

UNDERSTANDING SPORT ORGANIZATION FROM ORGANIZATIONAL POINT OF VIEW

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Nəşr tarixi

Qəbul edilib: 13 yanvar 2025

Dərc olunub: 19 mart 2025

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Annotation. Understanding and dealing with any organization depends to a large extent on the manager's knowledge of fundamental organizational concepts and understanding of the organization from the point of view of various definitions. The article defines the organization from various perspectives, and especially from the point of view of organization theory and various systems theories. Based on the definition of the organization in general, a sports organization will be defined and the fundamental characteristics of a sports organization will be presented. In the following, fundamental organizational terms are presented, among which we include organizational functions, organizational processes and organizational structures. In the last part of the article a different type of sports organizations and definition and characteristics of sport market will be presented.

Keywords: *organization, organizational functions, organizational processes, organizational structures, sport organizations.*

Introduction. The concept of organization can be understood and explained on the basis of various definitions of "organization", which represent the basis for analyzing them and finding the strengths and weaknesses of the existing organization of various associations, regardless of their size, reason for their existence or orientations in realizing and satisfying the interests of the participants and stakeholders. Definitions of an organization mainly define it as a composition of people that is internally coordinated and works to

achieve some goal. Some authors more precisely define the internal characteristics of the organization, while others also focus on the connection between the organization and the environment. While an orderly internal environment of an organization is important above all for its effectiveness, the levers of the organization's performance can be found primarily in the interaction of the organization with its environment. Every organization has its own peculiarities, which relate to strengths and weaknesses, problems and possible solutions, so the manager (and the entire management) must get to know and understand his organization and develop it accordingly (Možina, 2002, p. 13).

2. What is organization and what is sport organization?

2.1. Basic definition of organization.

There are a large number of different organizations around us. In various areas of human life and activity, they form an "industry", which includes private, public and voluntary (interest) organizations. These ensure the production of various types of business effects (products and services). People spend a lot of time in different organizations. The number, size and diversity of organizations is constantly increasing (Kolar & Jurak, 2014, p. 15).

Organizational science is relatively young compared to other scientific disciplines. Despite its accelerated development and extensive literature, the concept of organization is still not unambiguously defined. Among the many reasons for different conceptions of organization, the dominant one is that members of different professions deal with organization and thus use different approaches.

The word "organization" has several

meanings and is of Greek origin. It comes from the word "organon", which means a device, tool or preparation. In Latin, this same word means the joining of individual parts into a whole (Lipičnik, 1999, p. 2). The word organization is used in everyday use in at least three forms (Lipovec, 1987, p. 37):

- as a **general term label** for a company, association, hospital, offices, military and other human associations. In this case, we use it for a group, a social formation that works with a specific purpose;
- as **what constitutes an institution or group** (company, society) (and these are relationships). In this case, we usually use an additional word such as company organization, state administration organization or association organization;
- as the **meaning of organizing** or establishing an organization, i.e. in the technical sense of work regulation.

The characteristic of organizations is that in them people enter into mutual relations (relationships). Organizations (e.g. companies, sports clubs) also enter into mutual relations on the market. Organizations are important because they enable us to do things that we cannot do as individuals and because of this they bring about technical progress (productivity factor) and economic development. Organizations also enable greater efficiency and a higher standard of living (Lipovec, 1987, p. 16; Kavčič, 1991, p. 14).

Daft (2004) lists the following among the fundamental purposes of the existence of organizations in society: (1) combining different resources and people to achieve the desired goals - results (performance), (2) efficient production of business effects (products and services), (3) enforcement and development of innovations, (4) implementation and use of modern production systems and information technology, (5) adapting to changes in the environment, (6) creation of added value for owners (founders), users and employees (association members) and (7) harmonizing diversity, enforcing ethics and motivating and coordinating employees.

Regardless of all the positive characteris-

tics of organizations for society, they also bring with them threats, among which we include above all the fact that (1) people in the organization are no longer independent, but only part of the organization, which leads to (2) subordination, which reduces democracy due to the rules of the organization, and also the (3) truncation of the personality of each individual who enters the organization due to specialization, which is connected with the division of work between people and thus ensuring greater efficiency and effectiveness of organizations.

Because of the positive and negative effects of organizations, it is necessary to study them. This allows us to (1) understand how they work, to (2) be able to change them, to (3) understand why some organizations are successful and others not, and to (4) be able to manage them better.

