely employees selected for their skills and knowledge's are helping sport organization to reach all the goals by utilizing their special skills and knowledge's. Goal orientation as last highlight of this definition represent sport organization aspiration toward some goal, whether that goal is sport success of whole group (team), or one player (Quarterman, 2003).

After this thorough explanation of sport organization, and looking back to organization definition, simple comparison of definitions is saying that previous premise that there is no bigger difference between organization definitions and now sport organization definitions is indeed correct, there is just small differentiation between them, just because of the specificity and definiteness of sport organization primary focus of interest. Also it is very important to note that every, and by every I mean on both, 'regular' and sport organizations who are no exception to this rule, both have to be prepared to learn and develop and learn themselves constantly, they have to find a way to learn quicker and in a more efficient manner than their competition, shortly said they need to become learning organizations, while in the same time to choose capable leaders, authentic leaders, with a broader view of the world who will help organization to grow and during that time who will enhance the learning process (Dimovski, et al., 2013).

Just like every human individual, so the sport organizations have goals. Of course, goals for amateur and professional organizations cannot be the same, but the principle is. Sport clubs goals are usually similar and predictable, going from growing their own players, making profit, to the most important - winning trophies. Effectiveness is closely related to goals. If sport organization set some set of goals, and reach it successfully people will say – it is clearly effective performance from them, and *vice versa* if the organization don't reach goals, then it is ineffective organization. So, why I mentioned other goals next to winning trophies? Let's look on fresh example. Juventus F.C. recently sold a player, Paul Pogba, for record fee ever in history of football 105 million euros. Did they do it because they have gone mad, and decided to say goodbye to the title even before Italian championship even started? Well as you predict, the answer is no. Juventus F.C. didn't sell Paul Pogba after winning four consecutive Serie A (Italian championships) because they have decided to give up on the title in the new season, no, they did it because profit that they gained by selling the player was enough for them to rebuild the team and instead of one player, bring couple of them who are going to bring them something that they didn't had before, another dimension to their existing style of play, and very important fact, players who are not lower in quality as the player whom they sold. So in this example the goal was financial profit and providing more options for the playing style, and it can be said now when the season is coming to an end that the goal was executed effectively and successfully (Slack, 1997). Organizational goals are the riverbed that prevents a sport organization to disemboque, this set of goals help the organization to keep focus on its purpose of existence, and in the same time they are giving insight to managers and employees how to behave when it comes to work evaluation, decision making, uncertainty reduction, motivation and guidance of staff, organizational legitimacy (Daft, 1989; Slack, 1997). There are variety of different types of goals in sport organization. Goals can be official - contributor to the community while in the same time serves as a generator of fun, operative - income generators, operational - reaching certain amount of tickets sold, nonoperational – maintaining and increasing return on investment (hereinafter: ROI) for stockholders, short term - building wining strike in crucial part of season, long term - winning the championship, department - maintaining clean sheet in couple of games (Slack, 1997, p. 21).

Being in the same time similar, sport organizations are also different, sometimes very much. Having similar organizational structure, having almost the same set of goals, competing in the same branch, operating in the similar environment it adds more reason not to believe that the design of sport organization in same industry is different, but it is, and because of that there is a need for classification. One of the most important and famous organizations classification, or typologies is Henry Mintzberg's typology, or Mintzberg's approach. This model is very interesting because Mintzberg noted that combination of one dominating type of coordination and one dominating part of organization creates one design type (configuration). Firstly Mintzberg (1979) identified five different parts of organization - "the operating core, the strategic apex, the middle line, the technostructure, and the support staff" (Mintzberg, 1979, p. 19). Henry Mintzberg (1979) also identified five types of coordination mechanisms among organizations - "mutual adjustment, direct supervision, standardization of work processes, standardization of work outputs, and standardization of worker skills" (Mintzberg, 1979, p. 3). As aforesaid combination of this factors are giving five different design types of organization, and those are the simple structure, the machine bureaucracy, the professional bureaucracy, the divisionalized form, and adhocracy (Mintzberg, 1979, p. 301).

Table 1. Mintzberg's typology, or Mintzberg's approach

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
Simple Structure	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine Bureaucracy	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional Bureaucracy	Standardization of skills	Operating core	Vertical and horizontal decentralization
Divisionalized Form	Standardization of outputs	Middle line	Limited vertical decentralization
Adhocracy	Mutual adjustment	Support staff	Selective decentralization

Source: H. Mintzberg, *The Structuring of Organizations*, 1979, p. 301.

Of course in the Mintzberg's table of design, organizations are presented in 'sterile' conditions, and it is known that this is not always possible in real life, but also it is important to notice that presented Mintzberg typology give valuable insight to managers in sport organizations design, and what decision and reactions managers can expect and anticipate in important situations.

Regarding size, sport organizations are not the same. There are many differences between them. If we just briefly compare two organizations, let's say one small, such some football club from

Sunday league, and one big such Real Madrid C.F. Everyone can unequivocally agree and say that they are different, in fact very different, even though it is the same sport. They are different in organizational approach, problems, structure, types of operations, etc. Searching for way of categorization, there is many ways to categorize organizations, from number of employees to fan base and annual income (Amis & O'Brien, 2001). One of the clearest and concise organization differentiations by size gave John Kimberly (1976) where he explained that there are four aspects of organizational size: the physical capacity of an organization, the personnel available to an organization, organizational inputs or outputs, and discretionary resources available to an organization (Kimberly, 1976, p. 587).

Under the term of physical capacity in the case of sport organization can be considered number and size of sport object, stadium, or arena, and how many people can this object accept during the game. This factor can make a clear, and in the majority of cases correct distinction between smaller and bigger organization. Second factor, personnel available to an organization represents the number of people employed in the organization itself, or the number of members of one organization. Good example of organization's members are Spanish giants, Real Madrid C.F. and FC Barcelona with their system of club ownership through membership known as *socios* (members) who are actively included in club's everyday functioning and they are forming assembly of delegates which is the highest club's governing body and which elects club president (Sloane, 2006; Srivastava, 2015). Of course bigger organizations have more members and employees than the smaller ones. Third factor, organizational inputs or outputs could represent power of the club to generate and collect certain amount of financial funds at a given time. Here analogy is clear, bigger clubs can generate more funds in the same time than smaller organizations. Fourth factor, discretionary resources which are available to an organization can represent amount of financial funds available to one sport organization, as well as all other material funds. Smaller sport organizations have less money on their disposal, and *vice versa*. (Amis & O'Brien, 2001).

With the size comes complexity. At least most of the literature and authors agree upon fact that bigger organizations have more complex structure than smaller ones (Mintzberg, 1979). Increment of size, or simply organization growth is leading to increment of specialization within one, so there is a need for professional management who will follow this specialization. Also, when organizations gets bigger, diversification is the process that follows - the Union of European Football Associations (hereinafter: UEFA) Champions League lead to UEFA Women's Champions League, and this also required professional management. Formalization of processes is response to problems of control and coordination within one organization, where formalization though its methods is used for integration of the organization's functions. It should be noted also that formalization is characteristic to organizations with a lot of untrained working force, especially among low educated (and paid) workers in some sport equipment brands subsidiaries, but among high skilled working force, among physicians in sport clubs for example, formalization is on very low level (Amis & O'Brien, 2001).

Like every other organization, sport organization is working in environment that changes and it is influenced by the number of factors and variables. Sport organizations specifically are working in two environmental surroundings, a general environment and a task environment. Factors regarded as general environment have impact and are those who do not have direct influence on sport organization, but their actions can change complete environment in the whole sporting industry. There are seven factors regarded as general environmental factors, and those are economic, sociocultural, legal, ecological, technological, political and demographic factors. Factors regarded as task environment, unlike the general environment factors can influence directly sport organization in reaching its goals. There are five factors regarded as task environment factors and those are suppliers, legislative agencies, athletes' groups, competitors and customers/members/fans factors (Slack, 1997).

Beside factors who are influencing sport organizations, sport organizations are facing with some kind of uncertainty factor. Uncertainty is a big issue to deal with, and sport organizations have their approaches to it. In a response how to deal with this various uncertainties Richard Daft (2010) closely discloses and explains that "environmental uncertainty represents an important contingency for organization structure and internal behaviors" (Daft, Murphy, & Willmott, 2010, p. 150). The tools and techniques appropriate for reaction to such uncertainties and changes can be divide into two groups. One group is motivated internally, and those tools are considered as "internally directed actions to control environmental uncertainty by making changes to the structure and processes of an organization" (Slack, 1997, p. 140). Internally directed techniques are buffering, boundary spanners, smoothing, and rationing. Second group of tools is motivated externally, they are organization's response and reaction to all changes in organization's general environment during the process of sport organization's communication and interacting, no matter whether this interaction is with customers, fans, or other organizations. Externally directed techniques are contractual agreements, joint ventures, co-optation, interlocking directorates, executive recruitment, public relations and advertising, merges and acquisitions, changing domains, trade and professional associations, political lobbying, and some kind of illegal activities (Slack, 1997).

Technology is another very important sport organizations factor of influence and it had powerful impact on development of sport and shaping it in the form how we see and enjoy it today. Technology did not had only impact in manufacturing and improving sporting gear, it had also very important influence in sport and it's functioning itself, starting from communicating, addressing the fans and other clubs, all the way to the video technology used in today's football, tennis, American football, basketball, etc. Impact of technology on sport organizations can be divided in three ways, or levels of influence (Slack, 1997).

According to Trevor Slack (1997) technology among sport organizations can be seen in three levels. First is "organizational-level technology", second is "work-group or department-level technology" and third one is "individual level technology" (Slack, 1997, p. 155). Sport

organizations are organizations in the first place, so emphasize is on organizational-level technology mainly.

Another important factor of sport organization is power and authority among one. As logic and theory suggests, the bearers and holders of power among sport organizations are people in different positions within the sport organization who are in charge of decision-making process - coaches, managers, directors, etc. According to Trevor Slack (1997) the occurrence of power can be divided by source from which power is generated, whether it refers to individual or organizational sources of power (Slack, 1997, p. 180). According to John French and Bertram Raven, two social psychologists individual power sources can be segmented into five different types of formation, there can be legitimate power, reward power, coercive power referent power, and expert power (French Jr & Raven, 2016). Legitimate power represents managers, directors, coaches, etc. who are holders of the legitimate power and have authority over processes and decisions. Their power comes from position directly, knowledge or skills doesn't have much influence in this type of power. Reward power represents coaches or other people within the organization who can influence on their personnel 'visibility' in the organizations, i.e. coaches giving players more time on pitch, etc. This type of power is linked to one person ability to influence and control another person reward position. Coercive power represents coaches (again), or other people within organization such managers who can punish their subordinated due to bad working performance. Referent power represent x-factor people among sport organizations, people who have charisma and specific attitude with whom they can lead their subordinates to identify with. Ideal examples for this type of power could be José Mourinho, Sir Alex Ferguson, Bill Shankly, etc. Expert power represents is power based on skill or some knowledge which one person within sport organization held, and it is no related to person position in sport organization hierarchy. Example for this type of power could be janitors, groundsmans, website administrators, marketing experts, etc. (Slack, 1997).

Beside this individual power sources, there are also organizational power sources, which can be as well segmented into five different types of origin, there can be acquisition and control of resources, the ability to cope with uncertainty, centrality, non-substitutability, and as fifth control of the decision making process (Slack, 1997, p. 182). First organizational source of power, acquisition and control of resources is exactly what its name suggests. It represents organizational power to obtain and keep valuable resource within the organization, and if we translated to reality, this skill is of a great importance to one organization, simply because it means that sport organization is capable to allure some highly talented player, or to attract sponsors to invest more funds into sport organization, etc. Second organizational source of power, the ability to cope with uncertainty represents organizational ability to deal with unstable and changing environment in which it operates. It can be done by predicting future developments or trends, or by absorption of events that already occurred, or eventually by simple prevention of the change, even before it happens. Third organizational source of power, centrality represents the amount of power that subunit within the organization has, whether this subunit is closer or further away from the source of event. Fourth organizational source of

power, non-substitutability literally represents power of indispensability, the ability of coach or sport director i.e. to be always needed. Fifth organizational source of power, control over the decision making process represent what the name reveals, the ability of individuals and subunits within the sport organization to control decision making processes. Good example would be some influential coaches such Josep Guardiola, or Gregg Popovich, or sport agents as new category of influencers on decision making process of sport organizations such Mino Raiola or Jorge Mendes (Slack, 1997). Sir Alex Ferguson as part of this category represented, and still represents a true authority, especially during his coaching years in Manchester United where he had if not all, then most of the control over decision making process regarding sport sector. Even today, he is great example for all coaches how one figure can represent great authority when he is no more in such commanding position as he was before, during his coaching career.

Decision making process is another important part in attempt to understand sport organizations. According to Herbert Alexander Simon, famous American economist, sociologist and Nobel Prize laureate, there can be two different decision making process: programmed decisions and nonprogrammed decisions (Simon, 1977). Programmed decisions are the one which are repeating on a daily basis, without any interruptions in changing process, in one word - routine. Nonprogrammed decisions are the one which are not typical or usual, they are brought up when there is no clear instruction what to do in certain situation. This type of decisions is made less often unlike programmed decisions. Regarding decision types, there are three types of decisions, or specifically condition when decision is made: certainty, risk, and uncertainty (Amis & O'Brien, 2001, p. 86). Certainty as condition of decision making represents clear situation, often ideal, and it is rarely seen situation in everyday business. Sport organizations are more prone and accustomed to risk in decision making situations, and example for that can be signing long-term contract with player who has great skills and potential, but in the same time great history of injuries. Third situation is uncertainty, and this represents unknown outcome for the sides involved in the process because of the lack of experiences and information's. Good example for this situation are the players who are signing contract with the club from unstable country without any bank guarantees, so in worst scenario they can be left with no earnings at the end (Amis & O'Brien, 2001).

According to Slack (1997) there are two main models of decision making processes within the sport organizations. First is individual decision making model, and second is organizational decision making model (Slack, 1997, p. 256).

Individual decision making model is divided to two models: rational model, and administrative model widely known as bounded rationality model (Slack, 1997, p. 256). Rational model is using linear analysis set up to direct the problems in a rational way, and in the same way to find possible solutions. This model first identifies existence of problem, then list all solutions suitable for resolving this problem, and evaluates them, and eventually choose the right tool for problem solving. On the other hand bounded rational model is trying to include emotional and cognitive side of human personality into problem solving approach, including previous

rationality, but also reducing its merits. Here there is no list of all possible solutions, person in charge select tool suitable for solving existing problem, which will result in acceptable solution. Good example would be sport director who is searching for the suitable full back. He will not search indefinitely, leaving his coach without any solution. Sport director will choose from pool of full backs available on the market at the time, who are fitting club, as well as coach requirements. It is not perfect model for solving issues, but for sure it is realistic, or at least more realistic than rational model (Amis & O'Brien, 2001).

Organizational decision making model, unlike the individual decision making model, is divided to five different models: management science, the Carnegie model, the structuring of unstructured processes, the garbage can model, and the Bradford studies (Slack, 1997, p. 258). Access to problems through all of these models has been necessary because sometimes in order to tackle the problem it is not just enough to cooperate between people in different positions, there is also a need for coordination and communication between different sectors within one organization in order to solve the problem (Slack, 1997).

Like every other organism, so the sport organizations change. In order to follow constant change and transition which occurs in sport industry, and in the same time to enhance their own growth and progress, sport organizations have to embrace and to adapt to constant change in environment, strategy, sport science technology, and any other field related and important to sport organizations itself. Regarding typology, or differentiation, organizational changes can be divided in several different fields such technology, structure and system, personnel, and product and services (McCann, 1991, p. 84; Amis & O'Brien, 2001, p. 87). Technology change can imply some improvement in the process of manufacturing of sporting gear, i.e. new methods, design and materials in football boot manufacturing. Structure and system change can imply change in organization's structure where some department becomes in charge of specific tasks and assignments. Personnel change can imply change in people's behavior, their state of mind, and mutual correlation and coexistence. Product and services change can imply some kind of change in sport organization product range, i.e. launch of new types of shoes with some extra features such as adidas Adizero miCoach, etc. (Amis & O'Brien, 2001).

Change can come both internally and externally, and sport organization is no exception to this rule. Resistance which is characteristic to almost every organizational change can occur either because of fear of uncertainty, unwillingness to change, time and money costs, etc. Resistance can be tackled in several different ways: either by education, counseling, training, negotiation, and even manipulation (Amis & O'Brien, 2001).

2.2 Sport Organization Structure and Strategy

If we talk structure, there is a need for clearly organized structure in sport organization in order to utilize all the resources given in most efficient way, and in order that organization itself can function in a best and meaningful possible way. There are different dimensions of

organizational structure, but three most utilized and described dimensions are complexity, formalization and centralization (Miller & Dröge, 1986, p. 543; Amis & O'Brien, 2001, p. 75).

Complexity implies the level of differentiation, the level to which the organization is divided to different divisions and groups, with different levels of responsibility. Complexity as a dimension of organizational structure can be horizontal, vertical, and spatial (Amis & O'Brien, 2001, p. 75). Horizontal level of differentiation is a way how sport organization tries to be more specialized and effective in resolving certain tasks. Vertical level of differentiation is a way how sport organization resolves the different levels of hierarchy within itself. The problem can occur is when there is more levels of hierarchy, namely then tends to occur some kind of communicational, control, and coordination problems. Third differentiation, spatial differentiation is related to remotely divisions, the geographical distance of the division under the same sport organization roof. If we talk regular, or at least modest sport clubs this problem is not so widely spread, mostly because of lack of financial resources, and only the wealthiest clubs can allow themselves another division in other country. The implication of this problem could be better translated to sporting gear producers who have different divisions, such production or headquarters positioned in different corners of the world (Amis & O'Brien, 2001).

Formalization as another component of organizational structure, and this component clarifies the level of importance and strictness of the rules and regulations who are directing, organizing and influencing the everyday functioning of sport organization. The level of formalization can be different, from high formalized for jobs where there is no place for mistake and creative understanding of working tasks, such job position of workers who are manufacturing sporting gear, to less formalized where employee can decide how will he run his daily tasks and activities without any guidance, which is characteristic to sport coaches, but in the same time with always existing requirement for a result (Amis & O'Brien, 2001).

