Abstract
Sport management constantly delves into new challenges, ideas and applications of the approach, construction and strategies of creative philosophy, vision and mission, and with the aim of promoting the functions of modelling – prediction, diagnostics – prognosis, and projecting – planning, since there is the need for integration and interaction of many management categories, functions and direct applications. The aim of this paper is to show that certain action measures are taken in a timely, purposeful and efficient manner through a newly-formed strategic category called preventive management in sport and that the environment, in which future desired events will take place and effective outcome will be achieved, is created along with further operational solutions emanating from this approach. The results of the analysis of existing state and recent research have shown that there is a possibility for the solutions consisting of searching for new ideas, creations and constructions of contemporary, more thorough and more functional models of technological and managerial elements based on integration and interaction. The construction, functioning and application of the three above-mentioned technological and management functions of modelling – prediction, diagnostics – prognosis and projecting – planning, which are called preventive management in sport, opens up new possibilities for getting more optimal comprehensiveness, purposefulness and objectivity in promoting the desired state expeditiously accompanied by having much more dramatic effects of overall labour technology and achieving top sports results.

Key words: sport, preventive management, modelling-prediction, diagnostics-prognosis, projecting-planning

Introduction
From the perspective of today’s level of sports accomplishments, development of sports science and training, business and organizational technology, modern sport management is constantly searching, on the one hand, for new challenges, ideas, approaches and strategies of creative philosophy, vision and mission. On the other hand, the efforts are channelled into the construction and function of the integral model of basic structural and technological management elements of modelling – prediction, diagnostics – prognosis and projecting – planning, and their integration, interaction and application because they are considered to be key management projections for stimulating strategic development of modern sport. As regards this, scientists and experts in sport management devote more attention to forming, structuring and developing a special strategic category that ought to deal with supporting events in future as well as other operational solutions emanating from such approach - what is needed to be done to make existing theoretical assumptions, scientific results and recent experience be more congruent, effective and practical in the immediate social reality. Recent strategies and applications show that sport management refers not only to managing a sportsperson / team by a coach, team of experts and sport scientists with the aim of achieving better results but also to an efficient and effective management of the overall sport system by sports managers, marketing managers, directors and sport volunteers. Without a well-structured and well-organized sport system, management cannot provide its purposeful content.

Conversely, without properly structured and organizationally functional management of sport organizations (sports club, unions, association and institution) top sport does not own integral, interactive and optimal power for their actions, transformations and development (Bonacin, Bilić & Bonacin, Da., 2009). In view of the fact that people with their genetic and labour potential (creative abilities, knowledge, experience, tradition, labour and motivation) have the central position and role in the process of social reproduction and that they are mainstays of overall activities in all segments of social development, human resources management in sport is rightly considered to have a leading position because competent technologists, managers and organizers involved in training, business and organization are chief creators and implementers of reforms, development and progress through implementing high interaction and integration technology without which development policies, science and technology can hard be created and implemented in modern society (Poole, 1990; Malacko, 2007; Tomić, 2007).

The aim of the paper
The aim of this paper is to form, construct, define and apply a special strategic category in sport management which can be called preventive management in sport due to the needs for higher integration and interaction of management categories, functions and immediate application, which in their structure include the most important compatible elements in the field of training, business and organizational technology.
All of that on the one hand, as starting points of creative philosophy, vision and mission, and, on the other hand, of stimulating modelling – prediction, diagnostics – prognosis and projecting – planning within the distinct category. Further, they include other operational solutions emanating from this approach with the necessity of taking certain action measures at all hierarchical levels in sports organizations in a timely, purposeful and efficient manner and creating the environment in which desired events will take place and effective outcome will be achieved by obligatory involvement of analytical, controlling and corrective mechanisms.

