

THE POSITION OF PROJECT MANAGERS IN A FUNCTIONALLY STRUCTURED SPORTS ORGANISATION

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Abstract

Based on the principles of classical organisational theories, knowledge from the management, sports theories and general theories from different areas, a virtual sports club has been designed, in a way that it contains all of the related functions and the individual roles needed for reaching a goal in sports and making a profit. According to the basic idea, the function determined the structure, and considering that the characteristics of the functioning structured organization are: high level of specialization, strict division, clear chain of command, narrow control range, centralization and high formalization, which as a result produced the rigidity of the structure. In order to gain flexibility inside the inter-sector shifts of responsibilities, as well as the time component-occasion, two project managers were introduced, and the goal of this essay is definition of their roles in an organization structured as such. Further on, all of the individuals inside the structure are presented with an individual functional status in order to cover all the necessary functions by which all the individual roles were defined. The total number of entities gained is 205, and the number of global character variables used is 40. The taxonomization of the data using the Uditax model for the identification of the distinct taxons was executed. The results have shown that in the space of an entity there are six taxons, and what is inherent to the results of the taxonomic analysis is the existence of only three elements of the higher structure: logistics (management), support (maintenance), and sports section (the product). The results have shown that the introduction of the project managers in the structure of the organization was not crucial for the functioning of the sports organization. The structure in that way gained some flexibility, and to a positive extent the rigidity of the hierarchy was removed both internally and externally, but the project managers exist as an integral part of the logistics sector.

Key words: organization, structure, project managers, position

Introduction

According to the available literature the project as a term can be defined as a complex, short-term endeavor focused on the goal that needs to be reached with limited human and material resources in the given period of time (<http://vets.bizhat.com>), in other words as a means for the organization of the related activities in a given sequence in order to achieve the pre-set goals in a given period of time (Alić-Kostešić, 2008). According to Jovanović (2004), the elements comprising the content of each project are: *the goals* to be achieved (connected mostly to the vision and the strategy of the project, supporting the global goals, defined clearly and concise), *deadlines* (the goals of the project must be reached in given timeframe), *the complexity* (considering the technology with which the goals are reached), *volume and nature of the task* (the appropriate realization plan is needed), *resources* (people,

equipment, materials...), *organizational structure* (project team and project team manager with certain responsibilities and authorizations), *information and control system* (gathering the information, following and creating the financial reports) (Gutjahr, Strauss & Toth, 2000). The critical elements of the project are: *resources* (people, equipment, materials...), *timeframe given and the sources available for the project* (Alić-Kostešić, 2008). The management of the project represents a scientifically based and in practice confirmed concept, with which rational coordination of all the necessary resources and actions is done in the most efficient way. (<http://vets.athost.net>). Project management can be defined as a an appliance of knowledge, skills, tools and techniques for the implementation of project activities that lead towards the fulfillment of the project demands, which represents a key tool in the adjustment to constant changes, for according

to Drucker, in the companies of the future there are only the fast managers, and the dead managers. (Ćala, 2008). The implementation of the strategic management via projects enables among other things maximum possible returns with the optimal usage of resources, and the competitive advantage with the placement of the adequate products at the right time. The management of each organization must shift its focus towards people, their potentials and the constant and sustainable development as a basic resource of the organizational flexibility and success (Alić-Kostešić, 2008). The project manager as a part of human resources inside the organization, is in charge of reaching the planned goals of the project; gathering, processing and distribution of the data; creating the appropriate working atmosphere; communicating with the involved personnel; and planning and making the decisions. The importance of the definition of the project manager's role is unquestionable, especially in the area of restructuring (Dekkers, 2008), or the adequate involvement of the human resource potentials (Price, 1987; M'Pherson & Pike, 2001).

