

INTEGRAL INTERACTIVE TECHNOLOGY OF TRAINING, BUSINESS AND ORGANIZATIONAL FUNCTION IN THE PREVENTIVE SPORTS MANAGEMENT OF HUMAN RESOURCES

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Abstract

The aim of this paper is to construct and analyze three integral interactive models of training, business and organizational functions, created on the basis of philosophical, visionary, conceptual, scientific, technological and pragmatic approaches and projections in the preventive sports management of human resources; thus, these actions can emphasize the existentialism and continuity of integral structure of technological model of functions on the other hand, and interactive functioning of components and elements within each function on the other hand. Therefore, the most competent values of transformation system of sport will be achieved on the basis of their unity and cooperation. If a sports technological business and organizational structural system of sport can work, it is necessary that there is interactive cooperation of, on the one hand, sportspeople, coaches, experts and scientists in the training function and, on the other hand, managers, marketing managers, directors and volunteers, who are actively engaged in the organizational structure of sports clubs, associations and scientific and expert institutions in the integral and interactive way.

Key words: *integral interactive technology, training, business and organizational function, preventive sports management of human resources*

Introduction

The beginning, development and changes in the training, business and organizational function undoubtedly represent one of the most important incentives and modifications within integrative and interactive functions of sports and technology as well as in sports philosophy as a whole; also, they mean directing of individuals to their knowledge and creative potentials as the most important industrial and developing resources. It is certain that new scientific discoveries, their application and incorporation into new products, organization, services, lifestyle and management mean that change and creating of the new have become the only possible way of existentialism of organization, society and individual (Bahtijarević-Šiber, Borović, Buble, Dubajić & Kapustić, 1991; Brewser, 1993). The system of modern sport in the world achieves its goals and activities in accordance with the existing law and legal acts of their countries; moreover, it is ratified by conventions and principles determined by The European Sport Charter, Code of Sports Ethics and European Sport for All Charter of the Council of Europe as well as by sports rules which are directly applies and are valid for all who are directly or indirectly included in the responsibilities of national sports associations and who adapt their rules to the rules of international sports associations (Malacko, 2008).

Preventive management – term and structure

The term of preventive management of human resources in the sports organizations can be defined in the best way by punctual, useful and projected strategic prevention, i.e. futurist design and creation of the philosophy, vision and mission of management which are in the function of long-term continuous ontogenesis of organization.

And its essence is expressed in constructing of more optimal desired condition and development of integral, functional and interactive system of sport in the modern society. The process of organizational changes within sports organizations in all hierarchical levels is based on developing newer, more useful and more optimal strategies which result in strengthening the role of some functions. Therefore, the transformation of its certain constituents – components and elements of their philosophy, vision and mission is carried out in accordance with the requirements of environment and the needs of an organization (Certo, 1988; Lessem, 1989; Poole, 1990; Hagström, Hedlund, Chandler, Hagström & Sölvell 1998).

Classification of functions of management of human resources

The system of sport in models of structurally organized patterns can have several approaches, concepts, classifications and structures, which do not have to be institutionalized organizational units but they are formed as separate independent units. There are no determined organizational patterns in sport since every organizational unit has its specific characteristics which make it different from the others. Within sports management of human resources the following classification of integral and interactive functions is used (Malacko & Rađo, 2006):

- **Training function**, which is directed to increasing of efficiency of training, not only by increasing the labor but also by application of better organization of training, wiser working schedule and recovery along with continuous care of athlete as integral anthropological being.

