

## REFLECTION OF THE OLYMPIC PROGRAMME MANAGEMENT ON THE SPORTS SYSTEM OF SERBIA

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### SUMMARY

As a process of planning, organizing, managing, coordination and control, or management theory, management has its place and importance in the study and development of the national sports system, as well as in managing programmes for participation in a mega sports event such as the Olympic Games (the aim of the study). Analyzing the Olympic programme implemented by the Olympic Committee of Serbia (OCS), their instrumentalized value and impact on the sports system have been determined, knowledge about the process and experiences relevant to the management of Serbian athletes participating in the Olympic Games preparation (the aim of the study) have been acquired. The Olympic programmes and the desire for participation and success at the Games motivate athletes, engage the environment, and determine the strategy, which includes a paradigm for future development based on scientific knowledge, educated and experienced staff.

**Key Words:** the Olympic programmes, Serbian sport system, the Olympic Games, reflection.

### THE SPORTS SYSTEM OF SERBIA IN THE FIRST DECADE OF 21<sup>ST</sup> CENTURY

The sports system is a whole unit of sport within a state that leads to progress in the areas of manifestations, such as sport, physical education and sport for all. It is a complex entity of relationships, lines of action of greater number of factors, for which it can be said that they are a unity of diversities (Jevtić, 2010). The system is a form of organizing sport actors in a function of optimizing qualitative and quantitative possibilities of a country's sports movement. Since it has its foundation in the very being and valuable, cultural and historical context, the change of the system brings out many questions, among which the dominant ones are those related to the significance of changes, a new structure, the feasibility of the proclaimed goals, engagement of resources, quality of leadership, dynamics and scope of organizational changes, character and efficiency of the new administration, status of volunteers, expectations, and the like (Camy & Robinson, 2007).

Experience, both practical and theoretical, indicates that the change of parts or the whole sports system, ratios and relationships, culture of organization and the like can be realized only through consensus of all actors and with the belief that the process of changes will be beneficial to the future status of sport, athletes, and coaches. Since physical education and school sport, sport for all, sports science, engagement and the role of volunteers, employees of the sports organization, scientists, and various associations and institutions, legislation, military training centres, sports and heritage...belong to the sports system of a country, every change of the sports system or its related structures must be designed and carried as a professional and research activity comprised by at least three groups of activities, and these are (Jevtić, 2006a):

- Preparation of the conceptual framework of a new system – a prototype.
- “Life” of a new system together with the search for answers about power, problems in the implementation and expected results (monitoring and testing the effectiveness of a system), and
- Plan and programme of work aimed at further development of the system.

There are activities in Serbia going on since 2001 that should improve all actors of the sports system, which continuously engage them in activities meaningful to athletes (sports function of a sports organization), and business and management in a sports organization (business function of a sports organization). Striving to improve business and sporting functions is a recognized way to bring prosperity to the whole system. The Olympic Committee of Serbia (OCS) is recognized as a leader of the sports system healing and its development. The starting point for this role is found in the OCS Statute, the Charter of the International Olympic Committee (IOC), as well as the Olympic Games (OG) exclusiveness in the system of value preferences of athletes, sports officials, and all citizens.

“The conceptual framework of the new sports system of Serbia” is the first document that is promoted publicly after the period of the nineties, dying out of the AOPC (the Association of Organizations for Physical Culture) and the change of the overall social relations. Proposed by profession and adopted by the OCS bodies, the framework contains a proposal for modifications of the sports system organizational structure, new strategic plans, objectives, roles, and responsibilities of all actors-factors of the sports system. The path to the framework has gone through the study of existing organizational structures and analyses of the relationships and the needs of sport and the society of Serbia with the aim of meeting the expectations of physical education, school, mass and professional sport in 21st century (Jevtić, 2006a).

As a process of planning, organizing, managing, coordination and control, or management theory, management has its place and importance in the study and development of the national system of sport, as well as in managing programmes for participation in a mega sports event such as the Olympic Games (the aim of the study). By analyzing the Olympic programme, implemented by the Olympic Committee of Serbia (OCS), their instrumentalized value and impact on the system of sport have been determined, knowledge about the process and experiences relevant to the management of the Serbian athlete’s preparation for participation in the Olympic Games (the aim of the study) have been acquired.

Initiative in 2006 have resulted in the integration of sport in the Constitution of the Republic of Serbia, the decision on granting the National awards and rewards for sports development and the establishment of the Ministry of Sport (Ministry of Youth and Sport). At a joint meeting of all actors of sport of

Serbia, held in July 2006, the Framework of the new sports system was adopted and a step forward in creating the environment for further development of sport in the Republic of Serbia was made (Jevtić, 2011a). By adopting the National Strategy for Sport (2009), the process of planning sport and its environment continued. However, even today, several years after the start of intensive changes, the absence of many documents and actions in terms of full implementation of the Framework, and then the Strategy is noted. Many factors of the sports system, identified in these documents, and above all professional organizations, have not been formed yet. A similar situation can be seen in the work of sports and medical care, technology, training, coaching structure.

