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INSTITUTIONALIZED SYSTEMATIC REVIEW AS A TOOL FOR KNOWLEDGE TRANSFER IN SPORT MANAGEMENT

Introduction

As in many scientific fields, the situation in sport management also takes note of the growth of scientific production. The abundance of knowledge raises interest in research synthesis as a complementary mode of research beside the primary research endeavour. However, so far systematic reviews have not been widely employed in the field of sport management (Weed, 2005). Currently, at national and international level no institutions exist to address the problem of systematic review in the field of sport management. Instead there are various organizations around the globe focusing on consultancy in sport management. The utility of research synthesis in sport management could develop a systematic and rigorous review of knowledge on a given topic and make sense of diverse research areas and ensure the full utilization of the existing research findings for the practice and further research development in sport. To achieve a situation similar to that in the health sector the institutionalization base is needed to enhance the conduction of systematic reviews in sport management. International importance and the necessity of the institutionalization of systematic review in sport management is linked to the fact that sport as a nationwide phenomenon has a significant social and economic dimension and these dimensions could achieve their full potential provided there is an appropriate organisation of sport in place (White Paper on Sport, 2007).

Methods

The desk research and content analysis of various modes related to systematic reviews was conducted. A comparison of the models used for the transfer of knowledge from science to business practice, in particular in the health care sector, was realized. Based on this information the conceptual model for the systematic review and knowledge transfer in sport management which could take the institutional form was designed, describing the portfolio of services and expertise, development plan, the policy towards interaction and communication with the user community, and also the management strategy.

Results

Currently the most developed approach in systematic review can be observed in the health sector. The proposal of an institutional basis for implementation of systematic reviews in sports management organizational structure of these institutions has been explored:

Centre for Reviews and Dissemination (CRD) is part of the National Institute for Health Research (NIHR) and is a department of the University of York. The CRD provides research-based information on the effects of health and social care interventions via databases and undertakes systematic reviews evaluating research evidence on health and public health questions of national and international importance. The findings of research outputs are widely disseminated and have impacted on health care policy and practice, both in the UK and internationally. The CRD databases are updated daily and provide decision-makers with access to quality assessed systematic reviews. Over 200 systematic reviews on DARE evaluate interventions related to sporting or physical activity.

Cochrane Collaboration is a registered charity in the United Kingdom. Cochrane works collaboratively with partners and funders to produce and disseminate authoritative, relevant, and reliable health evidence. Cochrane Reviews are systematic reviews of primary research in human health care and health policy, and are internationally recognized as the highest standard in evidence-based health care resources. They are published online in the Cochrane Library. Since February 2013, all new Cochrane Reviews have become free to access for all readers 12 months after publication. Cochrane systematic reviews are published in the Cochrane Database of Systematic Reviews (CDSR), a monthly publication within the Cochrane Library, which, in 2009, reached an impact factor of 5.65.

The Campbell Collaboration is a sibling organisation to Cochrane which prepares, maintains and promotes the accessibility of systematic reviews in areas such as education, criminal justice, social policy and social care. Campbell Systematic Reviews are a peer-reviewed online monograph series of systematic reviews prepared under the editorial control of the Campbell Collaboration. At Cochrane-Campbell meetings at the Rome Colloquium, support in principle was expressed for joint Cochrane-Campbell Methods Groups.

The Joanna Briggs Institute (JBI) is the international not-for-profit, research and development arm of the School of Translational Science based within the Faculty of Health Sciences at the University of Adelaide, South Australia. The Institute collaborates internationally with over 70 entities across the world. The Institute and its collaborating entities promote and support the synthesis, transfer and utilization of evidence through identifying feasible, appropriate, meaningful and effective healthcare practices to assist in the improvement of healthcare outcomes globally.

The conceptual framework of the institutionalized systematic review in sport management

As mentioned earlier, currently, at national and international level no institutions exist to address the problem of knowledge transfer in the field of sport management. Instead there are various organizations around the globe focusing on consultancy in sport management. Based on the experience from the health sector it is suggested to create the non-profit, membership infrastructure “Centre for the Systematic Review and Knowledge Transfer in Sport Management” (hereinafter Centre).

Mission of the Centre

The Centre will be created as a network of collaborating entities around the world and will facilitate and strengthen international collaboration between systematic review groups, expert researchers, sport managers and other members of the network. Thus it will allow the development of the appropriate framework for analysing, producing and disseminating the best available research in sport management in order to provide and assure access of the information to various stakeholders in sport management. The information will be disseminated globally to inform higher education establishments, sport managers, sport organizations and a variety of stakeholders operating in the sport sector. The impact of the Centre's activities will be measured and assessed via changes in sport policy, sport practice and the advancement in sport management research.

