

MANAGEMENT AND ORGANIZATION OF SPORTS: SPECIFIC MANAGERIAL PRACTICES

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Abstract

The relation between organizational theory and sports has always presented sports field as an interesting object for explaining the organizational phenomenon. This research paper is aimed at exploring organizational phenomenon in sports, defining sports organization concepts as well as sports organization management and hybridization. The topic has been discussed within the framework of organizational studies that are mostly related to organizational change, organizational performance and organizational structure. Those changes have transformed the environment in which organizations operate and it lead to the changes in its traditional measures to evaluate effectiveness.

Keywords: sports organizations, sports organization management, hybridity, analysis

Introduction

The way sports organizations are managed plays a significant role in the current affairs. It poses an interest to the researchers and managers being after a several cases in professional sports. The crucial importance refers to the sports organizations as the main entities for sports management and promotion.

While it is very important for the sports organizations to reach long-term positive results it is vital to create and maintain healthy environment for the people involved in the process. Only team work where every member is contributing to the whole process could bring the organization to good results. That is the reason for making collaborative efforts to be able to compete on the market and produce profit.

Sports organizations have their own specific characteristics that influence its corporate culture. We should understand and recognize all the aspects and specifics of the organization may help in detecting problems in it. That may facilitate the process of establishing a successful company.

The economic and social life of the organization is characterized by the liaisons between legal or physical individuals that are involved in the activity of this

organization and its management. In this case the manager takes the vital part in the relations between the investors or stakeholders with the organization, increasing its profit. Managers should establish contacts between the members of the organization or the organization itself and governmental bodies, so that to provide effective results for both sides.

The systems for controlling and planning are widely used in sport organizations by the managers. It includes several steps like setting goals, planning to reach these goals, a self-control process and it includes the revision system that influences the further assessment of performance. The athletes are involved actively in formatting of goals and objectives that is why they form the system of feedback while increasing the quality of performance.

Today organizations have to adapt to quickly changing environment. This process requires profound knowledge and broad mind from managers of sports organization. On this stage the hybridization occurs. It means that sports organization management absorbs the management practices and specifics from other managerial systems no matter what type of organization it refers to.

Many sports organizations have been historically referred to as voluntary associations, that is why they may be positioned as the third sector or civil society. In this framework they are acting like self-organizing, hierarchical networks in the independent way. Some time ago the sports network was able to act without interference of state or other actors but today we may talk about the co-influence of sports organizations and government as well as other units. This situation has led to the process of commercialization and occurring of new sort of management which is called a public management.

The sports organizations management is the important stage during the whole lifetime of the organization. The effectiveness of the organization and its success is closely connected with the quality and the performance of the managerial staff (Amblard H et al,1996).

Delimitation of the object and scope analysis

Typology of organizations in the field of analysis

Sports organization management is a complex notion which includes many aspects and involves a lot of actors. The management in the sports field has its own peculiarities even though, there common managerial practices that can be applicable to different fields. While finding approach to the definition of a sport management it is necessary to define what sports organization at first is. There are different definitions of the notion that vary but at the same time they have something in common.

Taking into consideration the above mentioned idea we could look at the first definition of the sports organization. Sports organization is a public or nonpublic unity for organizing event that are referred to athletics where sportsmen have to pay participation fee or that may be sponsored by government or other organizations (Codes.ohio.gov, 2015). In this definition the owner of this type of organization is not mentioned.

Let's have a look at the second one. Sports organization means a person or government that is organizing, sponsoring and conducting a sports competition or a group of people or governmental unities that act in the same way (Definitions.uslegal.com, 2015). Here we may notice that sports organization is a person or governmental unit.

Comparing these two definitions it should be pointed out that the main idea of the notion is common for two definitions. Sports organization is an athletic entity that is sponsored by someone or some organization. That means that it is not free and it is not easy to organize the sports competition as it requires profound preparation in different ways and with the help of other organizations.

The discussion around the structural characteristics of sports organizations has led to different kinds of organizations among those existing in the world of sports. Most of these organizations are aimed at promoting and developing of sports, e.g. clubs, local sports departments, league, national federations and associations. All these organizations differ in their goals and means, nevertheless, they are all the source of sport activity.