There are several ways or aspects of the definition of the organization which explain organization as:

- **technical organization** or work arrangement, where organization is understood as technical arrangement and integration of processes or integration of activities as a whole. In this definition, we understand the organization as a process between things;
- **organization as a process**, whereby the organization is a process (no longer a technical process) of ensuring the expedient, smooth functioning of the bodies that make it up, setting goals, forecasting, commanding....;
- **organization as a system** that consists of parts (subsystems, elements) that have their own goals and are subordinate to the goal of the whole. The organization, as a system, is characterized by the fact that it is separate from the environment, but is connected to it;
- **organization as a community**, whereby an organization is a social unit that is a goal-oriented, voluntarily structured system with a clearly defined boundary.

According to Rozman and Stare (2008), the organization can be defined as a composition (structure, crowd, system) of tasks (pe-

ople, positions), each of which has its own (function, goal) and which is in some relationship (interdependence) with each other due to the (expedient) realization of the group's goals.

2.2. Definition of sport organization.

According to Slack (1997, pp. 3-4), there are a large number of different types of sport organizations that together form the "sport industry" and can be found within private as well as public and voluntary organisations. All of them are involved in the provision of products and services in the field of sports. Based on Daft's and Robinson's definition of organization, Slack (1997, p. 5) defined a sport organization as *"a social unit involved in the sport industry (sport products and services), which is a goal-oriented, consciously structured system with relatively defined boundaries"*.

In defining a sports organization, Slack (1997, pp. 5-6) points out five key elements important for understanding a sports organization:

- **social unit:** all sports organizations consist of people or groups of people who, through mutual interaction, fulfil roles that are a condition for the existence of a sports organization;
- **involvement in the sports industry** means that sports organizations provide products and services that directly enable the implementation of sports activities;
- **goal-oriented system:** all sports organizations exist for a purpose, whether it is to make a profit, promote sports activity or win Olympic medals. The goals of sports organizations enable the realization of its purpose and the coordination of the interests of individuals with the interests of the sports organization;
- **consciously structured system:** in every sports organization there is a technical division of work, which, by coordinating the technically divided work, enables the achievement of the agreed organizational goals;
- **relative boundaries of the organization:** the boundaries of the sports organization enable the separation of members from non-members of the sports organization,

but these boundaries do not limit members to membership in the chosen sports organization.

In the following the organization will be define in more detail from the perspective of organization theory and from the perspective of various systems theories.

2.3. Organization from organizational theory perspective. From the point of view of organization theory, we consider the organization as a group, i.e. as a composition of people between whom appropriate relationships are established. Daft (2004) defines an organization as a social unit that is a goal-oriented, voluntarily structured system that is connected to the external environment. The key element of the organization is therefore people and their mutual relations (Daft, 2004). An organization (association) exists when people within the association are in mutual interaction (relationship) and thereby perform the tasks necessary to achieve the goals set in the organization. Organizations are not ends in themselves. They are only a means to perform a certain task in society (Pučko & Rozman, 2000).

Relationships are the only part of organizational character and their characteristic is that they are mutually dependent and interconnected. Relationships ensure the existence and characteristics of organizations. The composition of relationships is the organizational structure (the static aspect of defining an organization). Relationships not only ensure the existence of the organization, but also the expediency of its operation. The company must achieve its goal in the best possible way. Relationships are constantly changing in order to dynamically ensure the performance of the organization. The processes that ensure efficient operations are organizational processes (dynamic aspect of the definition). Static parts of the organization are therefore relationships and structures, while they are dynamic parts of organization are organizational processes.

One of the most complete and comprehensive theoretical definitions of organization is definition of organization developed by Lipovec (1987, pp. 24-35). He analysis the definitions of the organization by various authors,

combined them according to similarities and based on this created four special types of definition of the organization. The first type considered the organization as a formal process, the second as a process between people, the third type understood it as a group of people (social unit) and the fourth type, which also included relationships, defined the organization as a composition of relationships between parts. On the basis of the performed analysis, he gave a general definition of the organization as: *"the structure of mutual relations between people (these enable the creation of an organization), which ensures the existence and special characteristics of the group of people and thus enabled the expedient realization of, in the structure coordinated goals."* (Lipovec, 1987, p. 35).

