

**New Technologies in Sport 2009**  
**INVITED LECTURE**

**LOCAL AND GLOBAL INTERACTION OF SPORTS ORGANIZATION  
WITHIN SOCIETY**

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***Abstract***

Subject of this work is sports organization that exists within society and is in interaction with society at local and global level. The problem of this work is visualization of local and global interaction existence of sports organization within society and with the aim of recognizing general rules that sports organization has to follow so it would successfully affect society and its regulations. We offered 3 models of correlations that each, from its own aspect, observes sports organization and society: 1. Structural network, 2. Hierarchy positioning, 3. Actual relations. Results of the research demonstrated: if sports organization wants to be optimally functional it has to consist of three segments: management, logistics, sports machinery (players) and expert assistance (maintenance).

***Sažetak***

Predmet ovog rada čini sportska organizacija kao subjekt koji egzistira unutar socijalne zajednice i koja je s njom u odnosu interakcije na lokalnom i globalnom nivou.. Problem rada predstavlja vizualizacija postojanja lokalne i globalne interakcije sportske organizacije u socijalnoj zajednici a u cilju prepoznavanja općih pravila prema kojima se sportska organizacija mora strukturirati kako bi uspješno djelovala na društvo i društvena pravila. Ponuđena su tri modela odnosa koja svaki sa svog aspekta promatraju sportsku organizaciju i društvo: 1. strukturna mreža, 2 hijerarhijska pozicioniranost, 3 stvarni odnosi. Rezultati proučavanja pokazali su da kako bi sportska organizacija mogla optimalno funkcionirati mora imati tri segmenta: upravljanje ili logistiku, sportski pogon ( igrači) te stručnu potporu (održavanje)

***1. Introduction***

Today's world is a complex and variable place for a living. It is made of space and different entities, primarily people and results of their functioning within that space, e.g. different relations, processes organizations etc. According to Aristotle, a man is "zoon politikon" (political animal) which means whatever he does, wants and can do includes other people since that is the only way he can survive. Many psycho-sociological and other researches confirmed the truth of this statement. A man can not be alone and since he is meeting other people in nature he creates different types of relations and groups in different ways depending on the goals, opportunities and domain he interacts with. (*Bonacin Da., 2008*). Specifically in the field of sports he is forming different **sports organizations**. Besides, except man and formed groups there is everything else, the surroundings that he can not totally exclude from and always have certain communication with and impact exchange which affects all man's activities. That is **external surroundings** which is present in every man as individual and sports organization as a human creation.

What acts within a man itself and within groups, in this case sports organization, we call **internal surroundings**. Here, we talk about different impacts and conditions that act within individual and in organization we talk about owners ( those who own property rights over organization), director board (chosen by owner and responsible for managers work) and employees (that offer their intellectual, physical and any other type of work) and physical surroundings. **General surroundings create** conditions in which organization functions and it consists of economic, technological and politically-legal dimension while **business surrounding** consists of buyer's competition, suppliers, regulators and strategic partners. In the broadest **sociological sense**, the surrounding of sports organization we call **society**. Within society the subject and entity can act at local and global level starting with its formation.

## 2. Subject, problem and the goal

According to general System theory **sports organization** is defined as a very complex, dynamical and opened system with management that consists of subsystems and elements of interdependent parts of the complex directed toward maximal sport result achievement. (Malacko i Rađo, 2004). Such organization has to be in interactive relation with society where it was formed, at local and global level, and that makes organization the subject of this work. The aim of this work is to visualize the existence and describe quantity and quality of sports organization interaction and belonging society in order to recognize general regulations that sports organization has to follow so it would successfully achieve results.

## 3. Relation models

**Structural network** presents well known understanding of society and its segments where the society is a complex whose parts are correlated into relation network and maintained by standards.

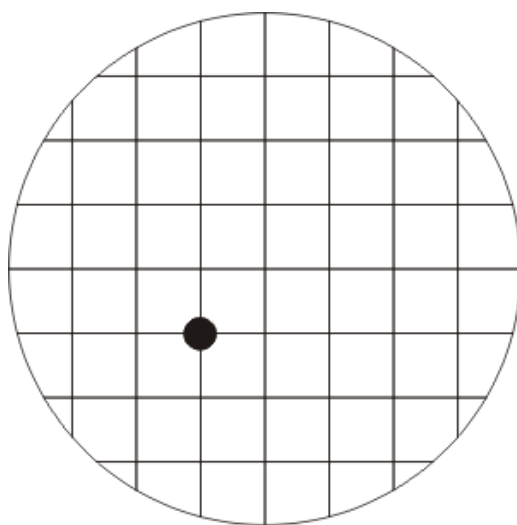


Figure 1. General form of society structure network

**Hierarchic positioning** represents a way of hierarchic settings of individual segments within observed space. The whole society is based on solid rule foundations and from the society the object, actually sport organization” separates” in the process of development and desire to fulfill defined goals.