## METHOD OF WORK

In the process of learning, context development and the way of making conclusions, the method of reflections was used. Reflection as a cognitive method is used in studies of natural phenomena, knowledge, and experience associated with this phenomenon. It is used when estimated that the existing solutions are incomplete, or when searching for a new context – more effective practice (Edwards & Skinner, 2009).

## MANAGEMENT OF THE OLYMPIC DELEGATION – REFLECTION OF ACTIVITIES

Participation in the OG is only possible through the National Olympic Committee (NOC). Within participation, the NOC Mission aims at forming a sense of belonging and togetherness in Olympism, exclusivity, superiority and excellence of sports and athletes, the delegations and the Games itself. To participate in the Games, it is necessary to provide operation of the delegation and of each individual in a complex environment. The trip to the Games is a special event management (the Olympic delegation management – ODM) containing planning, identification of the structure, the cast, staff, management, control, and decision-making.

Today, at the end of the Olympic cycle, and nearly six years of work on improving the OCS sport functions, one can conclude that the management of the Olympic delegation of Serbia is specific in several aspects: (1) The period of the OCS engagement (long-term planning that extended from 18 months for the Olympics in Beijing to 36 months for London, or to 12 months for the OG programmes in Rio, 2016,

so far); (2) A long list of priorities and a vision to provide the changes that will be of importance for the whole sport in Serbia through preparation and participation of delegations at the Olympic Games; (3) Functions in the integration of sports results (team and individual), the OG and OCS brand, society, government and sponsors; (4) The budget for training programme preparation through long periods of planning and development of sports results; (5) The legacy of the Olympic cycle, which has been measured by good relations in the Olympic sports family, new equipment, sophisticated programmes, the application of science, measuring and other equipment procurement for sports and medical diagnostics, prevention and treatment since the Beijing Olympics. The legacy is programme-oriented towards young athletes, whose talent is recognized, supported, and associated with the wholeness of a sports career and the next Olympic cycle.

Reflection is carried out over the theoretical, practical, and technical knowledge. Through a form of reflection, we have reached the previous point of organization, practices, guidance, and control of future activities. Therefore, reflection has been conducted over the Olympic delegation of management practices (MOD) and driven by its routine. The path of knowledge in this study was designed as a way from experience through reconstruction of practice to conclusions that should confirm or build a foundation for building new and more perfect practice. In recognition of the previous statements, respecting the rules of reflection, a number of factors analyses of the structure of the Olympic programme were made as follows:

### Period of the Olympic delegation building analysis

The Olympic delegation is different from the delegation participating in individual sports competitions. Its specificity is determined by a number of different sports, individual characteristics of particular disciplines (speed, power, endurance, technique...), the participation of both genders, different ages and experience, international ranking of athletes and results. Programme of the competition takes place over 16 days, in 35 sports branches and 303 disciplines, led by 28 International Sports Federations (ISF). In addition to the competition, the Games are dominated by three special events: welcome and raising the flag of each of NOC, Opening and Closing Ceremonies of the Games. Building of a delegation for participation at the Olympic Games takes place as a multi-year process, divided into five periods (conception, birth, childhood,

adulthood, old age and inheritance) and that takes place as the ODM (Jevtić, 2011c).

The Olympism is based on the principle that sport promotes optimal development of a man and the society; the games are a primary event based on values, ethics, ideals (Jevtić, 2011b). However, when thinking about the Olympics, then it is thought about sports event that is the goal of every athlete, a motive that drives him to train hard. The Olympic Games are an event that affirms the individual values and integrates them through joint activities (competition, training, social contacts, cultural and educational programmes...). In evaluative framework of the Olympic idea, there are a number of ideals of the Olympic Movement, to which people strive in their readiness to encourage, through physical exertion and competition, harmonious development of an individual, excellence and achievement, respect for others, justice and equality, friendship, peace, tolerance, understanding, and connection of cultural diversities (Jevtić, 2011e, 2011f).

Team integration and construction process planning is one of the priorities of preparations in the country, and of the effective leadership during the Games. Symbolic integration is carried out during the most of the Olympic cycle. It is dominated by the activities and messages sent to the athletes that are filled with value preferences. The Cyrillic alphabet, logo, mascot, competition, formal and the daily activities equipment, memorabilia... are just some of the forms of support at this stage integration (Jevtić, 2011e).

Structural integration is the final part of this process, which provides a solid basis for the operation of the Delegation as a team. The flow of structural integration takes place in the period of full maturity of the delegation, which is achieved in the period of the Games. This integration can be reached through a multidimensional space, in which the horizontal dimension is the connection of the Delegation members in relation to sport, age, gender, sports character, expectations, motives, idols, previous results, hobbies, etc. The vertical dimension comprises social contacts and relationships, openness of a person, attitudes, the degree of tolerance and trust, and the presence of balanced and realistic goals, openness to participate in solving common and individual problems, a sense of belonging, personal enjoyment, and the trust of an individual to the rest of the delegation... (Kobi, 1994).

