

# Sports Organisations in Context of New Economy

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## Abstract

The paper presents theoretical considerations on the changing organizational conditions in the days of the new economy. The main conceptual idea is to describe a sports organization as example of organizations in mainstream contemporary transformations. The first part of the text it focuses on describing the key changes in the today environment and organizational structures in the context of human capital management. In this light, there is described the characteristics of a sports organizations. The text analyses the determinants of the division of sports and economic goals, and also it describes the role and importance of human capital in shaping the sports product. Thanks to the analysis of the specific objectives of the company sports, the author tries to justify that a sports organization, which is dominated by talent management, diversity management and team building commitment through organizational climate, reflects the kind of organization on the way to the new economy.

**Key words:** new economy, sports organization, talent management, diversity management, human capital management.

## Introduction

Along with changing times the needs of customers and offered products and services are very much changeable. Professional sports games (in contrast to the ancient Olympic Games) and huge amount of emotions related to these unique shows are becoming one of the most wanted popular human expectations for which people could pay. The main conceptual idea for this text is to describe a sports organization as an example of organizations in mainstream contemporary transformations. The first part of the text there is presentation focuses on describing the key changes in the today environment

and organization structures in the context of human capital management. Its aim is to give a background for description of characteristic features of sports organizations. Against this background in the next part, a kind of theoretical assumptions of a sports organizations are presented.

## Features of new economy

The new economy is not only about new technologies of production and communication. It is a continuously accelerating world where “elephants must learn how to fly”. This allegory reflects the necessity of redefinition of the strategy and the role of an organisation in the context of the new business and economic environment<sup>1</sup>. The new economy means the new rules of competition that are necessary to be implemented in order to find a place in today’s market reality. The linear relationships between the rate of unemployment and the level of inflation or between the scale of the domestic demand and the stability of the national currency are no longer verifiable and repeatable<sup>2</sup>. The mechanisms of governance and shaping of business and social relationships are changing. Taking into consideration the success stories of such business undertakings as: Apple (S. Jobs), Microsoft (B. Gates), Virgin Records (R. Branson), CF Chelsea (R. Abramovich), or the financial investments of L. Czarnecki in Poland, it can be said without hesitation that accumulation of intellectual and social capital is taking place, and both the managers and the staff are required to feature innovation, creativity, as well as readiness to accept risks and undertake prompt actions.

The leadership focused on promotion of dynamic changes becomes of core importance. This situation implies the organisation’s focus on competitive advantage concepts based on resources – prompt responses to the unpredictable and the possession of unique resources possible to be flexibly adjusted according to the circumstances. The investments in “hard” capital – such assets as: finance, technology, strategy or organisational structure – are given up. The time of a new economy is the time of beginning of the era of the investments in human resources<sup>3</sup>.

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<sup>1</sup> E. Mastyk-Musiał, *Personalne mechanizmy zmian*, „Zarządzanie Zasobami Ludzkimi” 2003, No. 1, p. 33

<sup>2</sup> T. Listwan, *Zarządzanie kadrami*, CH Beck, Warszawa, 2010, p. 45.

<sup>3</sup> T. Kawka, *Pracownik w czasach nowej gospodarki*, in: *Przeobrażenia i zmiany w organizacjach w warunkach globalizacji*, Ed. A. Potocki, Diffin, Warszawa 2009; T. Kawka, *Significance of human labour in the times of the global economy*, in: *Changes In Society, Changes In organiza-*

K. Kelly, the publisher of *The Weird Magazine*, who at the end of the 20<sup>th</sup> century described the mechanisms of emerging of the new world economic order, among other things specified the following principle of the new economy: Internet-based networking of seemingly distributed entities results in the achievement of added value. On the other hand, the primacy of the decentralisation of business decisions is stressed. Mastering of unbalanced equilibrium, the tolerance of the lack of harmony in operations and activities based on the information flow and its overabundance become the high-level goals of an organisation. All the above items are supposed to shape the new network-based system that influences the cultural, the technological and the mental changes of the substance of our lives<sup>4</sup>. Making innovative and based on large level of intellectualisation decisions, human resources are capable of absorbing such changes. David C. Korten describes the post-crisis changes in the recent years with similar focus on the importance of human resources, yet with a significant political and environmental undertone. Korten graphically portrays the period of the new economy as the necessity of change of the source (the place of origin) of the society's wealth from the 'Wall Street to the Main Street'<sup>5</sup>. According to the author, the 'Main Street' is the allegory of small local businesses interconnected into a real network of co-operation seeking common economic, social and purely human equilibrium. The high-level goal of the new economy is to build wealth on the intrinsic values of people<sup>6</sup>. Therefore, the new economy will have to be the world of actual economic undertakings facing the phantom exuberance of virtual money, speculative liabilities, stock-exchange accounting, speculations on investment bubbles and the social imbalance of remunerations. This approach stresses the fundamental changes especially in the philosophy and understanding of the role of human as the subject and the recipient of the new economic rules in the 21<sup>st</sup> century.

