

INTERNAL CONTROL SYSTEM AND RISK MANAGEMENT SYSTEM IN PROFESSIONAL SPORTS ORGANIZATIONS. GROWTH DRIVER ACHIEVABLE

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Recently, economical/juridical events that involved medium/large scale Italian companies (as Cirio, Parmalat, Finmatica) together with sports areas (calciopoli, spalmaddebiti, doping...) underlined the inadequacy of the internal controls system, that should guarantee the truthfulness of declarations about economy/accounting/jurisdiction, finalized to stakeholders tutelage.

Particularly came up relevant critical states as:

- the low cultural level about control themes;
- the excessiveness of subjects employed in control and in vigilance;
- the absence of supervision and of coordination related to the areas of control and to the organization of results;
- the substantial subjection to the property of internal structures appointed to different titles at the head of the control system (the board of directors and the board of internal control, the structure of Internal Auditing, the board of auditors), that evidently harm independent principles and separation of roles;
- the inadequacy of the juridical body, which refers to another board (an auditing company), remunerated by the controlled subject, the certification of economical/financial flow of companies and of the related systems of recording and of communication;
- the lack of clearness towards minority stakeholders and (more in general) towards the owners of rights and of the market;
- the absence of a preventive system that objectively and quantitatively individuates the areas more likely to be company risky, finalized to give a program of inspections and of aimed controls;
- the absence of ethical principles.

So, it is necessary that the principles and the management of the control systems, which provide both the monitoring of elements subjected to examination and the activities of correcting and of effective intervention on emerged shifting (the control in its real sense), are subjected to a deep revision and are reshaped.

Particularly, professional sports organizations, nonetheless the great development of economical/financial areas associated to them, are, in most cases, characterized by the inadequacy of organization and cultural capacities in the economical/managerial sphere. Our attention looks up to them, so that it is possible to find the tool capable of highline preventively the most critic areas, or the ones more subjected to weakness and/or threats.

The proposal for improvements regard: the strengthening of those systems that can characterize in advance the specific areas of company risk, on which you can intervene with an adequate policy of independent controls. That policy can be managed both by external organization and internal ones.

In this context¹, and relating to the identifying of the risky areas on which making the necessary controls, it is useful to strengthen and make independent those responsibility of the internal control bodies, giving them definite tasks and fulfillments about the business process of risk management.

¹ Sending back to the considerations about the lack of resources and the impossibility that derivates of the external organs to characterize the risky areas.

The focus of the proposal regards the internal auditing as a specific and effective means of corporate governance of professional sports organizations.

Therefore, the scientific analysis proposed will make clear the most important elements we think should guarantee the efficiency both of the internal control system and of the system regarding the management and the risk valuation of professional sports organization.

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