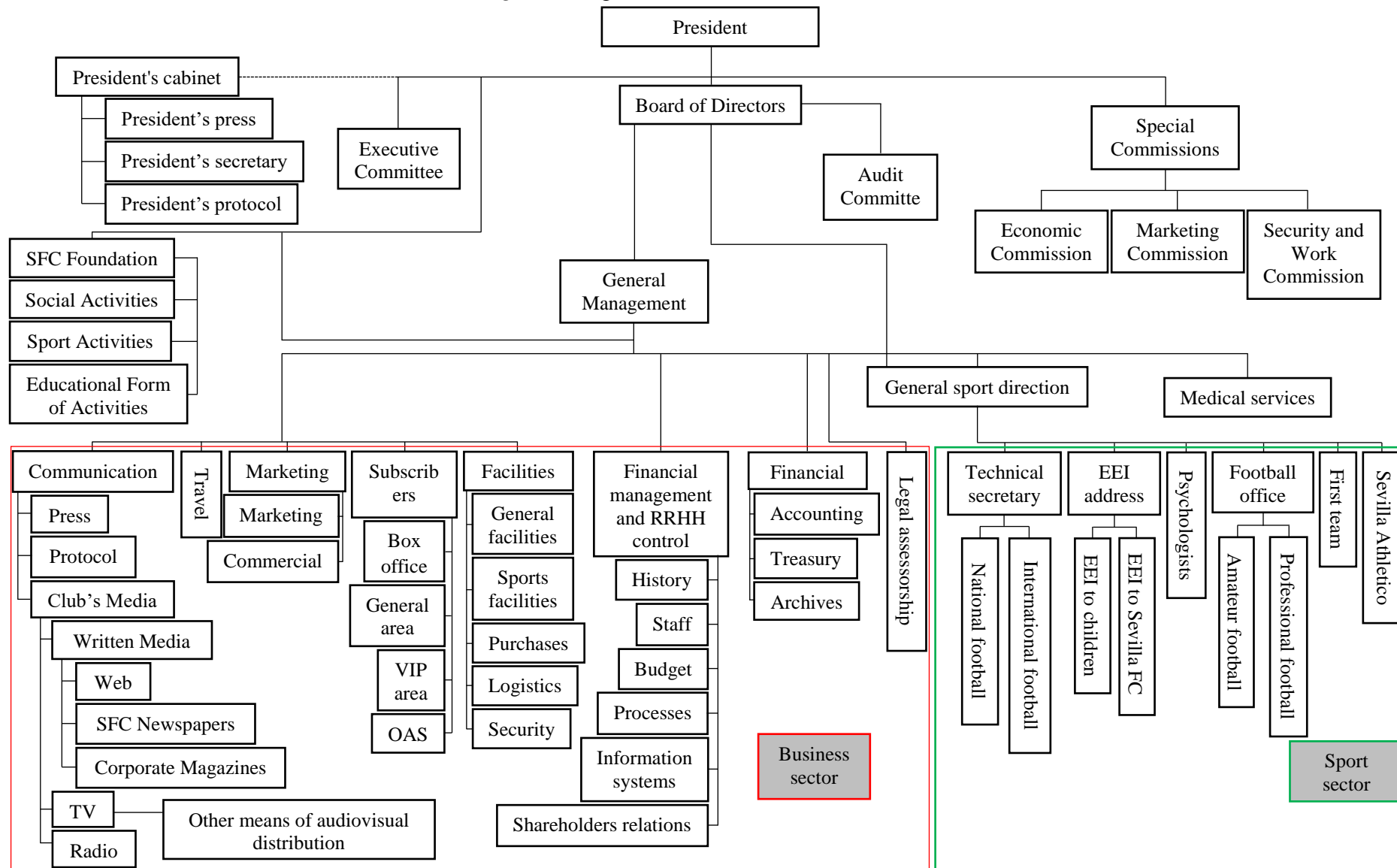
Third characteristic, or component of organizational structure is centralization. Centralization applies to the level on which the decisions in one organization are made. There is also existing differentiation between the levels of centralization in sport organizations. There are less and more centralized organizations. In less centralized organizations, or better known as decentralized organizations, the same decisions who are made in high level in centralized organizations, here the decisions are brought up on lower hierarchical level. With decentralized organizations often goes high formalization, where this combination of two factors is helping organization to react in time, and in the same time for higher structures to keep control regarding decision making process (Amis & O'Brien, 2001).

The best way to support this theory about sport organization structure, and in the same time to confirm in praxis the accuracy of this claims is organogram of Spanish football club Sevilla FC shown in the Figure 3.

Figure 3 which is showing Sevilla FC organizational chart give glimpse at distinction between business (left side) and sport sector (right side), where every side of organization have their representatives who are jointly coordinated in effective and efficient way. Deliberate coordination means that all factors within the organization have to be interrelated in some kind of patterns. It means that sport sector shouldn't implement training sessions on its own, there is a need for goals which will set higher sport structures, general sport direction in this case, and this goals will give meaning to training work session's, and everything combined wouldn't be possible without coordination between existing structures. Combination of individual and groups is another component of the sport organization definition, and this precisely means that people, more precisely people with skills are cornerstone, and the engine of every organization, and sport organization is no exception. Interaction between people and their interrelations are blood to the organism and brain to the system of one sport organization. Special skills and talents element is clear from its own name, namely people who own special skills and knowledge are selected because of it and with those skills and virtues they help the organization, and in the same time are seen as imminent part of it in organization's constant striving to set objectives and goals. Last component of definition, orientation to goals means that every organization, sport organization included, have certain goals included in the very DNA of its core, and that is success. There is no organization who wants to be remembered by failure, so key goal of sport organization is trophy - the ultimate confirmation of the success of an organization. Beside sport success, there are another types of success such individual player's award for most valuable player (hereinafter: MVP), and corporate success such increase of profit in fiscal year, fan base enlargement, increment of seasonal tickets sale, etc. (Quarterman, 2003).

As an example shown in the Figure 3, Sevilla FC has proven itself as very good and very successful football club. Namely, only in last three seasons, starting from season 2013-14 and concluding with season 2015-16, Sevilla FC managed to win Europa League three times consecutively, which combined with two previously won UEFA Cup titles in first decade of this century, which was predecessor to current Europa League competition, makes Sevilla FC the most successful and most crowned club of this latter in strength European football club competition. Adding together other trophies won in last ten years of this century, and combining it with financial result as another indicator of successful business, Sevilla FC tally grows even more, building its reputation as one of the most successful and prominent football clubs of European continent of this century.

Figure 3. Organizational structure of Sevilla FC



Source: Sevilla FC, *Estructura Organizativa*, 2016.

It is clear that behind every existing organization there is some kind of strategy, and sport organizations are no exception to this rule. Organizational strategy help organization to act in a suitable manner, to react to every possible obstacle or situation that might occur along the way. Hari Das (1990) gave an extensive definition of organization strategy, describing it as “a comprehensive and integrated plan with relatively long-term implications designed to achieve the basic objectives of the organization. It incorporates the strengths and weaknesses of the organization and takes into account the environmental realities and trends. It includes decisions to compete in specific product-market segments, to diversify, to expand, to reduce, or even close down specific operations or subunits” (Das, 1990, p. 294). Strategies can be different, but in most cases there are two main levels of strategy, on corporate and business level (Slack, 1997, p. 93). Corporate level strategy is related to organizations who are competing in different industries and they are helping organizations when deciding to which business they should focus next (Slack, 1997). Four most prominent corporate level strategies according to Hodge and Anthony (2003) are growth, stability, defense, and combination strategy (Hodge & Anthony, 2003). Business strategies are related to sport organizations when they want to gain advantage against their direct opponents in specific product, or service (Slack, 1997). Most utilized business level strategies are three basic strategies from Michael Porter (1985) cost leadership, differentiation, and focus (Porter, 1985, p. 12). But it is not just enough to have organizational strategy. This strategy has to be aligned to the trends which are constantly in change, and be able to see which new trends will influence and shape the market, all in accordance to be able to react in proper time and in proper way.

2.3 Organizational Theory vs. Organizational Behavior in Sport Organization

After the introduction of the terms organization and sport organization in particular in previous two sections of this chapter of master’s thesis, it is time to say something about sport organization behavior. According to Ricky W. Griffin, and Gregory Moorhead (2014), organizational behavior is “the study of human behavior in organizational settings, of the interface between human behavior and the organization, and of the organization itself” (Griffin & Moorhead, 2014, p. 4). Importance of organizational behavior lies in the fact that its merges both sides, management and human, it utilize most important factors of manager position, but in the same time, organizational behavior do not let the manager to forget on the human aspect of whole story - people. People as key factor of every organization, people with their worries, hopes, skills, and dreams (Griffin & Moorhead, 2014).

By determining organizational theory as macro perspective where only important thing is organization in general, way of functioning its units and subunits, and way of maximizing efficiency, it can be said that organizational behavior is something else, it has another set of interests. Namely organizational behavior is focused narrower, it is focused to micro perspective, taking its interest in people and groups around and within sport organization, their mutual interaction, level of satisfaction, and their way of functioning in general. The difference

lies also in the fact that organizational theory has its roots in sociology, which is slightly different from organizational behavior which is coming from social psychology. Both of them are of a great important to managers, and sometimes even there is small, or no existing clear distinction between these two, because interlacing is often (Slack, 1997).

In order to get insight into organizational behavior several reputable authors proposed that organizational behavior should be divided to three different groups, called units of analysis. Units of analysis are: individual level of analysis, small group behavior analysis, and interpersonal processes (Cummings, 1978, p. 91; Quarterman, 2003, p. 154).

Individual behavior analysis is focused on the analysis of a group member as an individual, not as a group member. This is due to the fact that every person is individual for himself, with their own thinking, habits, values, working ethics, etc. Group level of analysis is focused on analysis of small groups, mostly because people can and are working on their own in organizations. They are part of some group, whether that group is formal or informal. The distinction is in way or group creation, namely formal groups are formed by some authority, manager or owner, in order to reach some stated goals, while on the other hand, informal groups are formed by and between the employees who often have lunch together, or their children are going to school together, etc. Focus of interpersonal processes is on mutual interaction and group dynamic within the sport organization collective, on the set of different activities which runs the organization as a whole, such mutual communication between employees, leadership among employees, conflicts, etc. (Quarterman, 2003). There are other supporters of this theory. Dennis Middlemist and Michael Hitt (1981) developed a model with three dimensions originally (fourth was added later) to support the units of analysis thesis. According to them key to organizational efficiency, effectiveness, satisfaction and productivity is communication between employees, and groups within one organization (Middlemist & Hitt, 1981).

So, at the end, why is organizational behavior so important for us and for organizations when it seems like something natural? Well just like the case of the iceberg, many things which we cannot see does not mean that they are non-existent. Some of organizational behavior characteristics are already known and familiar to us from other parts of our studies, formal education, or other experiences, but when everything collected together there is a lot more behind the curtain that it seems on the first view.

2.4 Managing Sport Organizations

Sport organizations are organisms, living ones, which are in constant quest for engine that will move them forward. As it has been noticed before humans are the most important resource of every organization, and therefore they are beating core, or driving force of every existing organization. When there are humans, there is also a need for managing and leading them, all in order that organization can function as smooth as possible, and to utilize all resources available in a best possible way.

Managing people includes both, managing and leadership skills which are needed and required for successful organizational performance. In the same time it is of a key importance to make distinction between these two skills, all in order to utilize them in the best possible manner. Sometimes people make mistake and mix one with another, but in following rows clarification, distinction and explanation of both of the terms will be provided (Quarterman & Li, 2003).

Management is “the process of working with and through individuals and groups to accomplish organizational goals” (Quarterman & Li, 2003, p. 166). Leadership is “the process of influencing individual and group behavior for some desired result” (Quarterman & Li, 2003, p. 166). As it can be seen from the definitions, leadership is not quite the same thing as management. Leader can be person who is influencing in some way life of the other coworkers, but in the same time he doesn't have to be in position to decide, this person just have some skill that separates him from the rest of the people at that time. Leader can be player with some outstanding moral and skill characteristics who will pull his team in derby match, but his coach is still manager who is in charge (Quarterman & Li, 2003).

Main five elements of management were introduced hundred years ago, in 1916 by Henri Fayol, French engineer, and author, who developed a general theory of business administration, today often known as Fayolism. In his book he introduced fourteen principles of management, and five elements of management. Fayol's (1949) fourteen general principles of management are: division of work, authority, discipline, unity of command, unity of direction, subordination of individual interests to the general interest, remuneration, centralization, scalar chain (line of authority), order, equity, stability of tenure of personnel, initiative, and esprit de corps (union is strength) (Fayol, 1949, p. 19).

Fayol (1949) has also identified five main elements of management, which are: planning, organizing, command, co-ordination, and control (Fayol, 1949, p. 43). Taking closer look on Mr. Fayol's work, it can be seen that hundred year old elements and principles of management are more than applicable in these days. Especially when there is more individuality of characters expressed, more often in a bad way, and not in the service of collective. Another important diversification of management function happened back in the days, almost 80 years ago when two professors, Luther Gulick and Lyndall Urwick (1937) introduced in their work term POSDCORB, which represented seven main aspects of administration and management, and those aspects are: planning, organizing, staffing, directing, coordinating, reporting, and budgeting (Gulick & Urwick, 1937, p. 13). Today, taking into account both of those theories, most of the authors such Hersey and Blanchard, McFarland, etc. agree that there are five main functions of management: planning, organizing, staffing, directing, and controlling (Quarterman & Li, 2003, p. 167).

As for the main management functions, planning represent the sketch of tasks and goals which needs to be fulfilled, and in the same time the list of methods and ways of executing given tasks which will be used during the process, which, again, should be used in most efficient and

successful way using only the resources needed. Organizing represent the establishment of coordination and authorities who will lead the process and employ resources in most effective way, with as few losses as possible. Staffing represent important link in management chain because it is responsible for employment, training, improvement and relocation of staff within organization, and their happiness with the general working conditions and working environment. Directing represent tool which give control to superiors to make all decisions and influence people in organization in order to increase productivity. Controlling represent tool for monitoring the implementation of decisions made, and following progress in decision executing (Gulick & Urwick, 1937; Quarterman & Li, 2003).

Regarding leadership as another important dimension of organizational management approach, many theorists have explained and agreed that there is four main approaches, or theories of leadership utilized today: the trait approach to leadership, behavioral approach, contingency or situational approach, and charismatic and transformational leadership (Slack, 1997, p. 289; Quarterman & Li, 2003, p. 168).

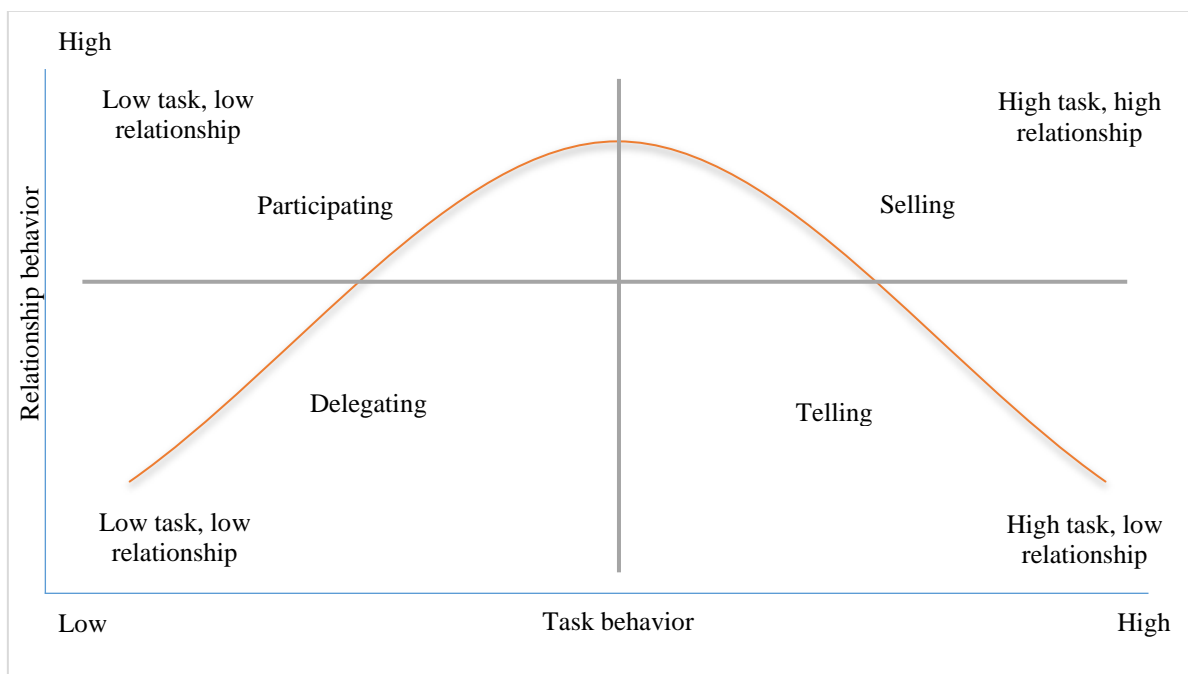
The trait approach to leadership represent approach where is believed that leader is born, not made. This approach is one of the first approaches which dealt with leadership, and according to this approach person which is considered to be a leader has some skills and characteristics which set him or her apart from rest of the employees within the organizational group. In order to discover this set of skills and characteristics early researchers used psychological tests which focused on three categories: physical, intellectual, and emotional characteristics (Slack, 1997, p. 289). Physical characteristics referred to height, age, person appearance, etc. Intellectual characteristics referred to oratory skills, intelligence, mental adaptability, etc. Emotional characteristics referred to person's ability to control emotions in crisis situations, sensitivity, etc. Good result in all those categories meant that person has some leadership characteristics, and that is suitable for leader. Even though in some early stages of testing, or better said in early studies, some characteristics were matching both with leaders and non-leaders, mere possession of these characteristics didn't guarantee that person who possess them will be successful leader (Slack, 1997; Quarterman & Li, 2003).

While the trait approach was very much represented and exploited during the 50's and 60's of twentieth century, behavioral approach emerged in the beginning of 70's. Unlike the trait approach, the behavioral approach of leadership is approach where is believed that leaders have to have more than some specific set of skills and virtues to be considered as leaders. In behavioral approach there are two main types of leading: consideration, and initiating structure (Quarterman & Li, 2003, p. 169). Consideration represent the depth of relation between manager and employee, and this relation is based on trust, respect and confidence between both sides, and level of manager's interest to take in consideration the proposals, ideas, and wishes of employees. Initiating structure on the other hand represent goal driven approach, manager set some objectives, and the response of employees in resolving these goals build relationship

between both sides. Here managers are more faced to organizational factors, rather than human (Slack, 1997; Quarterman & Li, 2003).