Problem and aim

Sports organization is only one aspect of organizing the people inside the social system, but it does not make it any less complex compared to other structures. It can be formed in different ways, but this project is based on a classical approach by which the function determines the structure. However, the characteristics of the functioning structural sports organization are: high level of specialization, strict division, clear chain of command, narrow control range, centralization and high formalization (Šoš, 2002), which as a result produced the rigidity of the structure, which is not recommended in today's shifting and unstable world. The problem of this project is determining the solution for this problem. In order to gain flexibility inside the inter-sector shifts of responsibilities, as well as the time component- occasion, *two project managers were introduced*, and the goal of this essay is definition of their roles in an organization structured as such.

Methods

In the functional organizational structure each functioning unit manages a certain functional area, but for the organization as a whole.

There are common goals (sports results and profit), the division of work depending on the area to which that individual belongs, that tells us that there is a hierarchy of responsibilities and commands from the top to the bottom of the structure, the range of management and vertical and horizontal coordination and communication.

In the existing classic model coordinators are introduced on a medium level (project managers), whose controlling function does not have a permanent character, and is only shown in the peculiar short-term situations (building of the sports centre, or selling two players for a big profit; anything that does not require the complete board, but a project team of a limited size and limited goals), so it is an occasional occurrence. Project managers and the relations they manage are introduced for three reasons: a) a certain flexibility is needed, b) to harmonize the functions of the different sectors, but not the top of the commanding chain, but the inter-sector transfer of the parts of authority when the situation allows, and c) time component is relevant-it is needed only from time to time. After the completion of the hypothetical structure, all of the individuals in the structure are given an individual functional status in order to cover all the necessary functions. This model automatically defined the individual roles. The total number of entities is 205, from that number there are 26 first-line managers, 7 second-line managers and 4 third line managers. The employees are all the others (players, people employed in different areas and departments, etc.).

The sample of the variables is generated in the widest context in order to arbitrarily describe (on the manifested and the latent level), and to discover information significant for the possible optimization. The value of the sample variables was 40. The initial number of variables was over 80, but after the insight in the structure of the data, the number was cut to 40. While constructing the variables, the tendency was for the information to be in the range from 1-5, except when the variable represented counting of the obvious phenomena. All the evaluation was done by three competent evaluators (the author of this work and another two doctors of kinesiology) and the linear combination of their statements (particles) was reduced after the rounding to a whole number equal to the initial range (Bonacin Da., 2008 a).

