

Study on the Reform of Chinese Olympic Individual Sports Organization System in the New Era

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Abstract—Olympic sport organization is regarded as the group providing service to public people by arranging sport events. Under the guideline of constructing the New period, studies based on China's current sport policy and administration system and starting with the research of Olympic sport organization show that in order to break through China's sport organization policy dilemma, it is required to strengthen the service by determining the nature of policy, enhance the efficiency by defining the property right, implement the law by stipulating the obligation and make the policy by macroscopic supervision.

Keywords—Olympic Individual Sport; Sports Organization; System Reform; Management Mode

I. INTRODUCTION

At present, the development of sports is in a critical period of re-positioning and making new choice. The report of the 19th CPC National Congress proposes to accelerate the construction of a strong country in sports and clarify the direction of the sports development. The dream of building a strong sports country is an important part of the great rejuvenation of the Chinese dream. The 10th meeting of the central leading group for comprehensively deepening reform adopted the "China Football Reform Overall Plan". As an important part of football reform, the reform of the Chinese football association has been put on the national agenda. Moreover, it has become the driving force leading the reform of Chinese social sports organization. In the new era of national institutional reform, as well as the transformation of government functions and social organizations, China's Olympic individual sports organizations, being an important part of social sports organizations, is imperative to make reform [1]. The reform will determine the coordinated development of China's competitive sports, mass sports, and sports industry. Meanwhile, it is concerned with the issue whether the sports rights of different groups of people can be realized or not. It will also lay a solid foundation for the construction of a strong and powerful sports management system with "consistent rights and responsibilities, reasonable division of labor, scientific decision-making, and smooth execution".

From the academic and theoretical point of view, the individual sports organization is the attribute concept of individual sports associations [2-3]. As an important department belonging to China's sports administrative

management system, the National Olympic Individual Sports Organization is the highest administrative body in the country to manage Olympic events, being responsible for its promotion and development. In China, the reform of the sports system is also in its infancy under the policy of pursuing the goal to "unite the people; benefit the country; follow the trend; and adapt to the times".

II. THE HISTORICAL INEVITABILITY OF CHINESE OLYMPIC INDIVIDUAL SPORTS ORGANIZATION REFORM

According to the "13th Five-Year Plan for the Development of Sports Industry", the guideline for strengthening the government's function in public sports service in the new era is: we should serve the purpose of satisfying people's growing needs in sports by providing scientific and people-oriented services; we should take the goal of strengthening national sports power, continuously optimizing and improving the government's public sports service system, so as to accelerate the construction of a public sports service system that is of a greatly high level and benefiting all the people. Below the surface, after three reforms, including the individualized sports organization reform in China, the reform of the "center & association" management mode and the substantive reform of the associations, the old sports management model of the original planned economic system was still employed, which has much inadaptability with social sports organization management mode [4].

The transformation of sports development mode calls for the reform of individual sports organization system [5]. Ma Dehao and Ji Liu (2011) believe that the three major reforms in the new era impose an important impact on the development of sports in China [6]. Among the reforms, the administrative management system reform with the connotation of building a public service-oriented government provides institutional guarantee for the transformation of the sports development mode, promoting the formation of a socialized development approach. Tan Jianxiang and Hu Xiaoming(2011) pointed out that during the "12th Five-Year Plan" period, the transformation of government functions should be manipulated to promote the development of sports undertakings [7]. From the perspective of sports organizations, they discussed that the legalization of national individual associations and the independent formulation and implementation of development plans are the paths of

materialized and diversified development. Furthermore, Ma Zhihe and Dai Jian (2010), in researching the government function of managing competitive sports during post-Olympic era, found that the establishment of a public service-oriented government is conducive to the separation of government and institutional unit [8]. However, if the government is deeply involved in competitive sports, the project management will be restrained in its internalization. And a slow-down process of sports industrialization will be observed since it heavily relied on government resources. In a result, there emerges the image of “versatile government”.

The reform of social system forces the transformation of the function of individual sports organizations. Huang Yaling (2004), from the perspective of history and the sociological theory [9-10], studied the development trajectory, realistic situation and reform mission of Chinese sports associations, and considered institutional inertia (nationwide system, government-led power transition, government “responsive” reform) and curing values (traditional cultural concepts, stability of sports development priorities) are a huge hidden force, restricting the reform of China's sports associations. For “political and social separation” and “the big society, small government” reform objectives, the path is fuzzy but the task is arduous; obviously, it is difficult for China’s sports society to truly play its due role in the context of government power. Wang Kaizhen, Wang Liu, etc., (2010) analyzed the common and individual problems of the national sports associations [11]. He Qiang (2011) from the historical perspective of the reform of individual sports associations in China, jointly found that the boundary of responsibilities [12], functional transformation, regulatory responsibilities, hierarchical management and improvement of the system of national individual sports associations are problems worth thinking about.