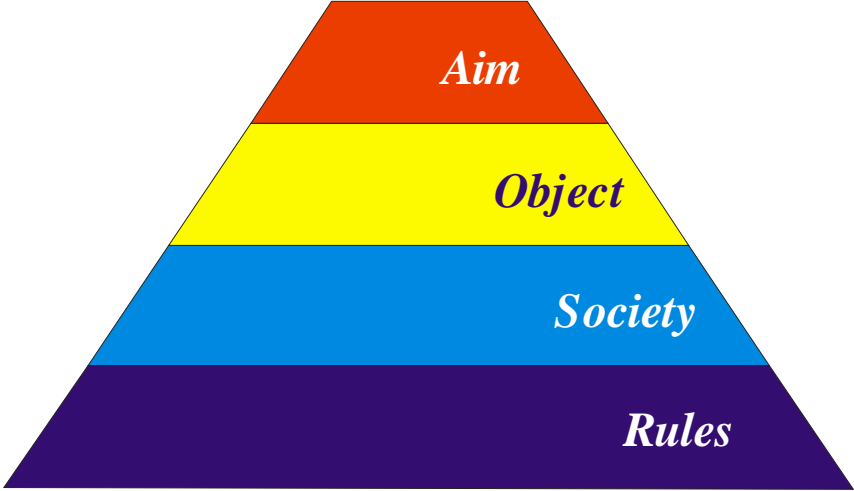


Figure 2. Hierarchic positioning of the terms

**Actual relations** represent the model of existence of all these segments on the principle of equality. The object, society and rules participate equally in interaction forming adequate structure.

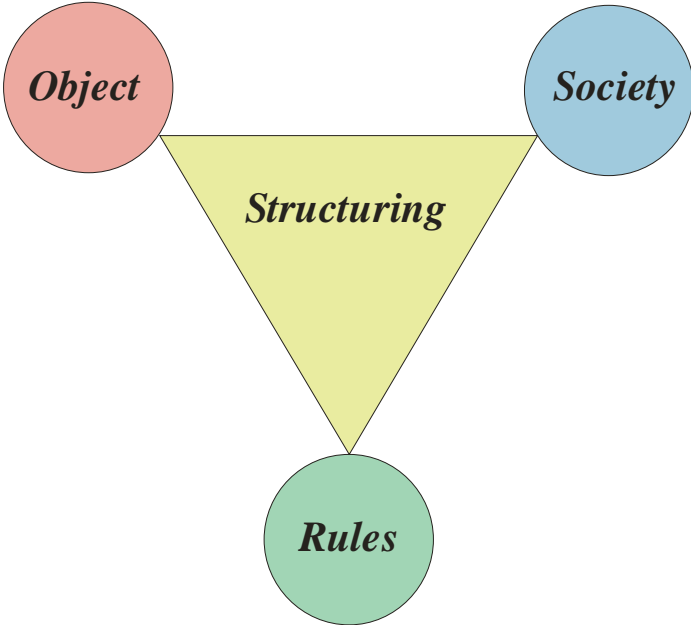


Figure 3. Structuring in model according to actual rules

#### 4. Discussion

The society is **abstract unit**, a connection among individuals or system of relations **that consist of correlated parts** and this unit is capable of its own **reproduction**. It **adapts** according to surroundings (with production activity), it is **integrated** (has normative order). It also holds goal **hierarchy** and **the way** how to achieve goals and maintain certain dominant **cultural value pattern** that carries out social life with interaction of culture, individual and social pattern. (*Fanuko i sur. 1995*) In the most general sense, society (lat. Societas) signifies relations among people, the ones that are voluntarily connected with common goals. (*Prpić i sur., 1990*). Society structure, meaning the way how it is as a unit combined of its elements, parts, members, details (Feneral cyclopedia JLZ 1967) represents arranged set of society elements and their correlations and the purpose of its existence would be to direct, regulate, and restrict functioning of people in society. Elements of social structure are: **social status** (the place of an individual in social structure can be achieved and assigned, generally each individual has more then one status), **society status** (specifically evaluated and ranked social position), **social role** (culturally and socially defined rights and obligations related to certain social status), **social group** (permanently established specific relations in some group with its own rules and structure), **social organization** (groups of people correlated with formalized relations of subordination, superior authority and cooperation in accomplishing mutual tasks and achieving mutual cause) and **social institution** (standard, value, social status and roles system as well as activity that enables to society members to accomplish vital social causes).