Taking into consideration the above mentioned facts it is possible to classify sports organizations into three types: sport governing bodies, sport event organizations and sport providing entities (Gomez, Opazo and Marti, 2007). The first type refers to the organizations that regulate and administrate sports, focusing on the development at all levels, providing the obedience in rules during the game or competition. The second type is those sports organizations that are responsible for the production of the competition system aimed to satisfy and articulate the needs of professional sports. The third type refers to the organizations that deliver and produce recreational or competitive sports programs at a local or community level.

The biggest part of all sports organizations refers to sport governing bodies. They take about 80 percent from all the sports organizations playing one of the leading roles on the international agenda (Gomez, Opazo and Marti, 2007). That means that they have similar aims and structures across the world. At the same time sport providing entities take 19 percent and only one percent is left for sport event organizations.

The classifying of sports organizations gives the opportunity to clearly understand their characteristics, purposes and means. While defining sports organization and sports organization management it is important to identify the common characteristics for sports organizations.

Four common characteristics of SO

Being a unity with a more or less defined structure and number of actors, sports organization could be divided into several types according to their aims and purposes (Ben Jomaa,2015).. Despite the fact that there are different types of sports organizations with their own purposes as well as set of goals and means to achieve them, there are some common characteristics for them.

First of all it's an effective sharing of goals. A sports organization imparts its business objectives to representatives at each level of it. Administration offers objectives with workers and gets them going to play a part with the clear vision of the

organization. Representatives and chiefs as well as managerial staff comprehend what is required to achieve these mutual objectives and endeavor to accomplish them (Small Business - Chron.com, 2015).

Then it is important to mention the teamwork. Sports organizations know how to create groups that work together to accomplish basic objectives. Representatives and managerial staff promptly offer their help to one another to achieve corporate goals.

While offering preparing opportunities those organizations give at-work preparation and open doors for employees to upgrade their business related aptitudes (Small Business - Chron.com, 2015). Associations acquire different people to give essential departmental and all inclusive preparing. Organizations additionally offer chances to seek for getting proper certificates and continue studying.

Another normal trademark for sports organizations is the way that they know how to adjust to circumstances and changes. Sports organizations know how to perceive and seize great open doors. Sports organizations dependably search for chances to develop. They likewise know how to adjust to environmental or technologies changes. They attempt to stay ahead or in accordance with changes in the business and business environment.

But the reality is changing...

Every organization is aimed at production of certain goods or services material as well as immaterial. In the sports field this production is the preparation of athletes at different level for sports clubs and national teams, the organization of sport events and competitions and providing the society with health services (Amblard H et al,1996).

For more effective administration of different kinds of objects in sports organization the managers should have a clear vision on how to administrate. While having the opportunity to influence employees to reach the goals of the organization, the leaders should know the mechanisms of management.

Today the manager of sports organization has to carry on multiple numbers of responsibilities to provide effective results. One of the most important functions that every manager has is the decision-making. Manager is the person who defines the direction of organization's activity, deals with the resource spreading issues and makes current regulations in the organization's activities.

Another responsibility of a sports organization manager is to collect the information from inside and outside of the organization and sports environment, explaining everything to the employees. Manager tends to be a leader of the organization who coordinates everything while being the representative of this organization on national and international agenda.

Adapting to the new time it is very important to keep in touch with the latest developments in the field. For effective management in sports organizations there should be highly professional education of the managers as well as profound knowledge in computer sciences, foreign languages, and organization of the work process in the company.

Despite the fact that sports management as well as any other management includes many components and has a complex structure, the main component is the

people who work in the sports organizations. The sports economics has been commercialized during the recent time that is why the role of the capital investments is becoming more and more important to the functioning and management of sports organizations (Bayle,2007). The people who solve the issues of sports management solve the issues of forming of a new infrastructure. The characteristics of this infrastructure should obviously correspond to the world standards.

The main issues of sports organizations management are closely connected to the search of objective ways of financial part in physical culture and sports. In sports organization functioning process usually occurs the issue of getting objective information in the process of making a decision. This situation presupposes the existence of sports marketing. The aim of sports marketing is to collect and analyze the information in order to provide the effective functioning of the organization.