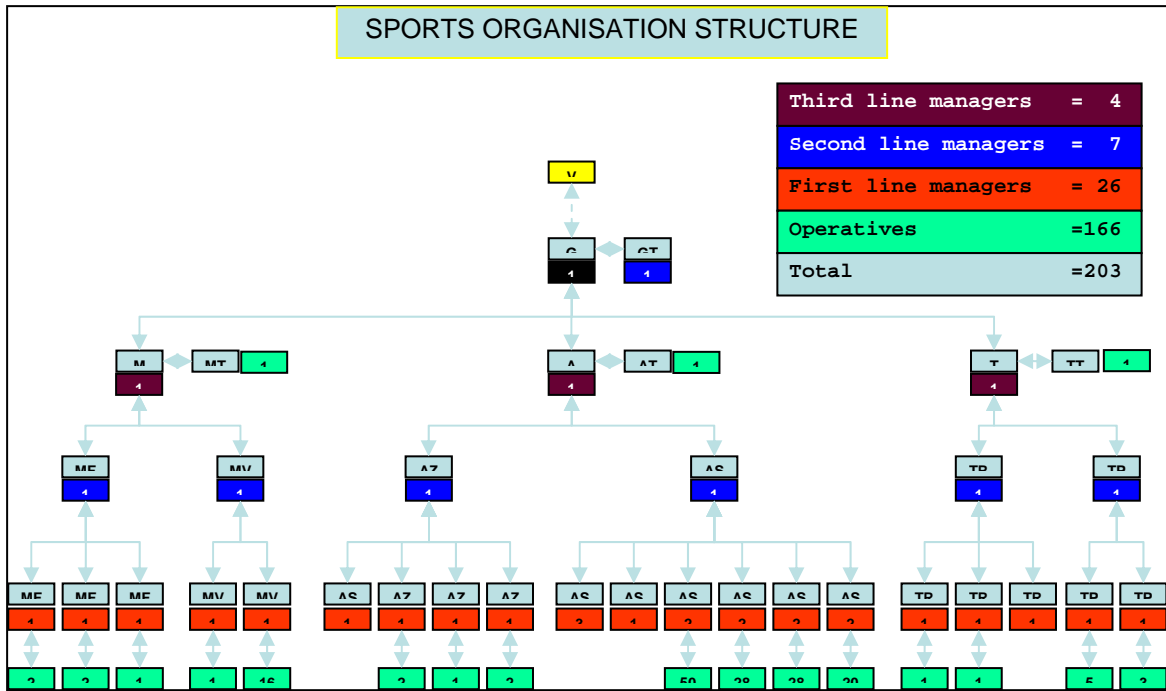


Figure 1. Classical hierarchical structure of sports organisation

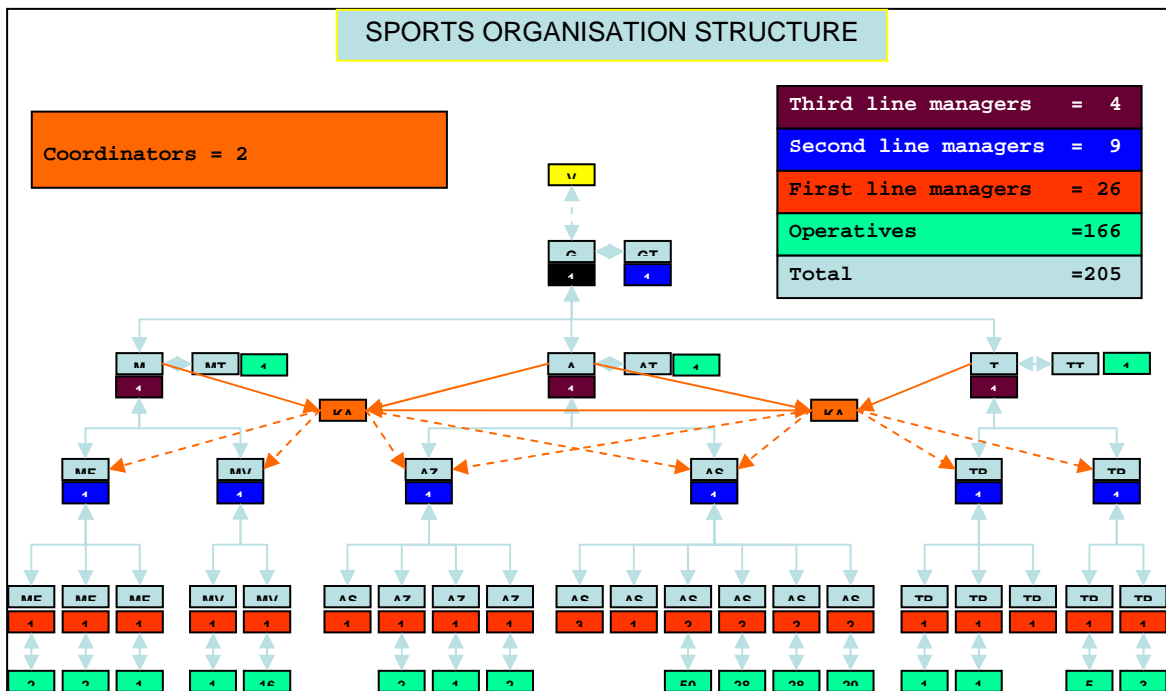


Figure 2. Modern structure of sports organisation

After the basic statistics, and taking into account the initial number of entities $n=205$ which is existent in a model, the lesser number of types is methodologically searched: a) based on their grouping in the area of the entity (individuals) and b) based on the projection in the space of the variables (relations). The typical protocol of the data

taxonomisation was followed in order to determine the structure of relations in the space of the entity, the general types which realistically exist in such a structure, and where Uditax algorithm is chosen for the identification of the distinct taxons (so the entities belong to one and only one taxon), (Bonacin, 2004).

