

## CORRELATIONS BETWEEN THE GENERIC SEGMENT OF STRUCTURE AND NUMBER OF OFFICIALLY HELD SPORTING MANIFESTATIONS IN TEAM-SPORTS AND THE BUSINESS AND SPORTING ACHIEVEMENTS

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### **Summary**

*Quality issue of the pure (primary) sporting product and of the service, as well as its reflections on the success of the sporting organisations, has a critical influence. In the sporting industry, especially when talking about the competitive sports, and more than in any other industry, the sporting product quality, and especially the primary product quality (pure sporting product), is very clear and measurable in terms of the realised sporting and business achievements. The purpose of this research work is to objectify the potentials and the attractiveness of the primary sporting product in the following team-sports: football, basketball, volleyball, and team-handball from the Canton of Sarajevo for the competitive 2003/04 season, based on the conducted correlation analyses of the generically significant structure and number of officially held sporting manifestations segment and the business and sporting achievements. By observing the significance of the primary sporting product within team-sports, reflected in the generic structure and number of officially held sporting manifestations segment and its correlation with the business and sporting achievements, it is possible to quantify the successful management of the sporting organisations focused on the sustainable development in terms of the selection of the generic strategies with a clear accent on the fact that only the „efficacy“ of the sporting achievement implies the „quality“ of the business achievement.*

**Key words:** *correlation, sporting manifestations, business and sporting achievements.*

### **Background**

Competitiveness with the quality and the attractiveness of the sporting products (primary and complementary) at the market is the main definition of the mission and the success of individual industries, and of the sporting industry, as well. Based on the generally accepted industrial forces analysis conception, developed by Michael Porter in the 80s of the twentieth century, it is possible to present a model analysis of the correlations between the significant generic segments in team-sports and the business and sporting achievements and, in that way, to indicate the effects of the structural industrial forces in sports. Based on such conception, innovated on the sporting management principles, this research analysed the potentials of the sporting organisations in team-sports, such as football, basketball, volleyball, and team-handball from the Canton of Sarajevo for the competitive 2003/04 season from the aspect of providing the “contemporary production”, which involves a complete reproduction cycle, from the idea to the product, which develops the prerequisites for the sustainable development at the market. This approach is especially related to the high quality

sporting game that, by its attractiveness, but also with the sporting outcome, satisfies the end user. This production cycle is also related to the production of young and talented sportspersons who in later stages become the “national stars”, that is, the products “without a fault”. This provides one of the most significant conditions, which is a demand of new products and services condition and provides a sustainable development at the sporting market. According to Bartoluci M., (1997), pages 235-236. “Competitive top-quality sports is a pure sporting product that involves sporting manifestations of all sorts and ranks of competition”, and in this research work the generic structure and number of officially held sporting manifestations segment is equally treated as a primary sporting product.

### **Problem and purpose of this research**

This research presents the correlations between the generically significant structure and number of officially held sporting manifestations segment in the sports, such as football, basketball, volleyball and team-handball from the Canton of Sarajevo, and the business and sporting achievements

segment at the Canton of Sarajevo level, and rationalises the conditions for the performance at the market programme application with an accent on the sporting product quality as a prerequisite for its successful positioning at the market. The purpose of this research was related to the success analysis of the sporting organisations in team-sports (football, basketball clubs, volleyball, and team-handball) from the Canton of Sarajevo for the competitive 2003/04 season, in terms of a selection of the generic strategies and their objectification, based on the outcomes of the correlation analysis of the generically significant structure and number of officially held sporting manifestations segment and the business and sporting achievements.

