

FRI-2G.405-1-PP-10

---

## MANAGEMENT STRUCTURES IN UNIVERSITY SPORT

---

**Full professor Snezana Jovanova – Mitkovska, PhD**

Faculty of educational sciences, Goce Delcev University – Stip, Macedonia

Tel.: +38970228070

E-mail: [snezana.jovanova@ugd.edu.mk](mailto:snezana.jovanova@ugd.edu.mk)

**Assoc. Prof. Biljana Popeska, PhD**

Faculty of educational sciences, Goce Delcev University – Stip, Macedonia

Phone: +38975499380

E-mail: [biljana.popeska@ugd.edu.mk](mailto:biljana.popeska@ugd.edu.mk)

**Trajco Dimkov, Sci**

Independent researcher

Phone: +38971378027

E-mail: [dimkovt@gmail.com](mailto:dimkovt@gmail.com)

**Assis. Prof. Katerina Mitevska – Petrusheva**

Faculty of Tourism and management – Skopje

Phone: +38975499537

E-mail: [mitevska\\_kate@yahoo.com](mailto:mitevska_kate@yahoo.com)

**Abstract:** *University does not have only academic role in giving knowledge to students. Moreover, they have an important role in creating completely developed persons, ready to answer to the challenges of future and accept responsibilities of life. In this regard, sport has important place in the university life. Organization of sport is not an easy thing to do and sport management as a discipline is a responsible for this task. This paper analyzes the issue of sport management but from the aspect of management of sport at universities. The purpose of this paper is to determine the management structure of universities bodies responsible for sport at universities. The sample comprised of representatives – persons involved in the management of university sport centres or departments from 13 universities from Macedonia, Bulgaria, Croatia, Serbia and Slovenia. Specially designed questionnaire was applied. Descriptive and comparative method were used as method of research. Based on analyses, three forms of management of universities were determined: existence of special centre /department for sport at universities; University sports alliance and Person appointed as coordinator of sport activities at university level. Advantages and disadvantages of each management type were analyzed and presented in the paper.*

**Keywords:** *universities, sport, management, structure.*

### INTRODUCTION

The world we live in is a world of change, a world where we are faced with new knowledge, new horizons, new challenges. One of the challenges that we faced in the last century, was the management. Since its establishment until today, there were numerous studies of management. Different authors try to determine the concept of management, its essence and significance. In available and consulted professional and scientific literature, we find different definitions of this phenomenon. What is common to all definitions of management is that it is used as a synonym for leadership of any organization, or “system of management or leadership” but can also refer to specific project and endeavors (Tomić, 2007).

*Why managing in sport?* The emergence of management in sport is a logical consequence of the overall development of sport and its social, but also economic role at the global level. In the European Union, sports activity costs about 2.5% of the gross domestic product, while in the United States, sports is among the ten most profitable sectors (Tomic, 2012). These facts and the development trend of the sport, undoubtedly, condition the development of appropriate management in sports organizations i.e. development of a new multidisciplinary scientific field.

*Why is managing in sports important?* We could underline following few reasons: main driving force for development of sports organizations and sports in general; stable position of sports organizations in the long run; integration of all processes and resources that are relevant for managing processes and functions; providing ways ideas to be turn in actions; ensure the functioning of the system of the sports organization, support in organization of sport competitions; provide material and financial resources for the organization of specific sports competences.

Sport managers are essential part from sport management. "Modern sports manager are promoters of action and people, directed towards the achievements of the set goals" (Terzić & Životić, 2016). Sports managers are the part of the staff structure of sports organization, which is involved in any position on the management of the same. Without a manager, it is impossible to direct and devise relevant processes because they have a decisive role. According to Tomić, sports managers' perform tasks such as: provide systematic organization of resources; manage the overall structure of the sport organization; manage the operation of the overall management structure; manage the work of non-management structures and increase sports productivity. (Tomić, 2007, 33-34). The functions of the sports managers include various activities that ensure the maintenance of the position and development of the organization. Manager performs four main functions: planning, organizing and staffing, leading and controlling (DuBrin, 2012). Realization of these functions highly depends on the skills that manager has. Following skill can be underlined as a key for manager: *technical, interpersonal, conceptual, diagnosticall and political skills*.

**Levels of management in sports organization.** The sports organizations have a complex structure and various tasks and activities that it should accomplish. Therefore, there are different functions that the managers have, and according to them the different levels of responsibilities. The authors dealing with this issue (Du Brin, 2012; Tomic, 2007), defines several types of managers in organizations, including sports organizations. They are following: *Top managers, Functional managers and Operational managers*.