Contingency or situational approach was response to previous, behavioral approach. This style of leadership is suggesting that there is no universal answer to all problems, namely there is no universal style of leadership among managers. There is, and needs to be expressed dose of adaptability in order to cope with the problems and challenges in successful way. Contingency model has three main approaches: Fiedler’s Contingency Model, Path-Goal Model, and Situational Leadership Model (Quarterman & Li, 2003, p. 169). Fiedler’s Contingency model was first model which explained that success is dependent from interaction between management style and situation in which manager is caught up. The model itself was first introduced in the year 1967. Path-Goal Model is model which tries to explain and clarify which leadership style is most suitable for certain situations. This model was first introduced in the year 1971 by Robert House. Situational Leadership Model is model that provides options for superiors in their communication style with employees. Mullins identifies four possible ways of communication: “telling, selling, participating, and delegating” (Mullins, 2010, p. 390). Telling refers to high task, but in the same time low relationship behavior, selling refers to high task and relationship behavior, participating refers to high relationship, but in the same time low task behavior, and delegating refers to low task and relationship behavior. This can be seen, and is represented below, in the Figure 4 (Quarterman & Li, 2003).

Figure 4. The situational leadership model



Source: P. Hersey, K.H. Blanchard & D.E. Johnson, *Management of Organizational Behavior: Leading Human Resources*, 2012, p. 308.

As shown in Figure 4, managers have to carefully observe employees and to adapt their leadership style in order to successfully influence employee behavior. Key instructions are

marked on the lower axis, where manager approach to the employees in general, and manager preparation to different employee personality when it comes to task performance is shown. Managers who are leaning more toward right side of task behavior scale, or precisely to telling and selling side are more leader-oriented, while managers who are leaning toward left side, or to delegating and participating side are more followers-oriented, and communication with them is more two way street, compared to leader-oriented managers. Along with this adaptation, manager's style can be determined by observing which pattern and style of leadership managers are using when trying to address and influence employees (Quarterman & Li, 2003).

Fourth and last type of approach, transactional and transformational leadership has much with leader's charisma, and the ability of leader to impact certain situations, develop relations, and influence subordinates and groups within the organization, all in order to gain most from every situation. This type of leadership, transactional more precisely, can be divided to three different approaches: contingent rewarding, and both passive and active management by exception (Doherty, 1997, p. 276). Reward or punishment is installed as leaders tool for subordinates if they go along with tasks or decide to ignore them. Transformational leadership on the other hand set focus on the final solution and the process of getting solution itself, which leader considers as much important as final outcome. As result of this leader's attitude, his strategy is to transfer that same knowledge about final outcome and process of getting desired final outcome to his subordinates too (Quarterman & Li, 2003).

Besides that, leaders have another big role which is organizing and creating certain organizational culture, a surrounding for all employees to have all required working conditions for task completion. Along with that fact, leaders also serve as role models and symbols for their subordinates and they are some kind of cornerstones of organizational culture which subordinates follows, imitates, and look up to them (Nahavandi, 2003).

Today in modern day business, only combination of managerial skills and leadership ability give successful formula for good manager who is, and should be support and backbone both for the subordinates and the whole organization. Kotter (1990) indicates that "management is about coping with complexity; it brings order and predictability to a situation. But that's no longer enough - to succeed, companies must be able to adapt to change. Leadership, then, is about learning how to cope with rapid change" (Kotter, 1990, p. 103). In addition to that Quarterman and Li (2003) are defining managerial leadership as "the combination of management and leadership into a coherent, integrated concept" (Quarterman & Li, 2003, p. 171). This especially can be noticed in our primary field of interest, sport management, where several authors such Soucie and Quarterman are proposing that all due to the mutual interweaving, management skills and leadership skills are better seen together than separated. Eventually they give name to it, calling this new direction as managerial leadership, and in the same time defining it as "leadership exercised by managers who deliberately attempt to influence other organizational members toward some accomplishments" (Soucie, 1994, p. 3).

In order to manage people managers are using several different managerial leadership skills and managerial roles. Under managerial leadership skills usually it is referred to conceptual, interpersonal and technical skills. Conceptual skills include manager skill to see organization and its internal relations as one unit. American professional leagues are good example for this type of skill, where commissioner of the Major League Soccer (hereinafter: MLS) is looking on the organization as a whole, and its value and contribution of MLS products and services to the common market share, while in the same time he follows contribution of every single team to the main organization and its share in the common market. Interpersonal skills include manager skills to communicate with all relevant factors in order to achieve all goals previously set. A good example would be NBA commissioner who has to communicate with players, team owners, and coaching staff, all in order to make satisfactory collective bargaining agreement for all sides to avoid possible NBA lockout. Technical skills include all tools and knowledge's required to fulfill all goals previously set. This can be seen as ability of superior to transfer the knowledge to subordinate in order to accomplish the task in the best possible way, i.e. financial director is teaching assistants to compile and submit annual, semi-annual or quarterly report on cost reduction (Quarterman & Li, 2003).

On the other hand, managerial roles according to Mintzberg (1989) are including interpersonal, informational, and decisional roles (Mintzberg, 1989, p. 16). Firstly, interpersonal roles as its name says are roles who are concerning the relationship among people within the organization, and can be divided to three roles: figurehead, leader, and liaison (Mintzberg, 1989, p. 16). Figurehead implies that managers' here serve as part of the protocol, their duty is more ceremonial. Leader implies managers' dominant position toward subordinates, they are in position to evaluate, motivate, recruit, reward them, etc. Liaison implies managers' ability to maintain and keep other relations outside managers' organization itself. Secondly, informational role as it name says is role when manager serves and is involved as a proxy for information exchange. This role can be divided to monitor, disseminator, and spokesperson (Mintzberg, 1989, p. 16). Monitor implies situation when manager is detecting all possible information's which are coming to the organization and can harm it. Disseminator implies that managers are carefully sharing selected information's among organization members, while spokesperson implies that manager behaves like some kind of messenger and transfer information's not only to employees, but outside the organization too. Thirdly, decisional role can be divided to four different categories: entrepreneur, disturbance handler, resource allocator, and negotiator (Mintzberg, 1989, p. 16). Entrepreneur implies that this type of manager is in constant quest for change in order to improve the organization in all possible way. Disturbance handler implies that manager in this situation is trying to ease all effects of unexpected situation occurred, all in order to keep normal functioning of the organization. Resource allocator implies that manager is trying to maximally support certain event organized by the organization, by relocating all the resources required for that event to be successful. Negotiator implies that manager here try to negotiate the best position for himself and the organization, with all factors surrounding such suppliers, agencies, regulatory bodies, sponsors, etc. (Quarterman & Li, 2003).

As it can be seen in the Table 2, there are three levels of management: top-level management, middle-level management, and supervisory-level management (Quarterman & Li, 2003, p. 177). Top-level managers are representing most powerful people in organization, with great authority and responsibility for the organization, or at least one part of it. Middle-level managers are chosen by top-level managers, their job is managing departments within the organization, their superiors are top-level managers, and subordinates are supervisory-level managers. Supervisory-level managers are mostly coordinators for some units, they are responsible for non-management personnel within the organization, and their superior are both middle-level managers, and top-level managers. Along with this classification, in Table 2 are shown all three managerial levels and their assignments on the example of completely three different sport surroundings in North America (Quarterman & Li, 2003).

Table 2. Titles for managerial leaders at different levels in three typical sport organizations

Levels of management	Professional baseball organization	Investor-owned health and fitness club	NCAA Division I-A intercollegiate athletics program
Top-level managers	President Chief executive officer Vice president <ul style="list-style-type: none"> • Business operations • Baseball operations 	Owner General managers Regional directors <ul style="list-style-type: none"> • Corporate wellness • Health promotion 	Board of trustees University president Athletic director (AD) Head football coach Senior associate AD
Middle-level managers	Director of public relations Director of corporate sales Director of marketing operations Team manager Director of scouting	Site managers <ul style="list-style-type: none"> • Corporate wellness • Health promotion 	Head coaches - major sports Associate ADs <ul style="list-style-type: none"> • Director of fund-raising • Director of development
Supervisory-level managers	Director of stadium operations Director of broadcasting Director of community relations Director of baseball administration	Coordinators (supervisors) <ul style="list-style-type: none"> • Aerobics • Fitness • Golf • Pro shop • Weight training 	Assistant AD Sport information director Coordinator of athletic training Marketing director Academic coordinator

Source: J.B. Parks & J. Quarterman, *Contemporary Sport Management*, 2002, p.179.

Conclusion that can be drawn from all this is that every good manager and leader have some characteristic in common. Those characteristics are going from faith in their subordinates in decisive times, keeping composure in key moments, having knowledge and be ready to share it with other employees in the organization, they are not afraid of opposition and they are ready to listen, evaluate, and finally include all different type of opinions in solutions. Leaders are natural risk takers, they are not afraid to try something new in order to get the result, they try to make life easier by simplifying the processes in order to reach goals, leaders have clear vision, leaders know what they want to do, and they know how they will do it (Quarterman & Li, 2003).

2.5 Diversity in Sport Organizations

Diversity in sport organizations has come great path, from strictly unified organizations who are hiring only male members of exclusively one race, all the way to today's multicultural organizations where small amount of employees even have origins in the same country as sport organization itself. This situation is the same, no matter whether we look on organizations such NBA, the National Hockey League (hereinafter: NHL), or UEFA and their club members.

George Cunningham (2007) defines diversity as “the presence of differences among members of a social unit that lead to perceptions of such differences and that impacts work outcomes” (Cunningham, 2007, p. 6). Taking these diversity definitions into real life conditions and applying them to today's sport organizations it can be said that definitions are more than real and applicable these days. Of course, certain circumstances which are influencing sport organizations diversity should be taken into an account. Different circumstances which are influencing sport organization diversity in different ways are: demographics, legislation, proactive hiring, changes in the work's nature, and changes in attitude toward diversity (Taylor, Doherty, & McGraw, 2008).

Demographics, or better said change in demographics is imminent process of modern day times, and accordingly sport organizations are not immune to that. Especially this emerges as an very important issue when it is known that population in developed countries is in declining, and without new migrant force this population would shrank to a level which is not sufficient to maintain the current level of industry and lifestyle. If we take Germany as an example, as strongest European economy, it can be seen that from the early 1960's, when influx of foreign workers began, all the way to these days, migrants constitute around 15% of the population of Germany, or around 12 million people (UN, 2015). Of course sport is no immune to this fact, and due to this fact today in many different sport disciplines we can see a lot of players who have different cultural or ethnical background. Their ancestors back in the days immigrated to Germany, and their descendants today represent Germany on international stage. Many other countries such USA, Canada, United Kingdom, France, etc. are experiencing and taking benefit from this globalization and immigration process by utilizing player's talent and will to represent their country on global level.

Legislation has impacted and helped the diversity of sport organizations, no doubt in that. Every sport organization has responsibility to roof organizations in their discipline, and every roof organization, no matter whether it serves on national or international level is supporting equity and equality on every level going from age, sex, to race, and disability. Government support, such US law called Title IX of the Education Amendments Act from 1972, or the International Olympic Committee's (hereinafter: IOC) recommendation to the National Olympic Committees (hereinafter: NOC) that women should be represented at least 20% in decision bodies until the end of 2005, lead to increase in the representation of minority groups, and women's in sport organizations. This and similar laws encouraged underrepresented groups to start to think about job positions who were until that time reserved only for narrow circle of people, and with this new breeze of fresh people in sport organizations, organizations themselves started to change leaving stuffiness behind (Taylor, Doherty, & McGraw, 2008).

Proactive hiring as tool of change had the goal to increase hiring of underrepresented groups in sport organizations, all in order to capitalize on diversity of working environment. Beside image of socially responsible organization, benefits on which sport organization would capitalize if use proactive hiring is field of creativity, another set of values, habits, and views that new people will bring all sort of different things, from which everyone involved in organization operation will learn, and at the end it will benefit organization as well as it will benefit customers (Taylor, Doherty, & McGraw, 2008).

Work's nature change is related to internal communication among employees of one sport organization, and in the same time this is closely related with the process of globalization. As the process of globalization runs, some kind of catalyst is needed to embrace and absorb all different ideas and ways of communication that employees from various backgrounds might have, and this tool or practice helps them to quickly adapt to team work, everything in sense that their communication produce new creativity, from which organization will benefit in future (Taylor, Doherty, & McGraw, 2008).

Attitude change towards diversity is focused on raising awareness of people's differences, and presenting that differences as something positive, and from which sport organization can only have benefit. In the past that different sometimes meant something bad, and it was very important to eradicate that stereotype, and raise awareness and acceptance within one society that diverse in most cases is something beneficial for community, sport organization, and employees as well (Taylor, Doherty, & McGraw, 2008).

The impact of diversity in sport organization is key feature because it has great influence on day to day working environment and situation. Along with this influences of diversity, diversity is bringing something else to the table, so to say, in sport organizations or all organizations in general. It brings new perspectives, new views on common and everyday situations which often is a good and much needed thing, all in order to enhance sport organization further development and growth. Diversity in workplace is of a great importance when different individuals or

groups are working together on some project, and they are mutually dependent from each other, their communication and cooperation will bring them more closely to each other, and will force them to be more open minded and accept easier some new and unknown situation in future (Doherty & Chelladurai, 1999). In addition to that diversity is also a good source of constructive or positive argument, or even critique, where result can be higher and depends on level of decisions made. Benefits of diversity also have some limitations, and mostly are connected to the fact that diversity is more suitable for low standardized tasks where routine is not desirable, and solutions are made after serious brainstorming (Taylor, Doherty, & McGraw, 2008).

Negatives and challenges with whom diversity is faced are mainly fear of unknown in the first place, uncertainty, communication limitations, prejudice, discrimination, etc. (Taylor, Doherty, & McGraw, 2008, p. 240). All counted fears are not exclusive only to sport organizations, they can emerge in everyday situations, in public transport, in restaurant, at the University, etc. By overcoming this obstacles, who are in the same time closely related to each other, sport organization is securing valuable working force and potential to grow and expand its offer to possible new and already existing customers and fans (Taylor, Doherty, & McGraw, 2008).

As it is mentioned before, sport organizations back in the days reminded of old boys' club where narrow circle of people who were already familiar to each other made all the decisions and was in charge for everything. Stepping from old to new Millennium things started to change, partially due to legislative, and partially due to freedom of mind reasons. Newer generations of people noticed that sport field is not exclusively reserved to ex-players and managers, and that they also can be successful in it, whether they decide to follow head coach career, or career in managerial structures. People such José Mourinho, Rafael Benítez in coaching job, Nicola Cortese in managerial job, enhanced many people, and even accelerated process of inclusion of people with no sports history in sport industry. Next step in this process is inclusion of underrepresented groups such woman, disabled persons, minority groups, etc. into sport organizations in more visible positions than today, to enable them to present themselves to consumers, fans, and more general public.

Management of diversity can be implemented in several different ways: in legislative, organizational, and training manner (Taylor, Doherty, & McGraw, 2008, p. 241). Legislative way of diversity management represent law, or set of laws who are ensuring equal treatment of all people, no matter whether they belong one group or another. This lead to increased number of people from underrepresented groups who have taken positions in managerial structures in different organizations, i.e. Canadian law applicable for Universities - Canadian Interuniversity Sport (hereinafter: CIS) which says that "CIS accepts the principles of equity and equality and will ensure that these principles are adhered to in all its activities. Equality means that all persons enjoy the same status regardless of gender, race, ethnicity, language, disability, income and other diversities. It means that all persons have equal conditions for realizing their full rights and potential and to benefit from the results. That CIS be sensitive to and seek out opportunities for gender balance when identifying members for committees to reach an

objective of no less than 40% representation of any one gender.” (U SPORTS By-laws, Policies and Procedures, 2015, p. 40). Organizational way represent focusing on organizational culture, or providing conditions that the organizational culture accept differences, and value their positive effect that they provide to the organization in a positive manner (Robbins, 1998). There are two types of organizational culture: organizational culture that support diversity, and organizational culture that support similarity (Doherty & Chelladurai, 1999, p. 288). Organizational culture that support diversity is more flexible, more tolerant, and has no problems with ambiguity and risk taking. On the other hand, organizational culture that support similarity is on the other end of the scale, it favors rigidity, doesn't support creative answers to problems, is not keen on risk takers, etc. (Doherty & Chelladurai, 1999).

Key factors of organizational culture are people, and during the same process of hiring people sport organizations can greatly influence and shape future organizational culture. It is of a vital importance for sport organizations to keep in mind that future employees are not just disposable working force, they are worthy members of collective for longer period of time, and only by managing proactive and prudently hiring process, and later investing in people's training, they will manage to have healthy, and strong organization which will develop in desired direction (Taylor, Doherty, & McGraw, 2008).

Diversity training represent training which is organized by the sport organization for sport organization employees, all to in order to educate them so they could easily accept diversity, better understand their colleagues, and use it in enhancing their working performances. This type of training consist of awareness training, and skill building training (Taylor, Doherty, & McGraw, 2008, p. 244). Awareness training is type of training which focus on increasing employees knowledge about diversity, while skill building training focus on providing skill for employees so they can manage work place diversity successfully. Every training is specific, there is no similar trainings across different organizations, and key of this trainings is to allow the employees to be unique, to express their differences, to provide them team work with their colleagues, all in order to get to know their colleagues, their values, habits, customs, etc. Important thing is to monitor and evaluate progress of the employees, and in the same time to enhance transfer learning as active supporter of the training, and one of the tools for increment of organizational strength (Taylor, Doherty, & McGraw, 2008).

3 MANAGING HUMAN RESOURCES IN SPORT ORGANIZATION

3.1 The Nature of Human Resource Management

According to Michael Armstrong (2010) “human resource management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations” (Armstrong, 2010, p. 8). Growth of international influence across almost every county in the word, migration of working force, entire process of

globalization in total, lead to significant increase of HRM importance in everyday business environment, and organizational success (Slack, 1997).

HRM due to its flexible nature is applicable to sport organizations as to every other business organization that exist. Every organization has progress and success as its main goal, and sport organizations are no excuse from this rule, so HRM plays big role in this process. Processes like planning, staffing consisted both from processes of recruitment and selection, compensation, human resource (hereinafter: HR) development consisted both from training and development processes, are all those which HRM covers in order to enhance and improve sport organization development and progress (Linnehan, 2001). When talking about sport organization as a main interest and focus of this master's thesis, HRM processes goes from simple keeping records of employees all the way to designing trainings and developing human potential, system of negotiation, etc. Difference exist also in organizational size, small organizations mostly have only one person responsible for HR, and in the same time this person is in most cases responsible to middle management, while in large organizations there is a special department responsible only for HR, and leader of this department is known as Vice President of Human Resources and is responsible only to a chief executive officer (hereinafter: CEO) (Slack, 1997).