The term of preventive management in sport

The term of preventive management in sport can be defined in the best way by purposeful and optimal 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 seen in constructing future desired state and development of integral, functional and interactive sport system constructed on the basis of modelling – prediction, diagnostics – prognosis and projecting – planning of their dominant and relevant elements. Preventive management in sport is helpful in searching for the answers about potential projections and flows by which more homogeneous future events will be developed. These events will occur due to the changes in external and internal environment and thus they serve as the basis followed by relevant management functions - training, business and organizational technology. The attempts to treat preventive management in sport as the distinct strategic category, with its specific ideas, visions, rules, laws, technologies and application have strong grounds because its use leads to newer, clearer, safer and more objective pathways to the prosperity of sport. However, it does not mean that preventive management can be observed separately from other management categories or functions in sports organizations but the concept of so-called integral and interactive business ought to be established since it is the first fundamental segment referring to the future general development as well as to operational application of different structural elements of management functions - the organization of all relevant resources, processes and functions, providing financial means, building and managing premises and investments, economic and profit function, communication and coordination, decision-making about the implementation of the most appropriate solutions, controlling the work process, etc.

Philosophy, vision/mission – starting points for defining preventive management in sport

The overall development of a sports organization at all hierarchical levels should be based on and directed to clearly defined strategic aims of preventive management.

Most of which are incorporated into management philosophy and thus into the vision and mission of the sports organization. Then the main objectives and social status of the organization are considered to be the key elements because of their influence on the its business operations, method, organizational structure, organizational processes, profile and range of human resources, business partners in the region, etc. (Malacko & Rado, 2006).

Management philosophy serves as the basis for establishing preventive management in sport, or more concretely, “mental support” for managing the operations and development of an organization, and it represents the system of values expressed through general principles of operations, and thence through conceptions and projections with strong impact on the way of thinking, behaviour and actions of human resources within the organization.

In all human activities the process of conceptualization of the development starts from establishing the existing state (diagnosis) and desired state (model), then there is their comparing and creative philosophy according to which realistic aims (projections) are defined and these aims determine the immediate reaction to changed environment conditions and the adaptation of certain policies, strategies, tactics and actions (as a sequence of activities), with the support of economy, technology and technique (as a flow of information) and the aim to apply the established goals in the most optimal way.

Management vision determines the future position of an organization and it refers to the field broader than the area of current activities and it may be defined as a “mental picture” by which is convincingly and realistically articulate more attractive future of the organization and it is usually associated with entrepreneurial and creative abilities of managers since they are the only who are able to translate visionary ideas into the reality – “what we are like now” and “what we want to be like”. In a sports organization vision should be the product of coaches, managers, directors and volunteers as the direct creative generators of ideas about future sports accomplishments. Concretely, it refers to particular sportspeople and/or teams that in their development have the strong position of sports values and, accordingly, an imagined and projected value that can be achieved.
Management mission can be defined as a distinct description of reasons for existing and functioning of an organization and it represents a fundamental determination of intentions for accomplishing the vision as a logical extension of visionary process that should be transformed into the actual planning action in the form of a statement or formal explanation of the nature of the organization's business activities and refers to the essence of the reasons for its existence (the purpose of existence) – “in which business – activity are we involved” and “why are we here”. A well-planned content of the organization's mission enable human resource to comprehend the possibilities, directions, meanings, executions and results. In fact, the mission of an organization is the means for integrity and interaction of all employees for achieving the common aims and tasks of the organization although they independently perform certain working activities within work allocation.

Modelling, diagnosis and projecting – integral and interactive elements of preventive management in sport

The concept and construction of preventive management in sport is a new theoretical, scientific and pragmatic approach which systematises the recent findings about the importance of management resources and it may be constructed and operationalized exclusively by a projecting procedure that includes the basic elements of sports function (modelling of training technology, diagnosis of anthropological characteristics of sport people and planning the training process), business function (modelling the business function, diagnosis of the overall business operations and planning the needs for human resources) and organizational function (modelling the organizational structure, diagnosis of the state in the organizational function and planning the aims of the organizational function). These sports business and organizational elements, which are implemented and unified in a strategic category of the first and most important part of the fundamental structural segment of the technology of preventive management in sport, are "compatible" with the cybernetics expression "like input like output" (Malacko, 2010).

