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Strengthening Employment Perspective in Disability Sport Sector

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CONTENTS

START-UP BUSINESS PLAN

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ENTREPRENEURSHIP AND BUSINESS PLANNING

In business terminology, there is a whole category of business terms that are most commonly misused, underestimated or taken for granted, thus causing confusion and misunderstanding. Typical examples are the terms vision, mission, values, goals, core competence, ... The term "business plan" probably belongs to this group. Although it may be said that this term is most often used in a relatively correct sense of the word, practice shows that the potentials of business planning are underestimated and that this process is not taken seriously enough.

The main dilemma when it comes to business planning is the question concerning the core values of business planning. Numerous academic papers and studies have been produced around this question and seeking to determine whether a business plan is really worth the effort, and if so, in what circumstances.

In management theory, there are many concepts of business planning presented, most of them relatively similar, with almost identical content, but also there are a few that stand out for their clarity.

Finally, business planning certainly has its value that makes it an always relevant concept, if nothing else, then because the financiers and potential investors expect to see a business plan.

INTRODUCTION

As someone who looks to start his own business, be his own boss and thus become an entrepreneur, you are facing a fundamental problem at the very beginning of your venture. It is exactly because of this "fundamental problem" that many often give up on this idea or at least put it on hold until "better times".

That "fundamental problem" is of a financial nature: how to finance your business idea, i.e. how to bridge the initial period from the development of an idea to it becoming a sustainable business?

The funds are usually insufficient, and that "difficult start" almost always requires them. Entrepreneurs then turn to all those who could potentially financially support the idea: banks, professional investors, microcredit institutions, donors, ... in a word - financiers.

However, even when there are plenty different financiers, they always look for one thing: a formal document outlining an entrepreneurial idea in more or less detail, taking into account all the important aspects of turning an idea into a sustainable business. Therefore, they are looking for a BUSINESS PLAN. Offer them a business plan showing that you have thought through all dimensions of your idea and business, and prove that your idea is meaningful from the point of view of business results, and they will be the "wind in your sails" - you will get the funds you need to "turn your dreams into reality". Sounds simple?

Well, it actually isn't.

If you don't have financial resources, you probably won't have a business plan either. Because most people are not able to do it on their own due to the lack of financial literacy needed for all financial calculations and budgets and meeting the minimum financial reporting standards.

When we are unable to do something on our own, we turn to someone else for help. In this particular case, we turn to business consultants specialised in the preparation of various types of assessments, forms, reports and plans. Among other things, business plans.

And the amounts they charge have at least three, and sometimes four, zeros after the first number. At this point our enthusiasm starts to slip away:

- to start a business we need money, but we don't have it;
- those who might be willing to support us, they ask for a "genius" business plan;
- we do not have the skills needed to write a business plan because not all of us have graduated from economic or business secondary school or university;
- those who could do it for us are willing to do it, but only in return for a generous fee;
- yet again, we have no money;
- …

Trapped in a vicious circle of lack of funds for the steps we need to make, we put our idea on hold until "better times".

This module aims to help you bridge this gap between what you want and where you are when it comes to writing that much-needed document called business plan. Instead of paying money to business consultants, the technologies that are for you for quite some time now, make it possible to write a business plan based on a "do-it-yourself" principle.

Its main purpose is to help potential entrepreneurs test their business ideas and write a business plan, at the sole expense of (own) time and (own) mental capacity, that will meet all standard requirements of potential creditors and investors,

This module cannot guarantee that you will definitely start a business, or make it sustainable, but it can definitely make you ask yourself the right questions when it comes to your business idea, and help you fulfil some of the technical requirements that potential investors impose on entrepreneurs, which involve a valid business plan, without having to pay consultants hefty fees.

Now it's your turn!

On its path to Euro-Atlantic integration, primarily to the EU, Bosnia and Herzegovina is undergoing numerous reforms, adopting new policies, regulations and action plans. One such reform is that of small and medium-sized enterprises, marked by the EU, in Lisbon back in 2000, as the backbone of the European's economy and the foundation for future economic development of this integration and its most important cog. The signing of the European Charter for Small Enterprises and the subsequent adoption of the EU's Small Business Act are a clear proof of such commitment on the side of the Europeans.

Bosnia and Herzegovina has many problems in this area. Ask the entrepreneurs. The measurement mechanisms introduced by the Charter suggest that we have a long way to go. This is emphasized even more blatantly in the World Bank's annual Doing Business report. Year after year. The biggest problems

lie in, as can be assumed, numerous bureaucratic obstacles and procedures facing aspiring entrepreneurs who intend to start their own business, a start-up. From an idea to a start-up takes way too long.

On the other hand, with the Lisbon agenda, the EU has announced its intention to become a knowledge-based economy. Thus, education and training, especially for those outside conventional schooling, i.e. specialist forms of education, have gained great importance, making the situation even more difficult for our country. Namely, according to the Global Competitiveness Report, which is published annually by the World Economic Forum, Bosnia and Herzegovina has serious problems when it comes to the capacities and institutions for training and additional specialist training.

CONCEPT OF ENTREPRENEURSHIP

Entrepreneurship, i.e. self-employment as its essential feature, is always and everywhere the idea par excellence, which has its audience, but which, until recently, represented an alternative to the traditional employment concept. The primary source of this "alternativeness" is the risk that self-employment carried – an arduous, thorny path, where nothing was certain, and where there was no one to complain to if you don't get your weekly or monthly pay, nor could the union protect you. As its counterweight and predominant concept, traditional employment was (and still is, especially in state-owned companies and institutions, to a large extent) a symbol of security and a "risk-free" concept.

Meanwhile 'the *entrepreneurial idea has* gone *mainstream*, *supported* by *political leaders* on the *left* as well as on the *right*' (The Economist, 2009). Today, it is the mainstay of all development policies, and entrepreneurs, as it seems, are now treated with a bit more respect. However, such an attitude towards entrepreneurship is not novel. Even Joseph Schumpeter, a representative of the Austrian school of economic thought (or the Psychological School), argued that entrepreneurship is the driving engine of economic development of a certain country. Schumpeter was the first to coin the term "creative destruction", which he used to describe the transformation process that accompanies radical innovation. In his vision of capitalism, the innovative entry of entrepreneurs was a force that sustained long-term economic growth, even as it destroyed the value of established companies that enjoyed some degree of monopoly power. Free online newspapers destroying traditional newspapers can be used as an example of such "creative destruction", which is contemporary and current. This is particularly notable in an era of mobile (especially tablet) devices that further simplify the use of the services offered at these sites.

The term entrepreneur commonly refers to someone who starts a business, be it is a small local grocery store or a high-tech business - that is, in fact, how most people perceive the term "entrepreneur". For the purposes of this paper, this definition of an entrepreneur (as some who starts a business) is the most appropriate. However, it should be noted that this is the definition of an entrepreneur (and entrepreneurship) in a broader sense, and that an entrepreneur in a narrower sense is (*The Economist, 2009, p. 1*) "... somebody who offers an innovative solution to a (frequently unrecognized) problem. The defining characteristic of entrepreneurship, then, is not the size of the company but the act of innovation."

As stated in the aforementioned the 2009 Special Report on Entrepreneurship, there are many misconceptions or, as the Report calls them, myths about entrepreneurship, five of which are prevalent. Of course, *The Economist* is here as a myth breaker:

- Entrepreneurs are mostly "orphans and outcasts", antisocial geeks who invent revolutionary gadgets in their attics - but The Economist disagrees (2009, p. 2): "... *entrepreneurship, like all*

business, is a social activity. Entrepreneurs may be more independent than the usual suits who merely follow the rules, but they almost always need business partners and social networks to succeed.."

- Most entrepreneurs are very young - popular stories about young Jobs, Gates or Dell who started a very successful businesses at a very young age contribute to this, but the facts say otherwise: the number of founders under 25 is twice as small as those with over 50.

- Entrepreneurship is largely driven by venture capital (capital from venture capitalists, wealthy individuals as investors) – but once again, nothing shatters existing conventional wisdom like the facts that don't support it. Namely, "... *But most venture capital goes* into *just a narrow* sliver of *business*: *computer hardware* and *software*, *semiconductors*, *telecommunications and biotechnology. Venture capital accounts for only a small slice of start-ups. The vast majority of money for start-ups comes from personal debt and the three f's, namely friends*, *fools* and *families*." (The Economist, 2009, p. 1)

- To be successful an entrepreneur has to invent a revolutionary product – however, focusing on processes (rather than products) and innovating them can prove just as successful. As an example, the Report mentions Richard Branson and his Virgin Airlines. Namely, Branson did not invent flying or passenger planes. What Branson did was about innovating the flying experience by providing entertainment to passengers.