Strategic human resource management (hereinafter: SHRM) is one step forward comparing it to HRM. SHRM is observing not only organization and its HR practices, it takes into an account all factors which are surrounding organization, trying to blend it in with existing HR practices, all in order to keep sport organization one step ahead of competition (Linnehan, 2001). According to Wright and McMahan (1992) SHRM is "the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals" (Wright & McMahan, 1992, p. 298). Here there are two breakthroughs compared to HRM practice, connection of HRM practices with strategic management process in the organization, and second is coordination between different HRM practices (Wright & McMahan, 1992).

By using strategic thinking and planning it is safe to say that SHRM is somewhat improved version of HRM. In the same SHRM does not rely only on strategic positioning on the market as HRM does, SHRM tries to include all resources available to the organization, to implement strategy in most efficient and fastest way, combining it with strategic positioning, all in order to make advantage over the competition. That is crucial for industries such sport industry where interaction between organization and fan base is defining factor for fan to decide how big value of one sport organization is, and how much is prepared to pay for it. Along with that SHRM consider employees as strategic value, and tries to develop deeper relationship between employees and the organization, all in order to enhance performance even more (Taylor, Doherty, & McGraw, 2008).

3.2 Human Resource Planning

Human resource planning is the process in which organization needs to forecast and analyze its needs for suitable and available staff, all in order to maintain its performances, achieve goals, and survive in volatile surroundings (Taylor, Doherty, & McGraw, 2008). HR planning can be both formal and informal process, and can be seen as first step in process of human resource management. When sport organization determine the number of people which needs to be hired during some period of time, all in order to maintain and improve organization's performances in competitive environment, process of planning will hop in, and it will help with the number and type of employees needed, with their development, training, and career planning during specific period of time (Slack, 1997). According to Trevor Slack (1997) human resource process of planning is consisted from: devising a situational audit, job analysis, supply and demand of human resources projection, and supply and demand matching (Slack, 1997, p. 234).

Situational audit devising is process of defining future employees influence and their skills to working environment, and in the same time it serves as organizational tool which is utilized when sport organizations are predicting and deciding their next steps, when choosing which profile of employees they need for specific position. The process of situational audit itself is consisted from analysis of environment and analysis of organization (Slack, 1997, p. 234). Environmental analysis analyze what type of influence environment has on sport organization, its employment and human resource planning, all in order to reach every goal set. Organizational analysis analyze sport organization itself and the needs of specific organization when it comes to hiring process. Beside analyzing positions which needs to be reinforced, organizational analysis is focusing also on the type of people who will be hired, their personalities, all in order to make better match between people and organization, and to accelerate faster adaptation of employees to the organization (Slack, 1997).

After analyzing environmental and organizational factors, in sport organization emerge the need for job analysis, projection of human resources supply and demand, and matching demand with the supply in human resources department. This process can go also in different way, if there is shortage of working force existing, working force can be allocated to fill organization's needs, or new hiring can be introduced (Slack, 1997).

3.3 Recruitment and Selection Process

Processes of selection and recruitment together and individually are of great importance to one sport organization, both recruitment and selections processes are key parts of SHRM process. Like every other process which starts with some idea and strategy behind it the employment process in no exception to this rule, and also starts with some strategy and people who are chosen by this strategy, Reasons for choosing the right candidate for one sport organization are numerous, simple selection of right candidate can bring organization to desired success, or *vice versa*. Other reason is simple influence that prospect employee can have to the organizational

culture and organizational environment. “One bad apple spoils the whole bunch” is expression that can apply perfectly to this situation. Another reason for recruitment and selection of suitable candidate lies is simple mathematics. Choosing the right candidate sport organizations can save significant amount of financial assets due to future costs, and if chosen properly this assets that can be redistributed and used in other parts of organization in order to increase organizational performance in general (Taylor, Doherty, & McGraw, 2008).

When the importance of these two processes is revealed there is a need to say something in detail about every of them specifically. According to Michael Armstrong (2010), human resource recruitment “is the process of finding and engaging the people the organization needs” (Armstrong, 2010, p. 192). The pure purpose of recruitment process is to find and generate suitable group of people for possible employment, everything in order to maintain and fulfill sport organization goals and keep organization ahead of competence. In recruitment process several departments within the organization determine current and future needs for recruitment, and according to this plan they compose suitable pool of qualified candidates, keeping in mind legislative and social requirements. Also sport organizations in this process of recruitment need to decide which technique is most suitable and effective for specific group candidates, and to use it accordingly (Taylor, Doherty, & McGraw, 2008).

Process of recruitment can go both internally and externally (Taylor, Doherty, & McGraw, 2008, p. 67). It all depends from organization needs and type of position searched for. Internal process of recruitment is more cost efficient, there is no need for paid ads or other types of campaign, there is more knowledge about possible employee because person is already working in the organization and is known very well to certain organization member, and have some kind of recommendation. Only drawback of this type of employment is that pool of candidates is much narrower than the pool of candidates gathered through external process of recruitment. External process of recruitment implies that candidate for job position comes outside of the organization, beside bigger pool of candidates this type of recruitment has bigger expenses because here there is a need for ads and other campaigns exist, also in this type of recruitment initial knowledge about future employee is significantly less, and after employment there is need for orientation and training. Advantage of external recruitment is bigger base, there is more chance that sport organization will find bigger talent and more suitable candidate for the position, compared to internal recruitment (Taylor, Doherty, & McGraw, 2008).

Recruitment methods can be different, depending on whether is it referring to internal or external recruitment. Internal recruitment methods include simple oral presentation of possible work place to suitable candidates, promotions, recalling retired staff for temporary positions, ads in organization magazines, etc. Taking everything into account, internal recruitment in most cases is simpler, less time consuming, and cost efficient method of recruitment than external recruitment. Regarding external recruitment, sport organization have to have some kind of more attractive reputation comparing to competition in order to attract better staff. External recruitment methods include head hunting agencies, internships, faculty campus recruitment,

newspaper and radio ads recruitment, job portals, etc. Thinking about year and decade in which we live in, it can be said that e-recruitment is the most important and represented way of recruitment nowadays. E-recruitment represents wide range of job portals, going from general job portals like Monster.com, SimplyHired.com, Indeed.com, etc. all the way to the portals who are highly specialized just for sport branch such MyBestPlay.com, beRecruited.com, JobsInSports.com, globalsportsjobs.com, ScoutUSA.com, etc. There are many clear benefits from this type of job search for both sides, organizations and employees. Organizations can cover much wider geographical area, while jobseekers can be easily informed via email when their desired job appears on horizon. Another addition to this recruitment process are inevitable costs, which depends both from the position on the scale when we talk about organizational size and job position advertised. Small organizations will tend to cut expenses, they will search mostly through internet and paper ads, while big organizations will use help of consultants and agencies to find suitable candidates for the job. This also characterize job positions, namely entry level positions do not require the same level of engagement in term of search and resources invested as higher level positions does (Taylor, Doherty, & McGraw, 2008).

After process of attraction and recruitment of suitable candidates, enters the process of selection of right candidate for advertised job position. According to Michael Armstrong (2010) selection process is the process where decision are made about “characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification” (Armstrong, 2010, p. 195). Here rises the need for employer to choose between several suitable candidates (Armstrong, 2010). There are broad set of tools for organization how to test and find most suitable candidate from the pool of candidates applied for open job position. Table 3 is presenting different selection methods, their costs, validity and reliability.

Table 3. Common selection methods, costs, validities, and reliability

Selection technique	Cost	Validity	Reliability
Behaviorally based interview	Low	Very good	High
Assessment center	High	Very good	High
Cognitive ability test	Medium-low	Very good	Medium
Work sample test	Low	Good	High
Aptitude test	Medium-low	Good	High
Standard interview	Low	Poor	Low
Personality inventories	High	Poor-medium	Variable but average overall

Source: T. Taylor, A. Doherty & P. McGraw, *Managing People in Sport Organizations: A Strategic Human Resource Management Perspective*, 2008, p. 71.

Deeper insight into the Table 3 shows that each technique is additionally explained by several factors, such level of cost, level of validity which represents the level on which specific method can predict employee job performance, and level of reliability which represent extent of error

which every method allows, or simpler said level of constancy of results obtained through all repetitions (Taylor, Doherty, & McGraw, 2008).

According to the Table 3 behaviorally based interviews are together with assessment center most valid and reliable methods. Behaviorally based interviews include questions about previous employment and day to day operating and task completion, and based on that employer is trying to predict future behavior of potential employee in new working position. In assessment center there are numerous of different tests based on behavior assessment, psychological tests, and working sample test through which sport organization is trying to determine potential of future employee beyond current offered working position. Assessment center tests are used mostly for entry to mid-level managerial positions. Cognitive ability tests have very good validity, just as behaviorally based interviews and assessment center, but reliability is not on the same level, it is medium. Cognitive ability tests are group of tests composed from numerical, verbal, memory, pattern recognition, and reasoning both inductive and abstract, created in order to separate or determine people by the level of their mental capacity. This type of tests are used mainly for middle to senior level positions. Work sample tests and aptitude tests have same good level of validity and middle level of reliability. Work sample tests are tests who are simulating real working conditions to candidates who have to give all their best in complex and multitasking environment. One of drawback of this type of tests is possible fear and anxiety which candidate can manifest during the test. Aptitude tests are similar to work sample tests, but the difference here lies in the fact that in aptitude test candidates didn't already work in the field for which they are recruited, and the tasks and environment represent something new for them. Here, main goal is to see how the candidates will cope with new challenge and how will perform in such conditions. Last group of test, standard interview and personality inventories has similar performances regarding validity and reliability. Standard interview as its name says is interview which is used most often from all the methods listed, it is worst in its validity and reliability due to possible subjectivity, poor judgment, unsuitable questions, or general impression about candidate. Personality inventories is test which through five dimensions of personality measure fit between candidate and the organization, or future job position. In most cases the test comes in form of questionnaire or statements where candidate has to choose one answer over the other (Taylor, Doherty, & McGraw, 2008).

3.4 Orientation

Orientation as a process is very important, both for newcomers to the sport organization and for the organization itself. Goal for both sides is to adapt to each other as quickly as possible, all in order to perform at the highest level as soon as possible. Depending on the organizational size, level of organization, and status of newcomer, this orientation can be performed in the form of simple walk-through through the organization, how the newcomer could get familiar with the departments, important persons, and entire system, or this process can cover comprehensive introduction, almost orientation training for new member of collective (Slack & Parent, 2006).

Purpose of this orientation process is to lower anxiety and stress for the new employee, to introduce new employee to colleagues, to introduce organizational culture and values to new staff member, and to supply newcomer with enough information's in order to start with the job successfully and as soon as possible (Slack & Parent, 2006).

Orientation practices used in sport organizations in most cases come down to several methods such: formal orientation meetings, job shadowing, presentation and walk-through through sport organization documents and files, job preview, and job mentoring (Taylor, Doherty, & McGraw, 2008, p. 97). These last two, job preview and job mentoring are most used. Job preview is method of orientation where sport organizations give in advance newcomers the feeling what is expected from them, and what they can expect in new job position. This method is not focusing on just one job parameter, but gives a whole sense of the future working environment and task including positive and negative sides. This is especially valuable for newcomers who don't have bigger knowledge about working environment in which they come for the first time, and this tool is valuable because facilitates both short term, and long term adaptation of newcomers in more quick and easier way. Mentoring as it name says, is a method where newcomer is provided with senior staff member who follows newcomer through first steps in organization, and provides all valuable information's about new environment, and who introduces newcomer to other members of organization and in such way facilitates and accelerates social interaction between new and existing sport organization members. This helps in building team spirit and it is mostly characteristic for sport clubs with a lot of foreign players, where existing club member who is the same nationality, or speaks the same language as the newcomer is welcoming and mentoring newcomer until newcomer completely adapts to the sport organization and new environment (Taylor, Doherty, & McGraw, 2008).

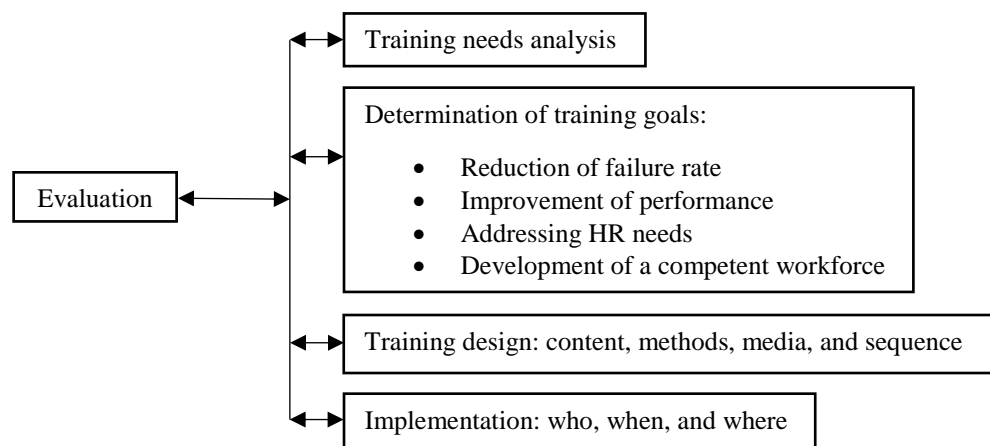
3.5 Training and Development

Training and development is imminent and unavoidable part of employee's life in sport organization. No matter how good was orientation, how talented are employees, training is something that improves overall organizational performance. According to Trevor Slack (1997) training is activity "designed to improve employee's skill level, knowledge base, or experience, or to change their attitude about aspects of their work situation" (Slack, 1997, p. 240).

In praxis appears different needs for training, they can emerge because equipment has modernized, new technology has emerged, strategy of sport organization has changed, structure of sport organization has changed, new knowledge in the sport field emerged and sport organization has to adapt to it, etc. (Slack, 1997). It is of a critical importance for each and every one employee to realize that process of learning and development during career is constant, to realize that there is no chance for one sport organization and its members to keep every process as it is, there is constant need for improving in order to fulfill all organizational goals, and training and development are the processes which allow a constant progress and goal fulfillment (Taylor, Doherty, & McGraw, 2008).

Training can occur on three different levels in organization, organizational level, job level, and individual level (Slack, 1997, p. 240). Organizational level include training which is in correlation with new technology, strategy or market. Job level training include training which is in correlation with skills and knowledge which are required from employees who needs to be able to perform their daily tasks smoothly. Individual level training include training which is in correlation with specific knowledge such conflict management, which are demanded from managers in order to perform their tasks in most efficient and appropriate way (Slack, 1997).

Figure 5. Training and development model



Source: A. W. Harzing & J. van Ruysseveldt, *International Human Resource Management*, 1995, p.209.

As it can be seen in the Figure 5, training and development process has several or more precisely four steps. Like every job it all begins with detailed training needs analysis, all in order to find out what is needed to be done and how it will be done. This process has three levels: first level is to determine is it and in which measure training aligned with strategic and organizational goals, second level is to determine what specifically needs to be trained and improved in order to complete the task successfully, and third level is to determine employee performance and ability to complete their daily task successfully (Taylor, Doherty, & McGraw, 2008).

Two most interesting training methods for master’s thesis topic and sport organizations in general are coaching and mentoring training methods (Taylor, Doherty, & McGraw, 2008, p. 122). Mentoring is process in which relationship between mentor and junior employee is build, all in order to improve certain skills and use mentor’s knowledge about career development. Mentors are usually senior members of team who share their knowledge with newcomers (mentee) who are in most cases younger persons, and where mentor explain how things and processes around the organization works, how the decisions are made, they try to introduce and bring closer other individuals and characters within the organization to newcomers, etc. Mentoring is asking commitment from both sides, where communication is key part of the relationship. Mentoring process has several different steps such: selecting mentee, specifying developmental needs, finding suitable mentor, introducing mentor and mentee, orientating mentor and mentee, drawing up proposed relation between mentor and mentee, mentorship

implementation and reporting, and finally evaluation process. This process of mentorship is especially good for women, because it supports them and gives them more opportunity to take leading position in sport organizations (Taylor, Doherty, & McGraw, 2008).

Coaching is process where one person (coach) is directing other person (student, employee, or client) through process of training, and which final outcome is completed plan of action. The difference in coaching and mentoring process lies in the fact that coach will not often offer advice, coaches will use questioning, reflection, and discussion all in order to activate client's mind regarding desired career goal and path. In the same time coach will monitor and follow client's progress toward set objective. Key figure in coaching process is goal, everything else is determined by this goal, including the relationship between coach and client. There is no free space for relation interpretation between two sides in coaching process, as there is in mentoring process (Taylor, Doherty, & McGraw, 2008).

3.6 Performance Management, Performance Appraisal and Rewards Management

Performance management and performance appraisal are two connected and intertwined processes, both created to improve and cause the best organizational performances of employees, and to compare and process those employees' performances. Performance management system is created to initiate and enhance the very best employee performances, all in order to reach maximum results by inspiring employees to give all their best in order to reach every goal set. Performance management is seen as one of the key SHRM components, and one sport organization can benefit from it in several different ways: it can harmonize behavior among employees in order to reach goals in more efficient way, it helps in forming of acceptable behavior pattern among employees, it adds possibility for talented employees to identify themselves and plan carrier growth and development within sport organization, it provides help with control of HR processes, and give chance to managers to understand their subordinates and their targets, thoughts, and issues more precisely (Taylor, Doherty, & McGraw, 2008).

The level of contribution from one employee to the organization in general is observed as an individual, or as a member of certain group within the organization, and it is measured by performance appraisal. In the same time performance appraisal helps the organization to see what needs to be done in order to increase organizational performance in terms of rewarding, promotion, relocating, disciplining, training, and compensating the employees. Simpler said, performance appraisal is main provider of information for reward and punishment system within one sport organization. In order to perform performance appraisal in a correct way it is of a great importance to have aligned job expectations and job evaluations criteria. If we measure employee performances by requirements established on first day when employee entered the organization, then the process of performance appraisal is correct. Good example for this would be football club with a lot of talented players who is looking to hire the head coach suitable to do that. When club hire that coach who has reputation and habit to introduce

young talents to the first team, and he is not afraid to do that, he should be evaluated after certain time mainly on this requirement, whether he had success with promoting players from club's academy or didn't (Slack, 1997).

