

THE INFLUENCE OF MANAGEMENT SYSTEM ON THE QUALITY OF TRAINING PROCESS IN SPORT

(Professional paper)

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Abstract

The main function of sports organizations is the implementation of the training process, which also leads to the integral development of an athlete, i.e. participant in sports activities. One of the crucial prerequisites for achieving the necessary quality of the training process is appropriate management in sports organizations. However, we cannot discuss stable and successful organization without successful management. The structure of sports organization is its statics, while its processes stand for dynamics. Main challenge for coaches and managers in a sports organization is to connect them both into a functional unity through management functions, and therefore contribute to the quality and continuity of the training process as an essential mission of a sports organization. This paper highlights the specificities of the training process in sport, the complexity and responsibility of the role of coaches in its implementation, as well as the management's responsibility in providing necessary conditions for the management of the training process.

Keywords: *training process, sports coach, sports organization management, training, management*

INTRODUCTION

Sport is a continuous activity: 'Creation of the training process and competing activities which lead athletes or teams to the desired goal.' We emphasise the role of coaches in the development of an athlete through the usage of specific methodology in continuous perennial work with athletes of various age. It is important to notice the following issue: 'The role of coaches in the management of perennial development of all potentials of an athlete.' We highlight the effects of the training work in order to confront the practice which often misuses sport or something which is close to sport and is therefore considered so.

Management of the team or experts who conduct the training process, as well as management of groups of athletes who are direct participants in the training process is the main interest and the reason for existence of sports organizations. That is why this part of the system is defined as inner, but central part of sports organization, and it represents the first level, or the inner circle of the management system in sports organizations.

The second level, or the outer circle, is in the function of providing the proper organization of the inner circle. The specificity of sport is in preserving the quality and continuity of this inner circle. The inner circle and the results achieved in the training process through various levels of participation in sports are defined by the quality of work in sports organizations. The effects of the training process and competing activities which are in the function of the set goals give sports organizations

the appropriate qualification or rating.

The second circle is in the function of providing adequate conditions for the organization of the training process, i.e. integral personal development. The organization has to be in the function of:

- Providing necessary conditions for the organization of all activities
- Social needs of all participants in sports activities on one hand and satisfying the needs of the society on the other hand
- Positioning of sport in compliance with social interests.

This second circle has to be the task of sports organizations management and manager. The lack of management thinking can significantly affect the negative processes in sport and physical activity. Since we are discussing serious, continuous activities and various levels of sports participation, i.e. the development processes, their positive effects can be felt a couple of years later. The negative trends of psycho-physical development of children and adults are the consequence of social circumstances in which we live and, most certainly, of inadequate social reaction to the changed way of living. Solutions should be found in the implementation of scientific achievements which take part in sports and in physical education, the usage of contemporary models of sports management and the experiences and new knowledge from sports coaches.

The education of managers and coaches is the key to making progress and maintaining quality. Education is based on enabling coaches to conduct 'Perennial

training process' (PTP) in specific sports. A coach has to be enabled to perform certain phases and levels of the training process in accordance with the lawfulness and methodology of work in sport, adjusted to the specific needs of sport, and in the interest of psycho-physical development of children. Coaching is the process of controlled and led progress of an athlete by defined levels of development in specific sport.

METHODS

Theoretical research methods are mainly used in this research. The so-called qualitative methods that have been chosen are: analysis- synthesis, induction-deduction, abstraction- concretization, generalization-specialization and classification. The method of content analysis has been used for documentation in order to define legal- normative aspect of the discussed issue.

The subject of study has, by its nature, transferred the process of research towards the study, generalization and connection of information and facts about sports competitions as the venues of potential risks, and towards the process of competition management by the competition managers.

Main obstacles in more complex view on risks during sports competitions and the responsibilities of management of sports competitions are connected to the insufficient number of empirical research and scientific papers regarding these issues.

The direct work of the coach refers to the management of the training process by continuous acts. ICCE has highlighted 6 main functions by which these goals can be achieved: *creation of vision and strategy, providing conditions for the appropriate training process, communicating, planning of the training process and competing activities, following and reacting during exercise and competition, analysis of performing and correction-perfecting the System.*

Creation of vision and strategy

It is necessary to adjust these documents to the age of athletes, the quality and scope of activities. Technological schemes should be adapted according to the intensity of sports activities, sports activities of lower intensity, the process in which participating is the focus, and to the broader and more qualitative training process in which selection and competition are the priorities. Both are conducted by perennial training process in which the effects of the training process are followed. The programs are coordinated especially within younger age categories. The role of coaches is to adjust the training process according to the set goals. Organizations and management are adjusted according to the needs of athletes.