- Entrepreneurship cannot flourish in big companies - although this is not the focus of our paper, at least not in the true sense of the word, it is important to draw attention to the fact that every new project, every completely new thing that a company offers, or any innovation that reshapes or completely changes the way the company worked until then, is the result of nothing else but entrepreneurial action and thinking within a larger system. In fact, on a daily basis we are offered evidence that an entrepreneurial spirit is the core, the DNA of all successful companies. Because, as mentioned earlier, an entrepreneur is somebody who offers an innovative solution to a (frequently unrecognized) problem and the defining characteristic of entrepreneurship, then, is not the size of the company but the act of innovation.

BASIC CONCEPT OF LEADERSHIP IN PARASPORTS

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BASIC CONCEPT OF LEADERSHIP

The secret of leadership is simple, do what you believe in.
Seth Godin
Where management ends, leadership begins
Global Leadership
Rađo & Sadžak. 2009

In scientific literature, there are more than 350 definitions of the term "leadership" in the English language alone. Classical leadership is defined as: "*influencing others to direct efforts towards achievement of a particular goal* [Lufthan], *making individuals in an organization do certain things* [Mullins], *the behaviour of an individual when he is directing the activities of a group toward a shared goal* [Hemphill & Coons], *interpersonal influence*, exercised in a *situation*, and directed, *through* the *communication process*, *toward* the *attainment* of a *specified goal or goals* [Tannenbaum, Washler & Massarik], *the initiation and maintenance of structure in expectation and interaction* [Stogdill], *influencing activities of* an *organized group towards goal achievement* [Rauch & Behling], *influencing the activities of an individual or* a *group in efforts toward goal achievement in a given situation* [Hersey & Blanchard], *influencing* the *activities of followers through communication process and toward* the *attainment* of some *goal* or *goals* [Donelly, Ivancevich, Gibson], *the accomplishment of a goal through the direction of human assistants* [Harvard Business Review], *using power* to *influence* the *thoughts* and *actions* of *other people* [Zelenik], *the art of mobilizing others to want to struggle for shared aspirations* [Kouzes & Oistner], *an influence process that enables managers to get their people to do willingly what must be done* [Cribbin], *the art of influencing others to their maximum performance to accomplish any task, objective or project* [Cohen], *and development of a clear and complete system of expectations in order to identify, evoke, and use the strengths of all resources in the organization, the most important of which is people* [Batten] (According to Stefanović et al., 2006, p. 2).

Also, one of the frequently used is Lord Moran's definition, which is based on his observations of top world leaders, which reads: "*Leadership is the capacity to frame plans which will succeed and the faculty to persuade others to carry them out in the face of all difficulties – even death*." We see two parts in the definition. The first refers to the capacity to frame plans (programmes, projects, etc.) with a high probability of success, implying that these plans are realistic. For this, the leader must have complete information about the quantity and quality of the resources available, as well as strong knowledge and understanding of the environment in which the plan is to be implemented. The second part of the definition refers to realisation of the plan. The plan is carried out by the people working for their leader, who usually have their own ideas and plan, and who will very likely encounter various problems and obstacles while carrying out the plan. Therefore, the leader must possess persuasion skills that will help people carry out the plan despite all the problems, discouragement and failure. The given definition can be very easily adapted to any given situation since leadership is always *Getting from Knowing to Doing*.

Also, leadership can be defined as "*the process of influencing the activities of an organised group in its efforts towards goal setting and goal achievement*"(Šehić Dž., Penava S., 2007., p.4).

In the light of the above, the foundations of leadership are **people, influencing people and goals**. Leadership is the result of the interaction among people, using influence, to achieve certain goals.

MANAGEMENT VS. LEADERSHIP

Leadership cannot be described without relating it to management. It is exactly for this reason that this relationship needs to be explored. One of the parameters is the content scope covered by global leaders and managers.

Another dimension through which we could compare the relationship between management and leadership would be the business function, and here we could say that there are no differences as, according to Fayol, management and leadership are secondary or administrative functions. Differences arise in relation to other secondary functions as management is more focused on decision-making processes in the broader sense of planning, organising, control, while leadership is more focused on directing or coordinating the members of an organisation.
If their relationship to people is analysed, then a manager is a kind of rational moderator or a ¨slave driver¨, i.e. he focuses on the set goal or the success of the organisation, while a leader is a kind of ¨great teacher¨, he is people-oriented and considers people a priority. In their relations with people, managers demonstrate bounded emotionality, whereas leaders demonstrate empathy.

In relation to the organisational goals, managers are almost always focused on short-term goals, while leaders are focused on long-term goals. Managers attempt to personalise the relationship towards the set goals, while it is the other way around for leaders. In order to connect with people, managers try to coordinate and balance in all situations, even when conflict arises, while leaders try to avoid conflicts and arouse enthusiasm among people in all situations.When talking about the means to achieve goals, managers tend to rely more on organisational/ calculating means and methods, while leaders are focused on the "living component of an organisation" and they try to influence people through communication and motivation.

If we are talking about the development of the organization, then the manager is more of an ¨anchor¨, who tries to maintain order or status quo, while the leader is a missionary whose vision leads further (Rađo and Sadžak, 2009, p. 42)

When talking about organisational development, managers are more of an ¨anchor¨, making effort to maintain order or status quo, while leaders are missionaries led by a vision (Rađo and Sadžak, 2009, p. 42) Management is the process of rational use of the factors of production to achieve certain goal. The most important aspects of management are planning, organising, leading and controlling. Leadership is the process of directing and inspiring individuals to act towards achieving a common goal.

LEADERSHIP STYLES

Leadership style is the way in which relationships between the leader and his associates as well as other employees in the company are established, i.e. the way in which the leader directs the behaviour of subordinates and the means he uses to connect with them or make them practice desired behaviour (According to Adžić, Petković et al., 2002 , p. 301.).

Leadership style is the behavioural pattern a leader establishes while guiding organisation members in appropriate directions.(Certo)

Leadership style are the *traits*, *behavioural tendencies*, and *characteristic methods* of a *person* in a *leadership position*.

The basic criteria for distinguishing leadership styles are as follows: (According to Adžić, Petković et al., 2002, p. 301)

·   leader's approach to motivating subordinates - coercion or incentive,
·   the way a leader makes decisions,
·   the sources of power a leader uses to influence subordinates,
·   the ability of a leader to adapt his behaviour to different situations.

Based on these criteria, we distinguish:

·   classical leadership styles and
·   contemporary leadership styles.

•   Classical approaches to leadership:
•   1. Trait approach,
•   2. Skill approach,
•   3. Behavioural approach.

Classical behaviour-based leadership style can be:

1.   autocratic,
2.   democratic,
3.   liberal.

The autocratic leadership is a leadership style characterized by the leader making decisions alone. He does not trust his associates. He uses coercion, and his influence derives from formal authority. There are two subtypes of autocratic style: charismatic and paternalistic leadership. A charismatic leader relies on personal qualities that make him different from others, while a paternalistic leader builds his power on a vision of the company as his family, he is a father who cares about the well-being of employees. Autocratic leadership is used in small businesses, where with the growth and development of the company, this style must be transformed into a leadership style that is more appropriate in a given situation.

One of clearest examples of an autocratic leader is H. Ford, who in 1905 invented the Model T engine, which at the time was a sort of ¨people's car¨. He introduced the conveyor belt in the production and made a revolution in organisation. Namely, Ford's work principle was based on mistrust of co-workers and non-delegation. Ford said that Americans could have a car painted any colour ¨as long as it was black¨. However, the ¨king of cars¨ became inflexible over time. In the meantime, rivals such as Chrysler and General Motors offered a larger number of car models. He still pushed the T Model with minor modifications. All this affected sales, and in 1927, it declined so much that its production ceased. In 1940, the company had only a 20% share in American automotive market, so autocratic leadership made the company collapse. It was only in 1945 that Ford's grandson Henry Ford II took control over the company, democratised management, among

other things (brought in the participative leadership style), which resulted in the revival and recovery of the company. (Rađo and Sađak, 2009, p.26)

Democratic leadership style is characterised by greater involvement of subordinates in decision-making, greater trust in subordinates and faith in the readiness and willingness of subordinates to take responsibility in the decision-making process. Decision-making is decentralised, authority is delegated and this style ensures employee participation, organisational flexibility and better performance. Democratic leadership is found in medium and large enterprises.

Democratic leadership style is just opposite of autocratic leadership style, primarily characterised by: (Rađo and Sadžak, 2009, p. 25.)

- employee participation,
- delegation,
- teamwork
- consultative leadership,
- shared sovereignty.