Performance appraisal is in most cases conducted by the closest employee supervisor, someone who is most familiar with the employee, and someone who know how the employee is conducting and performing in everyday tasks and assignments. Sometimes colleagues will be asked to give response about their fellow colleague and to make remarks about their everyday performances. In some cases even subordinates will have chance to evaluate superiors and their work, which is something that characterize most university courses. Period in which performance appraisal is been conducted is limited to once per year, eventually in some cases twice per year (Slack, 1997).

According to Slack (1997) most often used and exploited methods of performance appraisal are: written feedback, critical incidents, rating scales, paired comparisons, and behaviorally anchored rating scales (hereinafter: BARS) (Slack, 1997, p. 244).

Written feedback is appraisal method which is easiest to perform, it requires person who is conducting appraisal, pen and a paper. This type of appraisal is descriptive, it is mostly general, with general rather than specific terms, and it depends in some extent on appraisal person writing skills. Written feedback is mostly focused on one employee and their job performance, rather than on comparing and rating this particular employee performances to other employee's performances. Critical incidents is appraisal method where authorities within sport organization are making notes and remarks about rare and unpredictable situations which occurs within the organization, such misunderstandings and conflicts among employees, unexpected customer requests, etc. and employees reaction to those situations, by using that notes later to describe and explain employees behavior and working performances. Specific events have to be precisely noted and later dissected, all in order to see positive and negative sides and future reactions which should be expected from each employee (Slack, 1997).

Rating scales is appraisal method where in most cases employee direct superior is answering on questions which are related to employee everyday working behavior. This questionnaire in most cases is scaled for every answer, going from 1 for lowest to 5 or 10 for highest performance depending on the questionnaire form. Although this type of appraisal is very easy and fast to conduct and process, in the same time it is not very reliable, mostly because this type of appraisal is susceptible to personal opinion and feeling about appraised employee. Paired comparisons is appraisal method where employees, usually in one working group within the organization, are compared to each other in terms of working and task performances. By mutual grading among the colleagues the best employee in the group is selected. The flaw of this method is susceptibility to personal opinion, where one employee can grow certain feeling about fellow employee, which can be linked not to colleague working performance, but rather it can be purely subjective opinion about colleague personality or appearance (Slack, 1997).

Behaviorally anchored rating scales is appraisal method which combines two performance appraisal methods, critical incident approach with rating scales method. This BARS method is created especially to increase objectivity of grading employee job performances, which can be sometimes undermined by personal opinion in other methods of appraisal. When conducting BARS method, examiner has to establish goal and see which job related behavior needs to be objected by following, examining, and observing employees' behavior in specific working positions or task, observing and rating interaction with other colleagues, superiors, etc. BARS can be used in assessment of variety job positions, from simplest to most complicated, but it should be also taken into account that as an appraisal method BARS require more time and effort, but it justifies the effort with more accurate and objective results than other known methods (Slack, 1997).

It is known that reward management is somewhat connected to motivation. Motivation defined by William Dowling and Leonard Sayles (1978) is "inner desire to make an effort" (Dowling & Sayles, 1978, p. 16). Andrew Elliot and Martin Covington (2001) are defining motivation as "energization (i.e., instigation) and direction of behavior" (Elliot & Covington, 2001, p. 73). Exactly desire and energization as keywords can be the deciding factor between two employees with same set of skills when trying to reach certain goal. Power of necessity, the pure desire for different type of recognition, whether that recognition is manifested in the form of promotion, bonus, bigger salary, free days, etc. will push one employee to reach everything desired in shortest period of time (Taylor, Doherty, & McGraw, 2008).

Types of rewards can be different, rewards for employees and for the volunteers are not the same, but the common for all rewards and rewarding system in general is that rewards are provided for employees when they perform work with positive outcome for the organization. Rewarding system provides to the employees sense of belonging, sense that organization is thinking positively about them and their work, feeling that organization is providing further motivation for following work, and that organization wants to commit to the workers, to invest in them and keep them for longer period of time (Taylor, Doherty, & McGraw, 2008).

According to Taylor, Doherty, & McGraw (2008) rewards can be intrinsic and extrinsic (Taylor, Doherty, & McGraw, 2008, p. 165). Intrinsic rewards are not financial, they are providing feeling of good work accomplished to the employees, such good feeling that something valuable has been achieved, that employee has improved his skills in certain field, etc. Extrinsic rewards are both financial and non-financial rewards. Financial extrinsic rewards are direct and indirect, direct being in most cases presented in form of salary, financial bonuses, paid extras such housing expenses, etc. while indirect being in most cases presented in form of additional health care plan, paid vacation, retirement fund, etc. Non-financial extrinsic rewards on the other hand are not countable in money, they don't have specific or high monetary value, those are things that makes working hours easier, such new office chair, court seats tickets for final game, travels to international competitions, and similar (Taylor, Doherty, & McGraw, 2008).

4 EMPIRICAL EVIDENCE

4.1 Methodology

In this master's thesis chapter I will try to give answer to every research question individually, and also to every research question as part of a group, a group of questions who are composing main question and point of interest that lies in the title topic, and concerns successful sport club management from managerial standpoint. I would like to underline that as a student I didn't had any influence on processes running in respondents sport organizations, and that all answers were gathered without any interference or opinion imposing from my side.

Main method of data collection used in this master's thesis is exploratory social survey, which is in the same time supported from extensive domestic and foreign professional literature related to sport, management, and sport management specifically. The main driver for such data collection method lies in the fact that the fastest, most efficient, and most suitable way to gather any useful primary data for this master's thesis is interview. Mostly due to the topic nature of this master's thesis, where running any other data collection method, such documents and records overview would be impossible principally due to the fact that sport clubs are not so eager and willing to open their books to unknown person. Moreover, the topic this of master's thesis is directly related to managerial view on successful management of sport club, and facts and data for that are most collectable and most valuable when gathered from managers through direct conversation.

Another possible way of data collection was observation method, but that also wasn't appropriate method mostly because of the length of this observation process, and willingness of participants to let someone who is not part of their collective to oversee and observe every process running in the organization.

4.2 Validity, Reliability, and Generalizability

Importance of reliability is great, because it determines the level of measurement of the facts, and their consistency acquired from the interviews conducted. It is important to show that the data obtained first time will not be crucially different in similar situation if the questions are asked second, third or any other time, regardless of who is asking that questions (Anderson & Arsenault, 1998).

Validity in general applies to the accuracy of the data obtained. There are two validities important for the data processing and research in general. Internal and external validity. Internal validity is important to keep the data sorted by facts obtained, while external validity is more faced toward generalization of the data, and the possibility of application of the data collected on the wider sample (Anderson & Arsenault, 1998).

Talking about this master's thesis specifically, it is important to ask whether this research results generalized to every sport organization that exist. Probably not, but some directives can be taken, and with the respect to the specifics of each organization, combined with general guidelines, positive result can be expected.

4.3 Research Design

As I mentioned already in master's thesis introduction, this master's thesis topic and research questions which are engage in it, are purely product of my personal desire and background, my motivation and aspiration, and they are listed and thoroughly explained in the introduction of this master's thesis.

Theoretical part, professional literature in general helped me to realize what is important in managing people successfully, what keystones should be taken, and in the same time it prepared me and showed me direction how to compose questions and run the questionnaire, all in order to maximize output, and to get as much usable answers as possible to answer the main research questions of this master's thesis.

As a data collection method I decided to use qualitative research method to gather primary data. Reason for that was simple, I wanted to go deeper in the answers, I wanted to realize the core of the answers, to put myself in respondent's position, in their everyday behavior during task resolving situations, and as well to be able to triangulate and process the data successfully. In order to triangulate data, in the first place questionnaire had to be structured, meaning all question had to be the same for all three managers interviewed, and also questions had to be lined up in a specific order, everything in order to maximize the utilization of answers obtained.

Selecting right people for interview was harder part, namely sport is specific branch where there is no much space and trust for people who are unfamiliar to the organization and their members, but eventually with some persistence and negotiating skills I managed to obtain the approval of three participants for the interview, who agreed to provide the data needed for master's thesis research. Data collection was conducted in two different languages, two of three interviews were conducted in Serbian language due to nationality of respondent, and because communication was easier for respondent and more data could be gathered in native language, while third interview was conducted in English language. All participants agreed to participate in the research if anonymity and privacy data is granted, which I respected during this master's thesis composing.

Presentation of data was conducted after data collection, processing, and analyzing. Data presentation represent answers from all three managers on the same interview questions, which is in accordance with the main data processing tool.

Results obtained from theory and interviews are in the first place intended for master's thesis completion, and also for all possible esteemed readers. Master's thesis findings are intended for all students, as well as for every reader interested in sport, management, and sport organization's functioning in this part of Europe. According to qualitative research, master's thesis has linear-analytic structure, which is in most cases characteristic for this type of research reports (Yin, 2009, p. 176).

4.4 Study Areas

Target area for this specific research are sport organizations, specifically professional sport clubs with three different levels of management, and number of employees which exceeds 50 employees in the whole organization, all in order to get respectable information regarding master's thesis theme.

After extensive search, a lot of requests send and interview rejections, I managed to find and interview three managers, each of them occupying different managerial level in different sport organization. Top-level manager is currently employed, and serving as president and owner of one sport organization, middle-level manager is head-coach currently unemployed, while supervisory-level manager is currently employed, working in his organization in several different working positions as public relations officer, team manager, and assistant in marketing and administration department.

Due to that fact all questionnaires were conducted in different environment. Two from three interviews, with top-level management and supervisory-level of management were conducted in sport club where respondents are currently working, but one of them, interview with middle-level manager to be precise, was conducted in more informal environment, mostly because respondent is currently unemployed, and the reason for that is because partially he wanted some job pause, and partially because there is no interesting available position for him.

If mathematics is an exact science, trophies in sport are showing the level of success of one employee and sport organization. In order to fulfill and substantiate master's thesis title, more precisely the title part that refers to the successful management of sport organizations I managed to collect the answers from managers who were champions with their clubs in the countries in which they worked in. Top-level and middle-level manager worked in different organizations across European continent, and during their working time there they managed to collect trophies from several countries in which they have worked in, while supervisory-level manager worked only in one country, but he also managed to win the trophy with his team.

4.5 Data Collection, Processing, and Analyzing

In order to increase the value of this master's thesis I decide to use several data sources. As primary data source I used structured interview with three different managers on three different

managerial levels in sport organization. Secondary data was composed from all available professional literature related to sport, management, sport management, HRM, psychology, etc. as well as from all available articles from scientific magazines, publications, and all other applicable sources.

Questionnaire is composed from different questions, which can be grouped in three different subgroups of questions which are all complement. There is also fourth group of questions named other questions, they are not strictly related to other three main research questions, this group of questions serve as conversation starter, and it helps in maintaining tonus of conversation. Questions in the questionnaire are related to daily manager's job, and processes that occurs in sport organizations on daily basis. Questions are build and designed using earlier aforementioned professional literature, combined with my own working experiences from previous period including undergraduate studies. With mentorship guidance I decided to use structured interview, everything in order to be able later to triangulate data successfully, and get the most from answers received.

Field work helped me a lot, it was inevitable process in order to gather data from respondents for later data processing. First contacts with respondents were made by phone, where we agreed about time and place of meeting, all in order to conduct interviews. There was no problem with the respondent's willingness to do the interview, there was only problem with their time management, it was challenging to find the part of the day when they have enough free space to help me to collect the data in a proper way. Since all questions in the questionnaire are structured, there was no need to adapt questionnaire before each interview for every single respondent. Time spent for every interview was between 35 - 50 minutes, depending from respondent time and willingness to be extensive in his provided answers. Interview content was recorded with sound recorder, everything in order to facilitate later data processing, and to provide me more time to focus on questioning, rather than writing answers. Because interview is 'live' process, sometimes there was need for additional sub-questions that are not related strictly to master's thesis theme, everything in order to reach to interlocutor, so that interviewee could open a little more to give satisfying answers for the topic asked.

Data processing and analyzing is one of last stages of master's thesis completion. After data collection I tried to find links between answers, some kind of pattern, to group them under similar thematic assemblies, all in order to successfully get as much as possible from the answers on research questions.

Process used for finding answers interweaving was triangulation of data. According to Robert Yin (2012) triangulation is process where exclusively three independent vectors are intersecting in three-dimensional space, and by that intersection they are confirming some data evidence. There is no confirmation of data if some vector is missing, or there is more vectors than three, only intersection of three vectors are enough to form some proof of data (Yin, 2012, p. 104).

In this master’s thesis, from all available types of data procession tools, since here main source of data is interview I decided to follow the logical trail and to go with data triangulation. According to Robert Yin (2009) data triangulation is process where data gathered from multiple sources, all triangulated are supporting some phenomenon but only if that confirmation is not coming from just one source (Yin, 2009, p. 116).

In order to triangulate data in proper way I used interview answers, grouped them under similar themes, and searched for synthetized answer on the same question. Great help was structured interview, without which data triangulation would be impossible.

Table 4. Data triangulation

Main Research Question	Interview	Interviewee			Research Question Answer	Synthesis of Answers
		M1	M2	M3		
RQ1	NIQ	4	4	4	RQA1	Overview on real managerial actions
	NIA	4	4	4		
RQ2	NIQ	8	8	8	RQA2	
	NIA	8	8	8		
RQ3	NIQ	10	10	10	RQA3	
	NIA	10	10	10		

Explanation: RQ - Research Question, NIQ - Number of Interview Questions, NIA - Number of Interview Answers, M - Manager, RQA - Research Question Answer

Table 4 is showing how data triangulation was conducted. Main research questions are presented under the acronyms RQ1, RQ2, and RQ3, where RQ1 is representing first main research question, RQ2 is representing second main research question, and RQ3 is representing third main research question. Further insight shows that every main research question has several subquestions related to its topic, going from four for first main research question, eight for second main research question, and ten for third main research question. Every of those subquestions has matching answer, and set of answers on those subquestion is composing answer on main research question. Answer on all three main research question is composing synthesis of answers, and it shows real overview on managerial action in selected sport organizations.

Labels M1, M2, and M3 from the Table 4 are representing all three managers interviewed, M1 being top-level manager, M2 being middle-level manager, and M3 being supervisory-level manager. Every of three manager has given answer on every question asked, and their answers are composing final result of master’s thesis interview.

In data presentation, due to the extensiveness and the number of the subquestions related to main research question, every main research question will be referred as theme in relation to subquestions, so there will be three themes which are: diversity - set of subquestions related to

first main research question, sport team construction - set of subquestions related to second main research question, and people management in sport organization - set of subquestions related to third main research question.

4.6 Data Presentation

In this part, results on three main research questions are presented together with the results obtained from subquestions on every theme respectively. It is important to emphasize one more time that managerial numbers, or numbers in the table beside letter M are not adopted randomly, as already aforementioned, symbol M1 is representing top-level manager, symbol M2 represents middle-level manager, and symbol M3 is representing supervisory-level manager.

Top-level manager is president and owner of club, with experience over thirty years in sport. He also was owner in more than five organizations before current, on two different continents. Currently he is in charge for over hundred people on daily basis, but this number was far bigger in his previous clubs. Middle-level manager is head coach by profession, currently without club, but also with a lot of experience in several different countries on two continents. Before his coaching career that last over fifteen years he was professional player. During his career he was in charge for fifty or more people, never under that number. Supervisory-level manager is youngest participant of all three. He is currently in charge for several different positions mostly because his club is mightily understaffed, including team manager position, person in charge for public relations, and assistant in administration and marketing. He is currently in charge, and acting as supervisor for three people.

Also, it is important to emphasize that questions marked in table have the same numbers as the questions in the survey, which can be seen in appendix. Numbers beside questions are entitled under some specific theme or main research question, therefore Q1-Q4 in theme related to diversity applies only to diversity it does not transfer to other two themes or main research questions in the survey. That is also applicable for other questions in this master’s thesis.

Theme (RQ1) Diversity

Table 5. Diversity matching answers

Manager	Theme Question Number			
	Q1	Q2	Q3	Q4
M1	/	X	X	/
M2	/	X	X	/
M3	/	X	X	X

Explanation: M - Manager, Q - Question, X - Indicates matching and positive answer on question asked

Topic of diversity is causing different responses from participants in the interview. All three participants agreed about two questions, but in other two they don't share same viewpoint, so there is 50% in answer overlapping.

First question regarding the number of people for which they are in charge on daily basis is not something expected about managers will agree. Common thing for all respondents in the interview is that they are all managers, but almost every other similarity stops there. They are managers, but in different age, with different experience, views on world, and most important on different job positions which they currently hold, so according to that it is natural that the number of people for which they are in charge on daily basis and their daily activities can not be the same. Of course, second part of the first question which keeps track regarding the number of foreign employees is implying that their organizations are not the same, so the number of foreign employees and diversity among their organizations cannot be the same.

Questions where all three managers agree and have same opinion are questions two and three. Question two is related to their experience with diverse teams where all three managers confirm that they currently have, or had experience with diverse teams. Also experience here is prominent, most experience with diverse teams in his career had and still have top-level manager, following by middle-level manager, while supervisory-level manager has experience with diverse teams but not in such measure as two other participants.

Question three related to their opinion about diversity is something else where managers agrees. They agree that diversity in sport is good thing, that diversity brings always something new to the table, and that diversity as an occurrence is generally positive. According to manager answers diversity increase of exchange of experiences, skills, knowledge, different perspectives, and in the same time it serves as a tool for sport expansion.

Question four, where their opinion about diverse teams' advantage over more traditional teams didn't bring accordance among survey participants. Top-level manager was undetermined, or better said general in his answer. He said that according to his experience, players from one country are better doing some specific task, while other are better in other things, and that this is applicable to the staff too. Middle-level manager was more precise in his answer, at the beginning he said that it is hard to say, but in general he couldn't agree with that claim, namely he said that in his experience it is different. During his career he said that he always had more success with the teams who are more homogenous, mainly from one geographical area. He testified that local players are more responsible to domestic fans, they have more sense of belonging, and therefore they work harder opposing to foreign players who don't stress too much if things are not going in right direction. Supervisory-level manager didn't agree with other two managers, saying that under his opinion and experience "two heads are smarter than one" and therefore diverse teams are better compared to more traditional.

Drawing conclusion from the answers in diversity part of the questionnaire and applying triangulation in the same time, it could be said that there is matching in some answers, but in others not. Every respondent had experience with diversity, whether that was in his previous or current job position, or organization, and according to our respondents diversity is positive phenomenon in sport, because it increase knowledge exchange, broadens perspectives, while in the same time helps the sport to reach all corners of the globe. Answers where there is no consensus among participants are concerning whether diverse teams and organizations have competitive advantage compared to more traditional organizations, and regarding their daily tasks, number of subordinates, and number of foreign employees, organization diversity more precisely.