2.4. Organization from system theories perspective. In order to understand and explain the intertwining, interdependence and breadth of phenomena in reality, we most often use various systems theories, as these allow us to understand the functioning of the internal environment of the phenomenon and its behavior in comparison with other phenomena in its narrower and wider environment. Since individual phenomena, in which we also including organizations, are too complex in reality, we learn about them at the level of systems that form their meaningful simplifications or appropriate abstractions. Simplifications allow us to monitor, analyze and direct the operation of those elements of the system that we decide are of essential importance to the operation of the organization. With a systemic approach to the study of the organization, we avoid the one-sidedness of the analysis, since we treat the organization as a system from all the essential aspects of its operation, thereby ensuring at least partial comprehensiveness (Mulej et al., 1992).

In this way, we avoid complex and unforeseen consequences as a result of our activities (measures), which could arise if the measures were based only on a narrow (specialized) treatment, which would be based only on the analysis of the internal business process of the organization and would not take into account the characteristics of the external environ-

ment. Therefore, we cannot define an organization as a closed system, but as an organization or a system that consists of elements or subsystems of the internal environment, and as a system that is itself an element or subsystem of a larger system, meta-system or super-system formed by its narrower and wider environment. Based on this, we can define the organization as an **open system**, which is necessarily connected to the external environment in its operation. However, even such a definition is flawed, as the affiliation of the elements of the organization's internal environment (e.g.: organization members) is relative. The members of the organization are not only members of the organization's system, but are simultaneously elements of other systems (family, companies, political parties...). The affiliation of elements of the internal environment to systems from the external environment can, due to interests and beliefs in these systems, have positive or negative consequences on the functioning of the organization.

The absolutization of belonging (to the organization) is therefore - just like the conception of a closed system - an important limitation of the use of systems theory in the research of social phenomena (Kajzer, 1992, p. 56). Based on this limitation, the **theory of "fuzzy" systems** was introduced (Tomović & Karl, 1979; Kajzer, 1992). The basic aspect of this theory is important for understanding the functioning of any organization.

An organization is an object or a system that exists in space and time, and from this point of view it makes sense to define it also from the point of view of Miller's (1978) **theory of living systems** (Rebernik, 1992). Miller (1979) claims that in objective reality there are seven hierarchically arranged categories (levels) of living objects. Among them, on the fifth hierarchical level, there is an organization, which in terms of complexity is superior to the systems of the cell, organ, organism and group, and subordinate to the systems of society and the international community. His theory was upgraded by Taormina (2000) by 8th level (supra-national) and 9th level (interpanetary). Based on the definitions of the hierarchy of living systems, we can see that an

organization is actually a system that is alive and is superior in complexity to the systems that make it up (the internal environment) and subordinate to the systems that represent its external environment.

Regardless of the basic definition that an organization is an open system, it must be so vital that it is able to take care of its own existence and development. This does not mean that it can exist in metaphysical isolation (independent of the environment), but that it is capable of acquiring resources and using them in such a way that its independent existence is guaranteed (Rebernik, 1992, p. 61). From this point of view, the organization must also be understood and studied on the basis of **Beer's theory of viable organizational systems** (Uršič, 1992, p. 88). The organization as a viable system should be designed in such a way as to encourage and create opportunities for the development of such relationships between individuals and groups in the internal environment of the organization, which will enable the activation of their creative potential, with the aim of learning to solve problems in the organization more efficiently and successfully.

The definition of the organization from the point of view of various systems theories shows the great complexity of the organization system, therefore it is very important not to become one-sided when analyzing organizations and to be able to understand:

- that the organization is a living and changing system (the organization as a living system),
- that the organization consists of subsystems or elements that are simultaneously elements of some other systems in its narrower and wider environment (the organization as a "fuzzy" system),
- that the organization as a system is a subsystem or an element of a higher-order system on which the existence and development of this organization depends (the organization as an open system) and
- that precisely because of its dependence on the external environment and its (unpredictable) variability, it must be organized in such a way that it is able to take care of its

own existence and development (organization as a viable system).

3. How can we analyse and get familiar with the organization?

Analysis of the organization is the basic approach with which we can get familiar with the characteristics of the organization that we want to learn about, change or in any other way adapt to new organizational challenges.

Organizational theory defines three fundamental organizational concepts, the recognition of which enables us to gain a comprehensive insight into the structure and operation of any organization. These three concepts include organizational functions, structures and processes, which will be explained more precisely in following chapters.