Modelling - prediction is usually defined as a set of assumptions about the future, which is based on various resources, information, scientific research, with the aim of understanding future desired state - its input and output, the influence of environment and setting the goals that should be marked with both qualitative and quantitative characteristics (equations of specifications in sports, hierarchical structures of activities etc.) whose achievement can be measured, controlled and corrected (Voich & Wren, 1984; Panić, 1993; Malacko, 1997). Therefore, it must be first defined what type of the desired state is to be achieved because only there, the models and processes of activities leading to the realization of the desired outcome can be projected and constructed.

In order to have the implementation of the process of any activity, the desired state must be defined in the most precise, objective and clear way – not generally (hypothetical, reflexive, verbal). In other words, it should be presented by measurable sizes so it will be possible to check, control and analyzing the achieved effects (Malacko & Popović, 2001).

Diagnosis - prognosis, in conjunction with modelling – prediction, represents more concrete, precise and quantified step in “viewing” the future state and development, and it essentially applies measuring instruments with satisfactory metric characteristics (valid, reliable, objective) for the purposes of diagnosis of the existing states of dominant and relevant phenomena and processes, which are incorporated in certain mathematical and cybernetics management functions, and then for comparing with the desired state. Finally, there will be the prognosis of future flows, events and achieved effects. Diagnosis determines the current state, analyzes and presents its assessment and determines its prognosis - main concepts, global strategy and projections, models of priority, organizational structure, strategic aims and objectives, programme orientation of development, managing, organizing, functioning, decision-making, operationalization, implementation and control of the most relevant, valid and purposeful activities in the development of sport. In top sport the prognosis predicts sports achievements, certain sports branches as well as individual and team results in the future (individual result, team positions, national team participation etc.).

![Diagram](image.png)

Figure 2. Integration of preventive management

Projecting - planning is a constant process of determining the aims, tasks, terms and policies of the development on the basis of the previous diagnosis and prognosis as a whole, then comparing the existing state with the desired state, finding the most optimal variant of their realization through certain period of time - what, where, when and who should do something in the future, then how to achieve the goals and when it will be and what effects will occur. Projecting is formed according to the information about previous and present events.
But also, future tendencies of the need changes, behaviour of external relevant factors, possibilities of the development of available potentials of an organization and their directions for the purposes of satisfying the future needs. Planning necessarily includes determining the aims and task of activities and how to achieve them, content of activities, material and intangible assumptions (the availability of resources), human resources, subjects of activities, duration of certain activities, order and interdependency, and the final results.

**Discussion**

We are living in the sports era adjuring individuals, groups, associations, organizations and institutions to interaction and integration. This is a period of generating ideas, visions, missions, great potentials and a period of great opportunities for discoveries, happenings, paths and applications so it is important to bear in mind that every modelling and predicting the future state, then a diagnosis of the existing and prognosis of the desired state as well as projecting and planning the flows of more varied, optimal and efficient activities, actually represents the creation of a set of paces to the unknown and also the birth of the idea and hope for newer, more optimistic and implementing outcomes.

The overall career in sport is an experiment that is continuously carrying out and it is never finished. Human resources in sport (coaches, managers, directors) always search for and apply new content, methods and forms in their creative and operational work with sportspeople, teams and club members. Even when they plan and check what they did in detail, they collide with the elements of the unknown during their operational work, so they are forced to find themselves in new and unpredicted situation in a timely, right and purposeful manner and to solve new problems in a short and optimal way. If we want to construct a valid model, it means that all the previous and present knowledge, scientific, expert and pragmatic literature, personal experience, intuition, tradition, logic, genetically-based creation should be incorporated into it. The model must be primarily intended for solving a present, relevant and, above all, practical problem. In such situation, the extent of the success of its application will depend on the extent of approaching and overlapping the intuitive and creative way of thinking, approaches and procedures with the reality. The practical sphere of life shows that in most sports there are still no appropriate phenomenological (structural, functional and hierarchical) models of the development of certain activities, and valid and purposeful projection of the development with the previously compared norms of actual and desired state, although it has long been recognized in sports science that these are the basic methodological postulates. The analyses show that the existing concepts and constructions of the long-term and short-term strategies of the development of sports organizations must be changed and based on an increased integration and interaction of certain relevant sport, business and organizational management functions because each function on its own is not sufficient to satisfy the needs of modern management technology for integrity and totality. It comes to conclusion that it is almost impossible to predict the processes of the development of sport in the future without a previously constructed phenomenological, structural and/or functional model, constructed on the basis of the application of the latest methodological procedures - application of multivariate mathematical and statistical methods of data processing, then of the diagnosis of dominant and relevant (input and/or output) phenomena (manifest or latent dimensions) with satisfactory metric characteristics for prognosis of sports achievements of individual and/or team results in the future, and projecting the directions of the development at the moment of planning and implementation.

