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## CONCEPT OF FUTURE SPORTS MANAGERS' PROFESSIONAL COMPETENCES FORMATION

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*The article is devoted to the problem of the concept of future sports managers' professional competences formation. The authors defined that the concept of future sports managers' professional competences formation should be based on three main approaches: methodological, theoretical and practical ones. They state, that the higher educational institutions have to apply innovative teaching methods, improve holistic professional objectives/targets, and form professional skills, which will lead to the competitiveness of labour market. It has been proved that the content of practical readiness of future managers of physical culture and sports should be demonstrated in external (subject) skills, namely in actions that can be observed. These include organizational, mobilization, communicative and perceptual skills.*

**Key words:** concept, competence, sports manager, physical training, sport, scientific approach, methodology, pedagogical technologies.

### Introduction

The demand for specialists in management in the field of physical culture and sports has become acute in the modern labour market of Ukraine. It determines the priority in training a sufficient number of highly skilled managers who promote not only a healthy lifestyle of the population of Ukraine but also the formation of sustainable traditions and motivations for physical education and sports, which is necessary both for social well-being and healthy lifestyle and to extend life expectancy. Under such conditions, sports managers act as managers of sports and sports organizations, promoting the physical education and sports at both state and local levels of management.

### The aim of the study

For these reasons, the issue of forming the future sports managers' professional competences is due to the breaking crisis in the field of physical culture and sports, which has been caused by low prestige of a profession of sports manager, underfunding of this sphere and the inconsistency of the system of implementation of research results into practice in accordance with modern market requirements. The aim of our research is to develop a concept of the formation of professional competences of future sports managers as subjects of management activity.



### **Theoretical framework and research methods**

Existing studies have been carried out in the context of professional training of specialists in physical culture and sports (Hasiuk, 2010; Suschenko, 2003; Chernyshova, 2010; Shyian, 2001); scientific approaches to students' adjusting to studying process (Vasianovych, 2008); formation of professional competence of future specialists in high school (Kovalska, 2015; Marionda, Syvokhop, & Tovt, 2016) and others. The analysis of a set of research sources testifies that the research was carried out fragmentarily and as a result, the problem of future sports managers' professional competences formation in Ukraine is still under consideration.

According to the aim and objectives of our research we used theoretical (content analysis, methods of studying teaching experience, systematization and generalization) and applied (diagnostic, observation, prognostic methods, qualitative analysis) research methods.

### **Results**

The issue of future sports managers' professional competences formation was determined by the need to overcome the contradictions that arise between the requirements of society for the professional training of these specialists and their qualifications in accordance with educational and qualification level, the content of professionally oriented disciplines and the modern vector of new models of the educational process in higher education institutions and the common training of a specialist. This has predetermined the demand for such a concept of forming the professional competence of future sports managers, which should include the scientific substantiation of methodology for preparing the future specialists of physical culture and sports for professional activity in the modern labour market conditions.

The concept of future sports managers' professional competences formation contains three blocks: methodological, theoretical and practical ones.

The methodological block, according to the developed concept, aims at reflecting the interaction and connection of fundamental scientific approaches to the requirements of sports managers' professional competences formation, which made it possible to present the professional training organization as a system of substantiated actions and activities in general higher education institutions training process, built on the basis of general pedagogical norms and didactic principles (Vasianovych, 2008; Kryshchanovych, 2017).

The integrated combination of knowledge, skills and motivations including a high degree of self-regulation and self-reflection will contribute to the formation of professional competence and will be

optimal for carrying out their work in a modern professional environment (Sushchenko, 2003). Therefore, the methodological block defines specific requirements for the professional competence of sports manager in the course of his/her training according to the criteria of organizational, communicative, perceptual, didactic abilities and inclinations of professional and creative activities, growing general cultural level, social activity and self-esteem.

Due to theoretical block, it is possible to substantiate the process of future sports managers' professional competences formation and to improve it. According to Shyian (2001), the high level of preparation of future specialists in physical culture and sports can be achieved provided the scientific rationale and implementation of theoretical and methodological components such as knowledge, skills and abilities into the process of their professional training; reorientation of the system of physical training education from conservatively normative model which does not meet up-to-date requirements to innovative model of professional activity, the main components of which are the following: organizational, constructive, research and communicative ones.