3.1. Fundamental organizational functions. In general, we know three fundamental organizational functions, which have historically developed from the regulation of socio-economic relations between owners and non-owners of working resources and objects of work. These three basic organizational functions include (Lipovec, 1987):

1. **governance function**, which is socio-economically determined by property and is the **source of all authority** in the organization. The governance function is dynamically developing into a governing process, with the processes of (1) determining the organization's goals, (2) business policy and (3) other important decisions of the organization. The governance function is a **function of the owners** and is usually not directly involved in the business;
2. **management function**, which in relation to the governance function is the **trustee, representative or agent of the owners**. The management function is characterized by the fact that it does not work directly, but ensures that the executors (execution function) work in accordance with the expediency requirements of achieving the goals of the owners. In the process of directed coordination, the function develops into a process of management (Lipovec, 1987, p. 229). Socio-economically, managers are hired labor who work for the bene-

fit of capital (owners). Organizationally, managers are representatives of the governance function and ensure that the work in the organization is carried out efficiently from the point of view of owners (governance function);

3. the **execution function**, which belongs to the most numerous part of the people in the organization. It is a function that performs direct work, according to the instructions of managers (directors) and cannot transfer the work to others. Executors are hired by managers (management function). The execution function evolves into the execution process, which is the **process of directly performing work tasks**.

All three fundamental organizational functions are functions and processes at the same time. From an economic point of view, it is the relationship between owners and non-owners, which is regulated by managers. From the point of view of the organization, the managerial function is the most important function for ensuring business performance.

In non-profit voluntary sports organizations (clubs, societies, national and international sport federations, olympic committees ...), the understanding of the three basic organizational functions is more complicated, since they do not have owners but **founders**. Founders are individuals or organizations (societies, clubs, national sport federations ...) who, due to mutual interest, in accordance with the provisions of the geographically competent legislation establish a society or club (association founded by individuals) or association of societies (association founded by societies, clubs or federations). And it is the founders and later all associated members of this type of sports organization that represent the governance function. In non-profit voluntary sports organizations, these are usually collective decision-making bodies, which are created in accordance with the provisions of the highest (fundamental) acts of the sports organization, which are usually known as "statutes" or "rules of operation". At the highest level, these collective bodies are called the "assembly", "congress" or "general assembly" of the sports organization. Due to operational efficiency, they

usually transfer the governance function to the bodies known as the "presidency", "board of directors" or "executive committee" of the sports organization. These bodies are responsible for the selection and appointment of the top manager (director) of the sports organization, who is usually known as "general secretary", "general manager", "director" or something similar. His duty, responsibility and authority is to hire the rest of the lower management staff (business secretary, technical director, director of national teams...) and executors of professional (coaches, trainers, instructors...) and organizational (administrative workers, accountants...) work in a sports organization (Kolar & Jurak, 2014).

3.2. Organizational structure. In interaction, people enter into mutual relations and influence each other. Relationships connect people into a organization. Each member of the group is connected to many other people or members of the group. The **network of relationships between members is an organizational structure**. The roles or functions that people have in the organization are a reflection of these relationships. The organizational structure can also be understood as a composition of organizational roles.

In every organization are created **formal** and **informal** relationships or structures. Formal structures are created consciously and deliberately in order to ensure the expediency of the members' actions and the expedient achievement of the organization's goals. In the mutual interaction of people, relationships are created also independently of the organization. Such relationships such as friendship, alliance and others, which arise unintentionally, are informal relationships. It is important to know that in organizational sense nothing exists solely for itself, but **acquires meaning through relationships**.

The process of establishment of an organization is called projecting, planning or creating (designing) of an organization or **organizing**. Organizing means establishing relationships and structures consists of **technical, communicational, motivational** and **hierarchical** relationships and structures, in such a way that

the organization will operate (do business) in the most successful way.

1. Technical relationships and structures or **technical division of work** is division of labor or breakdown of a work process in a organization into components and the assignment of these to different people. By breaking down a complex and large-scale work into tasks technical relationships are created. These relations and structures are determined only technically, but basically these relations (when we divide the work between people) also represent relations between people. Technical structure is also called work breakdown structure (WBS) and is always first step in process of creating, restructuring or changing of the organizational structure of any organization.