Providing conditions for the appropriate training process, communicating

An extremely important task given to the coaches in cooperation with other managers. In the realization of this task, we have to start from the formation of coaching staff whose quality has to be in accordance with the

management requests and realization of the training process. We are witnesses of the fact that some clubs and sports schools do not provide the minimal conditions for training. Youth sports clubs are especially misused for commercial purposes. If the task is to provide overall development and security of an athlete in specific conditions, then it seems that the influence and role of sport are neglected. This is one of the most important tasks of coaches because without equipment, suitable conditions in the facilities, and suitable number of terms, it is impossible to achieve the necessary effects in the training process.

Communicating

The training process demands certain terminology in order to unify communication system during the perennial training process. The age of athletes defines their way of speech, the amount of data, the quality of discipline and atmosphere. The coach approaches communication with athletes as a team member and individually. The rules of team work set frameworks for behavior towards athletes of various age. In order to fulfill set goals, it is necessary to provide positive and working atmosphere in trainings and competitions. Atmosphere is the condition for positive communication, based on mutual trust and support which the coach gives to athletes.

Planning of the training process and competing activities

The unifying of the System of planning and reporting in sport is a necessity. Without qualitative analysis which deals with conditions and circumstances in which sport in the country, region, club, and national team functions, without the analysis of scientific and playing potential, without planning of conditions necessary for the training process and results, it is impossible to realize, follow and fix the training process. Starting from PTP which directs work towards a specific development strategy and which unifies the training process, from plans and programmes of certain age categories, up to four- years, perennial, daily and weekly plans. Planning can be divided into strategic, which refers to necessary documentation which has to set frames of scientific work in sports organizations, and operating, which adjusts work to the needs of athletes, provided conditions, level of physical fitness, training periods and condition of the athlete based on strategic documents.

Following and reacting during exercise and competition

The role of coaches is seen, above all, in adjusting plans and programs to the needs and potential of athletes. Practical work is based on plans, set goals, but it is conducted based on the effectiveness and efficiency of the implemented acts. This means that the coach follows the quality and reacts based on his/ her perception. Plan deviation is often necessary in order to keep the motivation, to set communication among participants in the training process. Plan deviation has to be reported, and its reasons and effects are analyzed. It is important

to keep strategic paths and set goals.

Analysis of performing and correction- perfecting the System

During the training process, the quality of performing is followed continually. A lot of elements need to be synchronized in order to reach the necessary progress of athletes and team. We have highlighted that individual development is always the creation of a unique and distinguishable athlete. The experience and knowledge of the coach is significant in order to discover the potentials, to develop them to the maximum level, and to adjust to the working environment in the perennial period. Sports development keeps having better training of athletes towards more explosive, coordinated and adjustable performance, towards better coordination among athletes in team sports, more perfected technique adjusted to the individual qualities. Following, keeping record, discovering talents in athletes, experience, knowledge and creativity of the coach in good atmosphere can create conditions for the promotion of technical and physical performance...it can enable the improvement of performance, correction of the training technology and work, and therefore perfecting the System.

The second level

Main characteristics of every organization are:

1. Structure- represents the anatomy of the organization. Staff, working and other structural unities make an organization;
2. Useful guidance – guidance of activities and processes and adapting of the organization to the inner and outer changes
3. Openness- represents the connection of the organization with the environment and the feedback
4. Transformation- represents the characteristics of the organization in which the processes (staff, money, energy, material...) give exit results;
5. Synergy- represents the characteristic by which additional efficiency of the organization is created, based on the concept of synthesis of parts into a working unity.

Of course, sports organizations should not be set as their own goals, but one of the general sports strategies of reaching the set goals, and they are based on three pillars: structure, functions (sports- functional subsystem and business subsystem) and processes.

Based on the results of the research in the domain of sports system evaluation conducted on a huge sample of athletes and sports experts from 15 countries from all continents, there are 10 factors of sports policy which lead to sports success on international level, which is why they are symbolically called 'the pillars of success'. Those are: 1. financial investments, 2. Organization and structure of sports legislation, 3. Foundations and participation, 4. Identification system for talents and their development, 5. Support for supreme athletes during and after sports activities, 6. training centers, 7. Coaches and their development, 8. (inter)national competitions, 9. Scientific work, 10. The media.

