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## RISK MANAGEMENT AT SPORTS COMPETITIONS

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**Abstract:** Security at sports competitions is gaining in importance and growing into a fundamental issue due to an increased exposure of society and individuals to a variety of risks, threats and challenges, which lean towards constant growth. The ever more complex conditions of preparing and carrying out sports competitions demand from competition management new approaches in assessing security challenges and risk management. One of the key prerequisites for their well-timed recognizing and repression is a consistent application of all the known functions of contemporary management and efficient risk management. This paper indicates the types of contemporary risks which endanger sports competitions and their management.

**Key words:** *risk; management of sports competitions; risk management*

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### INTRODUCTION

The contemporary environment of sports organizations is very turbulent, with increasingly complex and random changes and many risks with a significant impact. In professional literature, such an environment is indicated by the phrases hyperchange, hypercompetitors and hyperturbulence, and increasingly also as a “risky society”. Such a “risky” environment is not limited only to health and environmental risks but also includes a series of interlinked changes in contemporary social life – changes in work patterns, an increasingly greater insecurity of the work place, as well as insecurity in daily life, a decrease of the impact of tradition and habits, the collapsing of

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traditional forms and family patterns, etc. All this contributes to a state of affairs in which attending sports competitions today is much more risky than earlier. Such an intensity and unpredictability of changes have led to new paradigms for organizations and new management paradigms which are also radically reflected in the area of sports and sports competitions. Thus, “a new concept, new technologies and a new life style demand a totally new management” (Mašić, 2001, p. 2).

In the conditions of global competition on a specific market of large events, only adaptable and innovative organizations can survive. The justification for such an approach can be found in one of the most significant features of sports competitions—their diversity, that is, broad possibilities of choosing various contents which are available to ‘consumers’.

Integrated in the structure of contemporary sports competitions are a large number of different interest groups, investors or shareholders, which in “event management” are uniformly called “stakeholders”.

Each sports competition is authentic, inimitable and represents a potential field of various risks, which should be identified, analyzed, processed and assigned a method of supervision.

Such a complexity of sports competitions imposes the need for implementing certain procedures for risk management, integrated into all the functions of modern management, in order to anticipate or diminish possible consequences of risk which accompany sport competitions.

## **THE AIM OF RESEARCH**

The aim of this research is to contribute to the recognizing of the risks of contemporary social reality, the assessment of its possible impact on sports competitions and to indicate the significance and way of application of tested functions of managing risk management in sports competitions.

## **RESEARCH TASKS**

It is possible to realize the defined aim of the research by realizing three main tasks:

- (1) risks characteristic for modern society,
- (2) possible risks at sports competitions, and
- (3) the process of risk management at sports competitions.

## **SUBJECT AND OBJECT OF RESEARCH**

Contemporary sport is characterized by two basic tendencies: a constant spreading and complicating of relevant theoretical and practical-organizational issues, on one side, and the commercializing of sports activities on the other. An increasingly multidimensional and interdisciplinary character of sports activities demands a significantly larger number of funds of scientific and professional facts and information than earlier, which in turn imposes the demand of a continuous scientific following and researching of various areas and phenomena in sports.

The commercializing of sports has the consequence of sport no longer being merely a sports activities but a serious business involving large sums of money. Thus, a powerful sports industry was established, which is made up of three elements:

- (1) sports products – not just sports goods and equipment but also sports results, broadcasting sports games, etc.;
- (2) suppliers of sports products – all those offering goods, services and financial means (organizers, media, sponsors, etc.), and
- (3) consumers of products-spectators (group and individual) and the participants of sports activities (Bošković, 2013, p. 4).