2. Communicational relationships and structures: Communication is the process of sending and receiving messages, which involves the exchange and understanding of information. The components of communication cycle are: transmitter, receiver, message and communication channel. The existence of channels only provides a technical possibility for communication. Communication creates a relationship between transmitter and receiver. This relationship is called a communicational relationship, and the network of these relationships is a communicational structure. The communication relationship is bi-directional and conditioned by the receiver's understandings of the message that the transmitter sends through the communication channel.

3. Motivational relationships and structures: People work to earn funds for a living to satisfy their needs. Acting towards a preconceived goal, the achievement of which will satisfy a need, is motivated action. Motive is the reason for action and is the will that arises in a person. This will arise on the basis of need and directs his action towards the goal. Motivation is the awakening of these desires. A motivational relationship is a relationship between the needs and goals of two people, while a motivational structure is the set of these relationships between all participants. The

motivational relationship is bi-directional and is established, for example, between the goals of the owners (profit) and the reward of the creators of the goals (salary), with which the creators satisfy their needs or goals (money, reputation, recognition ...). The motivational relationship is the relationship between the work someone does and the reward they receive for it.

4. Hierarchical relations and structures (structure of power or authority structure): Power in the organization is socio-economically determined. It is represented by **property** (profit organization). In non-profit organizations, authority is determined by the **role** of the individual in the organization. A role is a source of authority that is prescribed in the acts of the organization. The governance function transfers part or all of the authority to the management function. This formal power is called authority and is related either directly to property or to position in the organization. Authority is the right to act and give orders and the ability to enforce orders. Relationships that are established between functions in an organization based on authority are called hierarchical relationships, and the network of these relationships is called a hierarchical structure. Hierarchical relationships are bi-directional and are defined by acceptability, strength, and duration.

All four mentioned relationships are **interconnected** in a **common organizational structure** which needs to be coordinated. This interdependent structure is called **organizational structure** (Rozman, Kovač & Koletnik, 1993, pp. 128-129), which is formal structure and defines organizational function and role of each participant in the work process.

The organizational structures of organizations are most often represented by graphic displays and pictures, where each "square" represents the **role of the function holder** and the "line" between the "squares" represents the **complex organizational relationship**. Among the most basic organizational structures we know the simple organizational structure, the business-functional organizational structure,

the decentralized organizational structure, the product-matrix organizational structure and the project-matrix organizational structure.

3.3. Organizational process. Intentional organizational processes ensure the existence, characteristics and efficient realization of the goals of the organizations. These processes include process of planning, delegating, coordinating and controlling, thereby representing, protecting and developing the interests of the owners (Lipovec, 1987, p. 218). The organizational process defined in this way is called a governance-managerial process, which develops through **planning, implementation and control** (Lipovec, 1987, p. 229).

- The process of **planning** is generally defined as planning in advance and thus ensuring the expediency of action and is a mental process of choosing between alternative goals, policies, procedures and programs. Setting goals is the first step in planning. Goals are the results that the organization wants to achieve through its activities. In the planning process, based on the set goals, we plan the **work** (tasks, activities, etc.) that must be done to achieve the goal and the **organization** that will enable the efficient execution of the planned work.
- The process of enforcing of the planned work and organization is called the **implementation process**, which follows the planning process as a phase in the governance-managerial process. The implementation process appears as a single phase of

the governance-managerial process, in which an organization is created through staffing and business through commanding and other tools." (Lipovec, 1987, p. 275).

- In parallel with the implementation process, there is also a **process of controlling the plan, organization and realization of the foreseen risks**. According to Cleland (1999, in Rozman & Stare, 2008, p. 211), the control process consists of enforcing the standards or the plan, monitoring the implementation, comparing the implementation with the plan, and taking action.

The relationships between the basic organizational processes and sub-processes within them and the activities that take place within individual organizational processes are shown in Table 1 (Jurak, Kolar, Kovač & Bednarik, 2012, str. 20). The organizational processes presented in this way (Table 1) are fully consistent with the **management process**, where the comprehensive management process takes place through the processes of **business planning** and **organization** (planning work and organization), **implementation of the organization** through which business (planned work) is carried out (implementation of the organization and implementation of work) and **control** of business (performance control) and organization (control - effectiveness). According to the process, mode and method of operation, **management is defined as decision-making** that exists in every part of the managerial process (Rozman and Kovač, 2012, pp. 57-62).