It is conducted through so-called optimal managing of overall transformational process (the activities before, during and after training) by interactive activities of human resources (contestants, coaches, experts and scientists of various profiles) on the integral basis;

- **Business function**, which is directed to integral organization and interactive functioning of human resources by individuals or group of people (managers, marketing managers, directors, volunteers) who manage primary activities (before, during and after the working process) and who are responsible for material and financial conditions and means, making profits and providing good service, rational use of capacities, maintaining and development of sports facilities and equipment necessary for training functioning on the integral and interactive basis;

- **Organizational function**, which is mainly directed to integral organizational structure and interactive functioning of sports associations and expert and scientific institutions (sports clubs, associations and institutions) and it represents institutionalized form of directing and coordinating human resources by certain components (preparatory, current and controlling activities) that create and execute determined goals and have integrative and interactive role, which derives from the needs of society, sports organization and people. Such philosophical, strategic, structural and pragmatic approach in the modern integrative and interactive technology of the sports system which states that upgrading (synergism) or cooperation (interaction) of the various functions must be integrated into the mutual process in order to get better effect than the usual result of input is, should be observed through complementation as important and inseparable training, business and organizational functions which together reflect full ontological nature of preventive actions in the sports organizations (Wright, Mc Mahan, McWilliams, 1994; Malacko, 2007; Tomić, 2007).

The aim

The aim of this paper is to construct and analyze three integral interactive models of training, business and organizational functions, created on the basis of philosophical, visionary, conceptual, scientific, technological and pragmatic approaches and projections in the preventive sports management of human resources; thus, these actions can emphasize the existentialism and continuity of integral structure of technological model of functions on the other hand, and interactive functioning of components elements within each function on the other hand. Therefore, the most competent values of global transformation system of sport can be achieved on the basis of their unity and cooperation.

Methods

The integral and interactive functions in the preventive sports management of human resources can be defined as a set of intercorrelation and relationships between particular constituents (components and elements) in the certain technological system which they comprise.

There is not any simplified way how to define the structure of management functions, so they are usually presented as structural organized patterns, where their components, elements and their link are presented from the aspect of vertical and horizontal connection. Within the integral and interactive technologies of sports management of human resources, there are integral and interactive training, business and organizational functions.

The construction and analysis of functions

A. The integral and interactive function of training technology aims to achieve more optimal efficiency of technological process and high effectiveness of achieved sports result by human resources as quickly as possible. The structure of integral and interactive function of training technology consists of the following elements:

- o **Modeling of training technology** – constituting hypothetic, phenomenological and scientific and technological hierarchical structure of the model of certain sports or sports disciplines (equations of specification);

- o **Diagnosis of sportsmen** – determining initial condition of primary anthropological features, abilities and characteristics (with the appropriate norms) of sportsmen who undergo training since the result depends on it;

- o **Planning the training process** – determining the projections, aims and tasks that are assigned to sportsmen during the certain time interval, and they are formed as the result of comparing initial state with the desired state included in the equation of specification for the certain sport or sports discipline;

- o **Programming the training content** – constructing or selecting the training moving structures (programme) and methods for implementing planned tasks within the appropriate conditions by applying adequate burden in certain macro-, mezzo- and micro-structures of the training, i.e. within time intervals;

- o **Operating the training** – achieving the plan and programme of training and regulating the training and competition in accordance with the possibilities of sportsmen and the level of their strength;

- o **Registering the training** – quantifying and registering all relevant information that are realized in the process of training and competition, and which are significant when effects of training are analyzed;

- o **Classification of training** – grouping of operated and registered list of moving structures, methods and burden as well as determining their intercorrelation and inter-dependency;

- o **Controlling the training process** – checking the dynamics of development and improving primary features, abilities and characteristics of sportsmen, which have been diagnosed and included in the training transformation process as well as by obtained and forecast sports results in the appropriate competitions;

- o **Processing the registered data** – getting the information on the significance of differences between initial, transitive and/or final condition of primary anthropological features, abilities and

characteristics of sportsmen, i.e. their structure, intercorrelation and influence on the achieved sports results by the application of adequate (univariate and/or multivariate) statistical methods;

- o **Analyzing the effect of the training** – getting the information on structural changes of anthropological status of sportsmen and achieved effects under the influence of training moving structures, methods and burden, i.e. their efficiency as well as the grade of obtained goal;
- o **Correcting the training process** – taking useful, valid and punctual corrections (the criteria of efficiency), plans, programmes and their realization on the basis of implemented control of sportsmen and analysis of efficiency of implemented training as well as on the achieved sports effects;
- o **Comparing the achieved results** – comparing the planned with realized training tasks and achieved sports results.