Results and discussion

In a functioning organization a project is managed by using the existing organizational structure based on the division of labor and the specialization for similar jobs for which hierarchical organizational units are formed (Yin & Khoo, 2007). The responsibilities of project management are given to individuals from according functionally organized units (marketing, engineering, production, finances...), according to their fields of expertise, with the coordination of project leaders (<http://vets.athost.net>), who even though they have a permanent position in the organization, for the time being performs the role of the project coordinator. So, occasionally there is a need for a project manager inside the structure. Model from this project is formed in a way that the hypothetical sports organization is a system integrated with all its sub-systems, for if the sub-systems are outside the structure, its functionality is questionable, and so is its efficiency and success. Otherwise high structure like the governments, multinational companies or NATO would be decentralized and disintegrated. Under the assumption that an organization must be an integrated system, a classical sports organization model is formed.

The individuals inside the organization are given adequate roles, they were described with arbitrary and relevant variables which were considered to be interesting providers of information (Bonacin Da., 2008). The results of the data processing have shown the following; on the basis of grouping inside the space of an entity, in other words the transformation of data with the Uditax model (model of distinct taxons with each individual belonging to one and only one taxon), we got 6 relatively balanced taxons. It is noticeable that the first taxon gathers 47(22,39%) entities belonging to management and expert level, the second taxon gathers 50(24.39%) entities belonging to the pioneers, the third taxon gathers 28(13.66%) entities belonging to the kadettes, the fourth taxon gathers 28(13.66%)-juniors, the fifth taxon gathers 20 (9.76%)-seniors, and the sixth taxon gathers 32(15.61%) entities-technical support. After a detailed insight into the data, we can determine three superior types, three global mechanisms of structuring: 1. Management of all levels (logistics), 2. Operational support (technicians) and 3. The immediate product (players).

What is inherent to the results of the taxonomic analysis is the existence of only three types of elements of the higher structure: logistics, support and sport sector. But most of all the results clearly show the importance of management. Managerial positions inside the organization are identified through the process of creating the organizational structure. Building of that structure projects new job openings and organizational units, and the power is given to individual positions in relation to groups on all levels and in different stages of business process. The criterion of the organizational level and of the area of business is needed for the identification of the different parts of managers (Šunje, 2002), and project managers accordingly. It is clear from the results that the project managers are now an integral part of the management and share its destiny.

Conclusion

In the existing classic model coordinators are introduced on a medium level (project managers), whose controlling function does not have a permanent character, and is only shown in the peculiar short-term situations (building of the sports centre, or selling two players for a big profit; anything that does not require the complete board, but a project team of a limited size and limited goals), it is an occasional occurrence. Project managers and the relations they manage are introduced for three reasons: a) a certain flexibility is needed, b) to harmonize the functions of the different sectors, but not the top of the commanding chain, but the inter-sector transfer of the parts of authority when the situation allows, and c) time component is relevant-it is needed only from time to time (Chart 4). With the introduction of the project managers the system gained flexibility and the rigidity of the system is reduced both internally and externally. It is obvious that this model has a part of mechanical and a part of organic organization. The position of the coordinator (project manager) is not decisive for the functioning of the sports organization, it is more a series of temporary tasks which do not significantly change the essence or the actions. Based on the postulates, it is a fact that they make the organization slightly more flexible, but as they are part of the logistics, their role is generally marked with that dominant position in the management. And nothing more.