### **Methods**

The sample of respondents for the needs of this research is defined as the cluster of 62 analysed sporting clubs in team-sports, such as, football, basketball, volleyball, and team-handball, from the Canton of Sarajevo in the competitive 2003/04 season. This work required the analyses of the following 10 criteria variables of the generically significant structure and number of officially held sporting manifestations segment, and which are as follows: number of officially held sporting manifestations – senior category-men (OFFICMAN); number of officially held sporting manifestations – senior category-women (OFFICMANSW); number of officially held sporting manifestations – junior category-men (OFFICMANJM); number of officially held sporting manifestations – junior category-women (OFFICMANJW); number of officially held sporting manifestations – cadet category-men (OFFICMANCM); number of officially held sporting manifestations – cadet category-women (OFFICMANCW); total number of officially held sporting manifestations – senior category (TOTOFFMAN); average attendance by a single official competition on the home field (ATTENDAN); business achievement (BUSACHI); and sporting achievement (SPACHI).

To objectify the research outcomes, this research used a non-parametric computing procedure called the Spearman's rank-correlations (Ro-correlation coefficient). In this research we presented the reviews of the listed values that are the outcomes of the statistical processing and the inferences analysed in the SPSS software programme. Based on this statistical package, we presented the reviews of the Spearman's correlation coefficients values, as well as

their levels of significance in testing the correlations between the business and sporting achievements and the other criteria variables.

### **Research outcomes and discussion**

#### *a) Correlation between the segment officially held sporting manifestations and the business and sporting achievements in football*

Number of officially held sporting manifestations segment represent a primary sporting product variable, which is related to the number of officially held sporting competitions in the senior competition category men and women, and a variable which is related to the official sporting manifestations in the competition of juniors and cadets, category men and women. Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the structure and number of the officially held sporting manifestations segment and the business and sporting achievement variables in football for the 2003/04 season, in Table 1.

Based on the outcomes presented in Table 1, this research verified the statistically significant correlation between the business achievement variable (BUSACHI) and the following variables: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the senior competition – women (OFFICMANSW); total number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN), as well as, the average attendance by a single official competition on the home field variable (ATTENDAN). Sporting achievement variable (SPACHI) has a statistically significant correlation with the following variables: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the senior competition – juniors-men (OFFICMANJM); number of officially held sporting manifestations in the competition of cadets-men (OFFICMANCM); total number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN); and with the average attendance by a single official competition on the home field variable (ATTENDAN).

**Table 1.** Correlation between the business and sporting achievements variable and primary sporting product variable in football for the 2003/04 season.

Football	BUS			SPA		
	R	P	N	R	P	N
OFFICMAN	0.45	0.02	27	0.59	0.00	27
OFFICMANSW	-	0.70	27	0.32	0.11	27
OFFICMANJM	0.37	0.06	27	0.61	0.00	27
OFFICMANJW	0.00	0.00	27	0.00	0.00	27
OFFICMANCM	0.22	0.26	27	0.57	0.00	27
OFFICMANCW	0.00	0.00	27	0.00	0.00	27
TOTOFFMAN	0.45	0.02	27	0.70	0.00	27
ATTENDAN	0.42	0.03	27	0.57	0.00	27
BUSACHI	1.00	0.00	27	0.45	0.02	27
SPACHI	0.02	0.02	27	1.00	0.00	27

The analyses conducted also verified the statistically significant correlation between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI). Based on the outcomes of the statistically significant correlation coefficients of the structure and number of officially held sporting manifestations variables in football, and which are as follows: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the senior competition – women (OFFICMANSW); total number of officially held sporting manifestations in the senior category – men and women (TOTOFFMAN); as well as the average attendance by a single official competition on the home field variable (ATTENDAN), and the business achievement variable (BUSACHI), in the first case, and the outcomes of the statistically significant correlation coefficients of the structure and number of officially held sporting manifestations variables: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the senior competition – juniors-men (OFFICMANJM); number of officially held sporting manifestations in the competition of – cadets-men (OFFICMANCM); total number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN); and the average attendance by a single official competition on the home field variable (ATTENDAN), and the sporting achievement variable (SPACHI), in the second case, it can be concluded that there is a significant correlation between the business and sporting achievements and the generically significant number of officially

held sporting manifestations segment. Theoretically, it is possible to explain the strategic performances on the so-called EVA conception (Economic Value Added) (Hill W. L. C., Jones R. G., 1998), which is consisted of four fundamental pillars of competitive advantage, and which are as follows: (1) (superior) *efficacy*, (2) (superior) *quality*, (3) (superior) *innovation*, (4) (superior) *reactivity to customers*. Outcomes of the conducted correlation analyses make it possible to rationalise the selection of the first, the second, and the third generically fundamental blocks of the competitive advantage in the number of officially held sporting manifestations segment, based on the *efficacy*, the *quality* and the *reactivity to customers* of the sporting products/services in football.

