

**DEVELOPMENT OF SPORTS
MANAGEMENT IN SERBIA AND
MONTENEGRO THROUGH THE
HISTORY OF THE OLYMPIC
COMMITTEES OF THEIR COUNTRIES**

**RAZVOJ SPORTSKOG
MENADŽMENTA U SRBIJI I CRNOJ
GORI KROZ ISTORIJU
OLIMPIJSKIH KOMITETA NJIHOVIH
DRŽAVA**

ABSTRACT

The subject of this research refers to development of management in sport throughout history of the Olympic Committee of Serbia and the Montenegrin Olympic Committee. Analysis of the work of the Olympic Committee of Serbia and the Montenegrin Olympic Committee and presentation of their structures, cooperation with international and national sports organisations, ways of encouragement of the world-class professional sport development, different in their duration but with common interweaving activities, definitely represented a research challenge. A very specific challenge is a common political past hence social patterns that are characteristic for both states. These patterns are still very present in everyday political life which indirectly influences the work of majority of national bodies including olympic committees thus their organization and proper functioning. A very specific challenge is a common political past hence social patterns that are characteristics for both states. These patterns are still very present in everyday political life which indirectly influences the work of majority of national bodies including Olympic committees thus their organization and proper functioning. The aim of this research was to determine the importance of work of the Olympic Committee of Serbia and the Montenegrin Olympic Committee from the aspect of management. Development of management in sports throughout history on examples of the Olympic Committee of Serbia and the Montenegrin Olympic Committee was

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defined by this scientific research. Its results point to the fact that degree of development of management in sports of the Olympic Committee of Serbia and the Montenegrin Olympic Committee was conditioned by length of their membership in the International Olympic Committee. Besides this, it was confirmed that the influence of technological, economic and political challenges for management of the Olympic Committee of Serbia and the Montenegrin Olympic Committee were the same; that carrying out the Olympic movement projects of different scopes as well as propagation of the Olympic values were equally present in the Olympic Committee of Serbia and the Montenegrin Olympic Committee. Importance of the research is reflected in academic and scientific perspective of work of the Olympic Committee of Serbia and the Montenegrin Olympic Committee. This survey will help future experts in sports organizations to apply their management in sport models successfully in their sports organizations.

Key words: history/ management/ National Olympic Committees /Serbia/ Montenegro

INTRODUCTION

In order to get reliable and valid results in this complex survey, it was necessary to analyse and get an overview, besides the previously mentioned activities of the two national committees, of the whole Olympic movement since its beginning to present days. Interweaving of historic facts and their influence on development of the Olympic movement and management of its umbrella organization are undeniable (Ilić & Mijatović, 2006). In order to fulfill the above mention research goals it was necessary to consult a very wide literature spectre including primarily the literature concernig the historical phenomena and as well managment literature, specifically those focussing on the management of sport organizations¹.

Each sports organization is defined by its vision, mission, strategy, as well as by other development documents complied with European and the world development documents. The International Olympic Committee (IOC), as part of its mission and its role has the task to encourage cooperation, organization and development of sport and sports competitions. It was created with a clear goal to “... encompasses organizations, athletes and other persons who agree to be guided by the principles of the Olympic Charter. Its composition and general organization are governed by Chapter 1 of the Charter” (<https://www.olympic.org/about-ioc-institution>). It is also very important to highlight the legal status of IOC which is defined within the Olympic charter as it follows “The IOC is an international non-governmental not-for-profit organization, of unlimited duration, in the form of an association with the status of a legal

¹ For more details, please see: Aćimović, D. (2007). *Menadžment u sportu*. Niš: Serbona; Gašović, M. (2009). *Marketing sportskih organizacija*. Beograd: Intermanet; Kastratović, E. (2004). *Osnove menadžmenta sa menadžmentom u sportu*. Beograd: Institut za razvoj malih i srednjih preduzeća doo; Kostadinović, S., Kostadinović, I. (2007). *Pravo i sport*. Beograd: Univerzitet Braća Karić; Tomić, M. (2007). *Sportski menadžment*. Beograd: Data Status i Živković, S. (2009). *Liderstvo u sportu*. Beograd: Fakultet za trgovinu i bankarstvo "Janićije i Danica Karić".