Table 1. Position of particular entities on isolated taxons

	TX1	TX2	TX6	TX3	TX5	TX4
	47	50	28	28	20	32
Top manager	3.93					
Business secretary	1.72					
Inter-sector coordinator KAM	2.34					
Inter-sector coordinator KAT	2.28					
Manager of antropological status	3.00					
Secretary						1.70
Sports manager	2.62					
Tactical coach	1.10					
Informatician	1.08					
Scout	1.87					
Coach of primar selection	1.23					
Coach of sport school A, B (2)	1.12					
Player begginer A (25)		1.26				
Player begginer B (25)		1.26				
Coach of cadets A, B (2)	1.18					
Cadet A (14)			1.03			
Cadet B (14)			1.03			
Coach of juniors A, B (2)	1.30					
Junior A (14)				1.44		
Junior B (14)				1.44		
Coach of seniors A, B	1.84					
Senior A (10)					2.09	
Senior B (10)					2.09	
Health manager	2.25					
Support kinesiologist	1.61					
Physician diagnostics	1.79					
Laborant						2.01
Medical assistant						1.92
Psychologist	1.56					
Sociologist	1.37					
Physiotherapist	0.93					
Kinesiterapist	0.74					
Physiotherapist	0.69					
Manager of marketing segment	2.74					
Secretary						1.96
Promotion manager	2.54					
Market analyst	1.80					
Market communication	1.28					
Propagandist	1.22					
Contacts with fund sources	1.31					
Trade-person						0.97
Sales-person						1.56
Outside communication	1.90					
Funs communication	1.43					
Public relations	1.47					
Manifestations organiser	1.56					
Law manager	1.30					
Lawyer	0.69					
Lawyer (assistant)						1.30
Lawyer (assistant)	0.69					
Lawyer (contracts assistant)						1.30
Organiser	1.66					
Manager for material resources	2.33					
Secretary						1.96
Financijski menadžer	1.35					
Sales	1.33					
Finantial accauntant						2.13
Finantial assistant						2.15
Supply	1.33					
Accauntant						2.13
Accauntant assistant						2.15
Pay accauntant						1.94
Administrative						2.19
Manager for values	1.37					
Object chief	0.96					
Requisiter						2.05
Maintenance engineer	1.68					
Electro-mechanic A, B (2)						1.90
Carpenter						1.93
House keeper						2.04
Others						2.03
Security A, B (8)						1.85
Cleaner A, B (3)						2.22

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POZICIJA PROJEKTNIH MENADŽERA U FUNKCIONALNO STRUKTURIRANOJ SPORTSKOJ ORGANIZACIJI

Sažetak

Na temelju principa klasičnih teorija organizacije, spoznaja iz menadžmenta, teorije sporta te općih teorija iz različitih područja, dizajniran je virtualni sportski klub, na način da posjeduje sve pripadajuće funkcije i pojedinačne uloge koje su potrebne radi ostvarenja sportskog rezultata i profita. Prema osnovnoj zamisli, funkcija je odredila strukturu a s obzirom da su karakteristike funkcionalno strukturirane sportske organizacije: visoka specijalizacija, stroga departmanizacija, jasan lanac komandi, uzak raspon kontrole, centralizacija i visoka formalizacija što je kao rezultat dalo krutost i nefleksibilnost iste, kako bi dobili na mekoći i fleksibilnosti u djelovanju unutar međusektorskog prijenosa dijela ovlasti, te zbog vremenske komponente – povremenosti, uvedena su dva projekt menadžera a cilj ovog rada je definicija njihove pozicije u ovako strukturiranoj organizaciji. Nadalje, svim pojedincima unutar strukture dodijeljen je individualni funkcionalni status s ciljem da se pokriju sve potrebne funkcije čime su se definisale sve individualne uloge. Ukupni broj tako dobivenih entiteta je 205 a broj korištenih varijabli globalnog karaktera je 40. Izvršena je taksonomizacija podataka Uditax modelom za identifikaciju distinktnih taksona. Rezultati su pokazali kako u prostoru entiteta postoji šest taksona te ono što je svojstveno rezultatima taksonomske analize je postojanje samo tri tipa elemenata više strukture a to su logistika (upravljanje), potpora (održavanje) i sportski pogon (proizvod). Rezultati su pokazali kako uvođenje projektnih menadžera u strukturu organizacije nije bilo presudno za funkcionisanje sportske organizacije. Ona je time malo dobila na mekoći odnosno u pozitivnoj mjeri je uklonjena rigidnost hijerarhije interno i eksterno ali projektni menadžeri egzistiraju kao sastavni dio logistike.

Ključne riječi: organizacija, struktura, projekt menadžeri, pozicija

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