Statistical significance of the correlations between the number of officially held sporting manifestations variables, from senior category to cadet category, and the sporting achievement variable (SPACHI), verify the presence of significant sporting achievements of the football sporting organisations, which provide the attractiveness, the publicity, the marketing and the entrepreneurial potentials of the primary sporting product. The outcomes of the correlation analyses of the average attendance by a single official competition on the home field variable (ATTENDAN) and the sporting achievement (SPACHI) lead to additional conclusions of this sort.

*b) Correlation between the officially held sporting manifestations segment and the business and sporting achievements segment in basketball*

Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the structure and number of the officially held sporting manifestations segment with the business and sporting achievement variables in basketball for the 2003/04 season, in Table 2. Based on the presented outcomes, this research verified the statistically significant correlation between the business achievement variable (BUSACHI) with the following variables: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the competition of juniors-men (OFFICMANJM); number of officially held sporting manifestations in the competition of juniors-

women (OFFICMANJW); number of officially held sporting manifestations in the competition of cadets - women (OFFICMANCW); total number of officially held sporting manifestations in the category of seniors (TOTOFFMAN); and the average attendance by a single official competition on the home field variable (ATTENDAN).

**Table 2.** Correlation between the business and sporting achievements variable and the primary sporting product variable in basketball for the 2003/04 season.

Basketball	BUS			SPA		
	R	P	N	R	P	N
OFFICMAN	0.52	0.03	18	0.59	0.01	18
OFFICMANSW	0.15	0.55	18	0.26	0.29	18
OFFICMANJM	0.54	0.02	18	0.47	0.05	18
OFFICMANJW	0.50	0.04	18	0.39	0.11	18
OFFICMANCM	0.46	0.05	18	0.37	0.13	18
OFFICMANCW	0.49	0.04	18	0.47	0.05	18
TOTOFFMAN	0.60	0.01	18	0.81	0.00	18
ATTENDAN	0.77	0.00	18	0.62	0.01	18
BUSACHI	1.00	0.00	18	0.67	0.00	18
SPACHI	0.67	0.00	18	1.00	0.00	18

Sporting achievement variable (SPACHI) shows a statistically significant correlation with the following variables: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the competition of cadets-women (OFFICMANCW); total number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN); and the average attendance by a single official competition on the home field variable (ATTENDAN).

The analyses conducted in this research also verified the statistically significant correlation between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI). Based on the outcomes of the statistically significant correlation coefficients of the structure and number of officially held sporting manifestations variables in basketball, and which are as follows: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the competition of juniors-men (OFFICMANJM); number of officially held sporting manifestations in the competition of juniors - women (OFFICMANJW); number of officially held sporting manifestations in the competition of cadets-women (OFFICMANCW); total

number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN); and the average attendance by a single official competition on the home field variable (ATTENDAN) and the business achievement variable (BUSACHI), in the first case, and the outcomes of the statistically significant correlation coefficients of the structure and number of officially held sporting manifestations variables, such as: number of officially held sporting manifestations in the senior competition – men (OFFICMAN); number of officially held sporting manifestations in the competition of cadets-women (OFFICMANCW); total number of officially held sporting manifestations in the category of seniors – men and women (TOTOFFMAN); and the average attendance by a single official competition on the home field variable (ATTENDAN), and the sporting achievement variable (SPACHI), in the second case, it is possible to rationalise the selection of the first, the second, and the fourth generically fundamental blocks of the competitive advantage of basketball clubs, based on the *efficacy*, the *quality* and the *reactivity to customers*.