Users' structure will have international scope and will include:

- Sport Management Researches;
- Higher Education Institutions;
- Sport Organizations (public, non-governmental, professional)
- Sports Associations
- Students

Portfolio of services provided by the Centre:

- methodological standards for research synthesis in sport management
- production of a high-quality, relevant and up-to-date systematic review and other synthesised research evidence in sport management
- development of the IT modes for effective storage and retrieval of the reviews by various users and stakeholders (Database of Systematic Reviews in Sport Management, Centre Library of Research Resources in Sport Management)
- open access to scholarly research via Internet for the Centre's members and the Centre's members of the network in the languages they speak and in an appropriate design
- methodological support for research in sport management
- educational programmes for researchers in sport management (research methodology in sport management, systematic review methodology, synthesis review methodologies)
- educational programmes for users, stakeholders and members of the network (utilization of the research reviews and Library sources and their practical utilization, case studies)
- measurement of the impact coming from the dissemination of knowledge via the Centre's services in sport management practice and research

The portfolio will evolve and it is envisaged that the Centre will develop into a multi-purpose platform and that the scope of the focus will widen to embrace all facets of sport, not only sport management. Collaborating entities will use the Centre's products on a regular basis and will interact with the Review groups via feedback. Regular conferences, workshops and educational programmes will be attended by

representatives from collaborating entities and members. The Centre's policy in terms of access will be to enable the approach and use of the systematic reviews to everybody, everywhere in the world via the Internet. The content of the Centre databases and Library will be accessible through licences or free access considering the users from different backgrounds. Different access policies would apply for the public, NGO and commercial institutions. Free access will be offered for collaborating institutions and members and also the funding institutions

To assure the feasibility and sustainability of the Centre, the following **development stages** are suggested:

Stage 1

Development of the Centre structures (Management – Steering committee. Establishment of the Systematic Review Groups, Methods Group, Editorial Board, and Development of the standards, IT tools and software for systematic reviews. Building the network)

Stage 2

Development of the systematic reviews in a selected range of sport management topics, building the Database of the Systematic Review and Library in Sport Management. Promotion of open access to the Centre's databases, promotion of effective communication with the people outside the Centre (stakeholder and public feedback). Further establishment of the Centre's structures including national centres and internal communication. Development of the business plan for the Centre's core activities.

Stage 3

Investigation and development of a responsive review programme. Developing marketing and communication strategies towards the various target and stakeholder groups. A formal membership establishment. Identification of the new functions and products of the Centre including educational and training programmes. Evaluation of the utilization of the Centre's products. Improvement of the functioning of the internal structures and activity planning.

Stage 4

Improvement in the quality, relevance and impact of the Centre's products. Expanding the training and capacity building programmes. Improving the technology and efficient editorial system. Extending the Centre's activities into various national centres. Developing further global participation and relevance of the Centre.

Proposed management strategy and organizational structure

Steering Group - shall determine the organizational structure of the Centre and decides on proposals for new Review Groups, and Collaborating Organizations; the scientific policies and strategic as well as operating procedures; sets guidelines and standards for systematic reviews;

Review Groups will be international in composition and shall primarily be responsible for the production, scientific merit and usefulness of systematic reviews;

Methods Group - shall hold responsibility for contributing to methodological issues, and generally shall support high quality of systematic reviews;

Collaborating Organizations - shall enter into formal agreements with the Centre to collaborate on an agreed-upon set of activities to further mutual interests;

Ad hoc working groups- shall be appointed on specific issues;

Administration of the Centre - shall be responsible for legal and fiscal matters related to the organization's status as a non-profit organization

Discussion

The proposed institutionalized infrastructure of cooperating entities in sport management research and practice will address the problem of the research synthesis in sport management as described by Weed (2005). The suggested model thus represents the first attempt to conceptualize open access to international research results in sport management for sport practice in a manner which is unbiased, thanks to the used methodology (systematic review). The feedback from the various stakeholders from sports management practice could serve as a valuable tool for overcoming the gap between research and practice, a fact which has been heavily criticized recently. The research innovations which could be drawn from the proposed infrastructure are linked to the development of knowledge transfer science, implementation science and translational research in the context of sport management. Application of the principles of the translational research as described by Woolf (2009) would mean that two translational blocks, T1 and T2, will enable not only the transfer of the understanding of the new knowledge in sport management for the purpose of the further research but will also translate research results in sport management practice and everyday decision making. Thus the results of the proposed mode of the knowledge transfer can be used by a whole variety of institutions ranging from research institutions to the public, non – governmental but also commercial organisations operating in sport. The proposed conceptual model is also important for the further development of science and research in sport management. This is closely linked to the fact that, although the disciplinary aspects of the sport management have been discussed over the last 30 years in terms of the body of the knowledge, theory development and methodology appropriateness, there is still no clear explanation of sport management as a scientific discipline (Nová, 2014).