The basic specific feature of sport which makes it different from the other forms of social awareness and activities is sports competition. According to many authors, it is sports competitions which are the greatest challenge for management, as “their preparation, organizing and realization, basically, reflect the success and ability of distinct human potential in a certain environment. Sport without sports competitions would not be such an attractive phenomenon which has in the contemporary world become a social phenomenon“ (Nešić, 2006-07, p. 5). They reflect the very essence of sports and without competitions there is no business or any other dimensions of sport.”Sport without sports events or competitions would not be such an attractive event which in the contemporary world has become a sociological phenomenon” (Nešić, 2006-07, p. 5).

It can be said that today there is a developed global market of sports competitions which brings to the organizers and hosts of these events greater or lesser financial gain and other income.

Holding sports events is changing the outlook of sport, raising its quality and initiating organizational capacities. “How important are sports events? History has shown us that they have played a crucial role in the development of society and that key individuals, in contrast to the expectations, have managed to create a complex industry of sports events from modest beginnings” (Masterman, 2008, p. 15-17).

Even though the causes and methods of organizing sports competitions, venues and their massive scale have changed through the years, it can be said that the issue of security and risk reduction to a minimum for the participants has always been the imperative. Thus historians have noted that in the Roman Coliseum the audience could be evacuated in the case of fire in 10 minutes, while the spectators, during sunny days, would be protected by a cover stretched between the pillars.

Today this aspect of sports competitions, in spite of a high development of civilization, has gained in significance and grown into a fundamental issue due to a progressively greater endangering of society and individuals by various security risks, threats and challenges, which incline towards a constant multiplying. Increasingly more complex conditions of formation, of the process and leading of sports competitions demands from competition management new approaches in assessing security challenges and risks and their management, which is the object of this research.

## **METHODS OF WORK**

The research uses predominantly the theoretical research methods. The general scientific methods used were mostly so-called quality methods: analysis-synthesis, induction-deduction, abstraction-concretization, generalization-specialization and classification. From the group of special scientific methods, the method of analyzing the contents of documentation was used, to the purpose of determining the legal and normative aspects of the issue.

The objective of the research is, according to its nature, to direct the research process towards studying, generalizing and linking information and facts about sports competitions, as a place of potential risk, and the process of managing competitions by the competition manager.

The basic limitations of a more complex reviewing of risks at sports competitions and the responsibility of the management of sports competitions is linked with an insufficient number of empirical and professional research of this topic.

## **ANALYSIS OF RESEARCH RESULTS**

### **Risks and risk management in contemporary society**

The concept risk implies the possibility that something will head in the wrong direction and that something negative will happen. Unlike past times, the risks in contemporary society are less evident and often appear as unexpected effects, due to which there is a need for every organization to systematically

deal with dangers and insecurities, caused and introduced processes of modernization and globalization. This is present to such an extent that some authors call these earlier periods in the development of human society “pre-risk societies”, and contemporary societies “risk societies”. All types of risks can be divided into the following: external (dangers such as drought, earthquakes, hunger, tsunamis, stormy winds) which come from nature and are not in any kind of connections with human actions; the second type are produced risks, which are a result of the impact of knowledge and technology on the world of nature (for example, ecological risks, health risks, etc.) (Gidens, 2003, p. 72).

The risk society which we live today produces consequences which are hard to predict and control. Many changes brought on by globalization give birth to new forms of risk, which to a large extent differ than those in the past. People have always had to face risks, but unlike the previous ones which had established causes and known consequences, it is much harder to determine the origins of the risks of the modern age and view the effects.

These differences, globally speaking, can be shown in the following way:

Table 1. *A comparative review of risks in contemporary societies (Source: Bek, 2001)*

<b>Risks in “pre-risk” societies</b>	<b>Risks in contemporary societies</b>
Personal – affecting smaller groups of people	General – have consequences for entire mankind
Local character	Global character (macro risks)
Brevity, transience	Longevity
Visibility	Invisibility, latency
Comprehensiveness – the effects are realized at once	Dispersion – the effects are realized in a diffuse and fragmented way
Predictability	Unpredictability
Consequences are removed more easily	Consequences are removed with more difficulty
Motivated by possibilities, a certain choice	Systematic and structural intensified patterns of destruction
Patterns of courage and adventure	Patterns of destruction and self-destruction
Expected causes	New and unexpected causes

In view of the possible consequences, there are three main types of risks: risks by mission (function), property risks and security risks. Functional risks prevent an organization to realize its mission. Property risks can damage the physical property of the organization, and a security risk has the potential to harm data and people. What should also be borne in mind is that every risk includes three stages: pre-risk, risk (the risk process), after-risk.