Based on these founding, we can conclude that al-

most all factors, apart from the first and last factor, are in direct or indirect connection with the training process and coaching.

Training process management

Standardization of the training process- new approach to the system of sports management

We have noticed that it is necessary to provide conditions for unobstructed training process through the system of sports management, which means that we have to: define the requests of the training process, i.e. the policy of the sports organization (1), create processing technology (2), create the organization (3) and define the goals of the Standardization of the training process (4).

- *The level of training activity*

In PTP, there are various levels of training activities, depending on the engagement of participants in the training process, as well as the age of athletes. Each sport should define certain working technology with age categories which connects the system in clubs and associations, but it also has one much more significant role which is not mentioned often in our sport. Mass sport is only realized through club activities and sports schools. That is why it is necessary to define technological schemes of working with supreme athletes and other athletes, in the system which combines both selective sport and sport for athletes of different level and quality, to define when these two processes collide, and when they separate. By this, sport defines its social role.

- *The level of competing activities*

Competition is in the function of the training process up until the maturity of athletes and their participation in senior teams, both in club and national teams. Competing activities have different tasks during the maturity of an athlete:

- In the beginning levels and phases of PTP, competing has the role of game, development of individual potentials, gaining the habit of playing sports...

- In further developmental phases, game is in the function of controlling the achieved in the training process, development of set strategy, boosting motivation, development of individual potentials, winning spirit, leadership, personal style... but competition is still in the function of the training process. Of course, the quality shown during the competition affects the selection if we are talking about supreme sport and sport of the highest quality.

- The results of the competition become the main measure of success only at the top of the training process, and this is the key indicator of the process- KPI. In PTP, we can see the sports specificity: it takes years of work to reach maximum individual potentials of an athlete, which are accomplished by participating in competitions in individual or team sports.

- *The effects of the training process*

The main characteristic of PTP is the development of specific potentials of an athlete: there are main frames which we want to reach, but there is no benchmark that we follow. The beauty of this process lies in the 'product' which is always new and different. Individual style

is characterized in each athlete, and only those supreme ones are remembered by their skills and creativity. That is why control of the effects of the training process during developmental phases of an athlete is a very complicated job with lots of complications. In order to guide the training process towards the specific goal, it is necessary to set frames which make activities easier in this process and to adjust them to the age of athletes and their sensitive phases.

Create process technology

Based on the defined goals in the training process, a system of management is created by quality, i.e. by the realization and management of the training process. Operative management of the training process implies defining the documentation by which processes are planned, realized, controlled and improved.

Quality management in sport is based on:

- STP – standardization of the training process
- PTP- perennial training process
- NTC- Nikola Tesla teaching system

Setting organization:

Sports organizations management and the whole system of sports are based on the requests of quality management in the training process. Established organization, management system, duties and responsibilities have to be in accordance with the needs and goals of the training process. STP, PTP and NTC are juxtaposed, intertwined, but they basically define strategic tasks in sports organizations and represent frameworks for operative performance of those tasks.

STP goals

Forming universal frameworks by which main working principles are established and by which sports policy is harmonized

The development of the process, communication between science and sport, communication inside the specific sport, communication between sports organizations demand *sports terminology*. Terminology is based on the set systems, goals and tasks. The whole process is based on planning, realization, following, i.e. on the achieved effects. The whole PTP, as well as standardizations, are set in such manner that we follow the effects achieved through the training process as our focus. In order to guide the working system appropriately, it is necessary to define the *role, competencies and responsibilities of coaches* based on certified programs above all. As we have already highlighted, the coach is the manager of the training process in specific sport. Based on the needs of the training process, management system is organized. Based on the needs of the realization of the training process and competing activities, the role and responsibilities of coach are defined, then his/ her necessary competencies are defined in order to reach the desired goals. That is how the role, competency and responsibility of a manager is defined in sports organizations.

In order to reach the abovementioned goals, stan-

dards are necessary, at least the minimum of standards necessary for training, certificate and evaluation of coaches and the training process. It is hard to estimate the current work of the team of coaches, to control the quality and efficiency of the process in the system of PTP and in which key indicator of process is the set goal. Process indicators during the developmental phases and the levels of the training process are not that reliable, or have not been reliable until objective measures, values and goals are set.