Theme (RQ2) Sport Team Construction

Table 6. Sport team construction matching answers

Manager	Theme Question Number							
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
M1	X	X	X	X	X	X	X	/
M2	X	X	X	X	X	X	X	X
M3	/	/	X	X	/	X	X	X

Explanation: M - Manager, Q - Question, X - Indicates matching and positive answer on question asked

As it can be seen from the Table 6, in theme two which concerns team construction exist the same consensus in the answers as in previous theme among participants in the interview. Namely, there is 50% overlapping in answers which is the same result compared to previous theme, only the number of questions has increased by twice as much. Even though there is big difference between questions asked and answers with general participants consensus as would percentage suggest, in answers where general consensus doesn't exist majority of respondents, or 2/3 of them agreed about specific question, but due to the nature of the data procession tool, single answer on subquestion is not possible without 100% agreement and consensus in the answers from all three managers interviewed.

First question, which is concerning managers freedom to choose subordinates brings to certain extent consensus between top-level manager and middle-level manager, which is somewhat natural because they have more freedom when choosing their subordinates and hiring people. But also it should be clear that middle-level manager confessed that even if and when he has the opportunity to choose his direct subordinates, i.e. coaches who works directly with him, he doesn't have the opportunity in every club to choose the players. Supervisory-level manager doesn't have such freedom, in his organization General Manager (hereinafter: GM) is in charge for hiring and firing process, and he can only give suggestion about certain solutions but he does not have executive role.

Second question, related to managers preference when choosing key employee, whether they give chance to existing employees when coming to new club or bringing immediately new, familiar employee gave similar result as previous question. Two from three managers, top-level manager and middle-level manager said that according to their experiences they like to see what they have when coming to new club, and act after first impressions. Both of them like to give everyone chance to prove themselves, and according to that they plan following actions. Supervisory-level manager couldn't give any answer to this question, mostly because his current club is only in his career, and he didn't had any chance to experience such situation as two other higher ranked managers.

Third question, which refers to some specific subordinate with whom interviewed managers worked in every organization brought wide consensus among our respondents. Of course that consensus wasn't because each manager is coming from the same standpoint, but nevertheless final outcome was the same. For top-level manager and middle-level manager it can be said that their response indeed is coming from the same standpoint because they worked in different countries, teams, and organizations, and during that work they didn't have any specific subordinate who worked with them in every organization in which they worked. Subordinate-level manager is something different. Namely he didn't had the chance to change his organization, so he couldn't have some specific subordinate who will follow him though his career. At the end it can be said that this answer could be taken as example of successful overlapping in answers, but conditionally because all answers are not coming from the same standpoint in managers' career.

Question four, concerning organizational culture and its importance brought all managers together. All three of them regarded organizational culture as very important, imminent so to say, and something without organizational success couldn't be possible.

Next question, question five which builds on previous question, and goes deeper in order to find whether managers are including and valuing importance of organizational culture in hiring process, brought similar situation as few previous answers. Top-level manager and middle-level manager confirmed that when hiring people they are paying attention to recruit and hire people who will blend in with the rest of the team imminently, and that integration in organizational culture is very important. Supervisory-level manager already said that he cannot hire people, but he can make certain proposals to his organization GM, and also he mentioned that straight integration of people in organizational culture is of great importance to him when recommending someone to the GM. Since there is no matching in every answer, mostly because of supervisory-level manager limitation to hire people, it cannot be said that there is required 100% matching in this answer among all three participants.

Both, questions six and seven from this part are bringing general consensus among our participants. In answer to question six, managers emphasize importance of existence of certain organizational culture, and describe it as positive, supportive, and creative, even dynamic as

would supervisory-manager claim. Middle-manager added that in clubs where organizational culture was non-existent, or on very low level his success was analogous to that, and according to that he is directly connecting existence of organizational culture with factors which are improving chances for success in one organizational environment.

Question seven from this part, the importance of group cohesiveness is bringing another accordance among our respondents, they value group cohesiveness as very important while giving some examples of their own. Top-level manager is trying to explain that running sport collective is very hard and in this process team cohesiveness is of imminent importance. It is very hard to put all pieces together in order to make that everyone in the team are working toward common goal, and as much it is hard process, it is in the same time most rewarding. Middle-level manager is also confirming that group cohesiveness is very important, but in the same time he is adding that according to his experience group cohesiveness shouldn't be forced. Players don't like to lose their private part of the day, and in order to be interesting superior should be always innovative and creative in attempts to build group atmosphere. Supervisory-level manager agrees with top-level manager and middle-level manager on this issue, and adds that sometimes, mostly in preseason period it is good to exchange working part of the day for more relaxed period, all in order to build faster group cohesiveness.

All three managers are building group cohesiveness in similar way, through regular common collective meetings, daily communication, joint meals, quarantine in extreme situations, field trips, etc.

Answer on question eight from this part, when talking about adapting newcomer to the organization, there is no unified answer from our participants. Mostly, because they are not on the same managerial level, and their organizations, both current and previous are not the same in their approaches when comes to adapting newcomers. Top-level manager is not in charge for the adaptation process, he is welcoming newcomers and meets with them, but mainly the job of adaptation is entrusted to the head of the department in which newcomer is going. Middle-level manager had experience with adaptation of newcomers, and most often in this case we are talking about new players, due to the job nature of middle-level manager. He has two approaches which are determined mostly by the age of the newcomer. If new player is younger, or he represents club's perspective in the future, middle-level manager as his direct superior use tutorship or mentorship approach, he determine some older more experienced player to be around newcomer, to observe newcomer behavior, to introduce him more informally to other players, to help him around daily issues and common questions, etc. If older more experienced player is in case, middle-level manager is more flexible. He introduce newcomer to other players, but he let them to get to know themselves in their own pace, he doesn't rush or define anything. Subordinate-level manager as I mentioned before is working in several job position in his organization, and one of them is team manager, so partially he is in charge for this process of helping newcomers to adapt to the organization. In his organization they use following method combined with tutorship, and also team captain has certain responsibilities to help

newcomers to adapt to new environment faster, and easier. Also he is confirming that everything depends from the age of newcomer, so in this he is agreeing with middle-level manager, and it can be said that there is overlapping in their answers to some extent.

At the end of this part when talking about team building and hiring new staff, keys that can and should be drawn from interviews, which are important for this process are: giving respect to the importance of organizational culture, hiring people who are matching clubs’ organizational culture, giving chance to every employee and valuing people by their achievement, building group cohesiveness and keeping it on high level. According to our respondents those are key principles which must be respected and taken into consideration when building sport team.

Lack of consensus is mostly in the questions where managers are not doing the same job, simply their job positions and managerial levels are not design to do specific tasks. There is no question and answer to it where 100% disagreement in answers given exist, in almost every answer if there is no consensus among managers, 2/3 of managers interviewed are agreeing about some topic. Again, the situation where there is no 100% overlapping in the answers cannot be considered as positive matching, and in those answers triangulation is not successful, no matter how ‘close’ the agreement in opinions was.

Theme (RQ3) People Management in Sport Organization

Table 7. People management in sport organization matching answers

Manager	Theme Question Number									
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
M1	X	X	X	X	X	X	X	X	X	X
M2	X	X	X	X	X	X	X	X	X	X
M3	X	X	X	X	/	X	X	X	X	/

Explanation: M - Manager, Q - Question, X - Indicates matching and positive answer on question asked

In this main part of the questionnaire, and in the same time main title and topic of this master’s thesis, there is much more compliance in the answers among participants in the interview compared to previous two parts. As it can be seen from the Table 7 among participants in the interview there is almost unified answer for every question, 80% of matching answers, which is increase of 30% from the previous theme. Even on those questions where all participant didn’t had the same response there is again, as in previous theme 2/3 matching in the answers on certain questions, two to be precise.

Question number one, related to team importance when leading brought accordance among all three participants, where almost unanimous answer was given from all managers participating in the interview saying that team is the most important in their leadership approach and style. Top-level manager is saying that the team is most important in day-to-day running, and he like to observe his team as a boat where he is the skipper and where every team member has to row

in same direction in order to reach the goal. Beside metaphors, all three managers participating witness that building of compact team is not easy process at all, but when it is done there is big reward for that. According to them road to goal achievement is unity, to have one goal in which all team members believe in, and to have highest level of trust among team members. Supervisory-level manager is also adding that there is much in subordinates heads, where their power of will and desire to success has to keep their performances on maximal level during certain period of time.

Second and third question, related to type and style of leadership brought similar situation. Not because managers agreed about one type or style of leadership which they apply during their job routine, but quite opposite, they couldn't decide about one approach. Combination of leadership approaches, combination of solutions and flexibility characterize all three managers. According to their experience leader cannot hold only one approach, leader has to be mix of democratic, autocratic and authentic leader in order to be able to lead his team in successful way. Situation dictates pace and leader's approach, and middle-manager presented one interesting thought inspired by Arsene Wenger saying that "you are successful as coach when players thinks that they can do whatever they want, and you have them on your palm." Third question, related to manager's style of leadership introduced similar situation to previous answer. Inability to decide between one or another style of leadership, or better said inability to use only one leadership style in their daily job activities brought unified answer where all three managers said that they can't apply only one leadership style in everyday situations, they have to mix them appropriate to everyday events development.

Fourth and fifth questions are related, and they examine importance of motivation in sport organization. Situation is to certain extent different to some previous questions. Namely there is matching in question four, but due to club's situation of supervisory-level manager and his job position, there is no agreement in answer on question number five.

As answer on question four, all three participants highly value importance of motivation in daily functioning of one sport collective, and every manager individually is adding his way of subordinate's motivation. Top-level manager is explaining that he is trying to motivate his subordinates with praise and socialization over some collective dinner. Middle-level manager is explaining that in most cases he tries to motivate his players with some motivational speeches, since he pays a lot of attention to motivation in general, and read motivational books he tries to improve himself in that category. Supervisory-level manager is also valuing motivation highly, and due to his several job positions he can give answer from different perspectives. In office his colleagues are motivated internally in most cases, but in his second job position of team manager he is helping the coach with the players, and during most of that time he relies to verbal motivation, he talks a lot with the payers, and tries to keep them focused for the challenges lying ahead.

Regarding answer on question five, when talking about motivation preparation, on this question there is no 100% agreement in the participant's answers. Top-level manager and middle level manager doesn't have prepared motivation methods in advance, they are doing it ad hoc, but supervisory-level manager is not in such position. In his organization, as already mentioned before GM is in charge for motivation of his 'office' subordinates, while for the squad motivation head coach is in charge, so supervisory-level manager can only assist with the motivation, as it can be seen from the previous answer.

Questions six, seven, and eight are again related, they are dealing with organizational communication, its frequency, level of familiarity, relations between superior and his subordinates, etc. All three managers are valuing communication as very important in organization's daily functioning. They emphasize that without communication there is no success, namely daily communication is road to success, it is important tool for manager to make that his presence feels in the organization, to convince subordinates about some actions, to present them the road which is ahead of them, to inspire them to cross that road in order to get the positive and desired result. Lack of communication, according to all three managers is key to failure.

When talking about the nature of communication between managers interviewed and their subordinates it is noticeable that every manager witnessed that there is no strict business communication between him and his subordinates, namely every manager is interested in subordinate's personal life, and open to subordinate's problems and worries. According to top-level manager in his collective they are organizing regular meetings every Monday in order to keep record of progress made, and in order to inform other collective members about issues that needs to be addressed. Also if there is some issue, or they have some problem or wants to talk about something, his subordinates can address him at any time. Beside direct subordinates middle-level manager is having and maintaining regular conversation with people who are not by definition under his control, such stadium workers, equipment managers, etc. In supervisory-level manager collective they are like one big family and coworkers are going out together, celebrate birthdays, and share common moments outside work too. Relations between our managers and their subordinates are similar to communication. Managers are open to all potential questions and suggestions from their subordinates, and especially middle-level and supervisory-level manager are trying to keep distance between them and subordinates invisible if possible, when talking hierarchy.

Question nine, which is dealing with the degree and level of trust between managers and their subordinates is another which brings complete accordance in the manager answers. All three managers' trust completely to their subordinates, among them there is no place for doubt in subordinate's actions. Top-level manager is scoring effectively saying that if there is no trust, there is no need to do the job at all, there is simply no point to continue anything. Middle-level manager is confessing although he trust to all of his subordinates, he choose some of them, mostly among players and provide them with more information's, all in order that they could

act for him as his extended arm, so to say. Mostly when trying to influence some young player, to enhance his development. Supervisory-level manager doesn't do such things, but he agree with the rest of managers that he has unlimited trust in his subordinates and colleagues.

Question ten which is dealing with manager's reward and punishment system didn't bring total agreement among interviewers, mostly because supervisory-level manager doesn't have opportunity to introduce and to carry out any reward or punishment according to performance, mostly because his organization is mightily understaffed, and also due to his position in hierarchical structure of his organization where he has almost no tools to reward or punish his subordinates if they deserve. Top-level manager on the other hand, together with middle-level manager agrees that he doesn't have anything prepared in advance, neither reward or punishment, and he is introducing them ad hoc. Of course it important to say that in every organization where our managers are working or have worked in, there is club's disciplinary book, but that document is something above manager's personal rewarding or punishment system, and purely because of that it is not taken into account, and included in triangulation process.

After thorough examination of answers on questions from this part, and according to managers testimony key factors for team management are trust between coworkers, daily communication, maintaining positive and open relation between coworkers, manager's ability to adapt leadership style and approach to every situation when leading sport collective, and motivation which follows results achieved. Combination of all those factors should help manager to be successful, and to lead his team toward desired result.

Lack of consensus among managers is pronounced in two answers from then, and that is similar to previous theme. Again inability of supervisory-level manager to make some moves, mainly conditioned and limited by his job position in his organization's hierarchy lead to this result, but it is worth to say that on question number five and ten consensus is reached again between two from three participants in the survey.

4.7 Data Interpretation

After three main research questions, three different themes or groups of subquestions related to main research questions, and answers on those questions what can be drawn from it? Did the answers were satisfying and extensive enough? Did the answers brought closer the idea how to manage people in sport organization in a successful way? If everything taken it to an account, the final answer on this question could be short and concise - yes. Of course there are limitations to this research and the answers received, but those limitations will be discussed in specific, following subchapter.

Theme one, or first from three main research questions dealt with organizational size, diversity, and manager's experience with it. There was four different questions related to that topic, and

the percentage of the answers where we have 100% accordance and overlapping in the answers between three managers was 2/4, more precisely 50%.

According to matching answers, diversity and experience with diversity is something where all three managers agree that it represents something good for the sport itself and sport industry in general. Diversity according to managers interviewed increases exchange in knowledge and skill, it brings people closer, and it helps the sport and sport industry to grow, to reach all parts of the globe. Regarding experience with the diversity, they all had experience with diversity, someone less like supervisory-level manager, and someone more like top-level manager, and middle-level manager.

Answers where they don't agree are related to the number of people for which they are in charge every day, which is something expected to be different from manager to manager because of their experience, job position, and age, but something different is indicative, and it is concerning diversity team advantage over the teams who are more similar regarding their background.

Answer on the question related to whether teams who are consisted from people from different backgrounds are more creative and more prone to success compared to teams who have more unified structure didn't bring agreement among participants. Surprisingly participant with least experience, supervisory-level manager, had positive opinion about diverse team and was convinced in his testimony that diverse teams are better, and have advantage compared to more uniformed ones. Two other managers, with more experience than supervisory-level manager couldn't agree with that claim, and they couldn't confirm that teams who are consisted from people from different cultural backgrounds are better, or more precisely said have better chances for success. Middle-level manager testifies that according to his experience he had much more success with the teams who were consisted only from the people from the same country or from same region with similar cultural background, compared to success with the teams who were more diverse. He is explaining that fact by the level of responsibility that domestic people have, compared to people from other countries. Because of that, the level of responsibility which domestic players feel, because they will give more to prove themselves to their own people and fans, to make the name at home, compared to foreign players who are not feeling that level of responsibility and affiliation. Due to that level of affiliation with domestic crowd, and the level of accountability that players from certain region or country are feeling, middle-level manager is saying that under his experience domestic based teams and teams from similar background are easier to work with, and more accountable and dedicated to success.

Response as a whole, taken from three interviewed managers and triangulated accordingly, on the first of three main research questions related to whether diverse organizations have advantage over traditional organizations is no, but only valid if it is mentioned and understand with addition from managers who are concerning diversity as a good occurrence, and saying that diversity brings more to the table by connecting people in a faster way in the sport arena.

Theme two, second from three main research questions and related to sport team construction brought similar situation. Here, number of question was much bigger, but the percentage where all three managers had the same opinion about one question asked was 4/8, or more precisely 50%. It is worth to mention that in those questions where managers didn't agree overlap in the answers was always 2/3, or better said 2 from 3 managers agreed about certain topic. Mostly, reason for disagreement between three managers was inability of supervisory-level manager to choose subordinates, to make final decisions in hiring process, and his inexperience in other organizations, mostly due to his position in the organization, and the fact that his current sport organization is the only one in which he ever worked in.

Questions and answers where managers achieved wide consensus are related to close subordinate relationship, importance of specific organizational culture within the organization, importance of organizational culture in hiring process, and value of group cohesiveness. Questions where there wasn't complete compliance in the answers are mostly related to freedom to select subordinates, freedom to bring new employees to the organization, process of hiring of people who are aligned with organizational culture, and nature of adaptation of newcomers to the organization.

Again, it is highly important to accentuate and say that in several answers, where didn't come to 100% match in the answers from managers interviewed, especially in cases where subordinate-level manager didn't respond same as his other two colleagues, that didn't happen because supervisory-level manager has different view and experience from praxis compared to other two managers, no. That disagreement in the answers happen just because supervisory-level manager doesn't have executive power in certain situations on which questions are referring to, and his decisions are not final and decisive. Due to that fact, and in the same time to ensure compliance of triangulation procedure and its processes it cannot be said that certain answers are matching 100%, so there is no overlap in answer on one question from every manager, and due to that triangulation applied to that specific question is unsuccessful.

Answers where managers agreed brought clear direction where sport organization are going in praxis. Managers should be given, and should have the opportunity to choose direct subordinates if possible. People who are hired are hired according to their skill, knowledge, experience, and also because they are well aligned with the existing organizational culture. Chance should be given to all, no decision should be made until manager sees what kind of potential he has when coming to new organization, and after that action should be taken accordingly. Organizational culture should be build and maintained, it is one of the keys for successful organizational functioning. Group cohesiveness is also important, it should be maintained well, and it is necessary to have if one organization want success.