Consequently, in the era of the new economy it is necessary to invest in the so-called 'soft, unpredictable and maximally flexible assets, such as: people, culture, knowledge, relationships or brand'<sup>7</sup>. Intellectual products and

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*tions and changing role of HRM (CD)*, Cranet, Estonian Business School, Tallin 2007; T. Kawka, *Zmiana funkcji wynagrodzeń w kontekście koncepcji trzeciej fail*, in: *Przełomy w zarządzaniu. Zarządzanie zasobami ludzkimi*, Ed. M. Czerska, M. Gableta, Wydawnictwo Dom Organizatora, Toruń 2011.

<sup>4</sup> K. Kelly, *The new rules for the new economy. 10 radical strategies for a connected world*, Penguin Books, Harmondsworth, England 1999, p. 9.

<sup>5</sup> D.C. Korten, *New Economy. From Phantom Wealth to Real Wealth*, Second Edition Berrett-Koehler Publishers, Washington USA 2009, p. 14.

<sup>6</sup> *Ibidem*, p. 18.

<sup>7</sup> A. K. Koźmiński, *Zarządzanie w warunkach niepewności. Podręcznik dla zaawansowanych*, PWN, Warszawa 2004, p. 92.

services become commercialised and acquire market value. Human capital provides organisations with innovative diversity and allow them to overcome uncertainty.

Having in mind the above features of the new economy, it must be said that tacit knowledge becomes the core component of competitive advantage as the primary asset able to control the configuration of other assets. Physical labour is being depreciated and marginalised as incogitant, which results in the appearance of new work relationships and bimodality of the value of human resources. On the one hand, the price of labour based on knowledge and unique competences is increasing, while on the other hand, labour requiring low qualifications is becoming increasingly cheap<sup>8</sup>. The result is the formation of a special competence in the new economy workforce – intellectual enterprise characterising with high intellectual potential, demand for achievements and superior ability to act<sup>9</sup>. The synthesis of the features of an entrepreneur and an intellectual is reflected in the new sectors – especially in the field of sales of intellectual products and new services – and in the new needs of customers.

Yet, this process of changes has also a dark side. Although human resources management reduces the internal unpredictability of organisation operations, the nature and the essence of human resources is a source of immense unpredictability itself.

We must become aware of the fact that this uncertainty extorts inherent disloyal and temporary nature of employment relationships, as employees focus on immediate benefits, are under pressure to achieve instant successes, build the brand and continuously improve their qualifications<sup>10</sup>. A new paradigm of an employee has appeared. It can be described as the attitude of a freelancer or the approach to building of professional carrier based on frequent changes of jobs. It generates additional increase in the uncertainty in the management of an organisation resulting from additional social and political after-effects of overlapping turbulent changes associated with globalisation. The new economy also means the new dimension of the social trauma comprising chaos, disorganisation, lack of confidence and a great change of the world order<sup>11</sup>. On the one hand, we have to deal with increasing civilisation changes, and on the other, with spreading polarisation of societies in respect of income. Making a reference to Toffler's concept, we may say that groups building their

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<sup>8</sup> Ibidem, p. 73.

<sup>9</sup> Ibidem, p. 172.

<sup>10</sup> Ibidem; p. 45, T. Kawka, *Pracownik w czasach nowej gospodarki*, in: *Przeobrażenia i zmiany w organizacjach w warunkach globalizacji*, red. A. Potocki, Diffin, Warszawa 2009, p. 88.

<sup>11</sup> A. K. Koźmiński, *Zarządzanie...*, op. cit., p. 28.

hierarchical status on knowledge gain exponentially more than the groups functioning within the confines of “pre-third wave” reality. Ethical problems and crisis of values appear<sup>12</sup>. Uncertainty supports relaxation of standards and reappearance post-modernistic slogans, according to which the end justifies the means. Cultural relativism appears. Hence, in recent years, such concepts as Corporate Social Responsibility or Critical Management Studies have been becoming more and more important<sup>13</sup>.