Hybridity other organizations examined in sports management

Times of monetary starkness power government to reevaluate its part out in the open administration procurement. All the while, public desires stay high as we have lost trust in the business sector as a reasonable option.

Right now, hybrid organizations like "quangos" and social ventures could be a suitable center ground between government, business sector and society (Hybridorganizations.com, 2015). In any case, these types of organizations are regularly questioned. While its promoters trust that bringing entrepreneurial qualities into open administration procurement will make cooperative energy, commentators of hybridity apprehension defilement and worth conflicts.

Hybrid organization is an organization that blends components, systems and activity rationales of different parts of society, which causes strains (Hybridorganizations.com, 2015). These strains can have positive and negative impacts for the organization, its principals and clients. Hybridity in organizations could provide opportunities for the development but at the same time it may pose risks.

In the context of analysis such similar experiences the concept of "hybrids" has been developed. The perspective developed is about the potentials, risks and tensions of an increasing intertwining of components and rationales as they are linked with the government, the business sector and the civil society and its networks. It is suggested here that one should label those organizations that manage this hybridization to some degree in positive ways as "social enterprises" (Hybridorganizations.com, 2015). The concept has a number of dimensions. The first dimension of hybridization concerns resources. It becomes clear that market components can take shape by a differentiation to be observed within state-financing – that is, when additional financing can be acquired in the course of a public subscription to take part in a model project. Usually in the debate on the third sector, only two of these elements are mentioned, volunteering and donations, but there are many more resources to be taken into account - like the links with foundations, various kinds of (public-private) partnerships, and the impact of special support- associations Two other dimensions that are constitutive for a hybrid character of an organization are goals and steering mechanisms.

The steering mechanisms that operate simultaneously have to be seen in conjunction with organizational goals. The fact that neither a state-public nor third sector service provider is directed by the one overarching goal of being 'for profit' constitutes at the same time a chance and challenge; there is the chance to constitute a complex agenda made up by the various goals, but the challenge as well to balance and to keep the diversity of goals compatible (Evers, 2005).

Finally the linkages with partners in the neighborhood may influence the agenda as well. The processes of hybridization with regard to resources, goals and steering mechanisms can finally lead to search a new and different corporate identity that reflects the multiple roles and purposes of an organization.

The measurements in this bunch management inquiries concern the organization's general vital viewpoint and its system of values. There exists a key introduction that is completely gone for government and one completely focused on the business sector. Another orientation kind is the introduction of value system. The continuum within an aggregate orientation on the general population estimations of the gatekeeper syndrome and an aggregate orientation on the estimations of the business syndrome is the thing that it presupposes.

The frontier of hybrid organizations and the question of levels of analysis

The network organization

The network organization is gathering of legitimately autonomous organizations or backup units that have different strategies for planning and controlling their collaboration with a specific end goal to seem like a bigger substance (BusinessDictionary.com, 2015). In a business connection, three principle sorts of system association are regularly seen: inner where a substantial organization has separate units going about as benefit focuses, stable where a focal organization outsources some work to others, and element where a system integrator outsources vigorously to different organizations. The network organizations take the advantage of small teams. While each team has its own hierarchy it gives the opportunity for the organization to have smaller ones in its structure.

The network organization is a response to the complex environment that is characterized by multiple changes caused by globalization, technological progress and other market issues (Ccs.mit.edu, 2015). Network organization is characterized by components of structure, process, and reason. Fundamentally, network organizations consolidate co-particular, potentially elusive, resources that are controlled in a share. Joint proprietorship is fundamental, however it should likewise deliver an incorporation of advantages, correspondence, and summon in a productive and adaptable way. A network organization obliges taking into account operators' activities by means of their parts and positions inside of the organization while permitting specialists' impact to rise or blur with the improvement or disintegration of binds to others. As managers are making the decisions, specialists intercede and develop their impact through affiliation; they adjust the asset scene for themselves, their systems, and their rivals and in the process can change the structure of the system itself. At that point, a system as a

network organization presupposes a binding together reason and along these lines the requirement for a feeling of personality, helpful in bouncing and marshaling the assets, operators, and activities that are vital for closing the technique and objectives of reason. Without normal reason, specialists can't perceive either the viability or attractive quality of affiliation or know whether activities are coordinated towards helpful increases or not. These three outline components – resources and assets, control, and aggregate goal - recognize network organization from other organizations, resolute progressive systems, facilitating affiliations, social orders, and mass markets.