The pre-risk stage is the one where there is a possibility of failure. It encompasses the period prior to a crisis, a problem, incident and similar, as decisions are brought which make an organization more or less vulnerable considering the crisis (for example, neglecting internal and external security checks, or an extreme focus on maximizing profit which leads to a weakening of security patterns). One of the generators of this stage in risk development is often the resistance of organization members towards changes and reinforced business procedures.

The risk stage (risk process) relates to a direct managing of a crisis-incident within the organization and includes the time of duration of the risk which becomes visible, as well as a reestablishing of normal activities. This period will change according to the nature of the crisis-problem and the ability of the organization to give feedback.

The post-risk stage ensues after the risk has occurred and many define this period as “the levitation direction”, which marks the speed of reviving activities. This last stage relates to the time within which the organization tries to consolidate, strengthen relations and change its position (Beech & Chadwick, 2010).

In order to follow risk in all the mentioned evolutionary stages, from incubation to its detection, it is necessary to manage it. And thus, it is risk management which becomes one of the key signs of the modern global order. Risk is in the focus of attention for several reasons: primarily due to the progress of science and technology which has had an impact on creating new risky situations, which in turn differ from earlier periods. However, science and technology should also be put in the service of repressing, not generating risk. Due to this, the process of risk management encompasses identifying crisis situations, their assessment and processing using tested management functions as a scientific discipline. One of the basic prerequisites is a well structured and functional organization, as a bad organization is considered as one of the significant causes of risk.

### **Characteristics of sports competitions from the aspect of risk**

Seen as a whole, contemporary risks are fundamentally different in regards to those from previous societies and have new political, social, economic, security, cultural and religious potential and consequences. Globalization and an abrupt development of the IT sector have produced rapid changes in all social segments, perhaps the most rapid in sports which has become an important part of European identity. Sport has become an increasingly more important part of daily life of men and women and a motive for free time and traveling to attend sports competitions, as the most dynamic part of the sport industry, and thus also a potential source of risk.

Today there is no organizer of sports competitions who does not face risks, as there is no competition which fails to carry some sort of risk. The causes for this is a significantly larger massive scale of those attending competitions which are organized in today's age, whereupon venues and facilities of sports competitions become an arena for leisure and somewhere where passion can be let loose, as well as an especially developed system of information and telecommunication due to which every crisis, regardless of the area where it occurs, becomes quickly known to the whole world and can imply further spreading and deepening (Vejnović, 2011, p. 183). In that discourse, a special focus should be given to visitors and spectators of sports competitions. Namely, most people claim they go to sports competitions to "unload", and that it involves nothing more than defusing the pressures mentioned by famous social psychologists, sociologists, pedagogues such as Freud, Jung, Le Bon, etc. The contemporary pace of living, characterized basically by speed, has produced a new kind of personality of men, citizens, tourists, sportsmen as well as new patterns of thinking and behavior. Mass sports competitions imply many different people in one place in a short period of time and can easily develop from a sports atmosphere into a confrontation of social antagonisms of all kinds, in the shape of an aggravated and uncontrolled mass within a limited space. Such a gathering can easily be transformed into an unrestrained mass of people demolishing everything they encounter.

The professionalization and commercialization of sports place profit and proceeds in the first place and suppress the humanistic values of sports, due to which there is more immorality as well as violence.