**Conclusion**

Newly-established preventive management in sport is to make sure in the future that its structural strategic categories (components, functions) of modelling – prediction, diagnosis – prognosis and projecting – planning as well as their interactive functioning on the integral basis will contribute to more successful operating of overall sport management technology along with further operational solutions emanating from such approach. Planning, as the most important component of preventive management in sport, is the foundation of every managing mechanism of any managing action where philosophy and policies of sport, vision, mission, aims, strategies and tactics are entangled and applied by management in order to ensure future positions of sports organizations. Such approach means that every scientific, technological and pragmatic planning is preceded by projecting, i.e. determining short-term and/or long-term directions of the future development, and every prognosis of future events and achieved effects of work is preceded by the diagnosis of dominant and relevant phenomena and processes incorporated in the specifications of the models of certain management functions.

Every prediction of future desired state follows modelling of the assumptions about the future, which are based on various resources, information, scientific rules and competent opinion of experts and managerial entrepreneurial philosophy, vision and mission. The construction, function and application of these three management functions united in a strategic category called preventive management in sport opens up new possibilities for achieving more optimal comprehensiveness, purposefulness and objectivity for stimulating the desired state (managing actions, technological innovations and sports results) as soon as possible in the most efficient manner and with the effective outcome in sports organizations.
PREVENTIVNI MENADŽMENT U SPORTU - IZAZOV NOVIH IDEJA

Sažetak
U sportskom menadžmentu kontinuirano se traga za novim izazovima, idejama i aplikacijama, s jedne strane, u pristupu, konstrukciji i strategijama kreativne filozofije, vizije i misije, a s druge strane, pripreme modeliranja-predviđanja, dijagnoze-prognoze i projektiranja-planiranja, s obzirom na potrebu za integralnošću i interaktivnošću sve većeg broja menadžmentskih kategorija, funkcija i neposrednih aplikacija. Cilj rada je da se putem novokonstruirane strateške kategorije pod nazivom preventivni menadžment u sportu na svim hijerarhijskim razinama, blagovremeno, svrsishodno i efikasno poduzimaju akcioni mjere i kreira ambijent u kojem će se razvijati budući željeni događaji i ostvarivati što efektnija ishodišta, pa u tom sklopu i svih daljnjih operativnih rješenja koja iz takvog pristupa slijede. Rezultati analize postojećeg stanja i dosadašnjih istraživanja pokazuju da su u tom pravcu moguća rješenja, koja se sastoje u pronalazi novih ideja, kreacija i konstrukcija suvremenijih, kompletnijih i funkcionalnijih modela tehnološko menadžmentskih elemenata utemeljenih na integralnosti i interaktivnosti. Konstrukcijom, funkcioniranjem i aplikacijom navedenih triju tehnološko menadžmentskih funkcija modeliranja-predviđanja, dijagnoze-prognoze i projektiranja-planiranja pod zajedničkim nazivom preventivni menadžment u sportu, otvaraju se nove mogućnosti za postizanje optimalne sveobuhvatnosti, svrsishodnosti i objektivnosti u pripremi željenog stanja za što kraće vrijeme, uz postizanje većih efekata ukupne tehnologije rada i postizanja vrhunskih sportskih rezultata.

Key words: sport, preventivni menadžment, modeliranje-predviđanje, dijagnoza-prognoza, projekt-plan

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