Table 1: Organizational process

Fundamental organizational processes	Sub-processes	Activities that take place within individual organizational processes
Planning	Planning of work	Technical division of work and planning of the technical relationships and structure.
	Planning of the organization	Planning of the communicational, motivational and hierarchical relationships and structures. Designing functions and roles in the organization or creating of the organizational structure.
Implementation	Implementation of the organization	Staffing (search, hiring and training of staff).
		Delegating (transfer of duties, responsibilities)

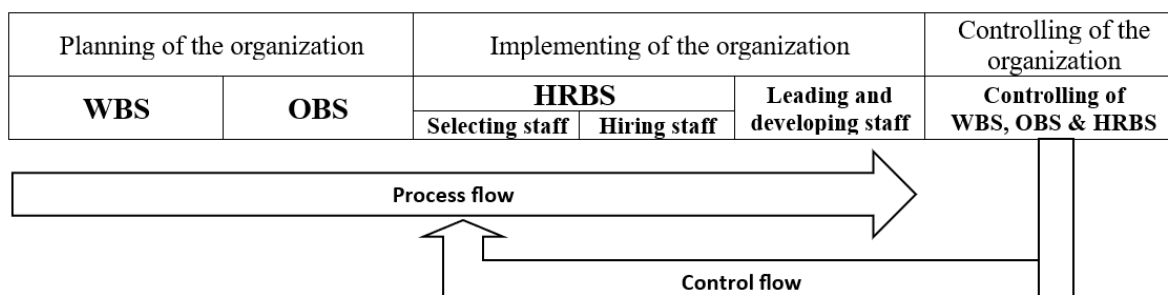
		and authorities to hired staff).
	Implementation (execution) of work	Triggering an activity (beginning of execution of the planned work). Leading people in the implementation of activities through communication, motivation, coordination ...
Controlling	Control of the implemented work and organization	Controlling performance (strategic goals) and efficiency (costs, time, quality, scope ...).

Some authors (Manser, Barry, Cumberland and Kamp, 2015, p. 12) also divide the management process into (1) planning, (2) organizing, (3) leading and (4) controlling processes. In such a structured process, the planning process is defined as the planning of goals and work (1st sub-process of planning in Table 1), the process of **organizing** as planning the organization (2nd sub-process of planning in Table 1) and implementing the organization (1st sub-process of implementation in Table 1), the process of **leadership** (2nd sub-process of implementation in Table 1) and the process of controlling (3rd process in Table 1). Regardless of the different structure of the processes, we can see that the content of the management process is fully consistent with presented organizational process.

Additionally, the process of organizing (or 2nd subprocess of planning and 1st subprocess of implementation in Table 1) also enable us to better understand how organizational structure in organizations are developed (chapter 3.2). Designing, restructuring or changing of the organizational structure in organizations takes place through successive steps in which various structures related to the organi-

zation are created and developed. Thus, as we can see in Figure 1 the task in 1st sub-process of planning process (Table 1) is division off work and create a technical structure which represent a **work breakdown structure** of organization (**WBS**). In 2nd sub-process of planning process, the communicational, motivational and hierarchical relations (structures) are establishing whit which the organizational functions or roles (work places) are created. Whit this an **organizational breakdown structures** (**OBS**) is created. And during the 1st sub-process of the implementation process selection of best possible candidates for established organizational roles and hiring them and delegate the work to them are taking care, which create **human resource breakdown structure** (**HRBS**). At this point we have competent peoples at a right place in organizational structure, to whom we delegate duties, responsibilities and authority (with employment contract), followed by triggering of activities and leading them through the process of implementing of the planned work (2nd sub-process of the implementation process in Table 1). In continuation of this, we control all of the created structures.

Figure 1: The entire organizational process in creating, restructuring or changing the organizational structure.



4. The types and some characteristics of sport organizations. At the most general level, sports organizations are divided according to the normative or legislative bases that form the basis of their establishment. At this level, we know three types of sports organizations:

- **voluntary or interest-based sports organizations**, which include sports associations and sports clubs, national sports federations, other sports federations organized by discipline or geographical character, and Olympic committees;
- **public sports organizations**, which are public sports agencies established in accordance with the national legislations. This part also includes other public administration bodies that carry out professional and organizational work in the field of sports (Ministry for sport, regional sport offices ...) and faculties and institutes that deal with the development of knowledge in the field of sports and sports-related activities;
- **private sports organizations**, which covers private profit-making sports organizations in different organizational form as companies, business associations, independent entrepreneurs etc.