Such selection of the synergic and the strategic operations of basketball clubs at the market, analysed based on the outcomes of the correlation coefficients of the number of officially held sporting manifestations segment, business and sporting achievement in basketball variables, objectifies the very quality of governance strategy. Statistical significance of coefficient correlations between the average attendance by a single official competition on the home field variable (ATTENDAN) and the sporting achievement variable (SPACHI), in addition to the other aforementioned statistically significant outcomes of correlation analyses, objectifies the successful management within basketball clubs, which clearly show potentials for their economic development.

Statistical significance of coefficient correlations between the number of officially held sporting manifestations variables in basketball clubs from senior category to cadet category competitions for men and women and the sporting achievement variable (SPACHI) indicates the presence of significant sporting achievements, which verify the attractiveness, the marketing and the entrepreneurial potentials of the primary sporting product in basketball.

c) *Correlation between the officially held sporting manifestations segment and the business and sporting achievements in volleyball*

Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the structure and number of the officially held sporting manifestations segment with the business and sporting achievement variables in volleyball for the 2003/04 season, in Table 3.

**Table 3.** Correlation between the business and sporting achievement variable and the primary sporting product variable in volleyball for the 2003/04 season.

Volleyball	BUS			SPA		
Spearman rho	R	P	N	R	P	N
OFFICMAN	0.11	0.76	10	0.25	0.49	10
OFFICMANSW	-0.05	0.89	10	0.35	0.33	10
OFFICMANJM	0.11	0.76	10	0.25	0.49	10
OFFICMANJW	-0.18	0.61	10	0.21	0.55	10
OFFICMANCM	0.32	0.37	10	-0.04	0.92	10
OFFICMANCW	-0.10	0.78	10	-0.14	0.71	10
TOTOFFMAN	0.09	0.80	10	0.39	0.26	10
ATTENDAN	0.14	0.71	10	0.54	0.11	10
BUSACHI	1.00	0.00	10	0.49	0.15	10
SPACHI	0.49	0.15	10	1.00	0.00	10

Outcomes of the conducted statistical correlation analyses indicate the absence of the statistically significant correlations between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI) and the structure and number of the officially held sporting manifestations variables in volleyball for the 2003/04 season, which leads to the conclusion that there are insufficient strategic process planning and activities within volleyball clubs in this generically significant segment.

d) *Correlation between the officially held sporting manifestations segment and the business and sporting achievements in team-handball*

Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the structure and number of the officially held sporting manifestations segment and the business and sporting achievement variables in team-handball for the 2003/04 season, in Table 4.

**Table 4.** Correlation between the business and sporting achievement variable and the primary sporting product variable in team-handball for the 2003/04 season.

SPORT	BUS			SPA		
Spearman rho	R	P	N	R	P	N
OFFICMAN	-0.14	0.77	7	0.27	0.56	7
OFFICMANSW	0.34	0.46	7	0.23	0.63	7
OFFICMANJM	-0.67	0.15	6	0.60	0.21	7
OFFICMANJW	0.24	0.61	7	0.16	0.73	7
OFFICMANCM	-0.67	0.10	7	0.61	0.15	7
OFFICMANCW	0.62	0.14	7	0.41	0.36	7
TOTOFFMAN	0.08	0.87	7	0.60	0.16	7
ATTENDAN	-0.15	0.75	7	0.30	0.51	7
BUSACHI	1.00	0.00	7	0.02	0.97	7
SPACHI	0.02	0.97	7	1.00	0.00	7

Based on the outcomes presented, this research defines that there are no statistically significant correlations between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI) and the structure and number of the officially held sporting manifestations variables in team-handball for the 2003/04 season., which also leads to the conclusion that there are insufficient strategic process planning and activities within team-handball clubs in this generically significant segment.