In the United States, Britain and other countries dominated by social management system, most of the Olympic sports organizations are in the form of non-profit organizations, and through the rational allocation of resources, they ultimately present the diversification and equalization of service targets, processes, and goals, in order to meet two important criteria for measuring national individual sports organizations: the growth of the number of members and the quality of elite training (Slack, 2006). In comparison, the sports management model with a high degree of administrative monopoly hinders the promotion of the project. Under the current management system, the operation mode of the Olympic project will be limited to develop only in the field of competitive sports. This model is not fully adapted to the overall sustainable development of sports.

III. SOLUTIONS TO THE DILEMMA OF CHINA'S OLYMPIC INDIVIDUAL SPORTS ORGANIZATION REFORM

A. Making qualitative system and strengthened services

According to the Charter of the United Nations: “The Economic and Social Council has to take appropriate measures to consult with various non-governmental organizations on matters concerning the terms of reference of the council”, and the concept of non-governmental

organizations (NGOs) first appeared [13]. The international individual sports organization just belongs to the organizations said above. Considering the origin of the sports organization, it belongs to a cooperative organization that is united by voluntary participation of states or regions, and theoretically belongs to the typical non-governmental organization. However, due to the influence of the national government management model, the management models of individual sports organizations vary in different countries, and their systems naturally exist differences. In the development process of China's sports system, and in the context of the nationwide system, in order to resolutely implement the “Olympic Gold Medal Winning Program”, the management function of the Olympic project has always been in the absolute authority of the state administration [14]; but the foreign individual sports organization is non-profit, following the social management model with the characteristics of non-government, volunteerism and public welfare, thus it highlights the functions of sports organizations to serve the public.

Obviously, the current management model clarifies the functions and tasks of the sports organization of the Olympic Games for the country to win glory and show nation's power, providing a supporting role in manpower, material resources and financial resources. However, from the perspective of government management of the new era, the management model that the government to run the whole show has weakened the social role of the organization, leading to the absence of popularization of the project and the lack of cultivation of young people, masses, and industrial projects [15]. In the overall plan China's football reform and development, it is clearly stated that, “the environment and atmosphere for football development should be improved, the football management system should be straightened out, the medium and long-term development plan for football should be formulated, the management mode of football with Chinese characteristics should be innovated, and the pattern of coordinated development of football cause and football industry should be formed.” China's Olympic individual sports organizations should serve as a dialogue platform between the government and society with taking the “project” as its carrier. Under the leadership of the national sports department and civil affairs departments, the civic sports awareness and the mobility to participate in sports participation should be cultivated, the social responsibility in project management should be enhanced, plus the quality and capacity of self-organization, self-managing, and self-development should be trained. Therefore, sports will truly and comprehensively serve for “state - society - citizen”, promoting the accumulation of the necessary factors of “small government, big society” and the maturity of civil society.

B. Definition of property rights and improvement of efficiency

The so-called property rights refer to the relationship between people and assets, plus people and things [16]. However, from the perspective of new institutional economics, it refers to the behavioral relationship between people caused by the existence of objects and their usage. Not confining to a bunch of powers that people use for property, it also

determines people's behavioral norms, which are called social systems [17]. At present, China's Olympic individual sports organizations and government sports functional departments belong to the same system. On the one hand, functional departments belong to state institutions, and its legal persons (central leaders) are accordingly appointed by superior leaders in the light of the national personnel system. Whereas, from the perspective of property rights, the management of the rights, abilities and responsibilities of the individual sports organizations of the Olympic Games is based on the government, which is not in conformity with the basic laws of the international and domestic social organization management. The property rights owned by sports organizations are actually only expressed as nominal ownership. Project promotion, event operations, associations and athletes' intangible assets were all restricted or prohibited by the government of different degrees, presenting a phenomenon of "incomplete and fuzzy property rights". At present, China's Olympic sports organizations are not managed according to the model of social sports organizations, so they are trapped in the institutional dilemma of defining property rights, which is difficult to reflect the sociality and organization of individual sports organizations. With the reform of the sports industry, this situation has undergone certain changes. For instance, the approval authority for the event has been released, the examination and approval of commercial and mass sports events has been cancelled, and the reform of the comprehensive and individual sports event management system has been accelerated. Public events are held in catalogues, and social capital is actively introduced through the market mechanism to host events. Therefore, the preconditions for social organization and social integration are further stimulated to define property rights and form brand events.