The goal is that individuals and groups who value themselves and others through the vertical dimension achieve “deep integration dimension” in the games that determines the strength and unity of the national Olympic team and the strength of individual sports

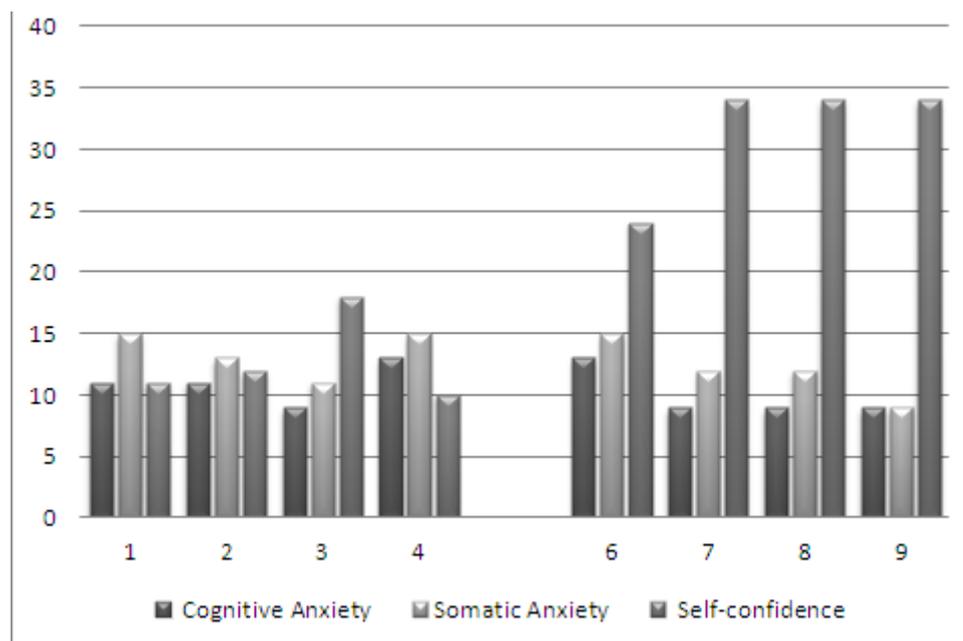
teams. The management of structural and symbolic integration of the OCS realizes *actions, Olympic programmes, events* (celebrations, promotions, seeing off and welcoming team) using *modern technology* (digital media, publications, advertising) (Jevtić, 2011c).

In the example of participation in the First Youth Olympic Games (2010), a comprehensive programme of integration of athletes and their environment (family, school, club, personal trainer) with the members and leadership of the Delegation was realized. Techniques of sports psychology were used as well, so that during preparation, transport, entry into the Olympic Village, training, competition, the state of sports anxiety was monitored (Inventory of the state of competitive anxiety – CSAI-2; Martins et al. 1983 and adaptations for the need of athletes of Serbia) (Lazarević, Juhas, & Bačanac, 1996). In Figure 1

example, we see that the young players had lower levels of cognitive anxiety before the first match of the tournament (below the standard of 15.35), that the level of somatic anxiety decreased before the final match to 11.75 units (the standard is 18.55; 2 hours before the match), and that self-confidence increased from 12.75 before the first match, to 31.50 before the final match (max value is 32). Despite many challenges (climate, the surface of the court, injuries...) basketball players and their coach, medical team, other athletes and coaches as well as the leaders of the delegation made efforts and supported the match in which gold, and it can be said, a historic Olympic medal in basketball was won 3:3, for the team to start the match as a team with a controlled level of anxiety and faith of individuals in their own quality and strength of the team.

**FIGURE 1**

*The condition of sports anxiety at the beginning (1 to 4) and the end of the Olympic basketball tournament (6-9)*



### Value framework of the Olympic programmes analysis

Since 2007, the Olympic Committee of Serbia Olympic has been realizing programmes that take place through the preparation of all actors of the Olympic delegation (athletes, professionals, managers, agencies, sponsors...), building a team for participation in the Olympics. These multi-year programmes are aimed at developing athletes (individual and teams) and their environment, but also all actors of the system of

sport in Serbia. In other words, the OCS programmes are implemented as a technological innovation that creates a product (a result, a team, participation, a competent sports organization, an individual) and implies the long-term management of the processes of changes. After four years of realization within two Olympic Cycles (for the OG in Beijing and London), it can be concluded that the programmes have reached the consensus of all factors of sport system of Serbia on the necessity of continuous changes (Jevtić, 2011d).