B. Integral and interactive function of business technology includes sports development, planning of general business operations in the field of sport, organizing all relevant resources, processes and functions, providing financial means, building and managing the objects and investments and so on. The structure of integral and interactive function of business technology consists of the following elements:

- o **Modeling the business technology** – creating complete approach to business technology which includes philosophy, policies, programmes, practice and processes of human resources as well as organizational and operated solutions;
- o **Diagnosis and analyzing the business** – collecting and determining basic information for operation, code of practice and successful implementation of working tasks by those who perform the task;
- o **Planning the needs of human potentials** – determining the total number of employees in the organization as well as their particular components and elements;
- o **Design of job posts selection** – describing job posts (responsibilities), determining the qualification structure and number of posts;
- o **Recruiting and selection of human resources** – collecting data and selecting people who fit into the working requirements and tasks and according to their abilities, interests and genetic potentials;
- o **Education and development of human resources** – education and training of people according to the goals and needs of organization, their wishes, interests and abilities;
- o **Improving the competence of human resources** – increasing the quality of individuals who will be able to perform tasks and operations optimally and successfully so there will be higher efficiency and effectiveness;
- o **Controlling the working process of human resources** – observing implemented programme working tasks by individuals and/or group of people who contribute to achievements of sports organization and overall success and development;