One of the greatest problems which many countries are faced with is hooliganism and violence at sports games, which jeopardizes the security of the players and the spectators at such sports manifestations.

The international law which regulates the area of fighting against violence and inappropriate behavior at sports manifestations is the European convention on violence and inappropriate behavior of spectators at sports manifestations, especially football games, adopted in August 19, 1985 in Strasbourg. The Council of Europe Convention imposes the obligation for member states to prescribe appropriate criminal offenses and violations from this area and thus create a legal mechanism for the protection of sports and sports manifestations. The Republic of Serbia ratified this European Convention in 1990 by bringing a law to authorize the European Convention on violence and inappropriate behavior of spectators at sports manifestations, especially at football games.

In 2003 the National Assembly of the Republic of Serbia brought the Law on Preventing Violence and Inappropriate Behavior at Sports Manifestations (with changes and addenda), which is coordinated with the existing international legal standards and gives a possibility of carrying out adequate measures by state bodies authorized to fight against violent behavior at sports manifestations.

This law established measures for preventing violence and inappropriate behavior at sports manifestations (sports competitions and sports manifestations) as well as the commitments of the organizers (sports associations, sports societies, sport organizations - clubs, other companies or individuals who permanently or temporarily deal with organizing sports events) and the authorities of the endorsed bodies in carrying out these measures.

Sports organizations, societies, associations, and other companies and individuals who deal with organizing sports manifestations are obliged to coordinate their legal acts with the law on preventing violence and inappropriate behavior at sports manifestations.

Based on the Law on Sports, the government founded a National Council of fighting against violence and inappropriate behavior of spectators at sports manifestations as the strategic body for preventing violence in sports.

The task of the Council is to coordinate activities of preventing violence and inappropriate behavior of spectators at sports manifestations and meeting international commitments in this area. The Council is personally presided over by the president, and also contains the first vice president (the second-in-command), the ministers of justice, state administration and youth and sports, the republic public prosecutor and the presidents of the Football, Basketball, Handball, Volleyball and Water polo Associations of Serbia as well as the presidents of the Association of Sports Journalists of Serbia, the Sports Association of Serbia and the Olympic Committee of Serbia (Bošković, Petrović, 2013, p. 197).

Along with the Law, there is also the National Strategy for fighting against violence and inappropriate behavior at sports manifestations for the period from 2013 to 2018, which defines the strategic areas and aims, the roles and responsibility of social subjects and establishes the framework for the implementation and creating of an action plan, and creating additional conditions for a more efficient inclusion of the Republic of Serbia into a regional, European and world concept of preventing violence at sports manifestations.

It is without doubt that violence in sports is not linked only with the hooligan behavior of the fans, but also other, more subtle and less visible, but very serious forms of violence, which have become almost customary at sports competitions. Thus, the sports public is facing a great problem and challenge – how to transform passion for sport and direct it towards human and cultural forms of behavior.

This leads to the conclusion that managing the security of people at sports competitions must be the primary worry of the organizer of such events. The safety of the public is a priority of every larger sports competition, considering that there are risks present which can have various results, such as accidents which can demand quick evacuation.



Some authors warn about the link between the organization and collective behavior. The problems of behavior deviation in a group, mass, or the general public occur precisely due to neglecting the problem of group organization, i.e. group management or event management due to which the group is being formed. Sports managers invest much effort in the organization of the event itself but they neglect this large segment. Understanding risk has a large significance for sportsmen and women, as well as for sports management. The organization of sports competitions has also become a lucrative business, as well as an open “risk area” and thus sports organizations and competition managers must come to terms with the problems linked with the management of risk and crises.