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person, recognized by the Swiss Federal Council in accordance with an agreement entered into on 1 November 2000 In order to fulfill its mission and carry out its role, the IOC may establish, acquire or otherwise control other legal entities such as foundations or corporations” (Olympic charter, 2017).

Also, when speaking of national Olympic committees, the aforesaid Charter regulates their work along with the regulative of the state where the NOC is established and where it works. The mission of these bodies is to develop, promote and protect the Olympic movement (Olympic charter, 2017) along with other stipulations. It is important to mention the stipulation concerning exclusivity of NOC regarding the cooperation with IOC,².

However having in mind the turbulent history of the region and inter-state overlapping between the two states that once were federative republics in mutual SFRJ³, then equal partners in state federation of Serbia and Montenegro until the formation of separate political entities, also represents a significant factor in development of society at whole and development of sport in particular. Political legacy of former systems and regimes have changed from (semi)authoritary regime through transitional and post-transitional movement towards democracy that still, owing to still existing cultural patterns, cannot be comparable to Western democracies. This political legacy is even now directly impacting decision making, HR affairs and generally speaking, public policies. Political systems of Serbia and Montenegro that are aspiring toward modernization in compliance with EU standars, are still deeply founded in traditional political manners of political will and functioning. In other words, the democratic and professional maturity is yet to be achieved and this is directly reflected upon managing national Olympic committees.

Throughout the whole period of IOC existence, whenever problems overgrew the existing organization which could not handle and solve them, there was a crisis of the organization and the total management; therefore, the International Olympic Committee was forced to find solutions to these problems.

Development of the International Olympic Committee led to more proportional representation and larger constitutional power of its members. Starting with 15 members who founded it in 1894 to 115 members only in the IOC Assembly and other numerous members of other IOC bodies and commissions, IOC has grown into the biggest sports organization in the world (Olympic charter, 2017). Successful IOC activities on realization of its projects related to the world peace and UN activities at whole having a status of permanent observer, education of young population, equal participation of women in each segment of the movement, founding of numerous commissions are facts which point to the significant influence which IOC has on global sport and global scenery in general (Van Luijk, 2018).

² For more details, please see Olympic charter, 2017.

³ Socialistic Federate Republic of Yugoslavia

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Human resources management through discovering and development of human potentials in organization of the Olympic Games, as well as managing changes originating from economic, political, social and technological factors, can be realized successfully due to high standards based on contemporary principles of management which IOC applies. Motivation for the leading position on the world stage of sports organizations is realized through team work where processes of control and measuring results of realization of activities are constant.

Geographic particularities, cultural and other aspects influence diversity in functional approach national Olympic committees have and which are different from one country to another. Serbia was admitted to the IOC in 1912 during the Fifth Olympic Games held in Stockholm. All activities of the world Olympic movement were stopped because of the First World War. Activities of the Serbian Olympic Committee were also slowed down because most of its members were Serbian army officers. The Sixth Olympic Games planned for Berlin in 1916 were not held and only after the end of the WW I Olympic activity was continued in all countries of the world.

In the Olympic Games held in Antwerp in 1920, Serbia participated as part of the newly formed Kingdom of Serbs, Croats and Slovenes. Montenegro joined Serbia before that by recognition of the Karadorđević dynasty instead of the Petrović dynasty for their sovereigns. Serbia and Montenegro were together in various forms of the common state from 1918 to 2006.

Methods of work of a sports organization is often conditioned by insufficient resources which asks for pragmatism in its modeling and management. Analysis of work and presentation of the organizational structure of the Olympic Committee of Serbia and the Montenegrin Olympic Committee, cooperation with international and national sports organization, ways of encouragement of the world-class sport are very important for perceiving them comprehensively.