Regarding answers where the agreement in the answers among managers interviewed doesn't exist, proposal should be that decision-making system should be more democratized, lower management levels should have bigger impact compared to current when coming to decision-

making processes, and organization should be more horizontal than vertical aligned, at least in the case of supervisory-level manager. Another big problem is lack of available staff, and that is wider problem among different organizations. Lack of higher educated staff is visible, concretely here in the case of supervisory-level manager organization.

Response as a whole, taken from three interviewed managers and triangulated accordingly on the second from three main research questions, regarding processes which needs to be taken in order to build successful sports team is following. Appointment of people who highly value organizational culture, and are ready to build it, and around it. Giving chance to everyone employed in the organization before manager arrival. Building, keeping, and enhancing group cohesiveness among organization members. Inclusion of wider community in organizations daily operations through volunteering and other actions, all in order to have enough people to work with, and in the same time to create organizations recruitment base of possible prosperous staff ready for hiring when the need appears. Finally, bigger inclusion of lower level managers in decision time processes by giving them the freedom to make important decisions crucial for their management level.

Third theme, third question from three main research questions, and theme which is included in this master's thesis title, theme which is concerning people management in sport organizations brought huge increase in percentage of matching responses. 8/10, so 80% of the all answers on this theme were matching between all three managers which was large 30% increase compared to other two themes, or research questions. Here, like in previous two themes one answer which didn't matched was because of supervisory-level manager position and his limitation when it comes to decision making time, but other disagreement was because supervisory-level manager doesn't not act in certain situation, like two other managers does. Answers from this part where all managers managed to reach consensus are related to team importance and commitment to common goals, importance and value of motivation, importance, frequency, and topics of communication with employees, and especially they agreed about level of trust which exist between them and subordinates and the relation which they create and maintain between them and their subordinates.

Another interesting question where all three managers agreed is related to leadership characteristics and style, but not in the way that all three managers have the same view on leadership and its characteristics, and that they use that specific leadership style in all situations, no. Managers managed to agree about their inability or indecision when defining to which group of managers they belong, autocratic, democratic or authentic. The same thing can be applied when they try to decide to which style of leadership they use the most, transformational or transactional in their daily operations. The thing about managers agreed is related to fact that in everyday situation they pinch something from every style of leadership and leadership type, and also that they use adaptation to situation approach very often.

Two answers where wasn't possible to reach consensus between all three participants in the interview are related to motivation, more precisely to already prepared motivational methods, and second is related to reward and punishment system, the frequency, form, and methods of rewards.

Taking directions from matching answers, it can be seen that organizations who are keeping and holding certain standards have preconditions for success. According to interviews, it is important to have cohesive group who is working toward common goal, and manager should support, build and enhance that cohesiveness as already mentioned in previous theme. But this time adding that manager must make sure that he has drawn subordinate's attention and focus to common goal, and that this cohesiveness should be used for reaching common goal, which is again precondition for organizational success. During the same period, manager should adapt his leadership styles to the situation on the field, and it is of crucial importance for manager to not forget that every situation and person is different, and that he should according to that in a successful and fast way adapt himself to different characters and environment, which is one of key attributes for superior when managing team on daily basis.

By using different types of motivation presented in different manner every time, managers should keep their employees satisfied and motivated for daily tasks. Also, after task has been performed, accordingly to the results managers should reward employees for good work, or opposite if the task is not completed properly. Beside professional responsibilities and tasks, manager should have time for more personal communication with their subordinates, so that subordinates have the opportunity to share their concerns and thoughts with their superior, everything in order to create positive and creative working environment, full of mutual trust from which the organization and its employees will benefit.

Response as a whole, taken from three interviewed managers and triangulated accordingly on the third and final main research question, regarding people management in sport organization is following. Trust among employees, open and sincere communication between all factors and all levels within the organization on daily basis, existence of manager's flexibility regarding leadership style and type, common and wide usage of motivational techniques and tools, and finally existence of common organizational goal which should represent main organizational and employee goal, toward every employee and organization as an unit should strive are the keystones that can be drawn from the answers received through interviews with three managers on three different managerial level.

4.8 Limitations of Study

Limitations of the study are existing, they are mainly connected to the willingness of the sport workers to take part in the interview process in general, and the willingness of sport managers to be extensive enough in their answers, to present their organizations to the wider audience.

Not every sport organization and manager was open enough for the idea of interviewer who want to know details about his organization, and its processes and routines, and according to that some organizations and managers excluded themselves from the interview and answer collection process even before it started.

Together with that problem, emerged new problem of managers who wanted to participate, but only under their own terms and conditions. Some of the managers when asked to help with the interview, requested list with questions in advance and after receiving the same they decided to negotiate about interview content, and requested to leave out certain question which they didn't find suitable. Because of that, and mostly due to protection of integrity of structured interview these managers weren't allowed to participate in the interview process under their own conditions, nor to be included in the process of data collection.

In opposition to that, three managers who agreed to participate in the survey agreed without any hesitations and constrains regarding answering process. All three of them were selected carefully, everything in order to represent three different levels of management existing in sport organizations.

Another problem occurred later, slightly during the interview process, and mostly during the data processing time when supervisory-level manager revealed that he can make some recommendations, specifically when talking hiring process, rewards, and motivation process, but he doesn't have deciding role. That created minor issue for data processing, especially when main reason for that disagreements wasn't different opinion of the participant interviewed, but only the inability of supervisory-level manager to make certain decision due to his organization staff position, and group size.

Eventually this disagreement was resolved, because this answer couldn't be seen as 'unofficial' matching answer, but rather those answers are considered as disagreement, all in order to keep the data processing procedure, and triangulation process transparent and clear.

CONCLUSION

In this master's thesis I have presented sport organization management from managers' perspective. Three managers were consulted and interviewed everything in order to get insight information's about processes occurring in sport organization, and also no less important in order to obtain the answer on the master's thesis main research question. Great help for this research was professional literature including books, journals, documents, and all material relevant to the topic explored, along with my practical experience gained through work experience. This combination eventually lead to structured questionnaire with whose help I managed to get required answers on three main research questions.

In the first two chapters I am trying to explain and give insight into the emergence of the term of sport in general, professional sport, sport organizations, and manager's assignments in general, and to use that knowledge for building introduction for the empirical part. Along with that emerges the need for clarification of the HR term, its practices, values, usability and applicability in sport organizations in today's modern time.

Foreign and domestic professional literature is providing great backbone during this process, without literature it would be impossible to bring any usable and relevant information, and to build for the master's thesis next step. Theoretical part follows mentioned next step, which is representing empirical evidence. Empirical evidence represents material collected through structured interview with three different managers, top-level manager, middle-level manager, and supervisory-level manager.

Through conducted interviews with three selected managers I managed to receive information's and insight into real world actions and processes which are occurring, and which are inevitable to implement when managing sport organization and people within one sport organization. Also, I received valuable experience and close testimonies from people who are living and working in volatile and harsh world of sport where result is in the first place, and previous merits are quickly forgotten. Answers received are matching in between in most cases, and by that managers are confirming that to certain extent there is a universal set of rules and regulations for people management within one sport organization. Perhaps it could be said that this is universal set of rules which has to be followed when sport organization is managed, and the success of organization is in the first place.

General, key tips that can be taken and be applied to every organization are following. Every organization if wants to be successful has to grow, develop, and nurture certain organizational culture, majority of processes occurring in the organization, such hiring process for example should be aligned with existing organizational culture. Constant communication and group cohesiveness are another keys in positive functioning of one sport organization, managers as leaders should be adaptive in their approach, they should care about their employees, not just regarding their work performances but also about their issues, and opinions. Also, managers should include motivation in their daily praxis by utilizing different motivational methods. Finally in organizational work, and sport organizations in general are requiring mutual trust between managers and their subordinates, otherwise there is no point in joint cooperation.

With answers acquired through the structured interview I managed to fulfill all goals of this master's thesis, presented in the form of three main research questions. After theoretical overview on the subject, presentation of obtained results followed, along with data interpretation and conclusion. In order to make this research more significant, and to expand the field of research of this master's thesis, it would be meaningful to expand the sample of sport managers to more sport organizations, and also inclusion of different organizations from different continents would give additional breadth and importance to this topic.

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APPENDIXES

APPENDIX A: Structured Interview with Top-level Manager

Other questions

1. Can you introduce yourselves, your job position and daily activities?

My name is Person A, and I am owner and president of sport organization A.

2. Are you accountable to some superior?

I respond to, and my main judge is our audience.

Theme 1: Diversity

1. For how many people daily are you in charge, and can you count from how many different countries those people are coming?

I am in charge daily for around 100 people. Our team is consisted mainly from domestic people, but we also have people from abroad, in between 7 and 10 people are from different countries all around the world, plus domestic people.

2. If not in current position or club, did you have any other experiences with diverse teams, maybe in your previous clubs, or in daily tasks?

I am for a long time involved in sport in general, first as player, and after over thirty five years as an owner and president of different sport organizations in over five different countries on two different continents. In previous country where I owned several sport organizations I had constantly in average in every organization over 40%, and in some of them almost 50% foreign subordinates, including both staff and players, and around 60% domestic subordinates, both players and staff.

3. What do you think in general about diversity in sport, and how diversity influence sport organizations?

I think that diversity in sport in one positive thing. I mean look on the USA example, they have a lot of different people from all sort of different backgrounds and they are the best in almost every sport. Our sport is specific because it is dominant sport in the whole world, one of the main entertainment industries, and it reaches all parts of the globe, so the responsibility is even bigger for all us participants.

- 4. Do you think that teams consisted of people from different backgrounds are more creative, and have more chance to quicker find solutions compared to teams consisted only from one nationality?**

It is hard to say that, but it is interesting that when you have players from different countries, one are better technicians, while others are paying more attention to preparation for the game, but at the end everything comes to desire to success. I could say everything the same for the office part of club.

Theme 2: Sport team construction

- 1. Do you have freedom to choose your subordinates? If you have chance how do you choose employees for your team?**

Yes, but I do not participate in every single process. I have to have responsible people on right positions who know their job, and I have to give them opportunity to prove themselves.

- 2. Are you choosing your key subordinate from existing staff after your arrive to the club, or you insist that you bring with you someone of your choice?**

When I come to new sport organization I like to get to know with the club's infrastructure and people in key positions, and based on that I make my decision. Who is working good job will stay and will get my support, and who isn't gets a second chance to try to improve. If that isn't successful changes are inevitable.

- 3. Do you have some specific subordinate who worked with you in every club in which you worked in, and who is your right hand let's put it like that?**

No, I don't have such employee who worked with me in my previous organization, but for sport issues I have Sport Director, and for business issues I have GM to whom I trust unconditionally, both of them.

- 4. What represents organizational culture, and is it something important to you and your managerial style?**

It is most important. Organizational culture is very important to me, and we try to nurture positive, creative, and supporting organizational culture in our organization. Also we try to get the people who will blend in with the club's organizational culture.

- 5. When hiring person, are you looking for someone who will fit the organizational culture, or this has no relevance to you?**

As I mentioned already, it is very important to have someone who will adapt to the organizations organizational culture. There is nothing without good team, an empty space, and under teams I mean both, team on the pitch, and team off pitch have to function properly and aligned.

6. How would you describe organizational culture and environment in your organization, and how much is this factor important to you personally and to your organization? If possible describe it in one word.

As I in some other question mentioned, our organization nurture positive, creative, and supporting organizational culture.

7. What do you think about importance of group cohesiveness? How do you rate it? In which way do you build it?

It is very important, most important and hardest thing to achieve, so to say. The ability to put together the dices in right and functional way in order that everyone goes in same direction and share common goal is hardest and most rewarding thing to do.

8. In what way are you trying to adapt newcomer to the organization? Are you using mentorship method, maybe tutorship, etc.?

Most of the time it is not my job to introduce players to the new environment, we have people in charge for that. Newcomers are provided with rules of behavior and they are introduced to other players and staff who are at their service in first days in our organization, for everything that is needed.

Theme 3: People management in sport organization

1. How much the team is important in your leadership style? Are you paying attention that whole team is working toward common goal in same direction?

Team is most important in day to day functioning, I like here to make comparison with boat where I am skipper, and every member of the team has to row in the same direction and with same pace as other team members. Of course there will be some rough times, storms and restless waters, someone will fell down from the boat, but the most important task is that our boat reach the goal. Simpler said it is very important that all employees follow one goal, and to work toward that goal.

2. Could you describe yourself as a leader please? Are you democrat, autocratic, or authentic leader? What does it mean for you to be a leader in the first place?

It is hard to say, everything depends on the situation. I would say that I mix a little bit and act depending on the situation.

- 3. Can you describe your leadership style? Are you more transformational or transactional leader? Under transformational I mean on easier approach, you inspire your subordinates to identify with the organizations vision, and by motivation and inspiration you make them to obey. On the other hand under transactional I mean on bad cop-good cop approach, using rewards and punishments to make your subordinates to obey you.**

Also this is not easy situation to say one or another. I don't have problems to make cut when I see that the cut is needed. Someone may say that I don't have tact, but I have vision and everything is subordinate to that vision, and there is no place for any misreading. I had a lot of times situation when some of my clubs started to wind along the road that already has been set, and then I had to make move, I had to make some cuts which seemed maybe risked at the time but eventually they paid off. Maybe the best answer on this question would be again that everything depends on the situation, I act depending on the situation.

- 4. How would you rate the importance of motivation in sport organization? In what way do you motivate your employees?**

Motivation is important part in running sport organization, both on and off pitch. In office when we make good result we get together over some dinner in order to acknowledge people who are responsible for the good result. It is important to say someone that he did good job because every person after good work like to hear compliments.

- 5. Do you have prepared methods of motivation, or this is done ad hoc?**

No, I don't have anything prepared in advance, I do it ad hoc, and by feeling.

- 6. How would you rate communication? Do you think that communication with subordinates is of a great importance for successful organizational functioning?**

Yes, communication is very important in daily functioning. I tend to communicate with my subordinates regularly, on daily basis. I like to show my presence in the office, and my employees know if they any issue or something else that they want to share they can come to me.

- 7. How often do you communicate with your subordinates? What is the nature of this communication, and relation in general? Is it strictly business, or there is some personal part in it, are you talking with your subordinates about other things than business, personal life, their problems and worries?**

I often communicate with my employees, and also every Monday we have meeting together to establish goals for next week, and to see what was done in previous, to be prepared for future challenges ahead of us.

8. What is your relation with subordinates in the first place? Are you interested in subordinates' personal life, or your relation with subordinates is strictly professional?

My philosophy is to have open dialog with all employees, to see in which surroundings and conditions they function the best, what obstacles they have in their daily duties, and then I try to help them whenever and wherever I can. That doesn't mean that I will not sit down with them after work over a drink to discuss everything that bothers them, and from that side I am very practical, I like to know every issue that bothers my employees.

9. Is there clear pronounced degree of trust between you and your subordinates in your organization? How would you rate importance of trust in relationship between manager and his subordinates in the first place?

Yes, I believe them completely, I mean I have to, otherwise what is the point?

10. Depending on task performance, or goal achievement, do you have already prepared rewards or punishments in advance, or you are making them along the way (ad hoc)?

We have disciplinary actions written in form of club's rule book, e.g. when someone make misconduct, but personally I don't have anything prepared in advance, mostly I do it ad hoc. When we make good result I commend people, we arrange some dinner to celebrate that, and similar.

Other questions

3. Is there some part of your job that you specifically like or dislike?

Not really, I like all parts of my job, both good and some not so pleasant so to say, but in global everything combined makes my job.

4. At the end, what do you think in which direction sport industry is currently going, and can you foresee some upcoming challenges?

I would say that sport in general is advancing in atomic speed, it becomes main attraction around the globe, and when you look on countries and leagues as English Premier League, and Chinese Super League you can see that there is massive hunger for success, and for expansion. Premier League is broadcasted in 213 countries and territories, more that there is countries in the world, and by that they have access to more than 4 billion people theoretically, so let's say that this is

big promotion for football game. Nowadays China, they are emerging and expanding and improving rapidly. My only concern is how young players will endure all the pressure that comes with the money and fame, how will they develop their characters and thrive under the pressure.

Thank you very much for your participation, and help with the answers!

APPENDIX B: Structured Interview with Middle-level Manager

Other questions

1. Can you introduce yourselves, your job position and daily activities?

My name is Person B, football coach by profession, and during my career I was in charge as head coach of several reputable football clubs.

2. Are you accountable to some superior?

As a head coach and I am accountable mainly to club president, and sport director if there is such position in sport organization hierarchy.

Theme 1: Diversity

1. For how many people daily are you in charge, and can you count from how many different countries those people are coming?

Correct number I don't know, because it depends from organizational size and infrastructure, but I can say that in average I am responsible I average for 50 people on a daily basis. There is a lot of different nationalities, between 10 and 15 for sure, from many different countries such Belgium, Egypt, Montenegro, Algeria, Slovenia, Serbia, Netherland, etc.

2. If not in current position or club, did you have any other experiences with diverse teams, maybe in your previous clubs, or in daily tasks?

I worked in foreign and domestic clubs, where I had a lot of players from different countries. In sport organization from Western Europe where I worked in I had the biggest number of foreign players, from around 10-15 different countries, in one Asian country also but not so many foreign players, and when talking about teams which I coached more locally, in this part of Europe I had players from around 7 different nations, and so on. So answer on your question would be yes, I had a lot of experience with diverse teams.

3. What do you think in general about diversity in sport, and how diversity influence sport organizations?

I think that diversity is increasing exchange in knowledge and skills in our sport, and because of that I would rate it as more positive than negative occurrence.

4. Do you think that teams consisted of people from different backgrounds are more creative, and have more chance to quicker find solutions compared to teams consisted only from one nationality?

Sometimes is good, and sometimes is not. It is hard to give answer to this specific question. I personally had both experiences where I worked with domestic, or let's say players from one region, and also with diverse groups. In almost every organization where I worked with players from a certain region I had more success compared to organizations where I had players from more different countries and continents. Maybe it is because of the fact that domestic players have certain responsibility, they are on home ground, they have to go out to town, to walk down the streets in front of their friends, relatives, family, while foreign players don't have such kind of responsibility, in most cases they just came to do what they have to do, and tomorrow they are who knows where.

Theme 2: Sport team construction

1. Do you have freedom to choose your subordinates? If you have chance how do you choose employees for your team?

Yes if possible, because when we talk about closest associates such some coaches and my assistant I have right to bring them with me to new club, but when we talk about players I am not always able to decide which player will come. If I have opportunity to bring the players that I want I try to bring players which I have already trained, players who I already know and who know me and my system of work.