E.g. German Mitbestimmung – co-worker management; modern management founded in 1951. According to Cullen, co-management is a form of delegation of control powers from management to employees. (Rađo and Sadžak, 2009, p. 25)

A liberal leadership style is characterized by the full involvement of all employees, in whom leaders have full confidence, and the employees feel completely free to raise any issue. Liberal leadership is practiced in companies regardless of their size, which are organised in teams and working groups, where complex tasks are performed, requiring sophisticated knowledge and highly educated people, who do not accept constraints or rigidity. (Rađo and Sadžak, 2009)

Modern approaches:

1. Situational approach
2. Contingency theory
3. Path-goal theory
4. Leader-member theory
5. Transformational leadership
6. Transactional leadership
7. Team leadership

Transformational leadership – inspires employees to radical changes in attitudes, behaviour as well as their integrity and the legal aspect of an organisation with the aim of improving its values. The transformational leadership style actually inspires sensitisation on creativity and new ways of problem-solving, encourages the creation of a participative organisational climate and it is close to charismatic or inspirational leadership. A good example of a transformational leader is Lee Iacocca, who successfully transformed Chrysler, which was on the verge of collapse, and which became a successful company following the transformation. In this context, as an example of a charismatic and visionary leader, we can also mention Jeff Bezos, the founder of Amazon.com, who has all the characteristics that can be associated with a charismatic and visionary leader. This means that he has a vision, which he can articulate into concrete plans, is ready to take risks in

order to achieve that vision, possesses environmental sensibility and sensibility for the followers (Rađo and Sadžak, 2009, p.48).

Transformational leaders should lead their followers towards changes, motivate them to initiate change themselves and re-examine the approaches of their leaders and the approaches they have developed through joint work. One of the most important qualities a transformational leader should have is charisma. Charisma is a particular personality trait that gives people the power to be treated as leaders. The role of followers is to confirm whether the leader has charisma or not.

A *special* personality *characteristic* that *gives* a *person   superhuman* or   exceptional *powers* and is *reserved* for a *few*, is of *divine origin*, and results in the person being treated as a leader (Weber, 1947).

Transformational leaders are constant learners, focused on helping and serving, radiate positive energy and believe in others, lead a balanced life.

An example of transformational leadership is the transformation of Ford, after the huge decline experienced in 2006. In September 2006, Alan Mulally, a proven leader (for 36 years) of Boeing, took over the Ford company, believing that he would turn it into a quality- and value-oriented company, and by the time he left the company in 2014, it became one of the most successfully revived companies ever.

Alan Mulally's roadmap to success entails:

1 - self-change,
2 – change of others (negative work environment),
3 – openness, trust (which caused the company to collapse),
4 – opening factories, charities, advocating for others.

Transactional leadership is focused on goals, that is, it is a leadership style where main interest, according the definition of leadership, is to influence employees to complete project tasks. Transactional leadership is reflected in the fact that leaders determine what subordinates should do in order to achieve the organisational goals, set tasks and assign tasks to their subordinates, and then encourage and motivate them to achieve the goals set. Transactional leadership is process-based leadership in which *rewards* and *punishments* are contingent upon the *performance* of the *followers*. This theory is based on the realisation of organisational tasks and goals through the realisation of personal interests of its members, not only leaders, but of all followers as well. The essence of the approach is the mutual exchange between the leaders and members of the organisation, in which both parties benefit (e.g.: the business owner gives employees a salary and a status in exchange for their work). It is the leader who, if necessary, must adjust and correct his style and behaviour to meet the expectations of all members of the organisation (Mandić et al., 2011, p.125). The key to an organisation's success is in providing opportunities and motivating people to express their talents and abilities.

The coaching type of instructional leader instructs employees in facing specific problems. In practice, coaching leadership looks like the work of an athletic coach who sees incorrect styles or movements his athletes practice and then advises them how to correct these. The main characteristics of coaching leaders are:

Careful listening because it is then that the coach can understand the facts and emotions associated with the issue discussed, avoiding the trap of jumping to conclusions or even criticising the follower.

Providing emotional support that plays a crucial role in motivating followers,
Leading by example in modelling good behaviour, thereby gaining further trust of followers (Rađo and Sadžak, 2009, p. 50).

Superleadership focuses on a lead-by-example approach, which means leading followers to lead themselves. This type of leadership should actually teach followers to think for themselves, to act constructively and independently, that is, teach a man to fish, instead of give man a fish. Superleadership should give positive energy to people, in order to overcome mental barriers to work and cooperation, it boosts their self-confidence and self-esteem, awakens in them the competencies they possess but have not yet come to the fore, and convinces them that they can deal even with the most complex problems. (Rađo and Sadžak, 2009, p.50).

TEAMWORK IN PARASPORT

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BACKGROUND

Achieving results in our work or in what we do is far more successful when working in team, that is, when there is a team is behind the results rather than an individual. Everyone who feels the true spirit of teamwork and a team environment will surely say that teamwork is the most powerful tool one can use to achieve the goal, and that a team is a particular environment that harmonizes all flaws and shortcomings and turns them into advantages and strengths that are established in the spiritual mission of the team.

Team creation is a process that has its stages and nothing happens just like that. Teamwork requires an organised system where all links in the team are bounded together and team members have their roles.

Only in such a system can teamwork be expected, which will yield a team result, that being the ultimate goal of each and every team.

The very first prerequisite for success is knowing the purpose of the team. Before we start developing the strategy for our team, the question we need to ask ourselves is WHY we need or want to work in a team. This is followed by the question of WHAT we want to achieve with the team and finally the question of HOW we want or can achieve it. Without answers the questions Why, What and How, and without understanding their true meaning, we can end up on the wrong path and sooner or later we will find ourselves in a dead end where we will not be able to see the light of our results for which we have started the journey called teamwork.

The answer to the WHY question leads us to the depth of emotions that reveal the inner spirit of the team we are creating, which builds a culture of belonging that every team should create with its inner energy. When we feel that we belong somewhere and to something, we feel the connection and security that we need in order to prosper and be successful. The crave and quest for belonging is in the human nature. Regardless of what goal we have set, we need to build trust in those with whom we have shared values and beliefs, so that the path to achieving that goal can be experienced together in the same way. The WHY question is the emotional component of the decision as opposed to the rational component that allows us to express the reasons for WHAT and HOW we do something to get across the finish line successfully and

with the result that we ourselves expect or that is expected of us. Teamwork is much more than the way we do something. Many organisations tend to create teams because they know that through teamwork they can use their capacities in the best possible way. However, awareness without a vision is not a guarantee of success the teamwork is expected to yield and thus justify its existence.

The vision of teamwork is a philosophy in which we assign roles to each member of the team in such a way as to acknowledge the values of each team member who will, on the stage of the team performance, play the assigned roles in the best way possible, not for the sake of individual promotion but for the sake of promotion of team result, which is the purpose of any team.

Achieving a state in which team members inspire each other by awakening their hidden talents that led by a team spirit vision are revealed and emerge on the surface as beacons, is a spiritual mission that will realise any vision of the team in an exact and acceptable way with a noteworthy result and that will lead to the desired result. Inspiration is a miraculous experience that unites team members in a unique sense of fulfilling their assigned roles on a journey where they feel like travellers who know the purpose and goal of their journey.

"*Good teams become great* ones when the *members trust each other enough* to *surrender* the *Me* for the *We*" is a definition taken from Phil Jackson's book "Sacred Hoops", which best describes the philosophy of a team in a simple and practical way and conveys a message about is the ultimate purpose of teamwork.

The educational content prepared for Teamwork Training aims to guide all STEPin online training participants through the basics of teamwork, the organisation and functioning of a team with a focus on people with disabilities in sports. Teamwork is a unique category that is applicable to all categories and populations and represents an inexhaustible source for collective advancement with clearly set mission, vision and goals.

This is your journey, journey of every training participant, and it should be seen as an individual experience in the context of what you do, where the training will help you find answers to the WHY, WHAT and HOW to do that work to be successful. So, buckle up, we are ready for take off!! 😊

THE CONCEPT AND IMPORTANCE OF TEAMWORK

Teamwork has become a very modern way of working, which is used in successful organisations. A Japanese proverb that says that none of us are as smart as all of us, seeks to stress the need for and importance of teamwork, which can help achieve far better results than when the task is done by individuals. That is the essence of teamwork.

Teamwork has always been associated with sports and the emergency of teamwork can be observed through sports and sport achievements. That is why in literature we come across texts describing teamwork as a model transposed from sports to business environment. If we know that teamwork aims to create an atmosphere in which each individual, member of a team, has the opportunity to achieve more than he would achieve alone, then it is clear why teamwork is put in focus when look at work results achieved and assessing them.

Some basic characteristics of a team are listed below:

- fewer members – because of a need to get to know the weaknesses and strengths of each individual, a prerequisite for good functioning;
- shared responsibility and shared results - team members make decisions together and decisions are owned by all team members;

- adequate skills - team members should be adequately trained to achieve quality performance;
- the purpose of a team - the purpose of a team and the way of its functioning must be defined precisely in order to set the boundaries for action and to grade the authority;
- clearly defined goals - in order for any team to focus on work and justify its purpose, clear and concrete goals must be defined;
- team rules and approach - team members must set the team rules and agree on general issues (who does what, the way coordination is carried out, how to set plans...)