An athlete (team – individual) strives to compete and compare his sports identity with a standard, which is very high for participation in the Games. This is the point in which the participation in the OCS programmemes is established, i.e. from the assessment of the competitiveness to the development and prosperity of results. The Olympic programmes are a support to development of a larger number of competencies which ensure the maintenance and further development of athletes' and the OCS delegation's competitiveness. Although the immediate goal is preparation for the Games, the context of these programmes is wider and the following belongs to it: *Encouraging* spiritual and physical harmony of an individual, his aspiration for perfection and achievement; *Nurturing* relationships, equality, friendship, tolerance, understanding; *Protection* of identity of an athlete, team, delegation, sport itself and Olympism; *Construc-*

*tion* of competition preferences and a high degree of competitiveness; *Improving* the environment and its effectiveness in meeting the athlete preferences; *Social security* of an athlete; *Zero tolerance* to doping (Jevtić, 2011e).

The peculiarity of these programmes is a value framework explicitly defined in the OCS documents since 2006 (left column in Table 1). Analyzing and comparing these documents which occurred by studying the value framework fostered by the OCS with the theoretical concept of Rokeach (1973) and the IOC itself, we got the individual and group values that spread to the whole environment of the Olympic delegation, the OCS, the system of sport and society in Serbia (Table 1) (Jevtic, 2011c, 2011e). Value context is in some sense the aim of the Olympic delegation management at all periods of construction and management.

**TABLE 1**

*The OCS programme value framework*

NOC Serbia Programmes Value Framework (2006, 2009)	Groups of Final and Instrumentalized values
Equal possibilities for all athletes and NSF to participate in the project	Universality, unity, independence
Part of NOC Serbia and NSF long-term plans	Security, stimulation, social recognition
Maintaining competitiveness of results of the athletes of Serbia, personal advancement	Accomplishment, hedonism, inner harmony, satisfaction, self respect
Building up the Olympic Team and the Olympic Spirit	Benevolence-kindness, affiliation
Accompanying plans (health prevention and protection, information system, insurance of athletes, etc.), complementary programmes (specific forms of trainings, supplementation, etc.)	Security, stability of relations and rapports, health, safety
Professionalization of athletes and their coaches, image	Power, social status, prestige, self-respect, independence
Partnership of stakeholders of the system of sport and the society of Serbia = OLYMPIC SERBIA	Affiliation, true friendship, support, wide understanding, support, help
Respect of the authenticity of single sports and general character of the Olympic Games in organizational sense	Adaptability, responsibility, acceptance
Openness of projects for participants and initiatives	Universality, equality
Focus on the athlete (all athletes are negative in anti-doping testing)	Focus on oneself
Realistic and attainable goals	Stimulation, performance, inner harmony, independence, responsibility
Clear concept and resources	Performance, stability, adaptability

### The Olympic programmes analysis

The Olympic programmes are multi-year projects of preparing athletes of Serbia for participation in the OG, established on strong practice and science postulates. Implementation of these programmes emphasizes skills that associate knowledge with

planning, organizations, directing, controlling, budgeting, management, and evaluations (ASC, 2004; Blouce & Smith, 2010; Camy & Robinson, 2007; De Sensi, 1990). Making of a programme is followed by its segmentation, leading to operational groups and tasks, according to the existing results of athletes (classification), the system of qualifications, technology of training,

training facilities, social care, sports and medical care, and anti-doping prevention, the OCS programme effectiveness and national sport federations (NSF), sponsors, media, finances (Jevtić, 2011b).

The classification into smaller operating units that can be managed aims at more efficient realization of this process and its control in accordance with the standards, rules and numerous guidelines. Stages and periods that cover the entire life cycle of the Olympic programmes including participation in the Games are indicated by operational work.

After the first cycle of the Olympic Games in Athens (2004), an analysis of participation was made and a project directed toward a system of sport participation at the OG in Beijing was created. After the Games in Beijing, the OCS and state bodies of Serbia accepted the reports (Jevtić, 2008) in which, among other things, it was concluded that the project “Beijing 2008” did not have the capacity to influence all actors that determined the quality of the competition results (*weakness of the project which emerged from the weaknesses of the sport system*), and above all, the following (Jevtić, 2009):

- voluntary and psychological preparation of athletes
- resources from programmes and the area of sports science and sports medicine
- rivals and training partners (partly)
- a large number of competitions and overtraining
- long-term qualifications
- management of sports fitness
- the number of sports in which results for participation in the OG are made
- the state of sports clubs
- timely and full funding of all programmes
- athletes’ environment (NF, logistics)
- conflicts
- control of training in the area of :
  - quality and quantity of training
  - methodology of training, training periodization
  - training, health and anti-doping documentation and protocols
- methods for fast, efficient and safe assessment of training status
- number of individuals and teams that won World and European Championships
- competence of trainers and managers for the ultimate sports result
- requirements for training and competition

These allegations have been transformed into the challenges of the Olympic Programmes for the Olympic Games in London (2012) (*Project of Beijing as a force*) (Jevtić, 2009), because of which multi-year strategy is defined that is expected to resolve the following problems, estimated to make achieving the goal<sup>1</sup> more difficult (*Threats*)

- financial problems and possibly decreased interest of sponsors for sport,
- increased expenses of qualifications,
- accurate price, timely supply, and application of new training technological achievements of athletes of Serbia preparation,
- partnership with NSF in programme preparation and problem solving, new instruments in creating relationships, training control, and programme preparation,
- flow of information,
- activity of professional associations (coaches, managers) and programme directors,
- researches of sport system and its development strategies after 2012,
- health care and anti doping protocols.