Projecting, implementation and evaluation of the quality of implemented systems of the training process and competition

We have already highlighted that the main goal is individual progress and well being of an athlete. Sport is a specific activity and it demands continuous education, conducted through the usage and analysis of applied systems. The analysis is done by the coach who follows the improvements of athletes and wide area of potential effects of the training process. The analysis is done based on plans, projected goals, acquired strategy. The realization is the usage of the acquired system, but in a specific way, as a characteristic of every coach. Recording of the done work is necessary in order to do the needed analyses. Here lies the secret of success and potential improvement of the effects of the training process and its efficiency. That is why we highlight the practice and indirect learning which is present in sport and which is the main trigger of sports improvements. The contact of expertise and science is needed here:

- In the analysis of numerous data
- In connecting various scientific fields which are intertwined during integral development of children and young athletes

Forming and adjusting the programs for coach education and education of other sports staff to specific needs of sport

We have highlighted 'indirect learning' as the most qualitative system of learning. The combination of this learning system and direct formal education is the road to progress of science and sports science. Coaching practice is a 'goldmine' which needs to be recorded and studied appropriately with the aim of improving sports science, but other areas as well. Guided education based on practical experience and on the usage of sports science in specific developmental programmes is a necessity in order to provide:

- Continuous development and work of coach and athlete. Programs are adjusted to the needs of athletes, i.e. to the qualitative training process
- Training system which is adjusted to the structure- technology of specific sport, by which the development of coach and the training process is defined
- Training system which is adjusted to the social system: sports, cultural, social, economic and political system
- Qualitative management system of the training process

- Management system of sports organizations which is, above all, adjusted to the needs of suitable management and realization of the training process
The main functions of coaches in direct activities

Coaches in the wider context have a more significant role in the promotion of sports activities, by having contact with athletes, parents, coaching staff, program implementation. Of course, coach has the central role in the overall development of athletes. The significance of this social role of coach is crucial. This sports dimension is often neglected, and if it expands from supreme sport to other aspects of training activities, we become aware of how important it is to set frameworks for sport system.

In the system of responsibility and tasks, coach has a specific role. Through the training process and competitions, he/ she is directly exposed. The control of work is public through direct operative work with athletes. The results are analyzed in public appearances, presence of supporters, and, of course, control in sports organizations. On certain levels of activities, the media are directly present and they have significant influence on sports events. The position of coach is central, on one hand, he/ she conducts the club's policy, and on the other hand, he/ she has coaching staff and players. His/ her task is to protect the interests of athletes.

Commercial and economic aspects of sport cannot be neglected. This is a wide topic and Europe today's intensively studies sports economy and methods of counting direct and indirect effects of these activities. Coaching is like a movement in the most dynamic period of development: the number of people of all ages who do these activities increases. The awareness of the importance of physical activity and sport becomes higher and higher. The amount of coaching also increases: educator, leader, psychologist, manager...

It is necessary to define the role of coach in specific circumstances according to the needs of athletes and society. The model of the coach who would function in these frameworks would be the sign of our specificities. Unlike this, practice has created coaches managers, who take over certain roles that do not belong to them. Organization and management cannot follow the needs of the competing team, so these occurrences are often in our sport. Coach as a manager in wider sense is a consequence of malfunction of the system, so we can say that this represents all weaknesses in the functions of leading team in sports organizations (team pathology).

Let us go back to the role of coach as the leader of the training process:

This is one of the possible definitions of the training process: 'The role of coach is in leading and conducting the training process by which potentials of athletes in specific sport are improved and developed, through defined development phases of PTP.' Based on this definition, we can conclude how important the role of coach in development of children and the youth is. Above all, PTP implies following the age of athletes and adjusting the training process to their needs and potentials. In or-

der to follow and organize this process appropriately, it is necessary to define the documentation for operative planning, performance, control and, finally, improvement of the process. Social circumstances in which we live have significantly changed, which is why it is necessary to adjust and improve the system in accordance with the new circumstances. This is the task of educational institutions and sports organizations. If we want to be socially responsible, if we want sport to be a part of more qualitative educational system, programs have to be adjusted to the needs of children and in accordance with curriculum from the beginning. The connection between sport and sports educational institutions has to provide programs which are an integral part of overall education of children and the youth. This is currently the most important role of the managerial staff in sports organizations. Management is currently adjusting to the needs of implementation of these programs.