**What are tasks and obligation of the sport managers?** With aim to achieve the set goals and expected results in the work, the manager can use different types of resources. In general, the resources that the manager can dispose of are divided into four categories: *Managing with material-technical and spatial resources (physical resources); managing with financial resources; human resource management; managing with information resources and time management*. Today, it's almost impossible to imagine a sports organization in any company in the world, without professional manager-director, secretary or trainer. The education program for sport managers should be based on three groups of knowledge: conceptual, management and technical knowledge (Tomic, 2007).

In the university study programs, there are no specific guidelines for sports managers and sports management as well as special universities that work on these issues. In part of Universities in Macedonia, there are very limited number of studies of sport management and certain study programs aimed at studying this important issue. Sport management is current problem for research over past ten years. From sports aspect, there are many publications who analyze the problem of managing sport clubs, above all in the top sport (Bonacin, 2008; Yang Jae-Keun, 2010; Nesić, Fratrić & Ilić, 2011; Mašala, Manić & Mahmutović, 2015; Parčina, Jovišić Simić, & Terzić, 2016; Alla & Inengite, 2016) but, the number of those which related to the segment of management of sport in education is small. There are no studies related to the problem with management structures of universities.

## METHOD OF WORK

The purpose of this paper is to determine the management structure of universities bodies responsible for sport at universities. Particularly, our tasks were oriented toward identification of persons and university bodies responsible for sport at university; their competencies, activities and responsibilities. In this regard, we have analysed the structural organization and establishment of sports at universities as well as persons involved in all segments of the work of sport department. We went from the hypothesis that: There are different approaches in appointing the responsible persons for sports activities at the universities in the R. Macedonia and in some of the surrounding countries:

The Republic of Slovenia, The Republic of Bulgaria, The Republic of Serbia and the Republic of Croatia..

Specially designed questionnaire based on study subject and study was developed and applied. It was used as survey technique and the survey instrument. Descriptive method and comparative method were used. The sample comprised of representatives – persons involved in the management of university sport centres or departments from 13 universities from Macedonia, Bulgaria, Croatia, Serbia and Slovenia.

## RESULTS AND DISCUSSION

Management structures responsible for university sport are actually managers who should to plan, organize, manage and control all sports activities at the university. They are actually sports managers who should be the same as top managers in sports organizations, that is the highest level of managers (Du, Brin, 2012, Tomic, 2007)

In accordance with the analysis of the sport regulation within the universities included in the sample, determined are different forms of organization and specific body responsible for the organization and implementation of sports activities at the university. Particularly, following models are present: 1) *Special centre /department for sport at universities*; 2) *University sports alliance and* 3) *Person appointed as coordinator of sport activities at university level*. In addition, we made short analyses to each of previously noted segments following same criteria analyses.

### Special centre or department for sport as an organizational structure for university sport

One of the most common forms of organizing of university sport is a special centre/department for sport, responsible for teaching sports and /or all other sports activities at the university. Although different in the naming, some of them have a very similar organization. Differences occurs in terms of competences. This form of sports regulation exists in more than a half universities included in the study. Particularly, such form exists at following universities: at the University "St. Cyril and Methodius" - Skopje, GoceDelcev University - Stip, State University in Tetovo, all universities in the sample from the Republic of Bulgaria: Sofia University "St. Ohrid ", the Economic and Technical University of Varna and the University of Shumen, as well as the University of Ljubljana, Republic of Slovenia.

The Center for physical education and sport (CFE) at the University "Ss. Cyril and Methodius" - Skopje, specifically at the Faculty of physical education, sport and health of the same University was founded in 1967. It is responsible for the realization of the sport and sport teaching activities of the entire university. It is managed by the director of the centre, elected by the TSC of the faculty. In terms of education, director of the Centre is doctor of science in the field of kinesiology. The decisions of the director and the Dean and TSC confirm council of the centre at the faculty of physical education, sport and health.

*University sports centre* at the State university of Tetovo exists within the faculty of Physical Education. It was set up by the University Senate with a special act at the university in order to create a "program for organizing sports, events and competitions at the university level, holding traditional sport competitions; program for the development of sports and recreational activities of students". The center is managed by the Head of the USC who is person in the field of kinesiology.