Although team work brings with it certain disadvantages that can range from those less complex to very complex ones, it is still considered that the advantages of working in a team are multiple and indisputable. We can observe the advantages of working in a team through several aspects that are generally associated with teamwork:

- Utilising the potentials of team members in line with the set goals and tasks,
- Homogenisation due to the alignment of team members,
- Shared responsibility of team members,
- Faster and more efficient completion of tasks and reaching the goal,
- Continuous learning and improvement of team members through joint effort,
- The choice of potential solutions based on the proposals of team members,
- Inspiration within the team leads to a collective result,
- Mutual complementing, helping and learning among team members helps create a safety zone where there are solutions for every current and potentially emerging situation.

Regardless of the aspect from which it is observed, teamwork provides resourcefulness and a number of opportunities to be used for a successful business.

At the very beginning, it is important to make a distinction between team and group, as these two are very often equated. The key difference between a team and a group is in the way they function. Teams are gathered around a common goal and are connected in their actions, have a high degree of independence and team responsibility. They must coordinate the tasks and activities to achieve that common goal. Roles and responsibilities in the team are defined and specified, i.e. each member is assigned a specific task. In a working group, members can be connected around a common activity, they can have common characteristics, but not necessarily the same goal and a task. There is a group leader and each member has an individual responsibility. Group members are independent; they do not rely on each other because not all group members are assigned roles and responsibilities. We can say that group members share the same characteristics, while team members share a common goal and purpose. *Every team is a group, but every group is not a team.* 😊

It is very important to identify the actual needs of a team environment in order to make it functional and open for teamwork. The teamwork exposes the identity of an organisation, surrounding or environment and tells us whether it is the result of a system or of a current need.

In order for a team to be successful, the creativity and creative thinking of all team members should be encouraged, and these are the internal incentives, and we also have external incentives that stimulate the environment to act towards creating a positive climate for team activities. Each sports team acts as a team in which all the roles and responsibilities assumed by the team members are well known, so we can say that the importance of teamwork is recognised by precisely determined tasks aimed at achieving a single or multiple goals.

PHYSICAL EXERCISE AND NUTRITION - PHYSICAL EXERCISE OF PERSONS WITH DISABILITIES

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BACKGROUND

According to the WHO (World Health Organization) data from 2011, it is estimated that about 15% of the entire world's population lives with some form of disability. It is estimated that in Bosnia and Herzegovina, as much as 10% of the population has physical, sensory, developmental, mental or other forms of disability, and that around 30% of the total population of our country is either directly or indirectly affected by a disability[1]. These figures clearly indicate the need to create opportunities for disability inclusion in all areas of life and work in the modern society. People with different types and levels of disability have different and specific needs. However, there is one thing that they all have in common, and that is exposure to discrimination in almost all areas of life and work, as well as prejudices of the society in which they live. For these reasons, intensive efforts are required on the affirmation of a human-rights based approach in solving the problems of persons with disabilities, where the person and his personality are in focus, and not disability, as just one of person's characteristics.

Strengthening the capacity and influence of organisations and associations bringing together people with disabilities should lead to better inclusion and genuine improvement in the lives of this category of population in BiH and other countries, prevention and mitigation of effects of disabilities and active participation of these people in the life of the community. When it comes to people with disabilities, sports are most often a form of rehabilitation for people with disabilities, and unfortunately, in most cases, playing sports ends there. The benefits of sports, especially when we talk about the benefits that people with disabilities have from playing sports, are unlimited and sports activities are based on individual needs and abilities.

Sport as a social activity empowers people with disabilities and fosters their independence. For these reasons, people with disabilities should be constantly encouraged to engage in a physical activity and participate in sports, as this brings multiple benefits for them and certainly improves their quality of life. In addition to health and physical benefits such as improving and developing motor function and functional abilities, sports also help fill their free time, enable social interaction with other people, relieve stress, create a feeling of inclusion in society, build self-confidence and teach them to cope with defeat and failure. So, the purpose of sport, in the first place, is empowerment of people with disabilities, shifting their focus from their deficiencies and focusing on their abilities, thereby creating a sense of accomplishment and satisfaction.

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[1]"Compliance of BiH legislation with the UN Convention on the Rights of Persons with Disabilities: main findings and recommendations" Publisher: Helsinki Citizens' Assembly Banjaluka, Print: Grafid, Banjaluka 2015; ISBN 978-99938-28-22-8

Active participation in sport activities helps identity formation, as the society will see these persons first as athletes, and only then as persons with disabilities, which will help achieve greater social equality. And the society itself will realise that these persons can accomplish much more than others thought. Sport and its social status in Bosnia and Herzegovina is generally not a priority, disability sport in particular, which is at the bottom of the priority list. Unfortunately, as in all areas of life, when it comes to disability sport, there is no systemic solution at the state level, and, again, we rely on our own strengths where even those individuals in government institutions who have understanding for sports and the problems of people with disabilities, have no legal basis or the possibility to solve those problems. The importance of sports inclusion is recognised by the European Union, and it is particularly highlighted in the conclusions of the Sports Commission and the Council conclusions on the contribution of sport to the EU economy as a driver of active social inclusion. The Commission specifically concluded that sport can play an important role in tackling the problem of youth unemployment and social inclusion. The European Disability Strategy 2010-2020 aims to empower persons with disabilities to enjoy their full rights and benefit from participating in society on an equal basis with others. In the conclusions themselves, it is underlined that better use of the potentials of sport as a contribution to community building, social cohesion and inclusive growth needs to be made by *focusing* on the *use* of *sport* to *promote inclusion* into *society* of *disadvantaged groups* so as to *develop more cohesive communities.*

The BiH legislation needs to be harmonised with the UN Convention and the Council conclusions on the rights of persons with disabilities. Accordingly, sports laws at all levels in Bosnia and Herzegovina must envisage the right to a national pension for athletes with disabilities who have won medals at world and European championships, in an identical way as regulated for athletes without disabilities. When it comes to employment of persons with disabilities, funds for professional rehabilitation, training and employment of persons with disabilities, relevant authorities and organisations of persons with disabilities should do more to raise awareness among employers and persons with disabilities themselves about the benefits and opportunities for employment. Also, the labour laws at all levels of government should envisage the right to a workplace assistant for persons with disabilities. Enabling access to digital media and the Internet in general through the development of web accessibility for visually impaired people is one of the priorities in society. The amendments to the Law on Local Self-Government should impose more strict obligations on local self-government units to ensure physical accessibility to all culture and sports facilities. The legislative amendments should enable visually impaired people, with the help of audio, Braille and large print, as well as deaf and hard of hearing people, with the help of a sign language interpreter, to attend all cultural and sporting events.

As movement and sports are not and must not be a privilege of only healthy population, in 1993, the UN General Assembly adopted a set of international rules that are in a way a political and moral guide that UN Member States have agreed to follow, and these rules concern the transposition of recommendations in all legal acts of each Member State. These rules are the fundamental concepts of disability policy in present day society. The main goal of the recommendations is to ensure that all persons with disabilities have the same rights as other citizens. Adopted UN rules specify the areas in which society should *take action* for the equalization of *opportunities* for *persons* with *disabilities*, and they offer a basic instrument for policymaking concerning persons with disabilities. The adopted standard rules are divided into 22 chapters that are classified into three areas, where Chapter 11 clearly refers to equal participation of people with disabilities in sports and recreation.

Preconditions for equal participation
1. Awareness raising
2. Medical care
3. Rehabilitation
4. Support services

Target areas for equal participation
5. Accessibility
6. Education
7. Employment
8. Income maintenance and social security
9. Family life and personal integrity
10. Culture
11. Recreation and sports
12. Religion

Implementation measures
13. Information and research
14. Policy-making and planning
15. Legislation
16. Economic policies
17. Coordination of work
18. Organisation of persons with disabilities
19. Personnel training
20. National monitoring and evaluation of disability programmes in the implementation of the Rules
21. Technical and economic cooperation
22. International cooperation

The basic preconditions for the organisation of and participation in sports activities by persons with disabilities that a society should ensure are listed below:
- Ensure accessibility of sports facilities and sporting venues for persons with disabilities
- Motivation
- Provide the much needed disabled exercise equipment
- Provide financial support to clubs and individuals for the purchase of disabled exercise equipment
- Training of personnel to work with people with disabilities
- Public transport for people with disabilities

1. SPORTS FOR THE DISABLED

Playing sport has almost no downsides, and in any case, it should be encouraged as much as possible, regardless of the conditions in our country that are not conducive to sports, because it simply pays off. Sports and physical activity in general represent factors that have positive effects on the quality of life, health, mental stability, motivation and self-confidence both in typical population and in people with disabilities. As already mentioned, according to the WHO data, as much as about 10% of the entire world's population lives with some form of disability, and the latest statistics show an increase, where 15% of the world's population has some form of disability. Of that percentage, it is estimated that 2% are engaged in various sports activities (Council of Europe, 2002; WHO, 2011). Persons with disabilities are often prevented from engaging in any form of sport, including recreational activities. Sports for people with disabilities are mostly already existing sports that are adapted to the special needs of this population. The term adaptive sport is also used. After World War II, as a response to the needs of a large number of disabled persons (both military and civilian), sport became a key segment of rehabilitation, as well as of social integration. The role of sport is gradually changing, and it outgrows the role it has in rehabilitation, it is becoming a form of recreation, as well as a form of competition. People with disabilities are defined as individuals with psychophysical disabilities (which may be inborn or acquired during the person's lifetime). These disabilities affect their integrity as human beings and prevent them from developing and fully realising their potentials as equal members of society. These are not ill people who should be cured, but their health is disintegrated by their psychophysical disability. According to the Convention on the Rights

of Persons with Disabilities, persons with disability include those who have physical, mental, sensory or intellectual impairments.

