

**STRATEGIC MANAGEMENT OF WOMEN'S SPORTS IN SERBIA**Petković Branko<sup>1</sup>, Đukić Milka<sup>1</sup><sup>1</sup>Fakultet za menadžment u sportu, Alfa Univerzitet, Beograd**ABSTRACT**

The basic starting points of this paper are the facts on overall problems caused by insulation of our country from its surrounding, as well as need for quick and efficient adjustment to significant trends and changes that took place in European Union, while we did not take participation in them, and which are still taking place quickly, dramatically, complexly and unforeseeably. Characteristics of the processes that are taking place in our surrounding are called hyper changes, which with a phenomenon of "condensation" of space, time and matter, sum up in one year, or maybe in just a few months.

Women's sports of Republic of Serbia try to adjust to such changes by slow, partial solutions, those being the first satisfactory solutions as a result of logical step by step changes. Evolutionary changes are slow, predictable based on the past trends and with the slight lag they fit into the strategic changes with their logical incrementalism. In each model of changes one uses adaptive learning, or single loop learning which is based on cognition and understanding of change in the surroundings and adaptation to those changes.

**Key words:** *management-University sports-strategy*

The results of the analysis of women's sport indicate need for significant strategic and organizational changes. Punctuated equilibrium model is based on the fact that changes in University sports of developed countries based on its frequency, scope and turbulence level, highly surpass frame that can be filled by adapting through continuous changes in our sport, but that such long changes are succeeded by short periods of radical - revolutionary changes stepping out of the existing equilibrium model. Specific characteristic of certain sport branches does not include accumulation of changes, since each sport changes in its own way and requires its own development model.

At the level of women's sports in Republic of Serbia punctuated equilibrium model should be seen as sublimate of necessary changes in organizational structure, culture, power and leadership in each sport branch of University sport. Substantial model includes preparation for changes and in the end stabilization of sport organization.

Increase in overall changes and necessary high rate of diffusion of changes, as the condition imposed to our country in the scope of complete integration in European trends, objectively requires implementing large, radical and transformational changes in the structure of University sport.

Creation and research of new strategic fields for required expansion of sport organization conditions application of generative learning model or double loop learning, which does not enhance existing knowledge and procedures, but questions basis of application of existing knowledge and creates new knowledge, competencies and strategies. Focusing of the basic competence of sport organization on innovation and quality, i.e. request that sport managers must be more flexible and proactive (future oriented), introduces contemporary theory and practice of sport management in the era of learning, in conscious process of continuous transformation of learning.

Traditional primary factors of sport human resources, talent and capital, in the conditions of constant change that require stability in trends, by providing information on how existing knowledge can be best implemented for achieving results, as actual assets of sport organization (experience, information and ability of its processing and usage, know-how, sport management ability, image, reputation, organizational structure, users loyalty, trust, users satisfaction, etc.).

Ability of the women's sports is to adapt to changes and to initiate appropriate changes in its environment, which is measured by ability to learn, by implementing concept of "Learning Organization", i.e. by creating organizations that are able to provide and make transfer of knowledge and to modify their behavior in the manner which reflects new knowledge.

The first required stage of learning in organization is cognitive - where women are exposed to new knowledge and need to think differently. The second stage is behavior - where women accept new knowledge and change their behavior. In the third stage one can see positive changes in performance.

Manner of introduction into the "learning organization" is a matter of continuous and lifelong learning program and practice and essence of competency in using "learning disciplines".

Personal master, which is responsibility of every woman in sport to work on expanding personal ability to create the most favorable results of her sport organization, by diligent and effective actions in experimenting, innovation and search based on collection, usage and storing information,

Mental models, which should free one's own awareness of surroundings from defensive habits and create new productive mental models

Shared vision, as unique ideal and view to the future, which will build dedication and devotion of members of sport organization,

Team Learning, which goal is improvement of conversation and thinking skills so that in the group of people abilities can improve to be more reliable and to develop to be more versatile , and

Systemic thinking, which represents systemic process of research, usage and communication with information on power and internal relations in the behavior of sport organization as a whole.

Basis of the realization of learning program is in teams and integration of women into teams, as well as in culture that encourages independence and development, making "learning organization" innovative organization with the ability to initiate change as entrepreneur and take risk in this context. Teams and team learning are also base for sport organizations which have to set solutions in the development of women's sport, by building into their structure multidisciplinary teams, providing thus quick response to pressure of changes.

Basic characteristics of the concept "competency cores" are applicable to women's sports of Republic of Serbia and to its development strategy.

Firstly, key competencies of women's sports cover a large number of business and services regarding organization of sport competitions.

Secondly, "time domination" of competency over University sport exists in terms of duration of competition.

Thirdly, competencies are a result of "collective learning" as a result of effort in work and especially coordination of all ancillary skills regarding organization of sport competitions.