The assortment of components portraying network organization makes it far-fetched that any single contention can clarify the majority of its varied structures. There is any clarification which incorporates each of the three points of view it is this: change may make specialists location rising many-sided quality as agreeable solvers of the issues. Information sources are necessary to tackling huge scale integrative issues while specialists are basic to their skill - working so as to suggest that operators might just pick up in gatherings (Bayle,2007). To work as one team, they have to build up commonly good objectives, an intelligible gathering character, and standards for activity and correspondence that empower and cripple team and non-team activities separately.

The strategic group of organizations

The topic of strategic groups has been one of the most active areas of strategic management research. Strategic groups mean the number of companies or small unities that are operating within any industry. They are often defined as sets of firms by common mobility barriers.

While defining strategic groups there should be mentioned what a strategy is. Strategy means the direction and scope that an organization possesses in planning long-term activities that could bring advantages to it (WOLFE R, 2002). An identity of a strategic group is a number of factors such as mutual understanding within the working team. It refers to the characteristics of the group.

Identification of organizations with similar characteristics of strategy is the goal which strategic group analysis is trying to reach. Such groups are identified with the use of two or three characteristics as the bases of competition. There are several cases of the analysis of such type of groups, e.g. extension of product/service diversity or geographic coverage, changes in distribution channels, extension of the brand.

The examination of the strategic groups in an industry may offer vital look at the knowledge to administrators. Strategic groups are number of companies that into consideration common strategies. To be more precise, a strategic group comprises of an arrangement of industry contenders that have comparable attributes to each other however vary in vital routes from the individuals from different gatherings (Peteraf and Shanley, 1997).

Understanding the way strategic groups act inside an industry is essential for no less than three reasons. In the first place, accentuating the individuals from an company's team is useful because these organizations are typically its nearest competitors. While surveying their company's execution and considering vital moves,

team members are frequently the best referents for managers to consider. Now and again, one or more strategic group in the business is unimportant. Secondly, the methodologies sought after by companies inside other key teams highlight elective ways of success. A company may have the capacity to acquire a thought from another strategic group and utilize this thought to enhance its circumstance.

Analysis levels

A strategic group nature presupposes intellectual and learning capacities of companies. It may become challenging. While singular managers have intellectual capacities, companies and firms, entirely talking, don't. At the point of view when a company is driven by one top manager, the subjective procedures of the CEO are ostensibly the same as those that the company has. This is on the grounds that in spite of the fact that the firm may be made out of numerous people, the CEO has full obligation regarding examining nature and diagramming a plan of the company.

In many cases a company or a firm is overseen by top managers' group that activities aggregate process of making a decision. For this situation, the group may be seen as an aggregate performing actor with cognitive capacities if procedures of the group level permit colleagues to accommodate their intellectual contrasts and settle on choices in a moderately bound together and steady way (Peteraf and Shanley, 1997). The group is, basically, the delegate operators of the firm, whose occupation is to act to the greatest advantage of the association in general. At the point when the top administration group is generally homogeneous and when there is congruity of administration, it is much more sensible to see the firm as an aggregate cognitive on-screen character. Colleagues are prone to be a more homogeneous gathering in the event that they have spent the vast majority of their professions with the firm, since they will have been molded by related involvements. Regular experience through preparing projects and so forth likewise gives a homogenizing impact. What's more, an association's way of life may apply an intense homogenizing impact on group practices.

A subjective point of view may likewise apply on the whole to a company at whatever point there is a prevailing logic of a manager. A prevailing logic can be considered as a sort of learning structure that develops after some time out of the aggregate impact of the organization's key choices. It adds to the capacity of top managerial groups to act in a bound together way and to settle on steady choices.

A providing so as to prevailing logic encourages this as a store for authoritative learning. On the off chance that the prevailing logic rises above the residency of individual chiefs and serves to impact and arrange singular performing actors, then authoritative discernment is more than only a conglomeration of low quality phenomenon; it has a presence and consistency of its own.