Every person with a disability, irrespective of whether the disability is inborn or acquired, wants to be fully integrated into society, be equal to other members of society, including in various skills. Sport and physical activity is one of the ways in which people with disabilities can awaken, activate and enhance their talents and abilities and thus become better involved in everyday life. Along with its effects on the general physical development of an individual - sport brings fun, togetherness, courage, joy, helps in building self-confidence in one's own abilities. It should be stressed that in most cases, due to equalization with typical population, sports activities take place in their original form when it comes to space (shape and dimensions of props, paths, fields) as for the typical population, and that very few activities require adaptation and adjustments. These adjustments include:

- *spatial adaptation* – refers to the dimensions of the field, the height of the net, the height of the basket
- *time adaptation* – refers to specific time periods (e.g. in wheelchair basketball, an offensive *player may not* remain in the key area for *more than three seconds*.)

Also, certain sports that do not exist in the typical/standard population (e.g. sitting volleyball, wheelchair basketball, goalball) and which are fully adapted to people with a certain degree of disability should also be mentioned. Persons and coaches who work with people with disabilities must be mindful of the following:

- Participation in sports, training and/or competition depends on the athlete's ability, the severity and degree of their impairment and the requirements of the given sport in relation to the athlete's type of disability.
- Whenever possible and beneficial for the athlete, the coach should encourage him to participate in regular sports clubs and standard sports competitions within his local community (local athletics club, swimming or bowling club, basketball or volleyball club,...)
- For some athletes, it can be useful to join integrated groups for training
- It is generally easy to organise integration in training, while the participation in a match or competition is much more complex
- Some athletes may be included in a fully integrated sport too quickly
- The choices of the mentioned levels of integration must be the choice of the athlete himself

1.1. Disability sport division

Undoubtedly, physical activity and sports play an important role in socialisation and developing a sense of equality in persons with disabilities. Exercise and sports have an important impact on health and a positive effect on motor skills, strengthen the muscles, improve circulation and help reduce contractions in immobile joints and muscles. Persons with disabilities are mostly unemployed and discriminated against by society, but the barriers for the disabled are decreasing day by day. Sports for the disabled can be divided into two groups:

1. high performance (competitive) sport,
2. recreational activities.

In high performance sport, the same principles apply as in the standard population, while recreational activities take place one to two times a week.

Rehabilitation sport is also discussed in theory and in practice, and it is a part of secondary rehabilitation - e.g. after the accident, person comes to the hospital where primary rehabilitation takes place, after which the person goes to rehabilitation centres providing secondary rehabilitation, and sports is a part of secondary rehabilitation).

The sports rehabilitation goals are as follows:
- Teach the person the elements of certain sports,
- Teach the person the basics of transfer on the sports fields (e.g. entering the pool...),
- Make the person aware of the remaining motor skills,
- Provide the person with information on how to join a sports association in their community (where, who to contact...)
- Provide the person with information on how to get exercise equipment
- Direct the person towards a particular sporting activity (choice)

Persons with disabilities have been classified by the World Health Organization (WHO) as below:
1. Persons with cerebral palsy
2. Persons with mental retardation
3. Persons with spinal cord injuries
4. Amputees
5. Persons with blindness
6. Persons with deafness

Persons with blindness:
- B1 – no residual vision (blind 1)
- B2 – 2% residual vision (blind 2)
- B3 – 5% residual vision (blind 3)

Persons with deafness:
- Hearing loss over 55

Persons with mental retardation:
- Persons with mild mental retardation
- Persons with moderate mental retardation
- Persons with severe mental retardation

Persons with physical disabilities:
- *Persons with spinal cord injuries*

  ➤ Persons with paraplegia (paralysis of two limbs, most often lower limbs)
  ➤ Persons with paraparesis (partial paralysis of two limbs)
  ➤ Persons with quadriparesis (partial paralysis of upper and lower limbs)
  ➤ Persons with quadriplegia (complete paralysis of upper and lower limbs)

➤ Paraparesis

- *Persons with spinal cord disease*

➤ Persons with spina bifida
➤ Polio survivors

- Persons with cerebral palsy
- Amputees

- ➢ Partial amputations
- ➢ Complete amputations
- ➢ Unilateral amputations
- ➢ Bilateral amputations
- ➢ Trilateral amputations
- ➢ Quadruple amputations

- • Persons with neuromuscular diseases

- ➢ Persons with muscular dystrophy
- ➢ Persons with multiple sclerosis
- ➢ Persons with myasthenia gravis

These people participate only in recreational activities, and cannot participate in high performance sport sports. One of the recreational activities that is well organised is powerchair hockey. The hockey stick is attached to a power wheelchair. The position of the bat is directed by moving the wheelchair and the ball moves on the parquet floor.

2. BASICS OF SPORTS TRAINING

Sports training is a complex pedagogical process that is concretized in organised exercise for both the typical population and the population with disabilities. Training helps improve physical, psychological, intellectual, technical and tactical qualities of an athlete, and it manifests itself through the achievement of competitive results, while taking into account the degree of a person's disability and his abilities. The structure of training depends on the specifics of the content and loads of the athletes in different periods and stages of preparation, selection competitions, competition schedule and intervals between them, cumulative effects of training and competition loads, and the conditions for recovery and other factors that can affect work planning and programming. A high level of preparedness of an athlete that allows participation in competitions is usually called sports form. This is characterised by high performance and, as a rule, the achievement of top scores. Sports form should exist at the beginning of the competition period, then during it should be increased and reach its top level for the main competition. The selection competition is often one of the most important points in the programming of training and sports form. In order for the body to be physically and psychologically prepared for maximum efforts, it is necessary to carefully plan supercompensation periods and recovery measures when planning the training cycle. Proper periodization brings in the maximum effect in a given competition, and the achievement of results that ensure the participation in the competition for which we are preparing. **Sports training methodology** studies laws related to methods, types and forms of training aimed at developing and maintaining abilities and acquiring and perfecting technical and tactical knowledge. Designing sports training methodically means choosing training stimuli that correspond to the set goals. In the methodical design of training, the training stimulus is a very sensitive process, where an insufficiently qualified coach could make serious mistakes and thus adversely affect the development of the athlete's abilities and knowledge. Sports training methodology is a body of knowledge that enables:
- ➢ the selection of training content,
- ➢ load dosing,
- ➢ the selection of training and learning methods,
- ➢ the selection of organisational and methodical forms of training,
- ➢ the selection of training location,
- ➢ the selection of training equipment.

2.1. Transformation processes in sport

Undoubtedly, human growth and development is a transformation process, and with that in mind we will explain the basic concepts associated with transformation processes. The transformation process in the general sense means a change, a transformation (Malacko and Rađo, 2004; Čolakhodžić, Rađo, Alić, 2016), that is, a transition from one state to another. Therefore, any change in the system can be called a transformation, whether it is a change in the input or output of individual elements or a process in the system itself. The psychosomatic status of man is multidimensional in nature and as such represents a well-organised system in which a change in one dimension of that system inevitably gives rise to changes in the entire system. The following terms are most often used to describe transformation processes:

- **operand** – the subject of transformation (an initial state at a given moment in time),
- **transform** – the result of the transformation (a subsequent state, i.e. what the operand is changed to),
- **operator** – the factor acting upon the operand to turn it into a transform.

What follows from this is that the transformation is the result of the operator acting upon the operand to turn it into a transform. However, in the process of further action of the operator on the transform, the transform must also be treated as a newly created (newly formed) operand, because it will also be transformed into a new state (new transform) at the next moment of time under the influence of new operators. In order for relevant anthropological characteristics and skills in certain kinesiology activities to be able to change and develop (which is the primary goal), the training content in terms of its structure, nature and load intensity should correspond to the goals of the training process, i.e. they should be most strongly linked with the performance achieved. According to the currently available literature, the possible solutions in kinesiology practice (Malacko and Rađo, 2004) are as follows:

- **the inputs (stimuli) are known,** so that it is possible to forecast based on the known state of the subject,
- **the reactions (outputs) are predefined,** so that it is possible to plan adequate stimuli (inputs) based on the known state of the subject,
- **the state of the subject is known**, but the amount of input is limited, so it is necessary to choose those subjects that will best match the input model so as to achieve optimum effects in individual sports activities.