One of the basic divisions of organizations (including the sport organizations) is the division into **for-profit** (private sport organizations) and **non-profit** organizations (voluntary and public sport organizations). The basic purpose of for-profit organizations is to **create value** (capital, profit) for the owners of the organization. The owners pay out the profit or invest it in new investments that promise an increase the value of their capital. In addition to profit-making organizations, whose fundamental goal is therefore defined by the achieve-

ment of economic results are there also non-profit organizations. Horch (1998) argues that the main difference between for-profit and not-for-profit organizations is not to be found in the fact that not-for-profit organizations are not oriented towards making a profit, but in the purpose of spending the generated profit. Non-profit organizations can also make a profit, but they can only use it for the **realization of their mission** and the **development and growth of the organizations**. The goals of non-profit organizations are therefore not aimed at generating profits for a few selected members (owners), but rather at generating profits that create the well-being of all members of the organization and ensure its existence and development (Koski & Heikkala, 1998).

All the listed legal entities (sport organizations) that operate in the field of sports and offer and consume sports products and services together form the **sports market**. The characteristics of the sports market are made based on an analysis of financial flows in the market of sports services (Figure 2) and it enables the monitoring of the financial efficiency of sport organizations and trends of macroeconomic indicators. The **expenditure of the population** (households) and the **expenditure of companies** (economy) - i.e. the expenditure of the private sector - for sports services indicate the demand for sports services, while the **incomes of sports organizations, economy** and also the **state tax incomes** represent the utilization (use) of this demand. Particularly important are **public expenditures**, which **act as a promoter** of the demand for services on the sports market, or as a **multiplier of revenues** for the economy, sports organizations and tax revenues for public budgets (Kolar & Jurak, 2014, p. 37).

Figure 2: Sports market model



5. Conclusions. In this article, the organization in general and the sports organization, as one of the special types of organizations in the national and global organizational ecosystem, are defined from different aspects. Basic terms and concepts related to organizations are also presented, as well as different types and characteristics of sports organizations. The insight and concepts presented enables the establishment of various models of in-depth analysis of the functioning of sports organizations, as well as the processes of their formation, structuring or transformation according to the requirements of their internal or external organizational environment.

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İDMAN TƏŞKİLATINI TƏŞKİLATI BAXIMDAN BAŞA DÜŞMƏK

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Annotasiya. Hər hansı bir təşkilatı başa düşmək və onunla işləmək böyük dərəcədə menecerin fundamental təşkilatı anlayışlar haqqında biliyindən və təşkilatı müxtəlif təriflər nöqteyi-nəzərindən dərk etməsindən asılıdır. Məqalədə təşkilat müxtəlif perspektivlərdən, xüsusən də təşkilat nəzəriyyəsi və müxtəlif sistem nəzəriyyələri baxımından müəyyən edilir. Ümumilikdə təşkilatın tərifinə əsasən idman təşkilatı müəyyən ediləcək və idman

təşkilatının əsas xüsusiyyətləri təqdim ediləcək. Aşağıda təşkilatı funksiyaları, təşkilatı prosesləri və təşkilatı strukturları daxil edən əsas təşkilatı terminlər təqdim olunur. Məqalənin son hissəsində idman təşkilatlarının fərqli bir növü və idman bazarının tərfi və xüsusiyyətləri təqdim olunacaq.

Açar sözlər: *təşkilat, təşkilatı funksiya-lar, təşkilatı proseslər, təşkilatı strukturlar, idman təşkilatları.*

ПОНИМАНИЕ СПОРТИВНОЙ ОРГАНИЗАЦИИ С ОРГАНИЗАЦИОННОЙ ТОЧКИ ЗРЕНИЯ

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Nəşr tarixi

Qəbul edilib: 13 yanvar 2025

Dərc olunub: 19 mart 2025

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Аннотация. Понимание и работа с любой организацией в большой степени зависят от знания менеджером фундаментальных организационных концепций и понимания организации с точки зрения различных определений. Статья определяет организацию с различных точек зрения, и особенно с точки зрения теории организации и различных теорий систем. На основе определения организации в целом будет определена спортивная организация и будут представлены основные характе-

ристики спортивной организации. Далее будут представлены основные организационные термины, среди которых мы включаем организационные функции, организационные процессы и организационные структуры. В последней части статьи будет представлен другой тип спортивных организаций, а также определение и характеристики спортивного рынка.

Ключевые слова: *организация, организационные функции, организационные процессы, организационные структуры, спортивные организации.*