**Social differences, i.e.** the fact that people are not the same, occur for different reasons and can be found throughout all areas of human living. There are men and women, rich and poor, intellectuals and uneducated, depending on some natural characteristics according to what they do. Function and work partition means different status and roles. But that does not assume ranking. **Differentiation** is a temporary form of inequality, e.g. according to the type of work, while **stratification** presents hierarchically ranked groups of people and the inequality does not suppose different access to material wealth, prestige and power. Within organization it is a part of formal social system (*Fanuko i sur. 1995*). **Hierarchy** (eng. hierarchy) in simple terms is relation between members of one social group that have more power and the members of the other group with less power what makes the first superior and the second subordinate (*Bahtijarević–Šiber i Sikavica, 2001*). In most of social groups, especially in organizations specific relations are functioning: **communications, manipulations, compulsion and power** (*Visković, 1997*).

Relations in society as well as organizations are regulated with **standards** (customary, moral and legal standards) and their main function is forcibly influencing the members of society so they would behave in adequate way. Standards that regulate relations within sports organization are established in different documents Constitution (as the highest act), Sports law, Law on obligatory relations and other laws through internal organization books of regulations carried out by legal organization service on one side and competent prosecution and court on the other side (*Visković, 1997*). The society as a complex with all its segments is impregnated with specific process – **globalization**, whose cause is world universality, expanding boarders, freedom of movement for people, merchandise and information (*Kozarčanin, 2008*). All this, makes society regarding to surroundings, loudly and complicated place to live. In such world sport is significant factor that affects entire development and which is specific human action that can not be excluded from totality of all human aims and discoveries. In fact, people are doing everything in their power to achieve sports results they want and expect (*Bonacin, 2006*).

Human associating in groups for goal accomplishment and individual needs is immanent in sports (Malacko i Rađo, 2004). For modern society economic role is extremely important that sport is using to carry out certain social and economic functions (*Relac i Bartoluci 1987, according to Bartoluci, 2003*) and that is through health, training and education, politics, socioculture etc, as well as economic impact on **macro level** (total economic values that sports generates on the country level or within certain economic activity e.g. industry of sport products or tourism) and economic impact on **micro level** (through sports organizations or within sports firms) where we notice in both cases (micro and macro) they manifest multiplication effects of sport in production and consumption of sports products and services. (*Bartoluci, 2003*).

Significance and circumstances of above mentioned for today's man reflects in few authors discussions that suppose that man in modern sport is preoccupied with result achievement so much that he lost senses and other contributions to sports engagement especially the ones of the permanent value. (*Šoške, 2004*). But that is understandable regarding to three fronts that sport holds: **political, economical and ideological**. From kinesiology point of view, sport, according to its genetic character, is human system activity where dominates showing of specific skills and knowledge of movement realization aimed toward achievement of some competitive sport result. (*Bonacin, 2006*). From all previously mentioned it is clear that sport is significant as surroundings and society segment within acting of sports organization, having in mind that sport organization is only one of the ways of structuring sports segments. Sport organizations constitute sports associations, and associations constitute international sport federations. That is the reason why sports organization has a wider significance then it is instantly visible.

It is obvious that society is extremely complex and solidly structured unit that maintains cohesion with the set of specifically established rules. These rules are followed by all society segments. Forming of every new entity, e.g. sports organization it affects in a certain way the society and its rules. It is obvious that structure of these new segments can not be randomly formed. It has to be structured according to general (natural) rules and there is no organizational structure that has its own rules and natural laws, but it is inserted into some general rules that can be called **globalization** in a certain way as a set of general cognitions that exist in all models and does not depend on concrete acting. Smaller general cognitions based on generalization more closely applied and define sport organization from a closer point of view we call **group determination**. At the end we have indications of **individualization**, which in sport directly means specific acting that other sport entities do not have and what makes this certain organization specific and particular (*Bilić, 2005*). This certain processes but within management position, according to some research (*Bonacin i Bonacin Da, 2007*) are: „management within **closer entity area** (athlete, team), then in **the area of system support** (management) and managing in the **area of surroundings** (entire surroundings). Further research (*Bonacin Da., 2008*) resulted with three global structuring mechanisms within sport organization: managers of all levels in other words **logistics**, operative technique i.e. **support** and direct sports machinery (players) i.e. product or **specialty**. The first two are universal and the third is specific part that differentiates subjects from area to area. Obvious result conformation was noticed with a few established models that usually don't deal with organization closely so this confirms organization universality and structuring in general, while specialized functions are positioned into segment products which are considered as development of sports organization. Structure optimization of sports organization should be directed toward those three global functions.