Organizers of sports competitions often think about risk in the sense of security and insurance. However, the concept of risk is much wider than that. It can also imply the crisis of money flow, staff strikes, negative publicity, and weather conditions (bad weather). This last risk segment is the greatest risk for the organizers. Even if there is no direct impact on the competition, bad weather can reduce the number of visitors to an event, and rainy and stormy weather also has an impact on the mood and motivation of people, which can be a serious problem demanding careful planning. The basic question which is imposed is the following: whether managers in sports, on all levels, are capable to plan, prepare and carry out a secure sports competition. Transferring responsibility onto third persons, such as insurance companies, protection agencies and similar does not absolve them of responsibility, as maintaining order at sports competitions is just one of the problems which crisis management in sports is faced with.

Sports organizations and managers in sports can and should differ in various ways from the other types of organizations, including specific relations between them and the spectators (fans) and the direct participants of competitions - sportsmen. What should also be taken into consideration is the high degree of media interest for sports competitions and clubs on a local and national level. For a successful organizing of a sports competition, it is necessary to plan all the needed activities in regards with competitions. Bad organization represents the greatest danger for realizing the planned aims of competing, and poor interrelations such as disagreement regarding organizational problems which can lead to firing key persons can also be included in this. Special attention should be paid to public order during violence. Accidents, revolt, terrorism, and sabotage are security risks. Thus it is necessary to carry out all security measures (identifying the situations for which the police is needed or security staff, to adhere to the law, the regulations, the standards which pertain to health and security at work, to develop procedures in order to meet the security standards, to carry out training of employees in order to prevent risks for health and security, to use systems which limit security risks, and to build communication systems for reporting incidents and emergency cases). Along with the mentioned risks, there are also financial risks, which imply unexpected costs and income lower

than expected, high foreign currency rates, a general deteriorating of economic conditions, a drop in disposable income, embezzlement, fines and money flow issues. The system of business crises in sport is shown in Table 2.

Table 2. *The system of business crises in sport (Source: Beech & Chadwick, 2010, p. 420)*

TYPE OF CRISIS/ ENVIRONMENT	INTERNAL ENVIRONMENT	EXTERNAL ENVIRONMENT
<b>Technical/ economic</b>	<ul style="list-style-type: none"> <li>• Demolishing set seats</li> <li>• Fire</li> <li>• Poor maintenance of key equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Dependency on the main sponsor</li> <li>• Sudden income loss from TV copyrights</li> <li>• Demolishing of stadium due to earthquake</li> <li>• Grave weather disruptions</li> <li>• Viruses which are a threat for sports travel</li> </ul>
<b>Human/social/ organizational</b>	<ul style="list-style-type: none"> <li>• Riots at stadiums</li> <li>• Use of doping</li> <li>• Corruption</li> <li>• Lack of responsibility of key employees</li> <li>• Accusations of children molestation</li> </ul>	<ul style="list-style-type: none"> <li>• Bad media coverage</li> <li>• Leading players accused of racism</li> <li>• Changes in the law</li> <li>• Hooliganism</li> <li>• An oversight of a key supplier</li> </ul>

However, the perception of risk is very often formed by a variety of subjective factors – our mood, interaction with people around us, attitude towards the competition, understanding the situation. All these factors are combined and have an impact on the final decision. Thus, due to all these mentioned processes, the risk management process can and should be aided by using different scientific approaches and methods.

### **Risk management at sports competitions**

Every sports competition represents a certain conceptual and operational problem for the environment in which it transpires, as well as a new challenge for the stakeholders on the sports market. This especially pertains to larger sports competitions which have a wider social significance and must be coordinated with the general social movements and strategic directions of the development of sports in a certain environment. However, regardless of the type and size of a sports competition, the management of the process of competing adhere to certain rules and procedures in the existing economic, market, financial, media and cultural environment, starting from the known weaknesses and potential risks within sports organizations and with a special

focus on managing the risks which are characteristic for specific environments and conditions of preparation and carrying out competitions.

Of a vital significance for a good preparation and secure realization of sports competition is the understanding of the security elements undertaken by the organizer, and which pertain to the following:

- Preventive measures;
- General measures at sports competitions;
- Special measures which are undertaken at high-risk sports competitions and
- Measures which are undertaken by the authorized state bodies.