Regarding the practical block, it provides the construction of a model for the implementation of the system of future sports managers' professional competences formation and its realization in the educational process of higher education institutions. In particular, in the practical aspect special attention is paid to the planning of the periodic updating of the content of the curriculum through the adjusting of curriculum and programs. The content should reflect the current level of advanced foreign experience of sports managers' training, as well as forecasting the development of the field of physical culture and sports, the implementation of innovative forms, methods and means of training, computer information and Internet technologies in educational activities. The research conducted in the laboratory of organizational and pedagogical problems under the guidance of Tonkonohaia (1992), helped to take into account, while forming the concept, the components of the professional competence of future sports managers, which include: professional orientation of personality and activity; system vision of a managerial situation, operation with modern information technologies; the ability to perform productive actions in non-standard current situations; the ability to integrate positively meaningful components of historical and personal experience.

Regarding the concept, considerable attention has been paid to normative principles of the implementation of the national system of physical education into the



process of forming the professional competence of future sports managers (Kovalska, 2015). It predetermines the consideration of three types of standards: appropriate, comparative and individual ones (Hasiuk, 2010, p. 69). Appropriate norms are determined by the requirements of one or another kind of human activity, in our case, it is the professional activity of students of higher education institutions. Comparative norms are formed on the basis of the percentage of persons who may reach that or another qualifying standard according to a defined evaluation scale. The basis for comparison is the time taken to hit a certain standard of performance of professional duties, intensity and quality of their performance. Individual norms enable the comparative analysis and characteristics of the professional readiness of sports managers at different stages of the educational process.

The concept of future sports managers' professional competences formation, taking into account the opinion of a number of domestic and foreign scholars (Marionda, Syvokhop, & Tovt, 2016; Pink, 2013) contains the following didactic components: content-targeting, organizational and activity, motivational, control and adjusting ones (Table 1).

Table 1

**Didactic components of the educational process  
on professional disciplines**

Components	Compounds
Content-targeting	1. Target content guide 2. Factors influencing the content of training. 3. The main scientific theory used in the content of training. 4. Regulatory framework
Organizational and activity	1. Regularities of training. 2. Principles of training. 3. Means and methods of training. 4. Basic forms of training. 5. Type and style of training
Motivational	1. Autonomy 2. Coaching 3. Purposefulness
Control and adjusting	1. Types of control. 2. Forms of control

Conducted system and functional analysis of sport managers' training made it possible to formulate in the concept such requirements which, in our opinion, will contribute to the potential improving and optimization of their professional activities, increasing the level of readiness of these specialists to work in the specific market conditions, namely: improvement of regulatory framework; introduction of market mechanisms and

elements of commercialization in sports activities and sports institutions; use of the results of the scientific research and innovative technologies in the system of sports managers training; formation of a culture of performing their modern managerial socio-cultural duties in a certain area of activity; providing quality physical education and sport services.

This concept implies that sports managers training should ensure their high professional competence, competitiveness in the modern labour market in the field of physical culture and sport. Their education is obliged to have a continuous character; it must guarantee the possibility of constant upgrading of managers' knowledge and skills by means of the systematic improvement of their qualifications. The sports managers training system should be implemented into international standards, which would improve in its term the efficiency of their future professional activity.

The concept states that the content of the practical readiness of the future managers of physical culture and sports should be demonstrated in external (subject) skills, namely in actions that can be observed. These include organizational, mobilization, communicative and perceptual skills, namely: popularization of various types of sports services among the population and organization of effective activities of trusted staff of physical culture and sports organizations; popularization of sport among customers of sport services and the development of their persistent interests in sports and their active participation in various kinds of sports and specialized sports clubs; communication and possession of oratorical art, successful resolution of conflicts of a different nature; understanding of each participant in the dialogue.

The concept defines the main types of professional competence that a manager of physical culture and sports should possess as far as it combines different types of competences, which reveal the general possibilities of a sports manager in various fields of his future professional activities. In our opinion, these are the following: cognitive-intellectual, organizational, diagnostic, prognostic, information, stimulating, evaluating and monitoring, psychological, social, communicative, reflective and methodological.

According to the proposed concept, the competence is defined as the ability of sports managers to possess certain knowledge of the methodological and theoretical basis for the methodology of professional activities arrangement and possibilities of their implementation in the performance of their professional duties.

## Conclusions

The concept we have developed implies that the process of future sports managers' professional competences formation will be effective in case it is



implemented as a system of interaction between the professional-subjective and substantive components, can predict interpenetration and complementarity of purposeful influences on a personality of the manager, the organizational support of which will aim at enriching the content of procedural performance of main professional functions of these professionals.

In the ongoing researches, it is necessary to determine the ways and model of implementation of the concept of future sports managers' professional competences formation, which will facilitate the training of highly qualified specialists who will be competitive in the labour market.

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