System STP

The main motive for establishing the System: 'Management and realization of the training process' is:

Defining, connecting, following, measurement and continuous improvement of the activities in the training process. The desire is to value the quality of work and achieved effects, as well as in any other activity.

Goals of quality management, i.e. management and realization of the training process

The goal of establishing the system of organization, management and realization of the training process is the quality of performance through continuous process improvement. That is how working quality is continuously improved. The principles of improvement are based on:

- Improving the atmosphere, improving awareness about the role of sport in the development and education of athletes, in the wider context: the influence on economic development, the role in the education process. Improving awareness for all parties: state, clubs, local environment, schools, parents, athletes...

- Analysis of positive effects (added values) which are accomplished in sports: economics, development, health, infrastructure, equipment, social atmosphere. Analysis of problems, failures, achieved improvements in the realization of PTP

- Work standardization, defining and realization of operative documentation for the performance of the training process and tasks and responsibilities of all participants...

- Simplifying the processes by eliminating double work, elimination of parts of the processes and elements which are not used, setting more efficient work methodology. Complex working systems which develop more skills or competencies.

- By better coordination of work among coaches and experts, the training process is more efficiently adjusted to the needs of athletes and other set goals, programs are coordinated with the control and cooperation with the management, the number of mistakes is decreased. Directing working processes to strategic goals, everyone in the system is aware of the 'mutual goal':

unification and control, elimination of non-compliance.

- More economic and effective usage of resources, implementation of changes
- Cooperation with all participants: athletes, parents. Conducting appropriate coordination and communication between participants.

The structure of quality management system- STP

The structure of management and realization of the training process is based on the POLICY of sports organizations. From the policy of quality: quality of realization of the training process, in wider sense organization and management of sports organizations offer the philosophy of system based on establishing methodology: PDCA (*plan, do, check, act*)

The cyclical process- the spiral which connects various age categories- directed towards the aim and key process indicators

- PLAN: What to do? How to do it?
 - Set *goals* and *norms* necessary in reaching goals in accordance with the level of training activity, Policy of Sports Organization, social community
 - Define methodology for reaching goals: STP, PTP, NTC

- REALIZE: Do what is planned!
 - Education and training for the implementation of the acquired systems
 - *Implement* processes in operative work

- CONTROL: Is everything conducted according to plans? *Follow* and *measure* processes and results according to the Policy of Quality, goals and tasks. What is controlled:

- Working according to the plan
- Results (the effects of the training process and competing activities) during PTP, four- years circle...
- Results in senior competition in supreme sport
- ACT: How to improve realization the next time? Improve *effectiveness* and *efficiency* of the training process. Specific decisions are made.

During structuring systematic, operative or additional rulebook (by their revision and adjusting to the previous documentation), *principles* on which management is based were taken into account- *management and realization of the training process*:

- Directing towards interested parties, directing of the processes to athletes and other members of the training process: coaches, parents, management, wider social community, local environment, state... by defining and realization of their interests, as well as by ethical codex of behavior of all participants in sports activities. The internal analysis of work and risk analysis
 - Planning: quality assessment
 - Identification of requests of athletes, and then of other interested parties
 - Communication with athletes, parents and other interested parties, analysis of feedback
 - Strategic planning
 - Analysis of failure and its consequences
 - Realization: the training process, training of

players and coach

- Planning and realization of the training process: effects and weaknesses

- Process development- verification of technological scheme: levels and phases of PTP, quality of management in processes

- Recording and process analysis, accomplished improvement, evaluation of results

- Evaluation: control

- Balance and analysis of the effects of the training process, balance of results

- Comparison with other schools, trends analysis

Constant gathering of feedback, directly from athletes and others, by the analysis of collected data, information analysis from athletes and parents. Establishing communication strategy, constant follow-up of the reactions of athletes, parents and others

- Leadership: Management by setting task systems and responsibility systems. Setting systems provides continuity in work and following and measuring efficiency and effects of the training process, it affects the set up of adequate organization of Association and other sports organizations and schools. Results of one's own analysis- risk analysis

- Defining business performances: staff, working conditions,

- Strategic planning

- Development and organization set-up

- Weaknesses and risks

- Continuous planning, self-evaluation, training process management and other activities

- Defining and constant questioning of responsibilities and empowerments, the matrix of responsibility, improvement of competency- continuous education of coaches, mentorship, continuous management and process improvement...