*Preventive measures* are undertaken in planning all kinds of sports competitions in accordance with sports regulations and general legal norms. They have the task of preventing possible risks, and making sure violence and inappropriate behavior do not occur. This refers to stimulating the fans to civilized and fair behavior during competitions.

*General security measures* refer to registering sports competitions in the appropriate state bodies; a mandatory founding of an appropriate stewarding service which cooperates with the state institutions, that is, the police; also, creating a plan of preventive security activities and securing the presence of appropriate services in accordance with the character of the competition and the space in which it transpires. It implies a sufficient number of medical teams, fire security, electricity distribution services, technical services, inspection and communal services.

*Special measures* imply some additional activities of the organizers:

- Informing the authorized bodies about high-risk circumstances prior to the start of the competition by 48 hours at the latest;
- Naming the persons responsible for managing the measures of preventive action;
- Realizing a direct cooperation with the police for acting on the orders which pertain to securing public order at sports competitions;
- Realizing a direct cooperation with the representatives of fan clubs;
- Separating the groups of visiting fans;
- Cooperation with sports organizations which participate at competitions, with their fans as well as keeping records on the procurers of tickets;
- Providing special entrances, exits and a part of the venue for the visiting fans in case a planned arrival is expected.

*Measures which are undertaken by the authorized state bodies* ensue from their legal authority. In accordance with their authority, the authorized police body, during the holding of high-risk sports competitions, can carry out the following:

- To organize for the visiting fans certain directions during arrival and departure;
- To order the organizers the removing of observed deficiencies on sports facilities;

- To ban entry to those whose behavior is inclined towards violence;
- To carry out a safety check of all sports facilities prior to every sports event;
- To ban the sale of alcoholic beverages at the entrances, in the vicinity and within the sports facility, three hours prior to and after the end of a sports competition.

The risk management process consists of three stages or steps – risk identification, risk assessment and risk management – and that process should be integrated into all the functions of sports competition management. Problems such as displaying various risks at sports competitions often ensue due to an insufficient understanding or neglecting of the mentioned steps of risk management within certain management functions on the part of sports managers, especially managers responsible for organizing competitions and sports facilities managers. Furthermore, it is especially important for the organizer of the competitions to establish good cooperation with the Ministry of the Interior (Pelević, 2011, p. 187).

In order to successfully resist various challenges and survive in the “theater of international events, sports competitions demand a creative application of the mentioned stages of risk management within the tested functions of competition management, depending on the types and set aims of competitions and disposable resources for setting these aims” (Masterman, 2008, p. 57). This concept of managing sports competitions and the risks which such events carry with them can be seen as a dynamic group and a process with five linked management functions which are in interaction: predicting, planning, organizing, performing and controlling. Schematically, this can be shown in the following way.

Picture 1. Schematic representation of the sports competitions management process and competing risks



The function of predicting implies a continuous endeavor of sports managers to find an answer to future events of impact for the appearing of risks at sports competitions which ensue from changes in the environment. That activity should lead to some indications on the trends and tendencies in their manifest forms and sizes and to an identification of risks for the sports competitions. Risk identification leads to an answer to two key questions: what can happen?, and how can it happen?

This leads to presumptions for making decisions and secures a strategic framework for all the following functions and stages of competition management.

In the frame of the planning function, it is necessary to carry out an analysis and risk assessment and based on this to define the aims and decide the strategy and tactics in their prevention or suppression. In this stage, a concept of risk management should be established, with defined aims, criteria, stakeholder and key elements.

The main task of organizing as a function of management is an efficient structuring and activating of the potential of a sports organization and other participants in the preparation and carrying out of competitions for the sake of processing risks and realizing defined aims. Risk processing implies determining the types, intensity and possibilities of risk escalation. In that process, established are relations among activities and people who are included in the system of competing. Its end result should be an efficient organizational and functional structure of authority, responsibility, coordination, and communication links and through plans and programs, concrete measures and processes of neutralizing risks and procedures for carrying out these measures.