METHODS

Historical method, causal-descriptive method and dialectical method were applied in this research survey. Historical analysis applied in this study was very important during conduction of the research in order to determine the course of work of the Olympic Committee of Serbia and the Montenegrin Olympic Committee.

DISCUSSION

In order to obtain appropriate interpretation of particular decisions made by management of the International Olympic Committee, it was necessary to research the ancient Games and then contemporary Olympic movement from its restoration/creation till present days, since contemporary Olympic movement is based on the principles of the Ancient Olympic Games.

The Ancient Olympic Games left their ethical principles as their legacy to be followed to some extent and the Olympic movement to be managed. In the time of globalization, it is not appropriate or scientifically justified to make literal or direct comparison between work of the

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International Olympic Committee and the Olympic movement itself with the Ancient Olympic Games. Apart from competing for glory and not for material prizes, wars being stopped during the Games and establishing Panhellenic unity, women were not allowed to participate in the Ancient Olympic Games, the reason why Pierre de Coubertin was often criticized in scientific disputes since his idea was to establish modern Olympic Games on the same principle (Simonović, 2007).

Since its beginnings till today, the Olympic movement has had to follow and respond to a lot of political, economic, sociological, technological and other types of challenges and changes (Ilić, 2006). Successful work of the IOC on realisation of its projects related to the world peace, education of the young population, equal participation of women in every segment of the movement, founding of Commission for women, Commission for Sport for All, Sport and the Environment are facts which point to the significant influence IOC has on values of the Olympic movement (Šiljak and Đurović, 2017). Today, besides all athletes participating with equal rights, the Olympic movement has provided programmes of the Olympic solidarity, education, etc (Trkulja, 2008; Škaro, 2012). Boycotts of the Olympic Games, prohibition of participation of women and professional athletes are the problems which were overcome long time ago. Results of the research show that management of IOC as a sports organization which is in charge of this Movement aimed at realization of the goal of contribution to building-up of more peaceful and better world of education for young people through doing sports in accordance with the Olympic values (Binder, 2007). IOC has founded what we know today as the Olympic movement, through the revitalisation of Olympic games. During decades that have passed, this very idea was developing in every aspect, especially in organizational aspect becoming one of the greatest international sport organizations. It is likely that in the earliest period one cannot speak of management as we know it today but more of set of principles and rules that led to management procedures and processes. Proper management of the IOC improved sports and grew into an organization at the head of the Olympic movement, thus representing a model to all national Olympic committees.

A fact that then a twenty-year-old Serbian king was in Athens in 1896 played a very significant role in informing the public about sports competitions at the Olympic Games, which definitely would not have been described in the same way and in the same scope if young Serbian king had not attended. Newspaper articles following King Aleksandar's mission had a significant influence on introducing and accepting the idea of the Olympics and in that way on the emergence of the Olympic movement in the Kingdom of Serbia, because they informed, introduced, made young people interested in the movement and in that way encouraged young people in Serbia to accept and further develop the Olympic idea (Šiljak, 2013). After change of dynasties, the Kingdom of Serbia dedicated itself to spreading the Olympic ideas more seriously and numerous competitions, with the adjective "Olympic" in their names, were organised. Svetomir Đukić, who is considered to be the founder of the Serbian Olympic movement, and his followers were dedicated to committed work on spreading the Olympic ideas through organization of

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competitions and engagement of a large number of young people in sports. Serbia was admitted in the IOC in 1912 and Svetomir Đukić was admitted as a member of the IOC. Serbian membership in the IOC also enabled membership of the states later admitted in a newly-formed state of Yugoslavia, which they kept after breakup of Yugoslavia.