It is true that the sports organization should clarify its own function, and transfer permissions in accordance with the property rights structure in order to improve efficiency. In a world where resources are not scarce, property rights do not work, but the Olympic champion's athletic talent is a very special scarce resource. It can be regarded as the original capital invested by athletes and families, and it is also an important starting point for champions. Taking the famous diving athlete Tianliang as an example, the contradiction between him and the system after his winning of the Olympic champion is the issue of the ownership of personal property rights. Frankly speaking, Tian Liang's Olympic gold medals come from his inherent natural resources and personal contributions, as well as national investment. However, the reason why the country can sacrifice a huge price for the formation of various labors with a certain quality is only because the workers' family members and the workers themselves have created wealth for society. The delineation of property rights is the institutional guarantee of sports organizations, which will promote the industrialization, internationalization and commercialization of sports organizations and improve management efficiency. Therefore, the Olympic Olympic sports organization is an important way to guarantee the rights and interests of athletes and protect the property rights of the project.

C. Power statute and legal constraints

The statute power boundary is a system for maintaining the orderly operation of sports organizations. North's state theory puts the state in a "contradictory state" to analyze the role of the state in institutional change and social and economic development. The government's excessive participation and excessive good governance should be the main features of the statute power boundary. For example, Liang Jin etc. (2002) argued from the perspective of institutional research that the Chinese Football Association is a special institution that integrates government functions and corporate functions [18]. Obviously, this management system has led to many contradictions in the professionalization of football in China. The Football League management powers is not attributed to the fund-owner--the club legal person, but directly managed by the Chinese Football Association. The misplacement and dislocation of its power directly lead to chaos in professional football management, especially the violation of relevant national laws and regulations. The contradiction between the state and the market is difficult to mediate. We must continue to promote the professional management of professional leagues, fully reflect the interests and voice of league participants, so as to achieve democratic decision-making. The individual sports organizations should be guided on the big picture from various aspects, including basic system construction, industry access, disciplinary punishment, and rights relief.

Under the background of constructing a legal society, the analysis of the characteristics of personnel structure and exercise of power in Olympic sports organizations still has the dual functions of state institutions and social organizations. Both the government and markets should follow the corresponding legal provisions. The Olympic sports organization is the legal subject recognized by the national constitution and must bear the corresponding legal rights and responsibilities [19]. However, the current function exercise, such as referee law enforcement, athlete selection, head coach appointment, club management, intangible asset management and development, brand protection, event operations, etc., are also limited to the internal operation of sports organizations. Many problems have been involved in the judicial organs after the exposure of the society, showing a clear "lag constraint." Obviously, it is necessary to perfect the legal management system and operation mechanism of the Olympic sports organizations in China, in order to restrain the project managers by law.

D. Macro regulation and policy guidance

In the western sports developed countries, the national individual sports organizations adopt a socialized and market-oriented management model. Alain Ferrand etc.,(2009) believe that sports organizations (clubs, associations), merchants, service organizations, private and public institutions are an important part of sports industry. Besides, sports organizations, through sports, provide entertainment and leisure services directly to the people involved in sports [20]. For example, under the guidance of the US Olympic Committee's macro-regulation and policy, the US Taekwondo Association's market-oriented behavior (cooperation certification,

information research, club development, trust protection, US national awards, network digital services) is an important tool to promote and develop itself [21]. It means that each individual sports organization has an autonomous function in project management. In terms of business work, macro-control can not only promote the development of the project, but also accelerate the growth of the association in accordance with the characteristics of social organizations.

In accordance with the principles and policies of China's sports development, the individual Olympic sports organization manages the project by formulating policies [22]. Through the functions of "external liaison and internal management" of individual sports organizations, the resources are widely and effectively utilized to accelerate the project input and output efficiency and give consideration to the multi-functional development of sports organizations; Secondly, we should pay more attention to the fairness of project management on the basis of improving efficiency. We should give consideration to the comprehensive development of mass sports, school sports, sports industry and competitive sports, and formulate sports policies that are close to people's livelihood and service-oriented.

IV. CONCLUSION

When counting achievements and summing up experience, China's Olympic individual sports organizations are no longer just tools for winning medals at the national level, but also should promote the optimization of competitive sports and the popularization of projects, promote people's health, meet the changes of people's needs brought by social progress, and enhance the influence of project brand. Through the research of this paper, the main conclusions are as follows: China's individual sports organization is an organization that needs the materialization of its functions. With the transformation of government functions, the contradiction between state, society and market in managing social sports organizations is gradually adjusted. Therefore, in the formation of the sports value system and the pursuit of the goal in the new era, the formulation and strengthening of services, the definition of property rights and the improvement of efficiency, the stipulations and legal constraints, the macro-regulation and policy guidance are the solutions to the reform of the Olympic sports organization in China. The management model of new Olympic individual sports organization should be constructed from the aspects of function transformation, personnel reform, public finance, public service, authority accountability and public image.

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