Concluding this part of the article, it can be stressed that the new global economy organisation management in fact consist in holistic management, and project management<sup>14</sup>. The necessity of the arrangement of standardized components of different methods and instruments of labour into different combinations, as well as the necessity of frequent changes based of flexibility and innovation of utilised technologies, organisational structures and resources have been noticed. This, in turn, implies the new features sought in employees, such as: self-dependence in making decisions resulting from weakening of hierarchical dependencies, creativity relating to the requirement of coping with non-typical and non-repeatable situations, and the ability to adapt to changing conditions resulting from the lack of stability of the conditions of operation and the temporary nature of the forms of organisation.

Consequently, it is possible to summarise the characteristic features of the entities operating in the conditions of the new economy<sup>15</sup>:

- business activity focused on projects and unique undertakings,
- flexible working hours,
- self-control of employees,
- beginning of decay of formal structures,
- creation of knowledge and competence centres independent of formal structures (e.g. think tanks, unique project teams),
- increasing importance of mentors and coaches,
- distribution of structures in the meaning of virtual and network structures,
- involvement of IT system in general and world-wide management process,

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<sup>12</sup> Ibidem, p. 55.

<sup>13</sup> Ł. Sułkowski, *Radykalna krytyka zarządzania zasobami ludzkimi*, in: *Efektywne gospodarowanie kapitałem ludzkim*, Ed. P. Bohdziewicz, Wydawnictwo UŁ, Łódź 2011, p. 73.

<sup>14</sup> C. Sikorski, *Wymagania rynku globalnego*, in: *Polskie firmy wobec globalizacji. Luka Kompetencyjna*, Ed. Sitko-Lutek, PWN Warszawa, 2007, p. 29

<sup>15</sup> A. K. Koźmiński, *Zarządzanie...*, op. cit., p. 110; J. Strużyna, *Strategiczne zarządzanie zasobami ludzkimi*, „Zarządzanie Zasobami Ludzkimi” 2010, No 3–4, Warszawa, pp. 16–20, D. Jemielniak, *Praca oparta na wiedzy. Praca w przedsiębiorstwach wiedzy na przykładzie organizacji high-tech*. Wydawnictwo Akademickie i Profesjonalne, Warszawa 2008, p. 44.

- drifting of the organisations value along the value chain from production to services, it indicates a predominance of service vs. product industry in next few decades,
- innovation as a criterion of HRM decisions,
- increase tolerance to risk, greater uncertainty in a processes of work,
- individualisation of human capital outside the organisation, decay of loyalty,
- out-of-the-box investments in people, and other resources to seek some unrepeatable changes and opportunities for business success.

In this light it should be said that the above features specify in detail the characteristic dimensions of an organisation of the new type that year by year is becoming increasingly significant and important entity shaping the picture of modern 21<sup>st</sup> century economy.

One of the effects of entering on the new economy path by world's economy is the increase in its professionalism and the fact of joining business by sports organisations. Today, the global awareness of such brands as Coca Cola, Sony, McDonald's or Visa is not any different from the awareness of such brands as Manchester United, FC Barcelona, Real Madrid or Los Angeles Lakers. Which is even more important, the former global brands are using the fame of the above sports organisation to support the growth of their business.

In the new economy conditions, the ethos of production is being replaced by the ethos of the new type of services, such as sports events in a context of rapidly rising incomes of that sector<sup>16</sup>. The success on the market is measured rather by the ability to build a unique relationship with the customer than to develop a perfect product. A product can be very often forged quickly, while special bonds – often based on emotions and feelings – can be difficult to copy. All these features can be found in the modern understanding of the role, the structure and the configuration of a sports organisation. It is an example of an organisation entering the path of shaping of the reality of the new economy.

## Features of a sports organisation

The new economy is inseparable from the concept of human resources. It is a new dimension of the meaning of a human being in a modern organisation. Human capital starts to be treated as strategic potential personified by people

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<sup>16</sup> C. Sikorski, *Wymagania rynku...*, op. cit., p. 31, A. Toffler, *Trzecia Fala*, Wydawnictwo Kurpisz Poznań 2006, p. 200.