Formation of the Yugoslav Olympic Committee (council) in 1919 and its international recognition happened automatically by inheriting the Serbian Olympic Committee without separate procedure of election into membership of the International Olympic Committee. The Yugoslav Olympic Committee (YOC) worked until 2003 when it became the Olympic Committee of Serbia and Montenegro due to the breakup of the state. It became only National Olympic Committee of Serbia after disunion of Serbia and Montenegro in 2006 and now it is called the Olympic Committee of Serbia - OCS.

Organizational structure of the Olympic Committee of Serbia (OCS), its vision, mission and its strategy as well as other development documents are in accordance with organizational structure of the IOC and with documents of the Olympic movement. However, there are some differences. In order to get adequate presentation of the obtained results about the way the Olympic Committee of Serbia works, it was necessary to compare it with the way of work and organizational structure of the umbrella organization of the Olympic movement. Although IOC is an international sports organization which has global character whereas the Olympic Committee of Serbia is a national sports organization, it has to act in accordance with the Olympic Charter and follow and adjust its work with the IOC.

The ways of choosing the president and the members are similar, as well as summoning sessions and duration of some mandates. There is a difference about the age of members. The age limit for the IOC members elected after 1999 is 70, whereas there is no such limit in the OCS. There are 115 members in the IOC whereas it is unlimited.

The fact that already disputable presidential elections in the Olympic Committee of Serbia have been repeated twice suggests the need for closer monitoring and control. The first case was recorded in 2005. The other was the election of the last and current president. The Olympic Committee of Serbia should have elected its president according to the Statute in force until February 2017. However, there was a warning by the IOC to respect the OCS Statute ([http://www.novosti.rs/vesti/sport.297.html:635736-MOK-uputio-upozorenje-u-OKS-Strogo-postujte -Statut](http://www.novosti.rs/vesti/sport.297.html:635736-MOK-uputio-upozorenje-u-OKS-Strogo-postujte-Statut)). The event which followed was changing of the Statute articles (<http://www.oks.org.rs/skupstina-olimpijskog-komiteta-usvojila-izmene-i-dopune-statuta-oks/>). This event enabled repeat presidential elections resulting in election current president of the OCS on 9th May 2017 (<http://www.oks.org.rs/bozidar-maljkovic-novi-predsednik-oks/>).

Apart from this, mandate of the OCS general secretary is defined neither by the Statute nor by Rules of the Assembly Procedures, so that current the OCS general secretary has the third

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mandate. This omission enables unlimited function which is simply inadmissible for any of the positions, especially for a national Olympic Committee⁴.

Number of commissions the OCS has is significantly smaller than in the IOC. Work of these commissions is not available to the public and there is no plan of activities or a report on their work. Article 12 of the OCS Statute defines work of National Olympic Academy within jurisdiction of the OCS executive council. However, the International Olympic Academy is a separate and independent body working on research and scientific work. This rises the question of whether it is possible that science and research in the area of Olympism are within jurisdiction of the OCS executive council. An interesting fact is that the OCS (16) has more executive council members than the IOC. (15).

As a difference from the IOC, the Olympic Committee of Serbia has supervisory board which has no real value since the IOC work is public through various documents and reports (reports of commissions, financial reports, etc.) whereas documents of the OCS available to the public are scarce and only the final report on realization of the programme for 2015, where it is possible to find part of the financial report, is available at the official site (<http://www.oks.org.rs/wp-content/uploads/Zavrzni-izvestaj-OKS-za-2015.pdf>). In the OCS there are no annual reports, marketing or other types of reports, for we cannot say a period of 105 years of its existence, but for the period from 2006 since it started working independently.

In 2017 the OCS formed the Commission for the Olympic values which used to be called Commission for the Olympic education. It was found out that except sporadically organized events of meeting schoolchildren population, there are no planned organized or implemented events or activities related to the Olympic education and Olympic values.