At the *University GoceDelchev in Stip*, the University sport centre (USC) is the body responsible for planning, organizing of all sports activities at the university, in order to "promote sport and to promote the sporting activities of students and employees". The main commitment of the USC is realization of the affinities and interest of the students for sports and promotion of the university through performances at various tournaments and competitions as the level of universities in the R. Macedonia and beyond (Popeska, Janevik – Ivanovska & Barbareev, 2016). The Center was established in 2010 by the University with a decision of the university Senate. It's work is managed by the manager of the USC, appointed by the Rector and Supervisory board consisting of the highest managerial structures of the University: the Rector, Pro-rector and the General secretary of the University. The Head of the center is a doctor of science, in the field of kinesiology. The decision of the USC are made by a majority of the sessions of the Center's of Supervisory Board.

The *Department of sport* is the basic organizational unit responsible for planning, organizing and realizing all kind of sports on different faculties, organization of national and international competitions, tournaments, sports camps for students, seminars, expert-scientific conferences, research, projects for sports etc), at the Sofia University "St. KlimentOhridski ", R. Bulgaria. A Director of the department appointed and elected by the scientific council of the Department of sport, verified and confirmed by the Rector manages the Department of sport. The director of the department is a doctor of science in the field of sports.

At the *University of Economics* in Varna, sports activities for students at all faculties are under the authority of the Department of physical education and sport. This department is responsible for defining the status of sport at all faculties within the university. It was established by the Academic Council of the University and is managed by a Head of Department appointed directly by the Rector of the university. The manager is a professional in the field of sports.

At the *Technical University of Varna*, the sport activities of students are planned, organized, coordinated and realized by Department of physical education and sport at the University of Varna. The founder of this department is the University; all activities are coordinated by a Head of department, elected by member of the Department and confirmed by the Rector of the University. The manager is a professional in the field of sports.

The *Department of theory and physical education and sport at the University of Shumen "Bishop Konstantin Preslavski"* is responsible for planning, organizing, realization and coordination of all sport activities of students from the entire university, including sports teaching for all students, sports competitions, camps, and the other activities. It functions within the Faculty of pedagogy where there is a special student department- physical education. The department was founded by the Faculty of education, whose Dean is designated by the manager, that is, the Head of the Department. The manager is doctor of science in the field of physical education and sport.

The *University sport centre at the University of Ljubljana* is responsible for the teaching sports and extracurricular sports activities at the university. It is established by the University and it is managed by a Director of the Centre, appointed by the Rector of the University. The manager is a professional in the field of sports. The other forms of sports at the University, sports competitions at all levels, are the responsibility of the Sport Association of the University of Ljubljana and Association for University Sports of Slovenia.

The president of the Association for University sports of Slovenia is also the Dean of the Faculty of sport, which points to the connection of the University association in charge of sports with the Faculty which is most responsible for promotion and development of the University.

### **University sports alliance as an organizational structure for university sport**

University sports alliance as an organizational structure for university sport, according to the data from our analysis, appears at the University in Belgrade and Nis, and the University of Split. At universities in Serbia, the organization responsible for university sports is named as the University Sports Alliance Belgrade, and, accordingly, the University sport Association Nis, while at the university of Split, Republic of Croatia is named as UniSport Split.

At the University of Belgrade, although there is sports centre, which is responsible for the overall realization of the sports activities of all students with the exception of the teaching of sport in any form, all of its activities are taking place within the University Sports Union of Belgrade. It is set up and managed by the Rectorate of the University, which is also set up by centre responsible person. There are no data on the educational qualifications of the managers and more detailed competencies.

At the University of Nis, University Sports association (university sports Council) is responsible for the realization of sports activities. They are also responsible for the implementation, organization and realization of sports competitions between faculties within the university, organization and participation in national university games and competitions and international sports university games. The University Sports Association of the University of Nis was formed by the University sports union of Serbia, and it work are included representatives of all faculties. It is governed by the President and Secretary of the Union. The information obtained does not provide information on who appoints this person and according to which criteria.

At the University of Split, there is division in competencies regarding the organization of teaching in sports at the faculties and additional sports and recreational activities and competitions. Responsible for realization of teaching sports are faculties, i.e. teachers for sport that are employed at the faculties, who are experts in the field of kinesiology. They are accountable to the Dean of the Faculties and the TSC. UniSport Split is responsible for other sporting and recreational activities. It was formed by UniSport Croatia as an umbrella organization and the University of Split. The main function of UniSport is to organize students for competition, recreation, education, entertainment and socialization. This organization is formed by students, financed by Unicef Croatia and the University of Split, and managed by students, who are delegated by the students themselves.