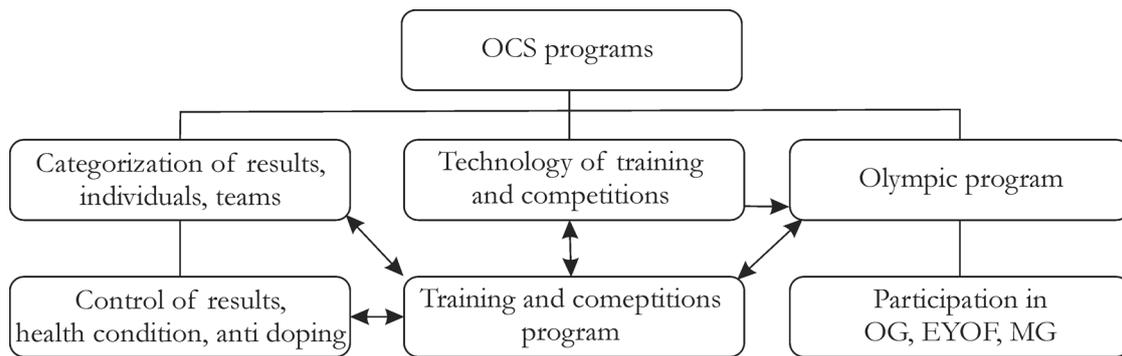
As with other Olympic organizations, so is the programme orientation of OCS accompanied by a risk and uncertainty, because the decisions are made based on currently available data, for an event that will take place in the future. Decisions are made in relation to the current state of an athlete who is known little about (Rubingh, 1996). Programmes associate knowledge with the plan, organizations, directing, controlling, budgeting, management and evaluations (Jevtić, 2011d) (Figure 2).

Reflection of an activity such as management of the Olympic delegation indicates that the Olympic OCS programmes acquire elements that are more academic because they are based on examples of practice, principles of science in sport, and the effort to enrich the whole process by cooperation with the experts. The result is a rich heritage of the Olympic cycle, to which management of changes and continuous adaptation with the aim of developing of both the OCS performances, and the whole sport system of Serbia belong (Jevtić, 2008; Jevtić, 2011d). Today, the Olympic programmes are monitored and supported by all actors of the system of sport and its environment (the state). They have become a national system of innovations and values.

<sup>1</sup>Sustainability of results regarding high international standard, the largest possible number of athletes (teams and individuals) qualified for the Olympic games of London

**FIGURE 2**

*Analytical model for OCS programme making (Source: Jevtic, 2011a)*



**FIGURE 3**

*The scientific system in the Olympic programme management (Source: Jevtic, 2011a)*

Philosophical and methodological aspects of Olympic Scientific System		
<b>Theories of elite sports training effects</b>		
Biology of olympic sports	General theory and metodology of sports	Psycho-social aspects of sports and sports system
Sports anthropology	Performance analysys	History of Sports and Competition
Sports morphology	Theory of training and competition	Sociology of Sports and Competition
Biophysics including biomechanics	Theory and practice of certain sports events in the sports branches	Performace lifestyle
Biochemistry of Sports	Modern training concepts (Cor training, barochamber, cooling,..)	Olympic Axiology (Valueology), Ethic and Ontology
Physiology of Sports	<b>Olympic Manangement</b>	Psychology of Sports
Sports Medicine		Anti - doping, equality and Fair sport
Nutrition periodisation and supplements	Manangement of Events	Sport System development, Long lasting Legacy
Sports Trauma, therapy and prevention manangement	Manangement of Olympic Delegation	Leadership and Olympic Team building

### Analysis and monitoring of results of the athletes of Serbia

By recording the results achieved at the criterion competitions, the process of qualifying athletes (individuals and teams) for participation in the OCS programme begins. After two cycles of monitoring, analyses suggest that Serbia maintains the number of sports that “gave up their Olympic tradition and vision,” and that there are more sports that meet the criteria by fulfilling only one participant’s criterion. Accordingly, the number of sports in which athletes from Serbia will compete in London OG this year remains unchanged compared to Beijing<sup>2</sup>, but it raises the question of the total number of athletes and the size of the delegation