It is helpful to use the analysis of a strategic group in several ways. Firstly, this kind of analysis helps to identify the competitors and on what basis they compete. Then, it may be used to raise the question about the possibility of movement from one strategic group to another of the organization. It may show the opportunities the organization might have as well as strategic problems that a group might possess.

Specific principles and practices in management of SO

Adaptations relating to hybridity

Organizations that are undergoing shifts, give visibility to both problems and potentials. Some challenges have a more basic character, while others may be transitional. It has to be taken into consideration that the hybridization processes can be mostly not seen as a part of an overarching strategy but must rather be understood as kind of ‘coping strategies’.

Services and organizations that have several dimensions, and cultivate them, may have the advantage to answer to different expectations at a time – expectations and goals that otherwise seem only to be realized on each other’s’ cost. In practice this could mean that an opening up of the public sector might give new possibilities(Bayle,2007).

Furthermore, the budgeting logic of public financing and the logic of making risky investments, the logic of making quick management decisions and the logic of participation will always be in a state of tension with each other. Besides such structural questions, there are others that have more to do with the concrete face of the processes of hybridization, given the present policy context. In practice one can find both processes of deprivation and enrichment. However at the same time such advantages have to be set against processes of deprivation that are effected by the retreat of political authorities, the downgrading of public services and a narrowing of their ambitions.

A very telling example here is the creeping commercializing of local public cultural institutions in the context of shrinking public support and the need to operate in a more business-like manner. Another challenge can be expressed by the terms diversity and inequality(Ben Jomaa,2015). A final pair of intertwined chances and risks is represented by participation and clientilism. All too easily it is supposed that by giving a greater role to networks of local groups within a public service, then the “civic” side of society will be privileged.

The opportunities and difficulties that have been sketched above point to the key role of politics and, more precisely, to the need for concepts of social services and of forms of governance and regulation that strengthen the potentials while limiting the costs of such processes of hybridization. The time of ‘pure’ market orientation seems to be in retreat and a kind of new consensual politics has been established on the fact that governance should matter and therefore needs to be modernized.

The definition of a social enterprise as a special form of social service provision that takes shape by hybridization would then be as follows:

- It has a considerable degree of autonomy.
- It is taking up in practice the chance to develop an entrepreneurial style of action.
- It is ready to balance social goals and steering inputs as they come simultaneously from state-based and local civil society-based stakeholders against its market relations.

- It is safeguarding positive social effects not only for the individual users but also for the larger community (Evers, 2005).

The mix of components from government, business sector and society may lead to tensions that may occur in hybrid organizations, which can possibly bring different positive and negative impacts. These can be compressed as financial, execution related, social and administration related advantages and challenges.

Economic impacts imply that hybridity can advantage an organization's money related and financial position by accessing new markets. Be that as it may, it can likewise prompt different types of out of line rivalry, for example, the utilization of cross-endowments, the utilization of secret government information for business implies, the framing of open restraining infrastructures and the mix of clashing parts. Financial impacts are particularly normal in most circumstances in organizations that are hybrid on the measurements of multi-dimensional model abridged as managing structure and exercises. Impacts related to the performance demonstrate that hybridity can serve as a motivating force to build viability in the procurement of open administrations and additionally it can make organizations disregard their open errands for their business exercises.

Risks related to the culture are described by the way that hybridity can lead the organizations to consolidate the best of both from private and public sectors. It can likewise make social clashes as private area qualities are acquainted which are regularly seen with be more grounded than open part values as they depend on individual self-intrigues as opposed to on selflessness. Cultural impacts are particularly not out of the order in organizations that are hybrid on the measurements of the multi-dimensional model abridged as managing methodology and society.

There are impacts that are related to the management. The hybridity can positively affect organization with its political principals; however it may prompt entrepreneurial conduct when associations choose to singularly seek after their business objectives. This makes hybrid organizations less tried and true accomplices for their political principals in the procurement of public administrations. Impacts that are related to the management are particularly not out of the ordinary in associations that are hybrid on the measurements of multi-dimensional model outlined as managerial and governmental issues.

Despite the fact that there are numerous treats to the conceivable impacts of hybridity as commonly barring, they are, when inspected all the more nearly, frequently two sides of the same coin. It is impossible to pick just the one and not the other: hybridity is a complex issue. Every constructive outcome has a flipside and the other way around. Hybridity's advantages can likewise be conveyed to fulfillment when its dangers are appropriately contained and oversaw.