Practical implication of the paper

The systematic review of the achievements of sport management research conducted at international level within the institutionalized framework of collaborating entities could create and enable easy access to the latest relevant information of the different facets of sport management for the various stakeholders in the sport sector at national and international level. Moreover research synthesis will provide a valuable source of information for the future direction in sport management research. So far in sport management there are various organizations around the globe focusing on paid consultancy in sport management. The proposed infrastructure should provide open access to international research results in sport management for sport practice in a manner which is unbiased thanks to the used methodology (systematic review). The feedback from the various stakeholders from sports practice could serve as a valuable tool

for overcoming the gap between research and practice, a fact which has been heavily criticized recently. Sport organizations are faced with the challenge of exploring for their own benefit, the vast body of past research that mostly remains ignored due to the lack of time of sport managers. The proposed institutionalization can overcome this shortage by providing open and comprehensive access to the relevant evidence-based information. Practitioners of sport management will be an integral part of the proposed institutionalized network and thereby will provide sport management research with valuable feedback related to the edifices of knowledge (so-called user involvement in the systematic review) which would help to direct future research in sport management. The uniqueness of the proposed institutionalized network is that it will operate in and for the sport sector. Usage of the evidence assessment for summarizing what is already known internationally about a particular topic in sport management and user involvement – all these features could be considered as the main competitive advantage of the proposed infrastructure. The knowledge base of the proposed infrastructure will serve also for educational purposes in so far as students will also have open access to the information resources. The student population will be considered as one of the network's stakeholder groups which will be allowed to raise its voice via the feedback framework.

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INSTITUTIONALIZED SYSTEMATIC REVIEW AS A TOOL FOR KNOWLEDGE TRANSFER IN SPORT MANAGEMENT

Further development of research and knowledge transfer in sport management is limited by the lack of full utilization of the past research results. Considering the fact that sport is regarded as a crucial determinant of a region's social and economic development, the transfer of the latest knowledge from sport management research to sport in practice is of the utmost importance. The availability of research results in a

usable form and the active interaction between academia and sport practitioners could help to a great extent enhance not only the knowledge base but also the performance of the sports organizations, thus contributing to their professionalization. Therefore the aim of the paper is to propose a conceptual model for the institutionalization of systematic knowledge exploration and consolidation in sports management so as to enable and simplify knowledge transfer to the practice of sports organizations. The design of a conceptual model is based on the comparison of the well-known models of institutionalized systematic review from health science.

„Vijesti“, 6. februar 2015.



„Najveći naučni skup iz oblasti sporta u regionu“: Duško Bjelica

Foto: L. ZEKOVIĆ

SPORT I NAUKA: SKUP CSA Prezentacija radova i dvije radionice

Priredivački odbor Crnogorske sportske akademije (CSA) prihvatio je 110 radova za 12. Međunarodnu konferenciju CSA, koja će se od 2. do 5. aprila 2015. godine održati u Podgorici. Uporedo sa konferencijom, održaće se i 11. kongres CSA sa oko 250 učesnika iz 28 zemalja.

- Ovo je najveći naučni skup iz oblasti sporta u regionu. I svi eminentni stručnjaci, koje smo najavili, potvrdili su učešće. Size svih 110 radova biće objavljen na engleskom jeziku, a cjelokup-

no će biti publikovani u časopisu „Sport Mont“. Među plenarnim izlagачima biće **Henk Erik Ma- jer** iz njemačkog Univerziteta u Munsteru, **Zdenko Reguli** i **Martin Zvonar** sa češkog Masarik univerziteta, **Višnja Đorđić** sa Univerziteta u Novom Sadu... - kazao je prof. dr **Duško Bjelica**, predsjednik priredivačkog odbora Kongresa.

Novina u 12. izdanju Međunarodne naučne konferencije iz oblasti sporta su dvije radionice.

- Savremeni pristup smanjenju jaza između is-

traživanja i potreba industrije, kroz praktične primjere prikazaće **Nejc Šarabon** sa Univerziteta Primorkoj u Sloveniji. Drugu prezentaciju o najnovijim dostignućima sistema za elektromiografiju uradiće predstavnici svjetski poznate kompanije „Desys“. Imaćemo i specijalnog gosta **Branislava Antalu**, profesora sa Komenius univerziteta iz Slovačke, koji je predsjednik „FIEP Europe“, organizacije koja je osnovana 1923. godine u Briselu, sa ciljem da promoviše razvoj širokog spektra djelatnosti u oblasti obrazovanja, sporta, fizičkog vaspitanja i školskog sporta, sporta za sve, fitnesa i zdravlja i rekreacije za ljude svih uzrasta i u svim zemljama svijeta. Ova federacija je, između ostalog, priznata i od strane Međunarodnog olimpijskog komiteta - zaključio je Bjelica. **S. Ž.**