<sup>2</sup> Out of 28 sports from the Summer Olympics programme, only 10 NSF had their representatives in Beijing. The simulation for the Games in London, conducted on the results of Serbian athletes in 2010, indicates the trend of declining competitiveness and the number of sports. Of 26 sports from the Programme of The first Youth Olym-

(91 athletes in Beijing). The number of women in the Olympic programme and the delegations is variable (currently there are 27 women or 34.6% of the delegation for London OG), and there are more and more athletes who are prone to doping (4 positive findings among 70 athletes identified in 2010). In order to stop the process of declining competitiveness of results of Serbian individuals and teams, and to direct the system of sport towards zero-tolerance to doping, the OCS has provided a number of programmes for project management development of results, and these are: (1) *Olympic participations standard* (athletics, rowing, cycling, judo, wrestling, swimming, triathlon, volleyball, taekwondo, boxing); (2) *Finalist and medals at the OG – Top 10* (shooting, kayaking, rowing, swimming, athletics, volleyball, tennis); (3) sustaining the elite results and gold medal winning – “*Golden Olympic Club*” (tennis, water polo, shooting) (Table 2). Within this classification, a few

pic Games (YOG) in Singapore in 2010, individuals and teams participated in 8 sports.

months before the end of qualifications, a group of athletes is being monitored, for whom the simulation

of results and ranking indicate that they are able to meet the participatory criterion (*Potential OG participants*).

**TABLE 2**

*Categorization of athletes' results for participation in the OG "London 2012" (cross-section September 2011)*

Sports	GOC		MC T10				PG				PP					
	W		M		W		M		W		M		W		M	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
1.					1		2		4	3	1	3	1	1	1	2
2.															2	2
3.			13	13												
4.					1		2	2			10	4		2		6
5.					6	4	6	5	6		2			2		2
6.					12	12	12	12								
7.	1		1			1	1						2	1	3	3
8.							1								1	2
9.															14	
10.	1		1	1	2	1	2	2		2		1		2		1
11.							2						1	1	1	3
12.			1	1	1				3	3	3	3				
13.							2	1								
Total	2	0	16	15	22	19	28	25	13	8	16	11	4	9	22	21

Legend: **GOC** – »Golden Olympic Club«; **MC T10** - Medal candidate »Top 10«; **PG** - »Participant of the Games«; **PP** - »Potential Participant«; **W** - Women; **M** - Men; **1.** - Athletics; **2.** - Cycling; **3.** - Water polo; **4.** - Rowing; **5.** - Kayaking; **6.** - Volleyball; **7.** - Swimming; **8.** - Wrestling; **9.** - Handball; **10.** - Shooting; **11.** - Teakwondo; **12.** - Tennis; **13.** - Boxing.

Analysis of Table 3 shows the visible and hidden data. The visible ones are related to results in 2011 compared to 2010. Results of women, as those of men, moved towards the lower classes and lower level of competitiveness. Hidden data indicate that the index of competitiveness of Serbian female athletes' results fell from the share 0:03 in 2010 (calculated in relation to the number of Olympic events in which athletes from Serbia will compete) to 12:02 in 2011 and that the decline occurred in men from 0:46 in 2010 to 0.040 in 2011. Gross-share of the Serbian Olympic index of competitiveness in 2011 was reduced to 0.076 compared to 0.093 as it was in 2010. Top results (medals at criterion competitions) in two consecutive years (the elite score) in women's competition in 2011 is not repeated!

The agency "Infostrada Sports" analysis (2011) reported the movement of results in the professional sport in Serbia in 2011 compared to 2010, in respect of participation at the Olympic Games in London. In the analysis, inter alia, the following is shown:

- Index of change in the results of Serbian athletes increased from 27% to 54% over the entire period of 2010.
- However, if the results of tennis are subtracted from this index, Serbian athletes declined in the Olympic disciplines by 78% compared to 2009 (year of cross-section for the analysis of success in 2010). The decline in swimming, archery, and athletics was recorded.
- Compared to 2007, the competitiveness of the results of Serbian athletes for participation in the SOG in London (2012) has fallen by 7%, i.e. if from the observed state of the sport the results of women's tennis are subtracted; we can say that there is a rise for Serbia by 4%.
- Results in the shooting have fallen by 71%, but they remained above the results in 2007.
- In 2008, women made 59% of all winning athletes of Serbia. In 2011, there are no recorded victories and won medals in women's competition.

- Based on the results that the athletes of Serbia accomplished in 2011, at the World Championships and competitions equivalent to those at the OG, Serbia would win seven medals in London – shooting (4), water polo (1) tennis (1) and volleyball (1).

## Sports-medical care analysis

The Olympic Games are the identity of a modern civilization, which has developed respecting the natural, social, and economic laws. Natural laws belong to the biology of a man – an athlete, because an individual in the contemporary society expresses himself through the movement of the body (sport as a symbolic move) (Tasato, 2003).