The principles of sports training most often coincide with commonly known and applied didactic principles and rules, such as the principle of versatility, specialisation, conscious activity, completeness and systematicity, repetition, obviousness, individuality, etc. All these principles are fully justified when we talk about sports training with the youngest categories, i.e. beginners. Today, there are many such principles, rules and scientifically based approaches, which dictate and determine the course of multi-year training process for athletes (Malacko and Rađo, 2004).

NUTRITION CONSIDERATIONS FOR ATHLETES WITH DISABILITIES

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Nutrition is a process of consuming, absorbing and using nutrients needed by the body for growth, development and maintenance of life. Therefore, adequate nutrition of each individual is crucial for maintaining these physiological mechanisms. On the other hand, poor nutrition can negatively affect overall health and lead to various diseases, primarily cardiovascular diseases, diabetes, metabolic syndrome, etc. Diet planning is key to maintaining homeostasis and it takes place through several stages: nutrition assessment, estimation of daily energy requirements, meal planning including adequate intake of macro and micronutrients. Nutrition for athletes has been increasingly in focus as it can help enhance athletic performance, while at the same time preserving good health, body composition and mass, and meeting the energy requirements for physical activity. Nutritional goals for athletes should include the meeting of energy needs and ensuring sufficient energy to sustain contractions in muscles and other tissues. The importance of proper nutrition for athletes follows that of talent and training. The athlete's diet must be planned in such a way enable the performance of certain types of activities such as speed and anaerobic endurance exercises. Energy released in chemical processes in metabolism of carbohydrates, fats and proteins is used sustain muscle contractions and basic life processes.

Proper athlete nutrition requires intake of quality meals and it should be tailored to the *individual* athlete considering their specific *sport*, physical properties (age, height, weight, fat percentage), athlete's effort intensity (type of training, rank of competition). Laboratory results (blood sugar, triglycerides, cholesterol, etc.), as well as clinical indicators (fatigue, lack of strength, weak immunity) must be taken into account.

The first Paralympic Games were held in Rome in 1960 featuring about 400 athletes from 23 countries . The Games were initially open only to athletes in wheelchairs. However, since then the Paralympic Games have grown in popularity, so that more than 4,000 athletes from 164 teams in 22 disciplines participated in the last Games. Paralympic athletes compete in five main disability groups: visual imparity, physical disability, amputees, cerebral palsy, spinal cord injuries and Les Autres - athletes with physical disabilities that do not fall into any the above groups (e.g. people with muscular dystrophy). Athletes with disabilities are a population with physiological and physical differences that affect cardiovascular control, body composition, and energy requirements. The types of injury are traumatic and non-traumatic, with consequences in the motor, sensory and autonomic systems. Physiological changes associated with disabilities combined with the physical requirements of training and competition make a unique set of nutritional challenges for athletes with disabilities.

Parallel to the growing popularity in wheelchair sports, the need has emerged for nutritional recommendations for athletes with disabilities that will promote health and optimise performance. Currently, the nutrition of this population is insufficiently studied, and evidence-based recommendations

are lacking; as well as the training for athletes and coaches on this. The research so far has shown that athletes with disabilities are at risk of multiple nutritional deficiencies, which can have a negative impact on their performance.

In planning, the changes in physiological and physical function that need to be taken into account include: partial or complete loss of neurological (motor and sensory) function and changes in the activation of the autonomic nervous system below the level of the injury, muscle atrophy resulting in a potential 60% reduction in total muscle mass. Although there are many extensive studies on the effects of nutrition on the performance of athletes, studies on athletes with disabilities are few.

Success in sport depends on genetics, abilities, strength, type of sport, training and nutrition. Nutrition plays an important role in the lives of both disabled and non-disabled athletes. Adequate nutrition provides energy needed for workout, but also post-activity energy recovery. Inadequate energy intake causes a significant negative shift in the energy balance.

In Paralympic sports, there is not enough knowledge about the nutritional needs or food intake of this population. The reason for this may be the heterogeneity in their disabilities. Each type of disability requires a tailored nutrition plan. The main purpose of the nutritional assessment of athletes with disabilities is to identify the individual's consumption, mistakes and suggest the necessary changes to get the most adequate nutrition plan.

When developing a nutrition strategy for athletes with disabilities, hydration status, available and used energy, and ergogenic aids should be taken into account. The energy and nutritional needs of athletes differ depending on the location and type of physical impairment. The choice of optimal nutrition for physical activity depends on several factors, including the type and duration of exercise, total energy consumption, time necessary for recovery, and dietary preferences of the athlete. Nutrition planning is based on these parameters.

INTRODUCTION TO FINANCIAL MANAGEMENT OF SPORT ORGANISATIONS

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This chapter covers different models of sport financing in the domain of budgetary or public financing of sports, as well as a portion of funding secured through own activities of sports organisations. Financing of sports activities is a type of investment that brings benefits and helps meet the entire spectrum of social needs. Nevertheless, the problem of sport financing is evident in all countries, regardless of their particular level of development.

There are many reasons for that, but perhaps the most important one could be its "entertaining character", which in the context of human needs does not take a priority. That is why most governments, when

discussing austerity or fiscal consolidation measures, prioritise reductions in those budgets that are not essential the life of citizens, and this is the category that culture and sports most often fall under.

Also, the issue of sport financing is often linked to certain types of sports that are more economical than others, regardless of their current popularity. It is well known that some sports are more expensive than others. More expensive sports require high investments in infrastructure, and they include: golf, tennis, football, skiing, etc. So taking into account the budget allocations, they are much more difficult to develop than the group of "cheaper sports" which include: martial arts, table tennis, cycling, running, etc.

We should not forget that more expensive sports, regardless of the amount of investment in the development of their infrastructure, are more suitable for various forms of entrepreneurship, which ensures a reasonable return to investors, but also to the state, primarily due to their popularity and exclusivity, which is the first pre-condition for financial self-sustenance.

When it comes to sport financing, the responsibilities of public authorities at state and local level ar e not the same as this is primarily conditioned on legal regulations. Staying current on legal regulations in this area is a necessary prerequisite for its development, where the institutional framework for sport deeply intersects with the concept of modern management. This statement is confirmed by numerous analysts because policy-making in certain areas is based on the methodology of general and strategic management, which is subsequently defined either as the aspiration of the ruling elite, or as the actions of the ruling elite, or as a ruling elite inaction.

Overall, the sport financing system is based on two types of financial sources. These include the funds secured through co-financing provided from the public budget and the funds secured through own activities of sport organisations. Thus, all forms of subsidies originating from betting shops, special tax rates, loans with low interest rates, financing of construction, reconstruction and adaptation of sports facilities, rental of facilities and sports equipment at affordable rates, etc. are considered budgetary co-financing. The gain from games of chance is paid to sports bodies or third parties (sponsorships), or they are paid to local and/or state budget through taxes and fees (usually competition-based).

The volume of sport financing in different models is conditioned on variations in the share of individual sources of funding for sports such as: the level of national (per capita) income, the level of participation of volunteers, the level of average spending for sports per household, etc. The problem of financing large-scale sports events such as European and world competitions (Olympic Games, World Championships, European Championships, Mediterranean Games, etc.) is particularly significant when such events require full coordination between the national government and international sports institutions. In the analysis of sports finance, we find the following models:

- state model;
- financing in conjunction with business corporations;
- combined model;
- market model.

The state model of financing (*étatist* model) was specific for countries with centralised forms of state financing in sports. Under this model, it was the state fully financing sporting events with the primary interest of promoting the state globally.

Such a system involved a full-scale state financing, where all decisions about it were made by the government. In this way, the state financed the work of all those who were engaged in sports from coaches, athletes, sports administrators, sports officials, either directly or indirectly through sports organisations, which were affiliated with state enterprises, state organisations, the army or labour unions. Under this model of financing, every effort was made to ensure that all achievements at international sporting events are used to demonstrate the superiority of the centralised system of government, thus creating the semblance of sport as an aide of the state. This model did not bring any significant financial benefits to athletes or coaches, but instead offered an alternative to benefits based on patriotism, attachment, loyalty and obedience to the state, which again valued it in its own way. Under this type of sport financing, every attempt to develop class differences based on capital and power was carefully controlled, so that a large number of athletes and coaches after their successful sports careers ended up on the margins of social life.

The model of financing in conjunction with business corporations was first applied at the 1984 Olympic Games in Los Angeles. What is specific for this model is that marketing is the basic instrument connecting the interests of organisers of sports events and sports organisations on the one side and economic ones on the other. The positive side of this model is that it can have a two-fold effect: it enables the realisation of certain sports programmes, but at the same time the achievement of corporate goals.

The combined model is the most common. It is a combination of the two above models, i.e. partial financing by the state combined with funds provided by economic sector: TV media outlets, games of chance, etc. This model was successfully used to finance the Olympic Games in Munich, Sapporo, and other sports events. Sports finance in developed countries is mostly based on own sources of financing , which are mostly acquired through the market. In less developed countries, budget-based financing   is a major source of sports finance, although combined forms of financing are increasingly used as well.