– their knowledge, skills, motivation, health, attitudes and values – giving organisations competitive advantage through the direct influence on the generation of their revenues. Therefore, the nature of such assets is unique and difficult to copy, as its potential is integrally associated with particular employees<sup>17</sup>. This understanding of human resources is identical to the understanding of the impact of people on the final success of a sports club. Results, points, goals, trophies and won championships stay in tables forever as irreversible gains of sports clubs, but the talent, the motivation, the commitment and the potential of a given player can be offered to another employer, another club in the next season.

In order to accomplish its business goals through the results in sports, clubs most of all must invest in reasonable decisions concerning human resources. As far as the process is concerned, these activities consist in the search for talents, employing of optimum performers in respect of sports and image related goals, reasonable improvement and training, remunerating based on results and the retention or transfers of players with significant financial surplus. It is a sophisticated process of investments in human resources. Competent and appropriate ‘personnel’ of a sports organisation, with the skills, capabilities and motivations of individual people, are the success factors of a sports club. It is the attribute of a new economy organisation. The processes characteristic to the accomplishment of the goals of a sports organisation can be divided into the following five areas<sup>18</sup>:

1. The process of sports effectiveness management,
2. The process of sports talents management,
3. The process of local identity management,
4. The process of sports show management,
5. The process of club brand management.

A sports organisation should be a modern and dynamic service company with networked structure that fluently and flexibly responds to the signals from its environment. It must have links with the local community and anticipate the expectations and preferences of its customers, i.e.: supporters, sponsors, politicians, local authorities, media and informal groups<sup>19</sup>. It should be clearly

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<sup>17</sup> A. Poczowski, *Zarządzanie zasobami ludzkimi. Strategie, procesy, metody*, PWE Warszawa, 2007, p. 41.

<sup>18</sup> R. Panfil, *Prakseologia gier zespołowych*, Wyd. AWF, Wrocław 2006.

<sup>19</sup> A. Stosik, K. Perechuda, M. Szczurek, *Przedsiębiorstwa sportowe jako dynamiczne firmy usługowe*, in: *Prace Naukowe Akademii Ekonomicznej im. Oskara Langego we Wrocławiu*, nr 940, in: *Stan i perspektywy rozwoju teorii i praktyki zarządzania na progu XXI wieku*, 2002, p. 623.

stressed that a modern sports club cannot limit itself merely to effectiveness in the sphere of sports results only. It also must focus both on organisational and economic effectiveness. The principles of sports, organisational and economic effectiveness should be the core determinant of the behaviour, activities and decisions of the organisational actors of sports organisations<sup>20</sup>. The goals of a sports club are not uniform and form a complex bundle of often divergent expectations (targets result from expectations) of different entities involved in the development of a sports product. In general, the goals of a sports joint stock company can be divided into sports and economic objectives on the level of an individual and the entire organisation.

In order to achieve the above goals, it is necessary to develop a high quality sports product (service). The product of a sports club is a result formed by a specific expenditure of labour of people involved in the creation, carrying out and selling of a sports event. A sports event, as a special new economy service, is to large extent based on human resources, and intangible and intellectual assets<sup>21</sup>. The factors ensuring high quality of a sports product are nothing else than investing in people, their continuous development, appropriate selection and allocation and effective motivation and communication. In fact, the value of the product generated by a given sports club still to large extent depends on the discipline the club deals with, its popularity, promotion, and the amount of funds involved in its development and dissemination of the shows (especially through the investments of TV stations). Nevertheless, without the fulfilment of the requirement of effective and modern management of a professional team of players, which is perceived as the most valuable asset of a sports organisation, it is impossible to accomplish organisational and business goals in today's sports. Considering the above considerations, it is advisable to mention the most important features of a sports organisation in the context of the conditions of the new economy:

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<sup>20</sup> T. Slack, M. Parent, *Understanding Sports Organization, The Application of Organizational Theory*, Human Cintetics, Champaign, USA 2006, p. 35.

<sup>21</sup> A. Stosik, K. Perechuda, M. Szczurek, *Przedsiębiorstwa sportowe...*, op. cit., p. 634.