Body movement and physical activity, continuously stimulate motor, cognitive, conative, visceral centres, changes the individual, develops and perfects many values highly appreciated and supported by all societies (Jevtic, 2011c). Human body during physical activity, as well as the body of an athlete, is the first natural element nurtured and developed in accordance with needs and natural limits, according to which health care of athletes is a priority, both for the national sport system, and the IOC and international sports federations (Vasić, Jevtić, Mitrović, & Radovanović, 2011).

In preparation for participation in the OCS delegations, working for the best athletes of Serbia, it is evident that the care for training, competition, health, social and professional status of many athletes is transferred to themselves or to their nearest environment (coaches, parents) and it is often carried without any kind of expert and professional control. This fact is confirmed by the data that 41% of athletes from 34 sports associations of Serbia (with about 250 000 athletes in 4365 distributed teams) carry out their medical examinations and pass their health certificates independently, 12% of them do not perform medical examinations at all, while 47% perform them in the organization of their association (Dikić, 2008).

In 2009, in cooperation with the British Journal of Sports Medicine, the IOC published a supplement on the topic of a sudden death in athletes. This is a continuation of this organization's activities in the field of medicine and science prompted by statistics that comes from the United States, Canada and Italy, which suggests that the incidence of sudden cardiac death in young athletes (persons aged 12 – 35) is 1:28000 of registered athletes per year (Dreyner, Oluims, & Engebretsen, 2009). Regardless of the quality of the sports system, it can be concluded that never has been sufficiently done for the development

of sports and medical care of athletes, and that each sport has its own “Achilles tendon” or a specific mechanism of injury and health risks for athletes. Athletes' injuries happen in both sports trainings and competitions, and the same can be reduced by appropriate training, customized competitive programme, the proper use of devices and equipment, adequate equipment, education of coaches and athletes (Vasić et al., 2011). One of the ways in which it is possible to influence further reduction of incidents that endanger the athletes' health is the regularity of medical checkups and monitoring athletes' training status.

Medical examinations are the best way to remove the suddenness of cardiac death, which was emphasized in a special edition by IOC. The practice applied by OCS corresponds to these efforts, for the strategy is implemented in the direction of compulsory preventive examinations in order to identify possible problems in the work of the heart muscle (cardiomyopathy, diseases of the vascular system of the heart). This is a standard adopted and regulated by the Presidency of the OCS (2008) as a measure of protection compulsory for all athletes who compete within the delegation of the OCS. Thus, since 2008, more than 470 athletes performed maximal cardiac stress test (Table 3).

In this area, the goal of the OCS is versatile, allocated in time and in line with the priorities that include technological line and staff development. However, evaluation of the athletes' health within the Olympic delegation, registration of possible injuries and the course of treatment, assessment of the effects of training and competition, defining risk factors, health education and building conditions for reliable diagnosis and effective treatment may be cited as priorities that are not feasible yet, but are intensively worked at.

## Health care value per se

The Olympic Committee of Serbia is not directly responsible for health care of athletes. Nevertheless, it is an organization that has a pronounced sensitivity to the need for health care of athletes in its programmes, and 8.3% of the budget is planned for the programme “LOG in London 2012” in individual and 9.5% in team sports fields in 2011 (Jevtić, 2009). This budget does not cover the insurance of athletes and coaches (accident insurance and travel insurance) which the OCS provides through the sponsorship agreement. The OCS programmes are not a substitute for regular health care programmes that must be implemented at the club and the NSF; they are an addition, a corrective measure, and a technological step forward.

Agreements with hospitals are made for an efficient healing of athletes through the process of sports medicine polyclinic system, modern analytics and diagnostics within optimal standards of health, sports, and medical care of athletes. The specificity of the Olympic sports system in Serbia lies in the fact that, out of 139 athletes who are in a broader list of the OG participants, nearly 100 of them do not train and compete in Serbia, according to which they are not entitled to compulsory health care.

The OCS, as a non-profit sports organization, finds the normative side to engage in the area of health care of athletes, analytics, and science, in the Charter of the International Olympic Committee. The OCS is given support in these aspirations by the documents of professional organization of the EU and international sports organizations, which have concerns about the health of athletes in the centre of their interests (Bergsgard, Houlihan, Mangset, Nodland, & Rommetvedt, 2007). However, the most

significant importance and value for the OCS has a strategy of its professional bodies and indigenous decisions that place an athlete in front of the sport, i.e. by which the athletes that are active participants in the acquisition of sports experience. In this model, some would say the philosophy of the organization (Kerr & Stirling, 2008), coaches, administration and professional services have a responsibility to protect and improve the good health of athletes, and are required to perceive all the health issues in front of the sports career questions. It can be concluded that the OCS strategy is realized through getting an answer to the question: “How will the decisions we make today affect the athlete during and after the end of his sports career?” Athletes’ welfare comes before results in this model and philosophy; it is the centre of policy, programmes, and procedures implemented by the organization or the system (Radojević & Jevtić, 2011).