**Discussion and conclusion**

Outcomes of the conducted analyses indicate that there is a statistically significant correlation between the generically significant structure and number of officially held sporting manifestations segment and the business and sporting achievements in the sporting clubs in football for the competitive 2003/04 season. Furthermore, outcomes of the conducted analyses rationalise the justification and the quality of the selection of the first, the second, and the third generically fundamental blocks of the competitive advantage in the number of officially held sporting manifestations segment, which is based on the *efficacy*, the *quality* and the *reactivity to customers*. Outcomes of the correlation coefficients verify the presence of significant sporting achievements of the football sporting organisations by which it is possible to provide attractiveness, publicity, marketing and entrepreneurial potentials of the primary sporting product and, by that, a higher public attendance levels, especially in competitions that are held on the home field. In the case of basketball, as it was the case in football,

the outcomes of the conducted analyses indicate that there is a statistically significant correlation between the business and sporting achievement segment and the generically significant structure and number of officially held sporting manifestations segment. Outcomes of the statistically significant correlation coefficients of the structure and number of officially held sporting manifestations in basketball variables, rationalise the justification and the quality of the selection of the first, the second, and the fourth generically fundamental blocks of competitive advantage of basketball clubs, based on the *efficacy*, the *quality* and the *reactivity to customers*. Such selection of the synergic and the strategic operations of basketball clubs at the market in basketball objectifies the very quality of governance strategy. Outcomes of the correlation coefficients verify the presence of significant sporting achievements of basketball clubs, by which these sporting

organisations provide attractiveness, publicity, marketing and entrepreneurial potentials of the primary sporting product. In addition to the aforementioned, and based on the outcomes of the analyses, this research also verified the successful management within basketball clubs and, by that, better chances for their sustainable development at the market. Outcomes of the correlation analyses in team-sports of volleyball and team-handball do not verify the statistically significant correlation between the generically significant structure and number of officially held sporting manifestations segment and the business and sporting achievements, and we can conclude that there is an absence of synergic and strategic effects on the market volleyball clubs and team-handball clubs in terms of providing the maximum degree of the business and sporting achievements for the 2003/04 competitive season.

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## KORELACIJE GENERIČKOG SEGMENTA STRUKTURE I BROJA ZVANIČNO ODRŽANIH SPORTSKIH MANIFESTACIJA TIMSKIH SPORTOVA SA POSLOVNIM I SPORTSKIM USPJEHOM

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### **Sažetak**

*Pitanje kvalitete istog (osnovnog) sportskog proizvoda i usluge, kao i njegove refleksije na uspješnost sportskih organizacija, ima presudan uticaj. U sportskoj djelatnosti, posebno kada je riječ o takmičarskom sportu, više nego u bilo kojoj drugoj industriji, kvalitet sportskog proizvoda, posebno osnovnog (isti sportski proizvod), vrlo je jasan i mjerljiv u vidu ostvarenog sportskog i poslovnog uspjeha. Svrha ovog istraživačkog rada je objektiviziranje potencijala i atraktivnosti osnovnog sportskog proizvoda timskih sportova nogometa, košarke, odbojke i rukometa Kantona Sarajevo u takmičarskoj sezoni 2003./04. na temelju provedenih korelacionih analiza generički značajnog segmenta strukture i broja zvanično održanih sportskih manifestacija sa poslovnim i sportskim uspjehom. Sagledavajući značaj osnovnog sportskog proizvoda unutar timskih sportova izraženog kroz generički segment strukture i broja zvanično održanih sportskih manifestacija i njegovu povezanost sa poslovnim i sportskim uspjehom moguće je kvantificirati uspješnost menadžmenta sportskih organizacija usmjerenih prema održivom razvoju u pogledu izbora generičkih strategija sa jasnim akcentom da samo „efikasnost“ sportskog uspjeha implicira „kvalitet“ poslovnog uspjeha.*

**Ključne riječi:** korelacija, sportske manifestacije, poslovni i sportski uspjeh

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