In the Olympic Committee of Serbia, Fund for Sport and Olympism deals with the issues of the Olympic education and the Olympic values. As an educational body of OCS, Fund for sport and Olympism, besides the museum, has educational programmes and the Youth Council of Serbia – commission for the youth. Activities of this Council, that is of Commission for the Youth, are not presented anywhere. Data about work of the Fund on the Olympic values can be found only in the news on the official site. It can be seen that meetings with children from primary schools are occasionally organized. The Fund organizes visits of the Olympic athletes to schools when pupils have “The Olympic Class“. Even though the Fond has published a rather fantastic book „The Olympic tale“ there was a lack of systematic approach in spreading and

⁴ For more details compare the Statute of the OCS with the IOC Statute. The OCS bodies are namely: the Assembly of the OCS, the Executive Committee OCS, the President of the OCS, the Supervisory Board of the OCS, the permanent sports arbitration of the OCS, which greatly reflects the organizational structure of the IOC, thus challenging the question of unlimited choices through the prism of the provisions of the IOC.

presenting the book before pupils in early grades which is a pity since the book was intended to them and future generations (Mitrović, 2011).

Olympic Committee of Serbia was one of initiators of strating a competition inspired by the Olympic games with the aim to promote mass sport development: Memorial athletic race “Svetomir Đukić “, Memorial cycling race “Olympic trophy Svetomir Đukić“ and Memorial athletic race “Dragutin Tomašević“. Current programme of activities of OCS is: Development of winter sports Pyeongchang 2018 with the tendency to develop winter sports continually, Developmental programme for timely identification of the most talented young athletes, that is the need to provide optimal conditions for their development and the Olympic programme Tokyo 2020 with application and further development of a concept of direct funding of the best athletes and teams in Serbia.

Besides the previously mentioned programmes, the Olympic Committee of Serbia, following the pattern of IOC, created the programme “Career after Sport “. This programme was created with the aim to offer help and advice to the athletes about how to achieve good results in other spheres of life besides the sports one and how to transfer themselves from the sports terrain to the business terrain.

Ten years of official existence of Montenegrin Olympic Committee (MOC) with participation in three Olympic Games leaves little space for research of history of this national Olympic committee. Since there is a lack of facts/results, data about medal winners presented on the official site of MOC probably tried to “fulfil” the missing history. There are names and surnames of athletes “gold medal winners from Montenegro” (<http://www.cok.me/olimpijske-igre/osvajaci-medalja-iz-crne-gore/>). Vagueness and incompletely explained listing of athletes can cause confusion and wrong interpretations by the wider public. Athletes who competed for FNRY, SFRY, FRY, that is under the flag of the YOC (Yugoslav Olympic Committee), and who declared themselves as Serbian or Croatian citizens are on the list of this site because of their place of birth. If we bear in mind that most of the previously mentioned athletes are Serbian, what were the criteria for placing them on the list of medal winners from Montenegro?

The National Olympic Committee of Montenegro, as all other national Olympic committees has the obligation to work in accordance with the Olympic Charter. As part of the Olympic movement, management of this organization has to be adjusted with both sports policy in its own country and with the management of the International Olympic Committee as the umbrella organization of the Olympic movement.

However, besides realized and listed success, world-class sport in Montenegro is at the turning point for both its organizational improvement and systematic formation. Sport, especially world-class sport, encounters a large number of problems directly influencing not only its future development but also keeping the attained level of development. Problems in sport are different and they can be internal, specific only to a sports organization or external such as inadequate technical, infrastructural and financial conditions for achieving particular sports results. Budgets

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of national sports associations and sports clubs are a segment which defines aims and directions of their work to the largest extent.

When talking about the Olympic movement in Montenegro, Begović says that statistical position of Montenegro should be taken into account and that since it is a state with the population of fewer than a million people, sports activities should be led by state authorities but through decentralized units within national sports associations (2014). The principle of decentralization means that all people who do or play a sport actively – from athletes to sponsors should be engaged. Sport plays a very significant role in Montenegrin identity, especially at times when the economic crisis extremely widened the gap between classes with negative influence on socialization of the affected population. Due to these negative consequences, sports organizations had the tendency to follow the structure of other governmental organizations (Begović, 2014).