Table 1. Goals of a Sports Organisation

| GOALS OF A SPORTS ORGANISATION | INDIVIDUAL  | ORGANISATION  |
|--------------------------------|---|---|
| <b>ECONOMIC</b>                | <ul style="list-style-type: none"> <li>- Acquisition of new, better, more developed skills by the employee (player);</li> <li>- Achievement of better effectiveness of activities and work, better intellectual efficiency and better possibilities of co-operation;</li> <li>- Promotion of the employee's/ player's image, which means the increase of his/her market value in the context of the investment in and the return on human resources;</li> <li>- Achievement of the return on the investment in given player;</li> <li>- Education, promotion and transfer of a player.</li> </ul> | <ul style="list-style-type: none"> <li>- Achievement by the organisation of a specified financial position on the market, within the sector;</li> <li>- Achievement of the appropriate level of return and profits;</li> <li>- Achievement of competitive advantage in business(a level of incomes);</li> <li>- Procurement of sponsors and alternative sources of finance;</li> <li>- Merchandising activities;</li> <li>- Sports brand promotion through the increase of the club's marketing value;</li> <li>- Improvement of the commitment and the competence of the employees of the organisation;</li> <li>- Improvement of brand awareness;</li> <li>- Creation, distribution and sale of a top quality sports show and trademark;</li> <li>- Integration with and promotion of the local environment.</li> </ul> |
| <b>SPORTS</b>                  | <ul style="list-style-type: none"> <li>- Procurement of talents and their promotion for mutual benefits;</li> <li>- Improvement of loyalty and commitment, which translates into the accomplishment by the player of his/her tasks at the highest of possible standards;</li> <li>- Group collaboration, sense of affiliation and membership in a group, team, club;</li> <li>- Identification with the club colours;</li> <li>- Achievement of sports results for a given player;</li> <li>- Continuous improvement of the player's competence in given field.</li> </ul>                        | <ul style="list-style-type: none"> <li>- Corporate social responsibility in relation to the employees, local communities, supporters and regions achieved through the promotion in sports (the league);</li> <li>- Achievement of competitive advantage in play-offs;</li> <li>- Building of sports show that is noticeable to the environment (media, communities, competition);</li> <li>- Achievement of a team with desired number of players, qualifications, level of integration and team spirit;</li> <li>- Sports brand recognition,</li> <li>- Team efficiency during the game;</li> <li>- Promotion in sports (the league);</li> <li>- Attractiveness of the show;</li> <li>- Popularisation of the discipline.</li> </ul>   |

Source: own study, R. Panfil *Zarządzanie produktem klubu sportowego*, Akademia Umiejętności Managemet & Coaching, Wrocław 2004, p. 23.

- **building the company value on the investments in human resources** – procurement of talents, team development and training, effective transfers of players (workers);

- **significant share and the increase in the value of services and new group social needs** – offering exciting and expected by the community events collecting plenty of spectators during the play-offs;
- **building communication on the local communities and national level** – shaping of the unity with the club colours, identification with the club local character, education of children and youth in the tradition and the history of a given club;
- **lack of permanent nature of employment** – high ratios of rotation and turnover of players, coaches and experts, short-term employment relationships with clubs, dismissals of coaches in case of lack of sports accomplishments;
- **decrease in the importance of employees' loyalty** – global procurement of employees, countrywide labour market for professional players;
- **unique, niche competences as the source of competitive advantage** – procurement of players with remarkable predispositions, promotion of behaviours going beyond standard in a sector (e.g. typical competences), professional players are becoming the nomads of competence in these days,
- **significant participation of traditional and electronic media in the development of a sports product** – transfer of live broadcasts to electronic media, coding of the signal of professional play-offs broadcasts by digital TV stations;
- **acceptance and management of multicultural diversity** – building of teams of players and coaches consisting of people coming from different countries and continents.

## Human capital in a sports organisation

However, from the point of view of the new economic time at the edge of 21st century, the most important feature of a sports organisation in the participation of human resources is building of the competitive advantage. The market value of a given product (service) is to large extent created by professional players and their qualifications, effectiveness in scoring good results and ability to generate successes – i.e. the capital invested in human capital. Volitional features of a man during the clash with an opponent, unpredictable turns of action and unexpected events during the game, as well as difficult to qualify attitudes and behaviour of players at the pitch result in the fact that the modern service of a sports event actually depends solely on unique actions of humans. In fact, dressed in attractive 'packaging' (new stadiums, presence of celebrities in media, dynamic live broadcasts on TV)

sports events are one of few sectors of the new economy that are so much dependent on the quality of human resources. All these components create a sports spectacle with such a characteristic and dramatic unpredictability of events. The new economy is the time of development of uniquely configured products and services that meet the expectations and the needs of customers, and modern sports does it perfectly.