The existence of the University Sports Associations in analyzed countries, points to a common characteristic. Namely, all these associations have their competencies exclusively in the segment of organization of university sport competitions at different levels (university, state, internationally). Neither one of them is not involved in educational process by proposing curricular or extracurricular sport activities for students. They are not included in any segment of the university sport teaching (sport as a compulsory or optional subject, extracurricular activities and content) hence some of the universities exist as the only organization for university sport (Nis and Belgrade), while at another part of the analysed universities they complement the sport centres of universities (UKIM and the University of Ljubljana). The existence of these alliances is more often in relation to the legal regulations and strategies for the development of university sport in the countries themselves. From the aspect of managing, in some of them the managing body is consisted of professors in the field of kinesiology, whose work is assisted by students (Serbia), while in Republic of Croatia, UniSport is managed exclusively by students (current and former). This, on the one hand, allows the active involvement of students in the organization of university sport, which by itself is positive, but on the other hand often results with poor organization, far below the required level and often more amateurish. Such organization many times leads to unsatisfied competitors and poor safety for participants. Another noted negative aspect in such management is the low level of coordination between universities, faculties and students alliances.

#### **Person appointed as coordinator of sport activities at university level**

The third noted form of organization and management of universities is when one person is appointed a coordinator of all sports activities at university level. Such form of organization is noted primarily at some of the universities in the Republic of Macedonia, specifically at the University "St. KlimentOhridski "in Bitola and the University" St. Apostle Paul "in Ohrid. Common to this form of management of sport at this two universities is that, there is no sports subject included in study programs at university level, there is no organized teaching activities in the segment of sport, there is also no additional extracurricular sports and recreational activities. Both universities do not have faculty or a department for sport and physical education. Activities in the segment of sport are mainly related with organization of tournaments and sports competitions between students and employees, as well as participation in national and international sports competitions (for example: University in Bitola).

#### **CONCLUSION**

Information for organization of university sport and possibilities for development of this segment are important to be implemented in development strategies of the universities. In different countries and universities, different approaches are noted for the segment of organization and management of the university sport. These differences are determined by several factors including: strategic determinations and visions of the university towards development of university sport, national strategies for this segment, infrastructure and staffing opportunities, tradition of each state and university, different approaches in organization and management of university sport etc. Furthermore, some of the differences are also results of national strategies and legislatives in each country (Popeska, Jovanova – Mitkovska, Dimkov & Smilkov, 2016). Based on this, differences are also notable in selection of the management structure, delegated obligations and privileges, appointment and authority of the management structures and the management of human resources

within the organization responsible for university sport. In this regard, based on results from our study realized on a sample of representatives and responsible persons for sport from 13 universities from 5 countries, following organization are determined: **1) University sports centers / Department of sports and Physical education** – fully responsible for the overall sports activities of the university (teaching, extracurricular activities, recreational and mass sports activities, sport competition at all levels, projects, etc. **2) University sports centers** responsible only for the segment of teaching in sports, extracurricular and recreational programs at various faculties; **3) University sports associations** responsible for university sports competitions at all levels; **4) Sports administrator** responsible for sport at university level and **5) Simultaneous existence of two of more previously listed structures**. Each of them have divided competences in relation to various segments of university sport.

From the point of settlement of the governing structures for university sport, it depends from the body that establishes the centre for sport/department/university sport alliance. In this regard, the leaders of university sport can be appointed by: **1) Rector of the university** or the overall rector's office; **2) The Dean of the Faculty**, the founder of the university sport organization (usually the Faculty of sport and physical education or the Pedagogical faculty); **3) The Council of the university sports organization** composed of all employees employed in the same, who I elected by the managerial staff and the election that has been approved and confirmed by the Rector and or Senate of the university, or dean of the faculty and the National University Council. These are closely related with the instructions for work, delegated responsibilities and accountability for the management of the responsible persons. Furthermore, this means that managers reports for their work and results in front of the persons/bodies that appoint them and that also confirm and vote for their selection.

The responsibilities and tasks delegated to the managers are different, depending from the general concept of the university sport organization (only teaching and extracurricular activities, only sport-competition activities, mass and recreational; sports, promotion and affirmation, scientific activities or all together). Consequently, the managers of the University sports centers/department of sports who are responsible for all these segments have a greater scope of tasks and responsibilities, but also a higher degree of freedom in decision-making, creating plans and strategies or proposing them to the competent Rector or Dean. Analysing the tasks and responsibilities of the managers, the manners of their appointment and selection, based on our opinion, can be identified as functional managers. Exception from this are administrators for sport at certain universities that has less responsibilities and less involvement in strategic planning. From the aspect of functional managers, it means that they are dealing with organization and management, which by itself requires possession of highest technical knowledge for the work that is managed as well as general knowledge in order to establish quality interpersonal relationships with the team and organization (Du Brin, 2012, Tomic, 2007).