Montenegrin Olympic Committee is considered to be a young sports organization whose athletes have support for the approaching competitions within the Olympic family. However, other segments of work of the Montenegrin Olympic Committee, which every national committee should adjust with the International Olympic Committee to the largest possible extent, are humble. Of course, it should not be expected from any national Olympic committee, and also in that case not from the Montenegrin Olympic Committee, to have identical bodies as the International Olympic Committee.

A small number of available (or voted) documents within jurisdiction of the Montenegrin Olympic Committee, their organizational structure as well as the realized activities do not speak in favor of realization of programme activities of the Montenegrin Olympic Committee set up by the current president five years ago. Beside the Statute, the Montenegrin Olympic Committee also passed the following documents: Protocol about athlete of the year election, Protocol about categorization of athletes, Protocol about MOC arbitration work and Marketing strategy of MOC.

However, within the project “3,4, start” MOC has done certain program activities and along with other projects has created a position as a leader in strategic development of sports in Montenegro (<http://tricitirisad.me/kategorija/aktivnosti/>).

Beside marketing and promotional activities relating to Olympic games in Rio 2016 that were undertaken as „Olympic caravan Rio“ (that are almost identical and eponymous to activities of OCS, <http://www.oks.org.rs/sutra-na-100-dana-do-rija-olimpijski-karneval-u-centru-beograda/>)) it can be noticed that attention is given to development of university sport and development of mass, recreational sport activities where the MOC actually follows the ideological orientation of IOC.

Marketing strategy of MOC – positioning sport as an element of the national brand is a document which shows the future direction of MOC activities. Apart from this document, the public has no access to any other current project.

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It can be seen that planned programme tasks have not even been started for five years. Thus, for example, none of the bodies have been formed, that is commissions for the Olympic education, women and sport, sport and the environment, sports commission, etc.

The main problem of the Olympic movement in Montenegro is threatened position of the athletes (Begović, 2014). According to IOC recommendations given at the Congress in October 2009 “All athletes are at the heart of the Olympic movement. They are supported by extensive structures which include local clubs, National and International Federations and National Olympic Committees. [...] Athletes should be encouraged to take part in organization and development throughout 21st century.” (The Olympic Movement in Society, 2009).

The Olympic movement in Montenegro has neither formally nor informally organized institutions for protection of athletes which have the aim to keep them active after their sports careers. This is very important because, on one hand they could be a role model and what is even more important, it would decrease the possibility that a former athlete becomes a problematic member of the society.

Montenegrin Olympic movement is a state oriented system managed by private or politically eligible person and constellation in the NOC in Montenegro makes it very influential. The Statute of the Montenegrin NOC enables representatives of the associations to take positions in different commissions whether they have necessary prerequisites for them or not. Athletes should be involved in the whole process of making decisions. The role of athletes in the Olympic movement institutions: “Athletes must be included within the decision-making bodies of the Olympic movement through Athletes’ Commissions and other positions that carry full voting rights.” (The Olympic Movement in Society, 2009).

In the chapter with recommendations by IOC from the Congress in 2009 “Structure of the Olympic movement”, autonomy in sport is highlighted as a key segment with the aim to promote differences and peculiarities: “The relevant intergovernmental organisations and governments should acknowledge the necessary and essential autonomy of the Olympic Movement including, in particular, respect for and enforcement of the rules of good governance, equality and fairness in sport and sport administration, established by the Olympic Movement and set out in the Olympic Charter, to ensure the best and fairest possible practice of sport.... All constituents of the Olympic Movement should review their rules and activities to ensure that they fully comply with the Olympic Charter and the fundamental principles and values of Olympism.” (The Olympic Movement in Society, 2009).

