

# THE EFFECTIVE MANAGEMENT OF A SPORTS ORGANIZATION FROM A PRAXEOLOGICAL PERSPECTIVE

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## Context

This article features issues about effectiveness of modern professional sports organizations. A praxeological definition of an 'effective organization' was used, based on a literature review. These results indicated differentiated interpretations of effectiveness, as well as a lack of universal criteria and measurable measures. The aim of this article is to present an original, praxeological view of the evaluation of competence and effectiveness of sports organizations. This allows us to broaden the concept (including Quinn's [1988] Competing Values Framework, with additional items (efficiency, economics) and an added dimension (time frame). It was agreed that a major goal of a professional sports organization is to obtain its profits through creating a broad view of a sports arena.

## Methods

The paper used a literature review covering organizational management, systems theory, and praxeology.

**Table 1: An example of a efficiency estimate at strategic management levels in a sports organization**

<i>Expectations (needs)</i>	<i>Criteria</i>	<i>Measures</i>	<i>Goals</i>	<i>Results</i>	<i>Evaluation</i>
Sports Club development	Sports Score level	Sports matches level (class)	Advance 2 teams to a higher class within 3 years	Advance completed	Action efficient and effective
Competitive advantage obtained	Size of sport complex	Number of "our" fans compared to competitors	Increase the relative share by 10% in 2005/06	Increase ticket sales by 18%	Action efficient and effective
	Level of media interest	Number of articles in national press	Increase by 20 % in 2005/06 season	Overall press articles increase by 35%	Action efficient and effective
		Air time on national sports cable	Increase time by 20% - & information about club	TV Air time about Club increased by 15 %	Action sufficient but ineffective
More effective ticket distribution	Easily accessible ticket distribution	No of sales centres	Increase centres from 30 to 50 in 2005/06	40 centres opened, longer hours, better service	Action insufficient but effective
Increase awareness and interest in matches	Amount/ value of ticket sales	Euros	Increase sales by 10 %, till end of season	Grew by 2.5 %	Action insufficient and ineffective
Increase club's financial strength	Value outside finance/ sponsors	Euros	Obtain €0.5m support in the current year	Obtained €150,000	Action insufficient and ineffective
Financial Benefits for Share Holders	Dividend value	Euros	Increase share holders' dividends by 15% end of 4 <sup>th</sup> quarter	Dividends for share holders increased by 2.5 %	Action insufficient and ineffective

The model created a picture of an organization considering its specific characteristics based on appropriate scales - structures and processes, relationships between them, as well as empirically testing these relations.

## **Results**

Specific criteria and measures at each of the management level (strategic, tactical, operational) were assigned. The model shows the areas where the organization is functioning more or less effectively, in return allowing a optimal future strategy to be set up.

## **Discussions/Implications**

Implementing the concept of praxeology presented in this article, allows sport managers to become more precise and detailed in their effectiveness evaluations within their organizations. Presenting the different levels of management, introducing specific criteria and their measures, permits managers to monitor their work results, as well as opening up a more rational management style. This multidimensional concept of competence (effectiveness) not only shows the criteria, but also points to optimal processes, together with the dimensions and reasons for their ineffectiveness. A praxeological viewpoint on the effective management might be very useful in strategy planning in sports organizations. Praxeological theory is very useful in building efficiency models for all kinds of organizations. The Competing Values Framework (Quinn) combined with praxeological axiology might be very useful in creating an individual Organization Efficiency Model.

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