The market model is specific for the United States, where the federal government allocates minimal funds for sports. The exception is the President's Council on Sports, Fitness & Nutrition, which provides funding for national teams. This model involves the concept of market-oriented sport, which is specific for countries with a highly developed market economy, where sport represents a profitable investment that develops on the basis of sports management and marketing. Under this model, the commercial sector has complete supremacy, which is also the case with most of the social activities that make up the US economy. That is why this model includes different forms of association of different groups of private investors (corporate capital), which are attracted to sport as a business and which make their profit within this activity. So, this is exactly the same type of business that we find in other segments of show business, with an abundance of lucrative contracts, television and live audiences, professional coaches and players making astronomical salaries and bonuses.

The economic impact of sport in the present day world are such that sport represents a high-ranked global industry that plays a significant social and economic role. The term sport here is used to denote all areas of sport, from education, competitive sports, recreational activities for citizens, to kinesitherapy for people

with health problems. Although the economic impact is difficult to measure and varies from country to country, we can still say that sport generates impact at both macro and micro level.

The economic impact of sport at the macro level represent the total economic values generated by a sport at the level of a country or within a specific economic activity.

The economic effects of sports on a micro level is generated either directly through sports organisations (sports associations, clubs, etc.) or within sports companies. In both cases, there is so-called the multiplier effect of sport that is manifested in the production and consumption of sports products and services.

Thus, the sport financing in most EU Member States, including countries of the region, is based on the so-called **"combined model"**, which has the following the structure:

- partial government financing (public sector),
- financing provided by the economic sector (sponsors, media, games of chance, etc.), which is specific for countries with a market economy.

Currently, the sport financing sources are mostly budgets at all levels of government, as well as membership fees and donations. The funds for financing of sport activities are generated from:

- membership fees,
- government budget,
- donations and sponsorships of legal and natural persons,
- interest income, rents,
- games of chance,
- earnings generated through activities envisaged by the articles of incorporation of sport organisations (tickets, advertisements at sports competitions, sale of props...), and
- other income.

Other income primarily refers to:

- sale of intellectual property and goods and services,
- income from copyrights and patents,
- legacies, gifts and bequests/inheritance,
- assignment of broadcasting rights,
- player transfers,
- other activities of sport organisations.

Given its complexity and wide range of functions that sport has, the problem of its financing is present in all countries, regardless of their particular level of development. This kind of problem is not by any means accidental, because when trying to determine the etymology and meaning of sport in certain situations, and thus assess the level of satisfaction of individual and social needs that are financed, the dilemma arises as to the meaning of the term sport and the values in the form of its final expected effects. When you think about sport systematically, then it represents a social activity with several different areas such as: sports upbringing and education, sports for all, professional sports, developmental sports, etc.

Within each of the mentioned areas, we can distinguish between individual and social interest, which is then reflected in the financing system. In those areas where there is a manifested social interest, it is quite clear that the intervention of the public sector is needed (primarily in terms of financing) to enable meeting the so-called public needs in sport. Therefore, although the main goal of sports organisations around the world is to ensure that every individual has the opportunity to practice sports, equal opportunities and equal access to sport activities for all can only be ensured by involving the public sector in organisation and financing. Public financial support to sport is crucial and it should be provided within the limits of law.

SPORT SYSTEM OF BIH WITH A FOCUS ON PARASPORT – SPORT SYSTEM IN BOSNIA AND HERZEGOVINA

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BACKGROUND

Sport in Bosnia and Herzegovina is based on the principles and standards set forth in the European Sports Charter, the Convention for the Protection of Human Rights and Fundamental Freedoms, the International Convention Against Doping in Sports, European Convention on Spectator Violence and Misbehaviour at Sports Events, the Olympic Charter, the Paralympic Charter, the rules of international sports associations, the European Code of Sports Ethics, the Declaration on Sport, Tolerance and Fair Play, and the he Lausanne Statement concerning the organisation of sport in Bosnia and Herzegovina.

Sport in Bosnia and Herzegovina is organised in a decentralized manner with the rights and responsibilities set forth at the level of Bosnia and Herzegovina, Entities, Brčko District of Bosnia and Herzegovina and other levels of administration, and in accordance with the constitutions of the Entities and other levels of administration in Bosnia and Herzegovina and their respective laws on sports.

1. **Basic principles of organisation of sport in Bosnia and Herzegovina**

The basic principles that the organisation of sport in Bosnia and Herzegovina is based on include:

a) rights and freedoms of athletes
   affirmation of the spirit of Olympism,
b) equal access to sport regardless of race, colour, national or ethnic origin, social status, religious, political or other belief, disability, health status, age, sex, gender, sexual orientation, gender identity or any other personal characteristic. The Law on Prohibition of Discrimination ("Official Gazette of BiH", number 59/09) and the Law on Gender Equality in Bosnia and Herzegovina ("Official Gazette of BiH", number 32/10) prohibit discrimination in sport.
c) equal participation of men and women in sports
d) prohibition of inciting hatred and intolerance based on national or ethnic origin, colour, religious, political or other belief, gender, sexual orientation, disability, gender identity, language or any other personal characteristic,
e) realisation of the public interest of the state in this area and the obligation of state authorities to, through laws and by other means, financial support and development programmes, create general

and specific conditions conducive to sport activities, development and advancement in sport, provide material and social incentives to support high achievements in sports.

f)   an effective system for professional training and development of sport personnel,

g)   ensuring the health care for athletes and preventing the use of illicit stimulants,

h)   professionalism and support for scientific research studies, the use of modern work methods, IT and publishing activities,

i)   the rule that all disputes between athletes, sport organisations and bodies are resolved exclusively through and within the respective sports bodies and sports arbitration bodies,

j)   the autonomy of sport organisations in terms of regulating their internal relations and associations.

2.   Organisation of sport in Bosnia and Herzegovina

The lead organisations when it comes to sports activities in Bosnia and Herzegovina are legal and physical persons registered to carry out sport activities in accordance with the Law on Sports in Bosnia and Herzegovina, the Law on Associations and Foundations of Bosnia and Herzegovina, the laws on associations and foundations of the entities, the laws on sports of the entities, the laws on entity companies and other levels of administration in Bosnia and Herzegovina.

Legal and natural persons in the field of sports are registered in relevant registers in accordance with the Law on Sports in Bosnia and Herzegovina, the laws of the entities and other levels of administration in Bosnia and Herzegovina.

3.   The rights and status of persons with disabilities sport in Bosnia and Herzegovina

The rights and the status of persons with disabilities in Bosnia and Herzegovina are regulated through the application of the rights set forth in the United Nations Convention on the Rights of Persons with Disabilities, as well as through the application of legal regulations of Bosnia and Herzegovina, legal regulations of the entities and other legal regulations of different levels of administration in Bosnia and Herzegovina.

In Bosnia and Herzegovina, there are different legal regulations and documents at different levels of the administrative system, some are constant and some are adopted periodically.

Some of these are:

- Action Plan for Advancement of Rights and Status of Persons with Disabilities in the Sarajevo Canton 2018-2021,
- The Law on Professional Rehabilitation, Vocational Training and Employment of Persons with Disabilities in the Federation of Bosnia and Herzegovina,
- Strategy for Advancement of Rights and Status of Persons with Disabilities in the Federation of Bosnia and Herzegovina 2016 – 2021,
- *Convention* on the Rights of Persons with *Disabilities*.

The aforementioned legal regulations and documents seek to improve the rights and status of persons with disabilities so as to enable their inclusion and participation in all areas of society on an equal basis with others, including healthcare, social welfare, education, culture, sports, recreation, employment, public

transport, housing, accessible city and street infrastructure, IT accessibility, audio format, sign language, availability of necessary aids as required by different types of disabilities.

It is important to note that in the preparation of these documents, all international documents on the rights of persons with disabilities, domestic laws and other relevant regulations have been consulted, and based on the assessment of the situation and implementation of these documents, the existing legal regulations are continuously supplemented and amended and new documents prepared.

4. Definition of persons with disabilities

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

These impairments include the problems related to mobility, communication, acquisition of knowledge and learning, self-care, sociability. We are actually talking about people with physical disabilities, people with chronic diseases, people with hearing or vision impairments, people with mental disabilities, people with autism and multiple disabilities.

The terms persons with special needs is increasingly being used, which is a consequence of the increasing human rights-based inclusion that implies equal participation in social life, i.e. equal opportunities for everyone.

COMMUNICATION, MARKETING AND PR – MODERN CONCEPT OF PERSONAL AND MARKETING COMMUNICATION

Nazif Hasanbegović

MODERN COMMUNICATION CONCEPT

Communication is ever- present aspect of human life, be it private or business one. It is the function of communication to convey information, opinions, attitudes, and its goal is to achieve mutual understanding between interlocutors in person or interlocutors within and outside an organisation.

Communication between interlocutors can take place in writing, speaking, reading, listening. Effective communication results in successfully completed work tasks and achieved organisational goals. Truthful and open messages contribute to ethical business communication.