**TABLE 3**

*Numerical display of the medical team and preventive examinations of athletes, delegation*

Games	The size of the medical team (doctor+ physiotherapist)	Number of athletes in the Delegation	Number of medical-ly examined athletes at the Republic Institute	Number of healthy ones able to compete	Fulfillment of the Decision (%)
Beijing - 2008	5+8	92	66	91	98
Vancouver - 2010	1+1	10	12	12	100
Singapore - 2010	1+1	32	32	32	100
WEYOF - 09	1+1	11	11	11	100
SEYOF - 09	1+6	99	99	99	100
WEYOF - 11	1+0	4	4	4	100
SEYOF - 11	1+5	100	100	100	100
Mediterranean Games	6+8	157	155	155	99
Total	17+28	505	479	504	

## CONCLUSIONS

As a method in this study, reflection has not had generalization of a theory as a goal, but striving for a synthesis that can be applied in new – similar situations (reflection for activities) through analysis of the structure and relationship in the Olympic delegation management process. The result is a larger number of conclusions in relation to the object and purpose of work, and these are:

*I Group of conclusions about the sports system of Serbia*

- Analysis of sports system is a complex cognitive process, which is mainly carried out by using qualitative research methods. Methods of research in the process sociology (process analysis of management in sport) and sports management are used in order to describe phenomena, discover relationships, and formulate conclusions about the system as a case analysis.
- The analysis that preceded the development of the OCS project “Beijing 2008” pointed out that

the sports system in Serbia is neutral, as well as restrictive in some areas. Neutrality and restrictiveness of the system result from the organizational model and value framework that is fostered. A high degree of neutrality in a part of the orientation towards athletes and their needs is observed, while restriction is observed in training innovations. It is not difficult to describe the restrictive system of Serbian sport. We live there. It refers primarily to the conditions and the quality of training, the width of a sports foundation and talent development path, quality and quantity of coaching structure, health care, and the application of science in training, but also our attitudes and lack of readiness for change. It is so strong, that it threatens the status quo of the forms (mass, children, school, national, elite...) of Serbian sport at the time of the rapid development of world sport.

- The general assessment is that changes within the sports system of Serbia are not small, they are in progress today, as if the order, and even to the extent of those in most of European sports systems of the eighties of the previous century. Nevertheless, each of the professions, and each member of the sports system, implicitly or explicitly, finds problems in the area of its activities and responsibilities. All forms of sport (mass, children, school, sport specific groups, Paralympics, national, elite) are full of problems, and so is the management that operates on the principle of action from multiple centres (non-consolidated model) of both formal and informal groups.

## II *Group of conclusions in the direction to the Olympic programme management*

- Characteristic of the OCS programmes for participation in the OG is planning which sets clear, understandable, measurable objectives, a selected course of action, and the way of achieving the set goal. As with other Olympic organizations, so is the programme orientation of the OCS accompanied by risk and uncertainty, because the decisions concerning the future event are based on currently available data. Decisions are made in relation to the results of the current state of the athlete's results that is little known about and that is variable. In this regard, a multi-year OCS plan, which implements the way of team building and participation in the OG, can be described as a business innovation inclined towards the

NSF and the clubs performance in which the Olympic athletes of Serbia train, the results of the athletes, their maintenance, and development!

- In the case of Serbia, changes in the sports system have been started by the National Olympic Committee for which the participation in the Olympic Games is the meaning of development, change, learning. The management of the OCS Olympic cycle 2004 – 2008 committed themselves to innovation, expertise and their connection with the process of changes and development of organizational capacity, which made the OCS a learning organization, which changes both itself and sports system. This was the beginning of the cognitive phase, during which the OCS started with the changes that are taking place in two directions today: (i) towards the efficiency of the organization itself, and (II) towards the whole sports system of Serbia. For the direction of changes the preferences have been selected which would, as in the previous, in the XXX Olympiad cycle as well, lead to a new value framework of the OCS system and a whole of sports system of Serbia.

## III *Group of conclusions related to future activities*

- Participation in the Olympic Games belongs to the field of management of special events, which belongs to the science of management. In the example of the OCS, the Olympic programmes are realized as a multi-year project established on the principles of good governance in sport that has a good athlete (athlete-oriented system) as a centre of its interest.
- After six years of realization, within two Olympic cycles (for the OG in Beijing and London), one can conclude that the Olympic programmes led to a consensus of all actors of the sports system of Serbia on the need for continuous change. Organizational and institutional consolidation, cooperation, mobility of knowledge, ideas, people, and capacities are a way or path that will have a role in improving the state of the system and of sport in Serbia, as a whole.
- Reflection of the management of the Olympic delegation raises many questions of the present and future, provides a basis for building a new organizational context, a higher level of practice and multi-level impact on changes of the sports system of Serbia and/or its evolution.

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