The question arises who is replacing who in this new relation entity society or the other way around? Entity is changing social rules with new cognitions and knowledge in its specialized area. It actually changes itself while achieving results. With result achievement it is positioning in society, gains adequate status, and *affects society locally*. On the other side the society reacts so it *offers a relation network* where entity is positioning and repositioning. According to level and quality of current knowledge it can not go any further. Based on available historical sources, we can conclude that all societies in history had similar hierarchy structure, so with the time their appearance and complexity was changing. More or less for each change some revolution was suppose to happen, mostly technical type of revolution. This indicates that for a change of today’s society hierarchy on the global level, certain mind revolution is necessary in other words knowledge should grow to the extent to outgrow need for technology.

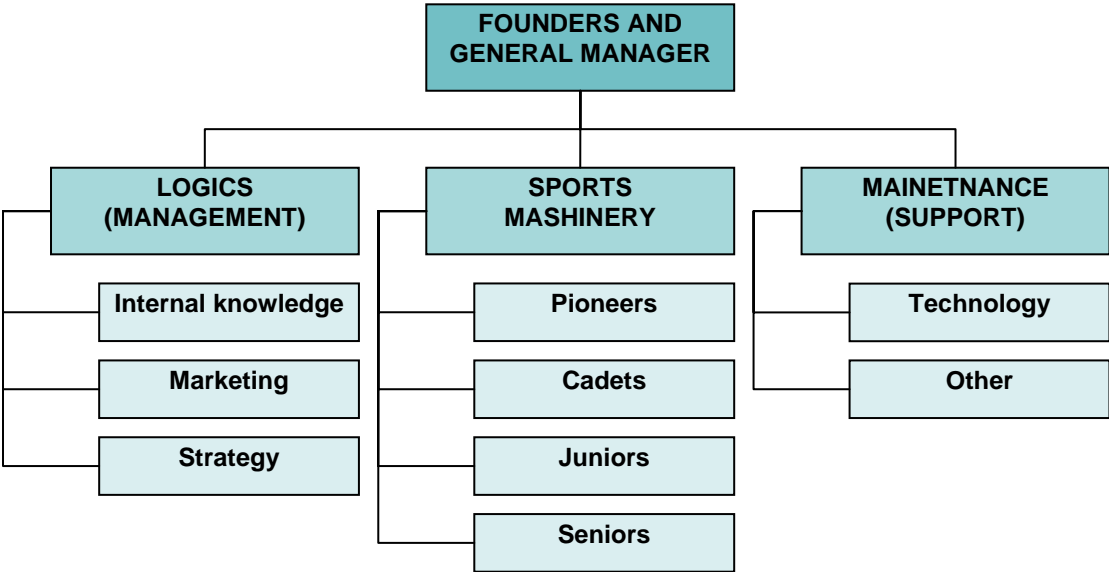


Figure 4. Global mechanisms in optimal structure

**5. Conclusion**

Each entity, as well as sports organization, primarily exists. It is structured according to specifically determined rules within other more complex entity called society. These two entities in different ways are correlated influencing one another. Since its origin each entity has to pass through three (Bonacin i sur., 2006). In the first process that some authors call **online** process, entity learns, discovers, and connects. In our case we talk about sport organization forming.

The second process presents interaction – *common* i.e. integration of sports organization in the area of its origin and outside of it, while the third process or *batch* presents rising, development and result achievement. In this part of existence, entity impacts social rules with new discoveries that he obtained. Regarding that in a certain moment it can change and not realistically in long terms it can change society structure, it is important to emphasize the significance of it adequate structuring.

Some authors state that a man becomes a man because of his personality, his possibilities become general good, possibility and society property and that is through effects that he achieves (*Simonović, 1981*). If we apply this on sports organization, doesn't that mean that sports organization becomes what it has to be with accomplishing the basic what society expects – sports result? Sports organization is not only “set of segments” within society. It is a set of correlated segments, established according to exactly determined rules in accordance with the rules of society where it exists. It is also in equal and interactive relation with society and its rules forming correlated structure that can act locally and globally. In wider context of human society, any enough complex “live entity” (a man, sports organization...) has to have the following a) **general knowledge character**, b) **general specific practical character** and c) **specialist character** to function optimally. In this case when we talk about sports organization, this means it has to be structured in such way to contains **logistics** (management), **support** (maintenance) and **sports machinery** – players i.e. product. In such way it will achieve goals with local/global impact.

## 6. Literature

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