- Evaluation of quality policy and goals

- Management of operating processes, PTP, goals

- Internal and external communication

- Sports organization management: tasks, responsibility, achieved activities, control and continuous analysis, business communication with the management

- Accomplished improvement, especially if it is unexpected and unplanned

- Defining and analysis of developmental circles: PTP, levels and phases

- Analysis of periods of gaining certain skills and abilities, duration of PTP and certain phases and levels, strategic training

- Evaluation

- Continuous controls of the effects of PTP

- Balance of results

- Comparison with other schools, clubs... benchmarking

- Evaluation of failures, re-examining, statistics

- Overview of trends

Improvements are in more efficient doing business, better usage of resources, by continuous analysis competency is improved- continuous training, improve-

ment of training and communication with athletes, optimization, efficiency and effectiveness of the training process, better coordination between experts... Improvements are created by better usage of resources and better coordination in the process, optimization, efficiency and effectiveness of the processes are the goal. Organizational performance is improved...

KPI- key process indicators- characteristics

of defining key process indicators in sport

Aims of the training process depend on the level of sports activities. We can roughly divide participants in two groups:

- Participation in physical activity and sport. The aim is integral personal development, sport in the function of education and upbringing, health preservation, play, fun...
- Competitive sport. Participation in sports activities is, above all, the main goal of an athlete's engagement

We think that these expressions are more appropriate than, for example, mass sport, recreational sport, qualitative or supreme sport. Both processes which are mentioned here have to be adjusted to the needs of athletes of various age. Choosing various levels of activity must not affect the quality of the training process and competing activities. Both processes are in the function of the development of individual potentials, but in the first case, these potentials are used in other activities and not in sport. Sport is in the function of more qualitative professional tasks.

The following characteristic of this process is the development of personal potentials. This means that technological process is adjusted to individual needs of athletes. We have no finished product whose dimensions and quality are easily measured. There are 2 key process indicators:

- The effects of the training activity, which is extremely hard to measure. Individual potentials are different and everyone enters the process with different characteristics. Frameworks are mutual, but acts are adjusted to biological age, relative age of athlete and genetic potentials.
- Result achieved in the competition. I highlight another characteristic of sport here: the results achieved in the official competition are much more important than personal record or result in unofficial competition. This is also a significant difference between competition sport and other activities. Character is needed in order to show potential in specific periods of competition.

Continuous training process is long. Between entrance and exit from the process, more years pass by. If we talk about competition process in most sports, we can talk about the development which lasts for 8- 10 years. Even after this period, improvements are possible. 'Final product' is the result of team work and the mistake is hard to fix, and a lot of time is wasted. There is no possibility to react in sport based on the control of the final product. This makes the process harder, but more

interesting and challenging as well.

What is left is the reaction during the process itself, and constant analysis and improvement of the system. This brief analysis shows the necessity of establishing the system and continuous analyses during the realization of the training process. Sensitivity of the process conducted with various ages of athletes, with athletes who show various potentials, various levels of preparedness, in sports which have their specificities, and it directs us towards the more qualitative definition, following and control of the training activities, in order to react on time and lead professionally this extremely sensitive and long- term process of integral personal development.

The second level of management – sports organization management

When it comes to the training process, along with sports competition, there are 2 characteristics of the organization which are inextricably connected to the process of management- transformation and synergy.

Within transformation, there is entrance, by financial support, the rest of 9 'pillars' are transformed into exit by achieving sports results. This exit result is often equalized with the medal as the paradigm of success, and as the supreme criterion for the success of a nation in huge international competitions. That is why Russia, with 36 won medals, was the most successful during the last Winter Olympic Games in Sochi. However, if the criteria for success is the average number of inhabitants and average GDP per capita in comparison with the number of won medals, then Slovenia, with 8 won medals, is 'the winner' of the Games. Apparently, there is a necessary synergy and all parts of the national system of sport are brought into a harmonious unity with adequate management.

By management processes, all potentials of organization are brought into a harmonious unity and necessary prerequisites for success are created. When it comes to sports activities in the process of management, the most often usage today has the so- called Model of management according to goals, also known as MBO model, abbreviated from Management by Objectives.

This model of management implies the usage of 6 process functions in interactive relationship. Those are the functions of *prediction, planning, organizing, staffing, management and controlling*.

Due to the lack of educated sports managers, sports coaches in Serbia are often obliged to take over the role of managers in management of all processes in sports organizations, apart from worrying about planning and conducting the training process, which has an effect on the quality and continuity of the training process.

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