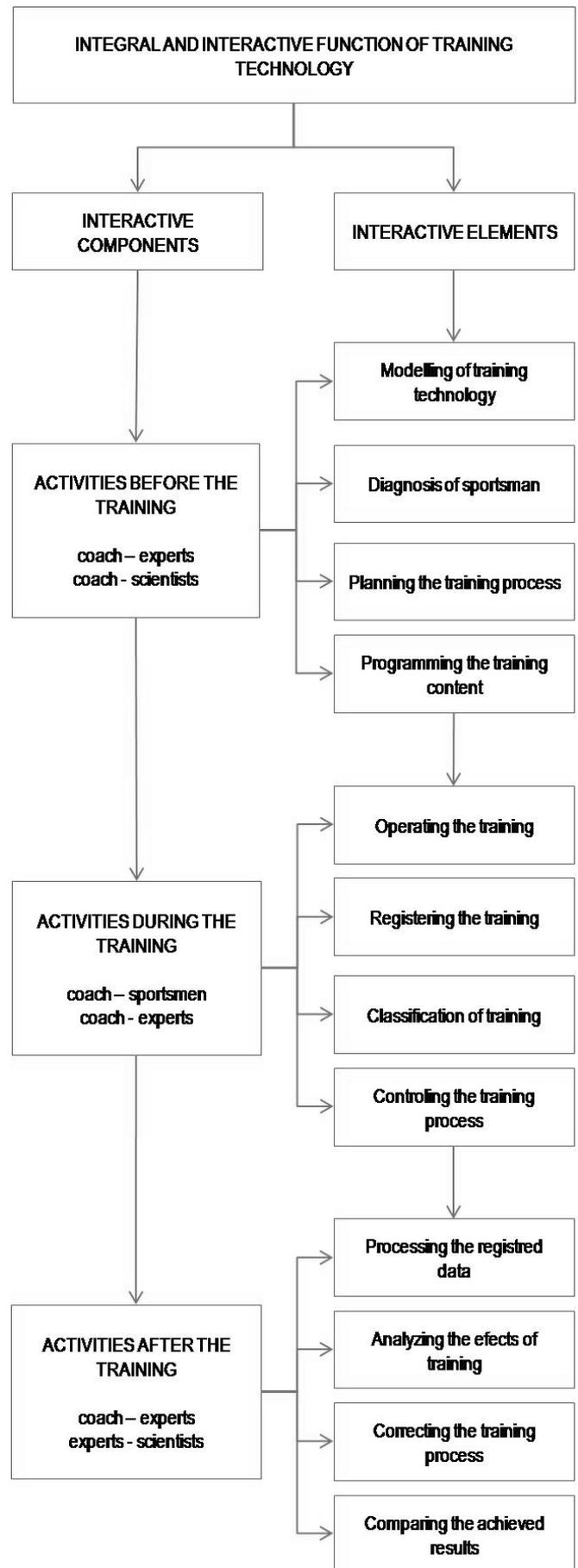


Figure 1. Integral and interactive function of training technology

- o **Compensation and awarding of human resources** – material and financial stimulation of employees in order to have more optimal functioning and higher productivity;
- o **Taking protective measures during the working process** – regulating protective measures by special legal acts which should be continuous, thorough and operationally optimal;
- o **Implementation and development of new human resources** – providing the continuity of working process in the future by new and competent people;
- o **Implementation of information system** – collecting, processing, saving, keeping and using the data in order to have more efficient functioning of policies and development of human resources.

C. Integral and interactive function of organizational technology includes sports organizations (club, associations) and scientific and expert institutions (faculties, institutes, centers) as parts of general social and sports system, which rely on integral environment and interrelations. The structure of integral and interactive function of organizational technology consists of the following elements:

- o **Modeling of organizational technology** – constructing of integral and interactive organizational structure of sports organizations (clubs, associations, institutions) in order to get optimal and useful functioning;
- o **Diagnosis of initial condition** – collecting the basic information about the current state and functioning in the sports organizations, associations and institutions;
- o **Predicting and constructing the desired state** – determining the future desired state in the organization function in the integrity and according to particular components and elements;
- o **Planning the projections and goals of organizational technology** – determining strategic aims, tasks and policies of development as a whole as well as finding the most optimal variant of their realization through the certain time period (what, where, when and who should do something in the future);
- o **Managing the organizational technology** – translating the organizational function into new formed state where efficiency of functioning of the system should be taken into consideration because the optimal solutions of the parts does not have to be in accordance with the optimum of the whole;
- o **Organizing the operated function** – establishing the relationships within the organizational function by getting them involved in the process of collecting, allocation, applying and replacing the organizational resources with the final aim of constructing this working organization which consists of efficient structure of the authority on the one hand, and communication channels;
- o **Coordinating and adjusting the functions** – making sure that components and elements are in the right order and related in the way that has crucial significance for successful implementation of coordination of participants during performing the task;