Although some of them, mainly managers of the sport centres, are involved in some activities that are delegated to top managers, such as strategic planes and vision for development of university sport, responsibilities for overall sports activities of the university as well as major role in designing plans for development of university sports, still cannot be placed in this group, This is because the fact that the final decision for the strategy, vision, goals and development plans should be in accordance with the general strategy and policy of the university oi e the rector's administration. Therefore, this group of managers are placed as functional managers.

The administrator of sport who appears as coordinator of the sport activities of certain universities, according to the tasks and credentials they have, would be included in the group of operation (executive) managers, while the main initiatives and decisions about what to do or not, remains at the university authorities. The existence of this type of management and arrangement in university sport is done probably due to the lack of professional teaching staff in the field of sports. However from a position of opportunity for future development, this situation can be accepted as a development phase and an initial phase which should further contribute to the expansion of activities and the creation of a specialized body/department or centre that would in the future take over the overall organizational and coordinative role.

Regarding the competencies and type of education, according to the recommendations of the author Tomic (2007), it is most appropriate to be "expert in the field of sports with management

knowledge. According to the results of the analysis, most of the managers meet this requirement, ie they are the most commonly doctors of science in the field of kinesiology and sports or have a university degree in the field of sports or sport management.

## REFERENCES

Alla, J.B., & Inengite, I. (2016). Leadership styles and staff performance in sports organizations. *European Journal of Physical education and Sport Science*, 2(5), 76 – 85.

Bonacin, D. (2008). *Optimizacija klasično dizajnirane structure sportske organizacije*. Magistarski rad, Univerziteta u Sarajevu. Sarajevo: Fakultet sporta i tjelesnog odgoja, Smer - sportski menadžment.

Du Brin, J Andrew., (2012). *Essentials of management*, Ninth Edition, Mason, OH: South – western CENGAGE Learning.

DuBrin, A. (2012). *Essentials of management (9<sup>th</sup> Edition, electronic version)*. Mason: South – Western CENGAGE Learning, USA, google books. <https://drive.google.com/file/d/0ByctuzDL9IM9N2UyNGYwODItNTIzYS00OTY2LTliOGYtYmU5ZWlXNzdjNWQw/view> превземено на 20.08.2018

Mašala, A., Manić, G., & Mahmutović, I. (2015). Karakteristike i osobine menadžera u sportu. *Zbornik radova X međunarodna naučna konferencija "Izazovi savremenog menadžmenta u sportu"* (pp. 195 – 206), Beograd.

Мицевски, Т. (2009): Менаџмент на човечки ресурси, Штип: Универзитет „Гоце Делчев

Nesić, M., Fratrić, F., & Ilić, D. (2011). Education of sport managers in the context of Bologna process. *Research in Kinesiology*, 39(2), 221 – 226.

Parčina, I., Jovišić Simić, M., & Terzić, e. (2016). Ljudski kapital u sportskim organizacijama. *Zbornik radova 12. Međunarodna naučna konferencija OBRAZOVANJE U SPORTU* (pp. 38 - 44), Beograd, Maj, 2016

Popeska, B., Jovanova-Mitkovska, S., Dimkov, T., Smilkov, N. (2016). Conditions and perspectives of university sport in Macedonia and other Balcan Countries. *Knowledge - International Journal, Scientific and Applicative Papers*, 13.3.pp. 417 – 423.

Popeska, B., Barbareev, K & Janevik – Ivanovska, E. (2015). Organization And Realization of Univesrity Sport Activities in Goce Delcev University - Stip. *Procedia – Social and Behavioral Sciences*, 197. p.p. 2293 – 2302. ISSN 1877-0428.

Yang Jae-Keun. (2010). The relationship between organizational justice and organizational effectness percieved by sport center employee. *Proceedings of the 5th International Congress "Youth sport 2010"* (pp.405 - 408). University of Ljubljana, Slovenia.

Terzić, Z., & Životić, D. (2016). Liderstvo kao složena menadžerska aktivnost. *Zbornik radova 12. Međunarodna naučna konferencija OBRAZOVANJE U SPORTU* (pp. 130 - 136), Beograd, Maj, 2016.

Tomic M., (2007). *Sportski Menadzment*, Beograd.