Relationships based on trust and respect help increase the sense of satisfaction, contribute to good interpersonal relations within an organisation and outside it with external environment, which is important for the overall business of an organisation. Communication is not an end in itself, but it should rather be aligned with fundamental personal or organisational goals.

In line with the above, communication per se as well as marketing communication for the purposes of both people with and without disabilities who work with people with disabilities in sports, i.e. para-athletes, is an increasingly important activity that should ensure adequate visibility and promotion of their sports

activities and achievements. It is important to say that the professional approach does not make any difference when it comes to skills and methodology required for effective communication with people with disabilities. Communication is based on universal principles and it is a part of manners and etiquette of every person, especially of those who professionally communicate with people with disabilities.

People with disabilities should be viewed just like all any other person without disability. They are not "persons with special needs", because they have the same needs as everyone else - the need to ensure their basic existence, communication and companionship, respect and recognition, education, advancement, as and self-fulfilment. The only difference in people with disabilities is that sometimes they meet their needs in a different way - for example, they need a differently organised space, a different amount of time to successfully complete certain task or a different way of communication.

The modern concept of communication, in particular in the time of the pandemic, has evolved towards strengthening individual skills based on flexibility, empathy and compassion. Therefore, communication managers understand that the present is nothing but a platform for predicting and positioning the future. Inspiring innovations and changes in the communication process require more than a process - they also require a new way of thinking. A person who wants to work on his weaknesses and strengths, a person who wants to be truly successful in what he does, faces a day to day challenge of how to remain "as strong as the rock" even in times of change, while aiming for prosperity, both personal and organisational one and moving smoothly and keeping up with things even when they are not under our control.

COMMUNICATION

Communication is a part of everyday life and it cannot be viewed separately from other activities. Having an effective communication system in place contributes to our successful personal interactions, our involvement in activities and our ability to make decisions.
Communication is a dynamic and complex process involving exchange of thoughts, feelings and messages between people. It is a process that necessarily takes place whenever there is verbal or non-verbal interaction among people.
Through this interaction, people receive and send verbal and non-verbal messages so as to understand others and be understood by others. In order for communication, whether personal or professional, to be successful, it is necessary to receive feedback and measure response. Communication does not end with the passing of information. On the contrary, it only starts then.

COMMUNICATION WITH PEOPLE WITH DISABILITIES

The key to any efficient and effective communication is focusing on the interlocutor, but also on the communication of messages and information and how best to convey them. We already know that "positive language empowers" a message, and accordingly, the rules of communication are no different when writing or speaking about people with disabilities. In all interactions it is important to put the person first – to focus on the person, not the disability. Nevertheless, although in their fundamental characteristics the rules of efficient and effective communication are the same for everyone, we need to know that there are certain rules of communication with persons with disabilities
The axiom of any communication is that it enables two-way communication. We must not forget that communication is not just a conversation, especially not a monologue, communication is an interactive

exchange of information based on active listening. Therefore, when communicating, it is important to use easy- to- understand language and avoid jargon or long words that may be difficult to understand. In other words, the rules of behaviour in communication are simple and equal for everyone, where there is a "disability etiquette"[2] that should be part of basic etiquette of every person, and in particular of persons who have professional communication with people with disabilities.

MAIN OBJECTIVE OF COMMUNICATION

Communication objectives are the destination of communication of data, knowledge, emotions, needs. Communication objectives are rational as long as they are measurable and they can be:

    a) personal in the sense of acquiring new verbal or non-verbal communication skills, improving public speaking skills, negotiation skills, contracting skills, knowledge development, knowledge transfer, but also the distribution and placement of values and needs.

    b) business objectives in areas such as public relations, marketing, education and training, social and material support, financial resources or implementation of various awareness or behaviour change campaigns

Communication objectives can also be aimed at informing, convincing individuals or different publics, influencing perceptions or decisions. In all assumed cases, the basis of communication is that the message is received and that the recipient understands the messages exactly the same way as it was intended by the sender meant. Ultimately, communication is established when understanding is reached and it continues when the recipient returns information (feedback).

PR STRATEGIES

Amra Kovač

Have you seen your competitors or colleagues appearing in the media recently? If YES, make sure that they understand the importance of a PR strategy and proactive self-presentation in the media. Would you also like to get some media coverage for yourself? If YES, then you need to be proactive and think in that direction. Why would you do that? Why appear in the media?

Because "If it's not in the media, it didn't happen" is a sentence you can often hear. Nowadays, people spend a significant amount of time on and with the media. Their prevalence, ubiquity, their multiple influence on almost all segments of society, their influence on decision-making and changing of previously made decisions, makes them an inevitable and irreplaceable segment of the entire life. The media has a strong influence on creating public perception in the real world, and the purpose of PR and your interest in it is to improve the image of organisation and YOUR successes.

• **The media needs you and you need the media because communication is the basis of all human activities**
Communication involves establishing relationships with other people in order to achieve our goals and get understanding of our environment of those goals and our actions.
WHAT IS COMMUNICATION?
The word 'communication' has been derived from the Latin word "communis", which means to share. Communication requires someone SENDING a message, a MESSAGE and a RECEPIENT of the message. The communication process is performed effectively when the recipient UNDERSTANDS the

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[2] How to Communicate with People with Disabilities, Manual, Association of Citizens "Nešto Više" Dobrinja, 2012

transmitted message, and key to effective communication is feedback. What you need to be aware of at all times is that:

YOU ARE A COMMUNICATOR!

A good communicator knows:
• the topic discussed
• own strengths and weaknesses
• appropriate words to use
• questions to be asked …
A good communicator has:
• clear voice
• self-respect
• energy, passion and enthusiasm
• good body language
A good communicator knows how to:
• use words that the listener can identify with
• keep an open mind
• adjust his approach as necessary
• create an atmosphere in which the listener will feel comfortable and valued
• empathize with the listener
• give a thoughtful answer
• build relationships There are four basic types of communication: oral communication, written communication, contact or non-verbal communication, and e-communication.

Communication can be:

INTERNAL - the impression you leave on your environment where you spend most of your time and

EXSTERNAL that is Who (should know) about us?

When it comes to EXTERNAL COMMUNICATION, which is the topic of STEPin training, we should do the following:

1. Situation analysis (Where are we now?)
2. Goals (Where we want to be?)
3. Tools (What are the tools to achieve our goals?)
4. Target groups (Who do we need to achieve the goal?)
5. Message (What do we want people to know about us?)
6. Evaluation (What have we done?)

The tools we can use for external communication are the traditional ones such as TV, radio, press releases, print ads, press trips, conferences, billboards and the like, and new social media such as blogs, Facebook, Twitter, YouTube, Instagram, etc.

Regardless of the specifics of each of the media, they still have something in common:

- they enable long-distance communication, i.e. transfer of information about unknown and remote areas,
- they enable not only the transmission of information but also the communication in the true sense of the word (therefore it is very important not only to know how to convey a message through the media, but also to react to the feedback from the audience),
- they employ professionals, journalists, with whom everyone who uses the media must know how to build a good professional relationship;

- they are very influential and the audience often gets more information from the media than from their own experience, even about the events they attended themselves,
- they not only transmit information about certain events, individuals and phenomena, but they also give their interpretation of those events, which, in fact, is what their influence is based on (the audience expects journalists through the media not only to tell them what happened, but also how and why it happened),
- they can create a positive or negative context around specific events, after which the audience reacts positively or negatively to those events, depending on how the event was "portrayed" in the media.

It is exactly these features of the media that are clearly showing their power, as well as their importance for anyone who wants to receive information about what is happening around them, and especially for those who want (or need/must) give information about themselves through the media.

In order for that information to reach the audience in the way we want it, as well as to get the reaction we want and/or expect, we need to know how to use the media, while keeping in mind not only their common features but also the specifics of each media individually.

It is important to know that the still irreplaceable rule of news writing is the 5W +1H rule.

-Who?	-When?
-What?	-Why?
-Where?	-How?

When creating a message for the media, we should in the first place pay attention to:

1. Content - Topic
2. Structure - Clear, simple, attention-grabbing

The format of the message can be:

|	
- an announcement	- bulletin
- news	- newspaper article
- press release	- TV show, etc.
- ad	

NEWS

The news contain new information about a fact and it has value for the audience (receivers of the message), where information contained in the news must answer the basic questions:

Who? What? Where? When? How? Why?

We should write the answers to these questions without excessive descriptions in the lead or the headline. Based on the lead, people will decide whether to read further.

It is highly likely that this will be the only piece of the text people read. That is why it is important that they receive complete information.

Keep in mind your target audience (for example: sports journalists are not interested in fashion news and vice versa, etc.).
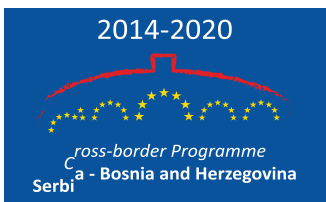
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