Fourthly, competition in women's sport which reflected on the sport competitions as outer expression of competency competition, which is in the background, in the essence of competition fight.

Privatization processes, i.e. ownership transformation is starting point of transformation, but its success can be provided by planned approach to transformational changes.

Application of strategic management in women's sports in Republic of Serbia is undergoing very complex changes and challenges, under conditions of discontinuity of our sport, apart from the applicable techniques and methods it should also include control of possible errors.

In the area of change management in the process of transformation there are often reasons for failure, mainly due to the incomplete realization of competition organization or due to the existence of one of the following errors:

Overindulging in satisfaction, which reinforces the approach that the current status is good, that changes are not necessary, and comes from feeling that changes are necessary and unavoidable which is not strong enough.

Oversights in forming leading coalition that is powerful enough, i.e., unrealized plans of building on organizational vertical and horizontal lines, or unachieved power in terms of formal knowledge, information and expertise, reputations and connections, and leader potential.

Underestimating strength of vision, which must be reasonable and play key role in creating change as base for guidance, synchronization and inspiration of action of a large number of people.

Failure to communicate a vision, that comes from discrepancy between words and actions.

Allowing obstacles to block new vision, which most often appears when a vision is acceptable but obstacles seem impossible to overcome, especially when part of participants declaratively support the vision, but all is done so that nothing comes true.

Oversights in realization of short term success, because significant transformation changes require time, and that brings overall success in question.

Occasional announcement of victory, before deep roots of change are set in the culture of sport organization.

Changes that are not firmly planted in culture of women's sports, such as new shared values, forms of behavior and attitudes, represent danger for transformational change, so for the security of change time and often new staff is required.

Special form of organizational change that includes reconstruction and downsizing with the goal to increase efficiency and competition. Key characteristics of downsizing are:

It is a set of activities which are implemented with purpose, not as an addition to regular business, but decisive action towards change.

Decrease in number of employees, by methods of change positions, transfer, eligibility for retirement, dismissal, dispersion etc., or retraining on development of new jobs, new sources of income.

Focus on improvement of sport organization, maintaining or decreasing of expenses and creating base for competition.

Reconstruction and elimination of multiple order lines, reduction in number of hierarchy management levels, introduction of reengineering and integration of sport organization.

Downsizing strategies of reduction of work power, strategy of organizational redesign and so called systemic strategy are more frequently applied. They are based on two types of approach- intensification (mission, strategy and systems are kept, but they are adjusted to circumstances and reorientation (change of all bases and termination of previous sport activities).

Existing knowledge and level of organization in women's sports in RS, after long period of economic crisis and in the moment when sport surroundings are rapidly changing, requires fundamental rethinking of radical redesign of organizational processes, for the purpose of accuracy and service speed.

When change speed and total challenges increase hardships to predict problems and react timely to them, it is critical to develop new concept of innovative organizations, with managers who must be able to create visions, mission, goals, policy and to implement them for the realization of general values.

It is considered that future belongs to sport organizations that will be able to revolutionize manner in which strategy is created it being, unique and valuable position different from sport activities of the competition, and positioned based on the needs of users in relation to competition. There are several directions to create revolution in sports activity.

The most significant part of sustainability of competitive advantage is continuous strategic innovation, which must be realized by inner powers that conduct creative process of revolutionary strategy. The essence of the principle of creating strategy as revolution is as follows:

Strategic planning is not a strategy, but a procedure of setting terms for plans, while to find potential for revolution one needs research and orientation towards future of inventivity,

Creation of strategy must be subversive in the direction of dedication to new ideas and values, The ones who slow down the development are at the top, in management, who base decision making on experience which is not enough, considering change speed that require imagination and vision,

There are revolutionaries in every University sport organization, but usually on the lower levels,

The change is not a problem, engagement is, since most of the senior executives are not for change so they cannot start changes,

Strategy creation must be democratic, based on the broad network for formulating strategy to enable everyone's right to say their opinion and to influence overall opinion and action,

There is no revolution without dedication, since only by complete dedication to realization of new ideas new outlook on the world can be created,

Approaches to creation of strategy "from top to bottom" and "from bottom to top" are not alternative, but application of both approaches is expected,

The end cannot be seen from the beginning since process of strategy creation encompasses broad cross analysis, entering deep into discontinuities and competencies and encouraging employees to achieve surprising results on new approaches.

The concept ‘strategy as revolution’ represents new scientific paradigm and the beginning of realization of a model of revolutionary strategic and organizational changes.

The condition for such changes in women’s sports in RS is to build system of innovation, acceptance of great changes, creation of incline to constant action and acceptance of failure as a part of culture and climate of entrepreneurship and self-step leading to success and higher productivity.

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