Perception of autonomy within the Montenegrin Olympic Committee (mostly in the structure of NPRS) is usually misinterpreted as a term for a sovereign, especially about making strategic decisions about development of the sports system or development of a particular sport on one hand and the way of spending state funds (dedicated for athletes’ development) on the other hand (Begović, 2014).

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The Montenegrin Olympic Committee has no working body dealing with the Olympic values. Occasional meetings of famous Olympic athletes of Montenegro with pupils can be seen in the news on the official site. This is definitely not enough to talk about work on spreading the Olympic education and the Olympic values.

One of positive initiatives is realization of the initiative to be the host of Games of the Small States of Europe. The Montenegrin Olympic Committee gave the initiative to be the organizer of 2019 Games of the Small States of Europe together with the elaboration on socio-financial justification of organizing 2019 Games of the Small States of Europe. Directorate for the youth and sport supported the initiative since organization of such a sports competition is a big sports event for Montenegro bearing in mind that this competition is especially appreciated in the world Olympic circles. This very principle is based upon the following text *“The importance of the event was highlighted by the presence of many sports and government authorities, including IOC president Thomas Bach, who in his address said: “These games confirm the power that sport has to unite all of us. In sport we are all equal; no matter who we are or from where we come. Sport always builds bridges. It never erects walls”* (<http://www.eurolympic.org/17th-san-marino-games-of-the-small-states-of-europe-open/>).

CONCLUSION

The Olympic Games today represent powerful and significant movement. Its importance could not have been predicted even by their founder. National Olympic committees of member states of the movement encountered factors which influenced their development in the same way the International Olympic Committee, which manages the Olympic movement, encountered the whole range of external factors influencing the Olympic movement and the whole organization and management of the international Olympic movement.

On basis of the research on management of the Olympic Committee of Serbia and the Montenegrin Olympic Committee as members of “the Olympic family” whose duty is to act in accordance with the Olympic Charter and other documents significant for the Olympic movement, it can be concluded to what extent these committees follow and fulfil requirements of contemporary Olympic movement. By analyzing facts the following can be noticed:

Establishment of the International Olympic Committee in Paris in 1894 opened a new phase in evolution of contemporary sport and in that way of management of the biggest sports organization in the world. Influence of the International Olympic Committee management and historical circumstances in our region enabled, through examples of development of management in sport throughout history of the Olympic Committee of Serbia and the Montenegrin Olympic Committee, better understanding of contemporary situation in national Olympic Committees of Serbia and Montenegro.

Nine decades of common work and activities of Serbia and Montenegro in all segments of life implied also the same technological, economic and political challenges they were facing

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within the common National Olympic Committee. Since their breakup, management of both National Olympic Committees has been still under the same or similar technological, economic and political influences. World globalization, and especially global approach of the IOC to all national Olympic committees additionally contribute to equalization of their work. The given facts imply that influence of technological, economic and political challenges on management of the Olympic Committee of Serbia and the Montenegrin Olympic Committee was the same.

Although longtime cooperative work within the YOC followed requirements of the Olympic movement, after breakup of the states, OCS and MOC have different approach to programme activities and projects.

Regular working bodies of OCS and MOC are different. Thus, within MOC there is no Commission for women and sport or Commission for the Olympic values in MOC, whereas they exist in OCS.

The Olympic Day of Running is organized by both OCS and MOC as well, which does not highlight direct similarity in their work since all national Olympic committees organize and celebrate it.

Management of IOC is insufficiently followed by managements of OCS and MOC. However, the data and facts we have presented show that conducting projects of the Olympic movement has different scopes within the Olympic Committee of Serbia and within the Montenegrin Olympic Committee.

The Olympic Committee of Serbia formally has a commission which deals with the issues of the Olympic values, whereas the Montenegrin Olympic Committee does not have this commission among its working bodies. However, since a form is not the essence of the problem, results of the research show that spreading of the Olympic values comes down to identical/similar meetings of the Olympic athletes with pupils. Thus, it can be concluded that spreading of the Olympic values is equally present within the Olympic Committee of Serbia and within the Montenegrin Olympic Committee.