The function of performing implies a coordinated activity of formed organizational bodies on the implementing of planned measures and proceedings of risk suppression and practical activities for battling risks should they occur. This process also includes managing all the established organizational levels and realizing the prepared operational plans and programs.

Controlling the carrying out of the planned measures for risk prevention includes determining standards, following and coordinating the planned activities for establishing deviations from these standards and undertaking the needed corrective actions. The controlling realizes an insight into the dynamics and quality of the real and planned realization of activities within the competition, that is, it carries out a comparison between the task and the realization.

Adhering to the accepted categorization of managers according to the classical management theory, there is in the area of sports a classification into three levels of managers: the highest level (top managers); the medium level (functional managers) and the lowest level (operational managers). Each of the

mentioned types of managers is equally responsible for preventing unacceptable behavior and violence at sports competitions and has their appropriate places and roles in competition management.

Each of the mentioned types of managers is also equally responsible for risk management at sports competitions and has their appropriate places and roles in competition management. Top managers enact the function of predicting, functional managers the function of planning and organizing, and operative managers the function of performing. The function of controlling should be carried out on all three managerial levels, each from their set authority.

## CONCLUSION

Unlike in the past, risks in contemporary society are less evident and often appear as unexpected effects, due to which every organization has the need for a systematic way of dealing with dangers and insecurities, caused and introduced by processes of modernization and globalization.

Sport is becoming an increasingly greater part of the everyday life of man and a relevant part of leisure and traveling for the purpose of attending sports competitions, as the most dynamic part of the sports industry, and thus also a potential source of risk.

Today there is no organizer of sports competitions who does not face risks, as there is no competition which fails to carry some sort of risk. The causes for this is a significantly larger massive scale of those attending competitions which are organized in today's age, whereupon venues and facilities of sports competitions become an arena for leisure and somewhere where passion can be let loose, as well as an especially developed system of information and telecommunication due to which every crisis, regardless of the area where it occurs, becomes quickly known to the whole world and can imply further spreading and deepening.

One of the potential and more risky and constantly threatening accompanying risks at sports competitions, especially those of a larger size, are various forms of inappropriate behavior and violence. In the aim of their preventing, appropriate preventive, general and special measures are prescribed on the international well as interior levels. Carrying out the prescribed measures largely depends on the ability of the sports competition organizers for a well-timed recognizing of such dangers and a clever and successful application of tested management functions in the process of competition management.

The organization of sports competitions has also become a lucrative business, as well as an open "risk area" and thus sports organizations and

competition managers must come to terms with the problems linked with the management of risk and crises. The risk management process consists of three stages or steps – risk identification, risk assessment and risk management – and that process should be integrated into all the functions of sports competition management.

Problems such as displaying various risks at sports competitions often ensue due to an insufficient understanding or neglecting of the mentioned steps of risk management within certain management functions on the part of sports managers, especially managers responsible for organizing competitions and sports facilities managers.

In order to successfully resist various challenges and survive in the “theater of international events, sports competitions demand a creative application of the mentioned stages of risk management within the tested functions of competition management, depending on the types and set aims of competitions and disposable resources for setting these aims” (Masterman, 2008, p. 57). This concept of managing sports competitions and the risks which such events carry with them can be seen as a dynamic group and a process with five linked management functions which are in interaction: predicting, planning, organizing, performing and controlling.

The dedication to the risks of sports competitions should be ever-present in all the process functions of competition management. Integration is needed for successful risk management, which reflects a critical need for coordination, synchronization and connecting various diverse interactions, dependency and interlinked elements included in the plan and program of competing, in order to secure that the decisions linked with risks involve all the factors and subjects relating to competitions.

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