Managerial innovations

Standards and procedures in innovation management can make enduring point of preference and produce emotional movements in position of competition. In the course of recent years, management development has become more than whatever other sort of advancement and has permitted organizations to cross new execution edges.

Yet for some odd reason, few organizations have a very much sharpened procedure for ceaseless administration development. Most organizations possess formal system for item development, and numerous have R&D bunches that investigate the outskirts of science (Harvard Business Review, 2006). For all intents and purposes each association on the planet has as of late worked methodically to reexamine its business forms for the purpose of rate and proficiency. It is strange that so few organizations apply a comparative level of persistence to the sort of advancement that is so important, e.g. innovation in management.

Management innovation is characterized as a stamped takeoff from conventional managerial standards, procedures, and rehearses or a takeoff from standard hierarchical structures that fundamentally modifies the kind the management of work is being performed. Basically, innovation in management outperforms. Typically the work of a manager should include the following:

- Set objectives and lay out arrangements;
- Motivate and adjust exertion;
- Coordination and control exercises;
- Accumulation and apportion assets;
- Acquire and applying information;
- Build and sustain connections;
- Identify and create ability;
- Understand and adjust the requests of outside bodies' electorate (Harvard Business Review, 2006).

In large organizations, the best way to change managerial work is to rehash the procedures that represent that work. Administration procedures, for example, key arranging, capital planning, venture administration, enlisting and advancement, worker appraisal, official improvement, interior interchanges, and information administration are the apparatuses that transform administration standards into regular practices (Birkinshaw, Hamel and Mol, 2008). They set up the formulas and customs that oversee the work of administrators. While operational advancement concentrates on an organization's business forms (acquisition, logistics, client backing, etc.), management innovations focus on an organization's process of management.

Sports organization management is a process of consequently changing actions that have repeating and cyclic character. This process includes three stages: defining goals, prognostication and planning. Sports organization usually has several goals that is why it is very important to define one main aim and supporting aims (Bayle, 2007). After the manager has posed these aims to the organization it is vitally important to predict the possibility of the achievement of these aims. To achieve the goals the manager should provide the members of the organization with a clear plan on how to reach those goals, so that every member could make the necessary contribution to the common good.

Conclusion

The research paper has surveyed the notion of sports organization as a part of the process of sports organization management. Sports organization is a complex notion which includes many aspects and involves a lot of actors. It usually refers to the public or nonpublic organization in the sports field with the athletic activities that is sponsored by the government or other organizations.

The management in the sports field has its own peculiarities even though, there common managerial practices that can be applicable to different fields. While finding approach to the definition of a sport management it is necessary to define what sports organization at first is. There are different definitions of the notion that vary but at the same time they have something in common.

Today the manager of sports organization deals with multiple issues thus having a great number of responsibilities to provide effective results. One of the most important functions that every manager has is the decision-making. The manager is the person who defines the direction of organization's activity, deals with the resource spreading issues and makes current regulations in the organization's activities (Ben Jomaa,2015). The professional manger has also to collect the information so that the organization could be aware of the environment as well as this person should be aimed at achieving the best results for the effective activity of the organization.

Today's world is characterized by close interaction and co-existence of different kind of organizations that are operating in different fields. In this case the hybridity occurs. That means that organizations can work together taking the advantages of each other in order to succeed. At the same time hybridity has a double soul. On the one hand, it can bring positive changes to the organization's activity but on the other hand, it may be the reason for certain risks. Nevertheless, when considered properly the hybridity can bring only good but in this case all the risks should be properly managed and contained.

The research has shown that spots organization management is a complex concept that includes great variety of aspects. To operate successfully the organization should have a responsible manager who will lead it to the prosperity, taking into consideration the changing environment, globalization process and technological development. The world tendency of the increasing of the technological level in the sports field requires capital investments. In these conditions the care about the future of the organization, strategies for its development and management control take place. The success of the organization depends on the quality of the strategic management that should envisage and predict the possible threats as well as the opportunities for further development of the sports organization, helping it to adapt to the changes in the environment and influence the formation of its factors.

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