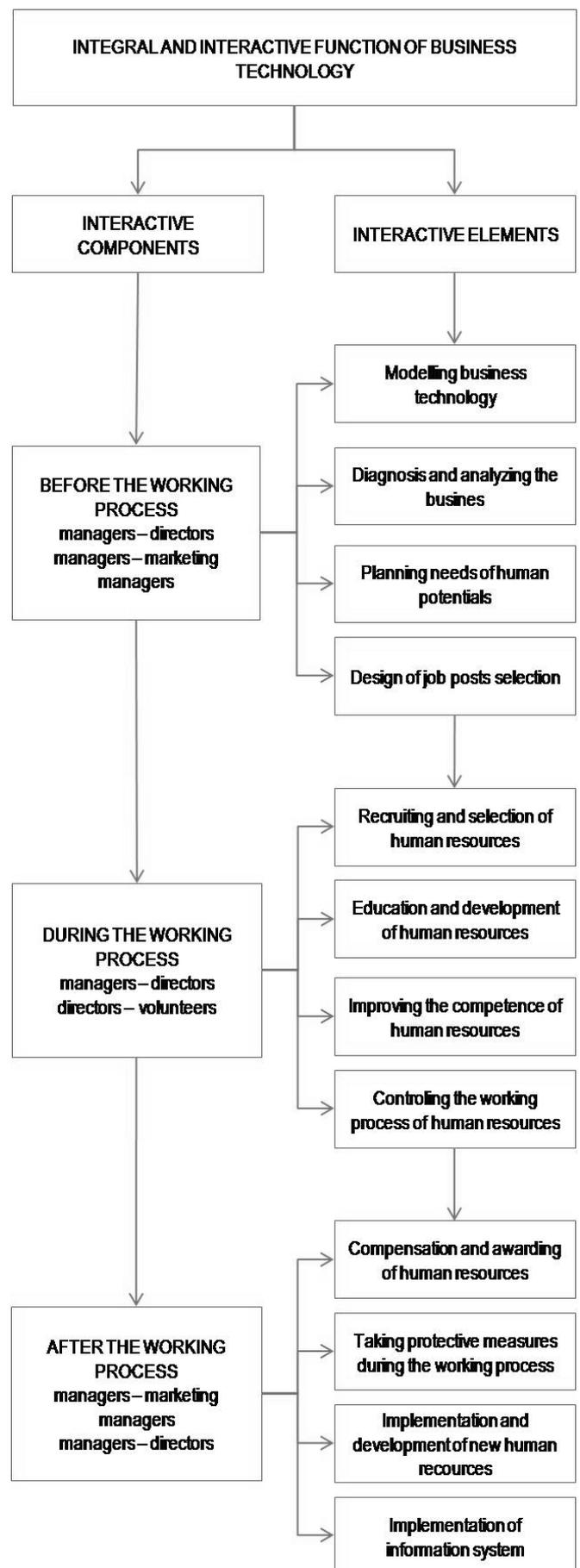


Figure 2. Integral and interactive function of business technology

Hence, some decisions that are not so strategic but operational in nature should be made;

- o **Cooperation within the organizational function** – cooperation of human resources among sports clubs, associations and expert and scientific institutions;
- o **Analyzing the handling of technology** – determining the way of managing and coordinating human resources that are directed to achieving the aim, communication, motivation and troubleshooting as the most important elements of running the organization;
- o **Controlling the accomplished goals and tasks** – monitoring the real events, determining operational plans, analyzing the conditions and changes, defining new goals, looking for the most optimal solutions and decisions, control of decision-making and comparing them with those that have previously been made;
- o **Deciding about choice and taken actions** – making decisions about the choice and functioning of one of more taken actions in order to gain previously set goal since not all the actions require the same method of decision-making, bearing in mind that the data about the goals (what we want to achieve) and actions (what is likely to be achieved) are necessary;
- o **Assessing the achieved efficiency of technology** – results from the process of managing by implementing particular elements (predictions, planning, organizing, coordinating, manipulating, deciding and controlling etc) which are directly and/or indirectly connected with integral efficiency of organizational technology in order to achieve previously planned goal.

Conclusion

Since human resources along with their genetic and working potentials have, as basic representatives of overall operations in all segments of the development of society, the central position and role in the process of social reproductions, it can be concluded that they should also have the leading role within preventive sports management of human resources by implementing presented well-developed integral and interactive working technology (training, business and organizational function) because the competent technologists (coaches, experts, scientists), management (managers, marketing managers, volunteers) and organizers (in the sports clubs, associations and institutions) are basic creators and executors of reforms, development and progress.