Sports players are commonly associated with physical strength and activities based on athletics and endurance. However, sports undergoes the same changes as the rest of the world we live in. Nowadays, success in sports is built on domination of intellectual processes of tactical, psychical and mental preparations over physical training. Of course, technical and physical predispositions form the general foundations allowing to join the competition and rivalry with opponents, yet "muscle competences" are these days dynamically supplemented with the processes of teaching of intelligent understanding of the game and the behaviour of the players and their opponents<sup>22</sup>. Physical training can be copied and imitated, although it depends on the physical conditions of given individual, but the intellect of a player is a unique human asset that may give the organisation particular added value.

Moreover, a thesis can be advanced that the features of a professional sports club player resemble very much the requirements for knowledge personnel: knowledge as the factor shaping the new character of labour characterises with such designations as: mobility, cross-border nature, promotion through education, optimisation of possessed potential. Therefore, the features of a knowledge nomad shall include self-awareness, self-confidence, innovation, calculated risk, negotiability, self-discipline and lack of loyalty<sup>23</sup>. These features are very similar to the ones necessary to build the market value of a professional sports player. As far as professional players are concerned, the intellectual capital and intellectual capacity is one of the requirements of success in sports that gives competitive advantage, which is the most frequently mentioned in the literature<sup>24</sup>. Motor and physical preparations are carried out with the minimum expenditure of differentiation between sports organisations. Therefore, the process of player intellectualisation is unique and becomes successful only there, where the individual is intellectually prepared to it.

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<sup>22</sup> P. Chelarudai, *Human Resources Management in Sports and Recreation*, Human Cintetics, Champaign, USA 2006, p. 23.

<sup>23</sup> A.K. Koźmiński, *Zarządzanie...*, op. cit, p. 73; D. Jemielniak, *Praca oparta na wiedzy...*, op. cit, p. 31.

<sup>24</sup> R. Panfil, *Edukacja uzdolnionego gracza i zarządzanie zespołem sportowym*, AWF Wrocław 2000, p. 58

In order to ensure success in this sphere, the practices of human resources management must be systemic, comprehensive and integrated. Having in mind the above considerations concerning the characteristic features of a sports organisation and its employees in the conditions of the new economy, the following basic dimensions of the personnel function that are necessary to provide the modern service of a sports product and sports brand development can be identified:

- talents management,
- diversity management,
- building and integration of task teams,
- flexible forms of packaged remuneration based on results,
- building of commitment through the climate and the culture of the organisation.

Hence, in the conditions of the new economy, the value of an organisation is built both through individual involvement of the assets of individual employees and through their skilful collaboration with each other. This assumption is the best implemented within personnel teams through the achievement of the effect of synergy of group work<sup>25</sup>. Optimum allocation of funds to the procurement, development, retention and transfer of profitable human resources is the fundamental success factor for a sports team. A sports player with his or her individual unique competences is the most important capital of a sports organisation in the process of value creation of a sports product – the capital capable of better than required accomplishment of tasks and able to undertake activities that are creative, unusual and require more and more knowledge and skills. A player is the carrier of unique individual competences, thanks to which the team wins, which in turn makes millions of people reckon sports games to be one of the most awaited spectacular shows of the new economy.

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<sup>25</sup> T. Listwan, *Zarządzanie...*, op. cit. p. 24

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## Резюме

### **Спортивная организация в контексте зависимости от новой экономики**

В статье представлены теоретические рассуждения, касающиеся изменяющихся в условиях новой экономики организационных требований. Главное концептуальное положение текста – это описание спортивной организации как примера организации, вписывающейся в процесс современных преобразований. В первой части текста автор сосредоточивается на описании ключевых современных изменений в кружении и структурах организации в контексте управления человеческим капиталом. В этом свете описаны черты спортивной организации. В тексте проведен анализ факторов, обуславливающих ее деятельность, с разделением на спортивные и экономические цели, а также описаны роль и значение человеческого капитала в формировании спортивного продукта. В результате анализа детальных целей функционирования спортивной компании, автор пытается доказать, что спортивная организация, в которой преобладает управление талантами, управление дифференциацией или формирование увлеченности работой с помощью коллективного организационного климата, „вписывается” в вид организации на пути к новой экономике.

**Ключевые слова:** новая экономика, спортивная организация, управление талантами, управление дифференциацией, управление человеческим капиталом.

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