Application of management concept in the Olympic Committee of Serbia and the Montenegrin Olympic Committee is different. Thanks to its longtime membership in the Olympic movement and the experience it gained, the Olympic Committee of Serbia follows global trend of the Olympic movement more than the Montenegrin Olympic Committee. Projects for development of sport, especially the project "Career after Sport", then a large number of publications and published documents in comparison with the Montenegrin Olympic Committee confirm this difference in work between OCS and MOC. Commissions of the Executive Council are also different, MOC pays more attention to association of former Olympic athletes in comparison with the same body of OCS. There is also a difference in the scope of following social networks of these two national committees.

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Results of the research of the Montenegrin Olympic committee work point to the fact that it is necessary to have its urgent reconstruction and application of contemporary management concepts. Besides this, activation of actions in accordance with the programmes of the Olympic movement and first of all with the promised programme activities of the president, could improve a current situation in MOC.

Organization of Games of the small states of Europe which will be held in Budva in 2019 can be seen as a starting point of contribution to further development of Montenegrin sport and Montenegrin society as a whole. Organization of Games of the Small States of Europe is an opportunity for promotion of Montenegro and its natural beauties and tourist potentials which is a step further towards growth of recognizable features of the state of Montenegro.

Bearing in mind the previously stated facts, the obtained results of the research show that a degree of development of management in sport of the Olympic Committee of Serbia and the Montenegrin Olympic Committee is caused by duration of their membership in the International Olympic Committee. This survey should point to further directions in the application of management in sport in leading national Olympic organizations of Serbia and in Montenegro. Results of the research should also help understanding the Olympic movement on a global plane in order to adapt it to global tendencies of the Olympic movement.

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SAŽETAK

Predmet ovog istraživanja se odnosi na razvoj menadžmenta u sportu kroz istoriju Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta. Analiza rada Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta i predstavljanje njihove organizacione strukture, saradnja sa međunarodnim i nacionalnim sportskim organizacijama, načini podsticanja razvoja vrhunskog sporta koji se razlikuju po dužini svog delovanja, ali koji imaju i prožimanje zajedničkog delovanja kroz dve države na našim prostorima, svakako je predstavljalo istraživački izazov. Poseban izazov jeste zajednička politička prošlost, odnosno društveni obrasci koji su karakteristični za obe države, a koji su i dalje prisutni u svakodnevnom političkom životu što neposredno utiče na rad većine nacionalnih tela pa tako i olimpijskih komiteta, odnosno na njihovu organizaciju i funkcionisanje. Cilj ovog istraživanja je bio da se utvrdi značaj rada Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta sa aspekta menadžmenta. Ovim naučnim istraživanjem utvrđen je razvoj menadžmenta u sportu kroz istoriju na primeru Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta. Rezultati istraživanja ukazuju da je stepen razvoja menadžmenta u sportu Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta uslovljen dužinom njihovog članstva u Međunarodnom olimpijskom komitetu. Pored toga, utvrđeno je da je uticaj tehnoloških, ekonomskih i političkih izazova za menadžment Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta bio identičan; da je sprovođenje projekata Olimpijskog pokreta različitog obima u Olimpijskom komitetu Srbije i Crnogorskom olimpijskom komitetu i da je širenje Olimpijskih vrednosti podjednako prisutno u Olimpijskom komitetu Srbije i Crnogorskom olimpijskom komitetu. Značaj istraživanja se ogleda u stručnom i naučnom sagledavanju rada Olimpijskog komiteta Srbije i Crnogorskog olimpijskog komiteta. Ovo istraživanje daje doprinos budućim stručnjacima sportskih organizacija da uspešno primene njihove modele menadžmenta u sportu u okviru svojih sportskih organizacija.

Ključne reči: *istorija, menadžment, Nacionalni olimpijski komitet, Srbija, Crna Gora.*

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