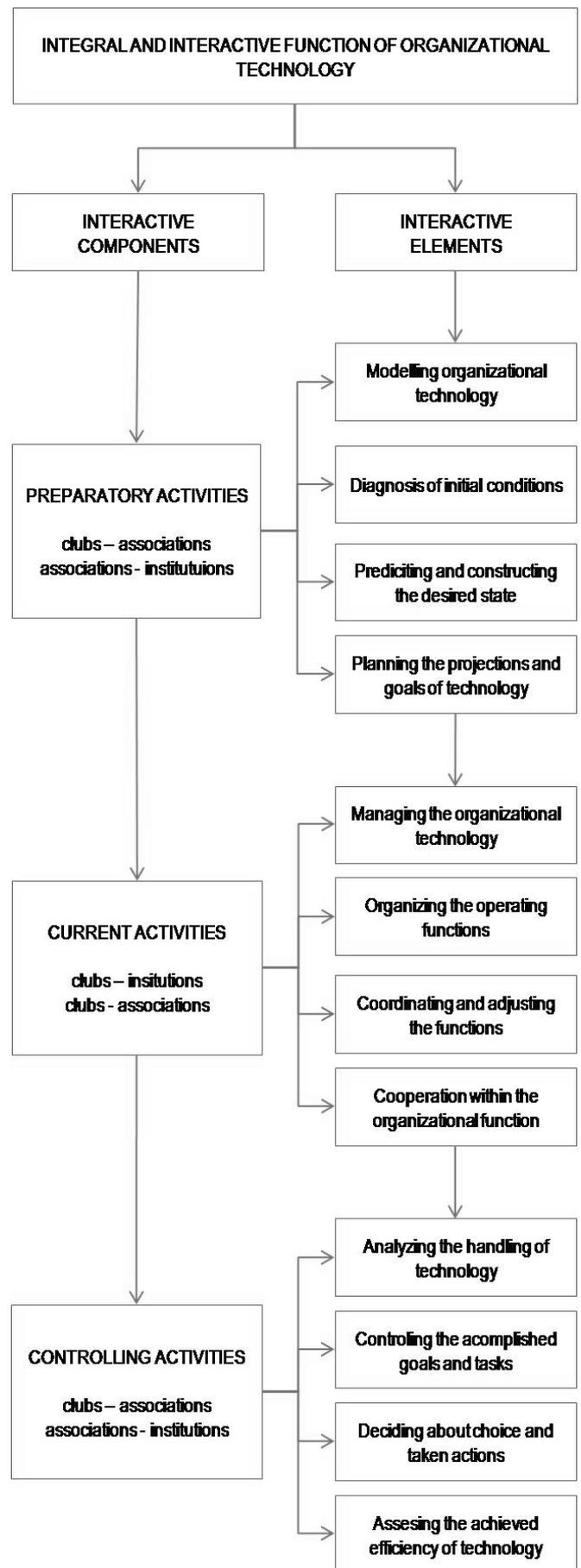


Figure 3. Integral and interactive function of organizational technology

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INTEGRALNO INTERAKCIONA TEHNOLOGIJA TRENAŽNE, POSLOVNE I ORGANIZACIONE FUNKCIJE U PREVENTIVNOM SPORTSKOM MENADŽMENTU LJUDSKIH RESURSA

Sažetak

Cilj rada je da se putem konstrukcije tri pojedinačna integralno interakcijska modela trenažne, poslovne i organizacijske funkcije, koji su kreirani na temeljima filozofskih, vizionarskih, koncepcijskih, naučnih, tehnoloških i pragmatičnih pristupa i projekcija u preventivnom sportskom menadžmentu ljudskih resursa ukaže, s jedne strane, na egzistencijalnost i kontinuiranost integralne strukture tehnoloških modela funkcija, a s druge strane, na interakcijsko funkcioniranje komponenti i elemenata unutar svake funkcije, kako bi se na osnovama njihovog jedinstva i kooperativnosti mogle ostvarivati najkompetentnije vrijednosti transformacijskog sistema sporta. Da bi sportsko-tehnološki, poslovno-upravljački i organizaciono-strukturalni sistem sporta mogao funkcionirati u kontinuitetu, neophodno je da postoji interakcijska suradnja, s jedne strane između sportista, trenera, tima stručnjaka i naučnika u trenažnoj funkciji, a sa druge strane, između menadžera, marketing menadžera, upravljača i volontera u sportu, koji su kroz trenažnu i poslovnu funkciju na integralan i interaktivan način aktivno usmjereni i angažirani u organizacijskoj funkciji sportskih klubova, sportskih udruženja, sportskih asocijacija i stručnih i naučnih institucija.

Ključne riječi: integralno interakciona tehnologija, trenažna, poslovna i organizaciona funkcija, preventivni sportski menadžment ljudskih resursa

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