2. Are you choosing your key subordinate from existing staff after your arrive to the club, or you insist that you bring with you someone of your choice?

If I come to new club during the season where captain is already in charge I don't change anything in the beginning, and during that time I am observing how he carries and conducts his duties. If he performs well I am keeping him, but if not, as I recently had similar case in last country where I worked in where the team didn't recognize one player as their leader and captain, I had to do something about it.

3. Do you have some specific subordinate who worked with you in every club in which you worked in, and who is your right hand let's put it like that?

I had some employees who followed me through organizations, but I didn't had anyone who was with me in every sport organization where I worked in. I have couple external associates to whom I can address some issues that I have, and who don't have to be with me directly hired by the club in which I am working in, but short answer would be no. Otherwise I trust to all my associates.

4. What represents organizational culture, and is it something important to you and your managerial style?

I would rate organizational culture as very important in everyday business and important for the success of one sport organization.

5. When hiring person, are you looking for someone who will fit the organizational culture, or this has no relevance to you?

If I have to choose players, and to bring them to the club then yes. I look for every last detail, and I try to reduce chance for error to minimum. I am looking his background, I call his previous employers and teammates, I try to find information about his character, family, marital status, habits, his friends, etc. I do it everything in order to prepare player so he can adapt faster to new environment, teammates, system of coaching, and so on.

6. How would you describe organizational culture and environment in your organization, and how much is this factor important to you personally and to your organization? If possible describe it in one word.

In almost every organization where I worked in I had support and positive environment, and I would say that those parameters were very important for my success there. I would rate organizational culture as very important in everyday business and important for success of one organization. As I said I had positive and supporting organizational culture in clubs where I was successful, and in clubs where I didn't had so much success maybe those were factors that missed.

7. What do you think about importance of group cohesiveness? How do you rate it? In which way do you build it?

It is very important, very important but it shouldn't be forced. Players are very sensitive especially when you take them their private part of the day. Quarantine could be one of the ways to build group cohesiveness in times when situation around the club is serious. Other way is to present players something new, something that they didn't experienced, something that in the beginning seem silly, but later it becomes a routine, something without players can't imagine their day. Both harmony and chemistry in team are very important things and hard to

achieve, and when everything is going well try to keep it that way, don't experiment or change anything.

8. In what way are you trying to adapt newcomer to the organization? Are you using mentorship method, maybe tutorship, etc.?

Everything depends from the profile of the player. If he is young and perspective player I find some experienced player to be around him, to keep an eye on him, and to introduce him with everything important for our organization. In the same time I suggest him that would be good that he observe and try to duplicate how older team members are behaving, to follow their lead. On the other hand if the player is older I mostly let him to find his place among the group members, and in most cases players among themselves resolves, and welcome newcomer, and show him around.

Theme 3: People management in sport organization

1. How much the team is important in your leadership style? Are you paying attention that whole team is working toward common goal in same direction?

Team is really important, most important so to say. It is important that trust exist between team members, to have good communication. Common goal is something what everyone within the team should strive, something that is ground of every job in the first place, especially during tough times team members shouldn't search among themselves who is guilty, and they shouldn't point fingers, but they should stick together in order to solve problems.

2. Could you describe yourself as a leader please? Are you democrat, autocratic, or authentic leader? What does it mean for you to be a leader in the first place?

I caught myself analyzing what is the best. In one period I was autocrat, then I tried to be democrat, and eventually I finished in between. There is one good philosophy from Arsene Wenger where he said that "you are successful as coach when players thinks that they can do whatever they want, and you have them on your palm". So you have to have great balance between different knowledge's and abilities, to handle the all processes that are happening in one team.

3. Can you describe your leadership style? Are you more transformational or transactional leader? Under transformational I mean on easier approach, you inspire your subordinates to identify with the organizations vision, and by motivation and inspiration you make them to obey. On the other hand under transactional I mean on bad cop-good cop approach, using rewards and punishments to make your subordinates to obey you.

It depends from situation to situation. It isn't easy to say one thing or another, mainly the situation dictates the style.

4. How would you rate the importance of motivation in sport organization? In what way do you motivate your employees?

I regard motivation as very important part of my functioning in any team or club. I read a lot, even some motivational books, then I also talk a lot with the players. Some players easily tend to forget what is expected from them, and then I speak with them, 'refill' them so to say, so they can play good in continuity.

5. Do you have prepared methods of motivation, or this is done ad hoc?

No, I don't have anything prepared in advance I do it along the way, and one important thing is that I don't like to repeat myself. Sometimes when I choose speeches before the games it all depends on the opponent, on several other factors, I have prepared core of the speech, but later I don't know where inspiration will lead me.

6. How would you rate communication? Do you think that communication with subordinates is of a great importance for successful organizational functioning?

Absolutely, everywhere communication is one of the most important things, not just in football, or sport. Communication is important, because if there is lack of communication problems will occur for sure. Good, open communication is important because your associates have to embrace what you do, you have to present and explain them your plan, your way of work, otherwise if there is no communication that is the highway road to problem.

7. How often do you communicate with your subordinates? What is the nature of this communication, and relation in general? Is it strictly business, or there is some personal part in it, are you talking with your subordinates about other things than business, personal life, their problems and worries?

No, no, of course that there is a lot of personal themes, not job strictly. I will not push them to say more than they actually want to say, but I am always there for their problems, worries, questions, etc. Beside my direct associates such players and coaches I like to know all the people who are close to first team such equipment managers, stadium workers, etc.

8. What is your relation with subordinates in the first place? Are you interested in subordinates' personal life, or your relation with subordinates is strictly professional?

It is one healthy relationship. Of course that I am interested in their personal life too. I consider them equal to myself, both associate coaches and players and there is a lot of personal themes, not job strictly.

9. Is there clear pronounced degree of trust between you and your subordinates in your organization? How would you rate importance of trust in relationship between manager and his subordinates in the first place?

Yes, of course. As a matter of fact I don't see them as my subordinates, I realize that this dividing is by the book, but as I mentioned I consider them equal to myself, associate coaches and players both. So players and my coaches are my associates, and then among them I choose according to my personal criteria few of them to whom I will entrust more, to whom less, to whom I can delegate some tasks, and so on. In some clubs I had some players who had more freedom, and in exchange for that they did some job that was necessary.

10. Depending on task performance, or goal achievement, do you have already prepared rewards or punishments in advance, or you are making them along the way (ad hoc)?

Beside club's disciplinary book, where is written what action deserves reward or punishment, I personally draw some of my own depending on the moment. I don't prepare anything in advance because every situation carries its specifics, and you can't predict every situation and prepare action in advance.

Other questions

3. Is there some part of your job that you specifically like or dislike?

I like to prepare trainings, I really enjoy in that. To form groups for training, to select players for suitable exercises, that always push me to reinvent exercises for every training. I don't like when people are not professionals in their jobs, when someone is missing because he is late due to the traffic, or injury, etc.

4. At the end, what do you think in which direction sport industry is currently going, and can you foresee some upcoming challenges?

Emerging countries definitely are new 'thing' in our branch, and under emerging I mean on some of them that didn't had expressed football culture in the past, and now by investment of funds they are becoming more influential players in the market. Also some changes in the game rules, like third card, more substitutes allowed during one game, couple of minutes suspension for bigger offence, like in handball, etc.

Thank you very much for your participation, and help with the answers!

APPENDIX C: Structured Interview with Supervisory-level Manager

Other questions

1. Can you introduce yourselves, your job position and daily activities?

My name is Person C and I am in charge for public relations and I also help acting as a team manager for the senior team, and I also help in the administration and marketing department. I hold several positions mostly due to the fact that our sport organization is understaffed a lot.

2. Are you accountable to some superior?

My superior is GM if we talk business part of my daily activities, and head coach together with GM if we talk sport part.

Theme 1: Diversity

1. For how many people daily are you in charge, and can you count from how many different countries those people are coming?

We have two equipment managers, and we also have a student who helps us with the administration. She also helps me a lot with marketing, and there is also sales director who is more or less in charge with marketing. All of us act as one team. I would say that I'm in charge in average for three persons daily, and they are all domestic people.

2. If not in current position or club, did you have any other experiences with diverse teams, maybe in your previous clubs, or in daily tasks?

I have almost daily contacts with the all competitions in which our sport organization is participating, and all the clubs from those competitions, including all foreign representatives. I am also in contact with the opponent teams. Approximately with forty to fifty different nations, namely during my time here I was in contact with representatives from almost every European nation, and also Americans, South Americans, Asians, people from Middle East, etc. A lot of different people, and because of that it very interesting and dynamic to work with the people, especially when they are coming from different backgrounds.

3. What do you think in general about diversity in sport, and how diversity influence sport organizations?

I love it. I love diversity, I love globalization. I think that sport is growing because of diversity. Every person from different culture, different race, different religion, different mentality, brings something new. You can always take the positives, you can also see some negative sides, but

you try to flip it to positive. That's why it is important to grow as sports, you can share the knowledge, share different perspectives, both in the management process as well in sport.

4. Do you think that teams consisted of people from different backgrounds are more creative, and have more chance to quicker find solutions compared to teams consisted only from one nationality?

Of course. The more diverse the environment is there is more chance for it. Like the expression says "two heads are smarter than one" especially if those people are from different environments and backgrounds.

Theme 2: Sport team construction

1. Do you have freedom to choose your subordinates? If you have chance how do you choose employees for your team?

Not really. In our organization GM is in charge for every hiring and firing process, he is in charge for replacements. I can make him proposal and give him an advice because he asks me about certain solutions when it comes to hiring someone, but he has the last word on it.

2. Are you choosing your key subordinate from existing staff after your arrive to the club, or you insist that you bring with you someone of your choice?

No, because I didn't work in different sport organizations, this is my first and only sport organization in which I worked and currently working in. I believe to all colleagues, and employees in our club, with no exception.

3. Do you have some specific subordinate who worked with you in every club in which you worked in, and who is your right hand let's put it like that?

As I mentioned before I didn't work in any other sport organization, and I don't have chance to choose my subordinates, partially because we are understaffed, partially because GM is making all decisions regarding hiring, and firing process. So the answer would be negative.

4. What represents organizational culture, and is it something important to you and you managerial style?

It is of imminent importance, something without organizational success couldn't be possible. Can't stress enough how this part is important, and plays responsible role and taking part in decision when it comes to organizational success or failure.

5. When hiring person, are you looking for someone who will fit the organizational culture, or this has no relevance to you?

Sadly, still I am not in the position to hire people as I mentioned before, but I can make suggestions. Generally talking when we talk about players hiring, GM and coaching team are looking for every single detail in players' biography when hiring someone. 12 or 15 people together in one season you have good characters who will get along. If we talk about organizational part of the club it is very important to have people who loves the sport. This is very important thing because schedule that we have is not something that you will find in 'normal' company, it is very dynamic. For example one day I come to work for one hour, but on match day I can be here for 18 hours, and it is Sunday, and I will be done with my job at 2 AM. It is very dynamic, and you have to be emotionally involved with sports and the club in order to endure and cope with all the processes happening around the club. For example lady that works in administration has to be available 24/7, even on Sunday lunch her phone may ring and she has to be available because team is on the road and need her services. Because of that you have to have right people on right places, with positive energy and same attitude, same goal, etc.

6. How would you describe organizational culture and environment in your organization, and how much is this factor important to you personally and to your organization? If possible describe it in one word.

It is very dynamic and supporting organization, partially because of our situation where we are understaffed, so basically we have to rely on each other, and we are working together on all tasks, and sharing assignments during the seasons and also offseason. People often don't see and realize that we are working during the offseason too, they think that we have vacation that lasts three months, and then season magically starts. There is always something during the summer months that needs to be done, especially when we talk sponsorships and budget for the next season. In one word I would say that this job is very dynamic, and I can use the same word for our organization, especially if you compare it to 'regular' organization where everything is done 'by the book', but here mostly because of lack of people everyone knows what needs to be done and all are participating in task solving situations by helping each other, no one will tell you 'that is not in my contract'. Very positive organizational environment, supportive, dynamic and exciting to work in it, if I can put it in couple of words.

7. What do you think about importance of group cohesiveness? How do you rate it? In which way do you build it?

This is the very important thing, especially in preseason when there are new players, new coach, new staff, we have to build the relationship within the group. We try to have meals together, we go on common activities for example in Italy when we were there in the preseason we went to beach instead to training, all in order to increase team cohesiveness. When it is serious work

we work, but sometimes you have to give players some break, in order to build compact group. Also the roommate management during the trips is created to enhance good spirit among the team, if two players are not communicating enough we put them together in room in order to increase that. It is sometimes make it or brake it situation, but that risk is better than status quo. We ensure to put domestic player with foreign player, because we think that home grown player will help foreign player better to adapt, and to feel our city and club in more effective way. At the end it is logical. Relations cannot be forced, but we do all possible to enhance them and to give players the chance to better get to know their teammates.

8. In what way are you trying to adapt newcomer to the organization? Are you using mentorship method, maybe tutorship, etc.?

Usually I am the guy who shows newcomer all the processes important for blending in new environment. We use following method, combined with mentorship method if younger player is in case. Also team captain has his role in introduction of newcomer to the team, and in process of adjustment to new environment.

Theme 3: People management in sport organization

1. How much the team is important in your leadership style? Are you paying attention that whole team is working toward common goal in same direction?

Yes, of course. Togetherness is one of the keys of success, and it is hard to achieve. For example majority of players need help to remember what their primary goal is, and I think that this is also part of the player's talent. Some of them don't lose focus so easily, but others have to be guided, they lose focus easily and you have to remember them every day what their primary goal is. Top players don't have problems with that, but majority has.

2. Could you describe yourself as a leader please? Are you democrat, autocratic, or authentic leader? What does it mean for you to be a leader in the first place?

It depends on the situation. I think that I'm still learning how to be a good leader. I am still young, and I try to be as good as can be when it comes in organization and management, but I follow my heart and instincts when it comes to reaction, and conversation to people. I cannot say that I am always the same, I have different approaches to different characters and situations, and I believe that I am quite good at people approach, I can see limits in conversation. It also depends on the personality to whom I am talking to, if someone has extrovert personality I will use one approach, if someone has introvert personality I will try something else, etc.

3. Can you describe your leadership style? Are you more transformational or transactional leader? Under transformational I mean on easier approach, you inspire your subordinates to identify with the organizations vision, and by motivation and

inspiration you make them to obey. On the other hand under transactional I mean on bad cop-good cop approach, using rewards and punishments to make your subordinates to obey you.

As I mentioned, I am still learning to be a leader, I try to do it by heart and feeling, and I could say that everything depends on the situation, no situation is equal to previous.

4. How would you rate the importance of motivation in sport organization? In what way do you motivate your employees?

Really important. Motivation in administrative part of the club is mostly self-motivation, people are really happy to work in sport collective, they know that they have 'more special', and more dynamic job, full of new things compared to regular firms. When we talk about players they need extra motivation, but at the end of the day that is coach job to motivate them. I can help by talking to them and trying to explain them where they are, what is expected from them, and to remind them that they do what they love while getting paid for that, and also to present them what chance and opportunity in their future career they will have if they continue to play good.

5. Do you have prepared methods of motivation, or this is done ad hoc?

As I said, beside pure conversation with the players motivation is head coach not mine part of the job. I sincerely don't have to motivate anyone, since office employees and my subordinates are already inner motivated.

6. How would you rate communication? Do you think that communication with subordinates is of a great importance for successful organizational functioning?

The most important thing in daily functioning is communication. This is the thing in which I believe in. You have to talk to your subordinates, to your superiors directly, face to face. One of the problems of this new modern age is communication through some text messages, virtually, and there is lack of real communication between people. I usually try to talk in person if there is minimum chance for that, even if I have to go from one place to another for that, but if there is no chance to talk face to face with someone I will call this person and still have communication about some important stuff that needs to be done. If you have some problems with someone you can fix them only if you communicate there is no point in building a wall with someone. With players I try to have friendly relationship, I am always to their service, to help them about everything, but in the same time I made them clear that I am not their servant. This relation only goes both direction.

7. How often do you communicate with your subordinates? What is the nature of this communication, and relation in general? Is it strictly business, or there is some

personal part in it, are you talking with your subordinates about other things than business, personal life, their problems and worries?

We get along really well, and we try to talk everything, not just strictly business. I would say that we are like big family, we are going to drinks together, birthday parties, dinners, etc. It is one friendly relation, but in the same time you have to balance it with your personal life, e.g. physiotherapist and I are great friends and beside job we are hanging out during our free time.

8. What is your relation with subordinates in the first place? Are you interested in subordinates' personal life, or your relation with subordinates is strictly professional?

As I already mentioned, we get along really well, we are going to drinks together, birthday parties, dinners, etc. It is one friendly relation, like one big family.

9. Is there clear pronounced degree of trust between you and your subordinates in your organization? How would you rate importance of trust in relationship between manager and his subordinates in the first place?

Yes of course, I mean I don't have too many of them, only three that I am in charge for, but I entirely trust them. We get along really well, and I would say that we are like big family.

10. Depending on task performance, or goal achievement, do you have already prepared rewards or punishments in advance, or you are making them along the way (ad hoc)?

Yes, we have disciplinary rules, and mostly they are GM's and coach decisions will they use them. Rules are simple like in every professional club, player have to act professionally. Punishments are going from verbal to financial, depending on the seriousness of the misconduct. If the players are underperforming there is option in disciplinary book to punish them for that also, but this is really the last thing that we use. Talk is the best way, communication can iron many misunderstandings. Other than that disciplinary book of rules, I do not punish my direct subordinates, because this is again GM's duty and decision.

Other questions

3. Is there some part of your job that you specifically like or dislike?

To be honest, I feel more comfortable acting as a team manager compared to public relation position. I started as a public relation officer, first I was assistant for communications and marketing, and then I took over the public relations position, but lately I think that more challenging for me is to be a team manager and to work with athletes, than working with press and media representatives. I am not saying that working with media is something bad, or boring, I don't want to sound disrespectful because I highly value their job, but work with athletes is

more exciting, and more fulfilling to me, since I also trained this sport as a youngster. But in any case both positions are fun to do, they have their pros and cons, and I wouldn't change them in any case.

4. At the end, what do you think in which direction sport industry is currently going, and can you foresee some upcoming challenges?

There is big issue with the money, especially in the region where our organization is operating in, and that I see as the biggest problem and obstacle. Generally every sport, and our is no exception in that is going toward even bigger level of professionalization, meaning that without certain amount of funds you will not be able to compete seriously with the most teams on the continent, and in this process of stratifying I see the greatest obstacle.

Thank you very much for your participation, and help with the answers!