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Kherson State University*ORCID: <https://orcid.org/0000-0003-4226-5253>E-mail: IGluhov@ksu.ks.ua**ANALYSIS OF SOURCES OF PRACTICAL SKILLS
ACQUISITION BY SPORTS MANAGERS**

The article is dedicated to the study of sources of professional knowledge in the field of sports management. The main approaches to training specialists, such as university educational programs, online courses, scientific literature, internships, and participation in professional associations, are considered. The key problems of modern training of specialists are outlined, including lack of practical experience, insufficient digitalization of educational programs and lack of access to quality education. Particular attention is paid to the role of digital technologies and globalization in shaping modern educational standards. The article also examines Ukrainian and international research, emphasizing the need to improve approaches to education to increase the competitiveness of specialists. The author emphasizes the need to improve the practical aspects of training and the use of the latest technologies for the training of sports managers. The topic is relevant not only for theoretical research, but also for the practical implementation of solutions in the field of education and training of sports managers.

Key words: sports management, education, educational programs, digital technologies, competitiveness.

Ушкаренко Ю.В., Соловійов А.І., Глухов І.Г. АНАЛІЗ ДЖЕРЕЛ ОТРИМАННЯ ПРАКТИЧНИХ НАВИЧОК СПОРТИВНИМИ МЕНЕДЖЕРАМИ

Стаття присвячена дослідженню джерел отримання професійних знань у сфері спортивного менеджменту, що є ключовим елементом для успішної кар'єри в сучасній спортивній індустрії. Метою статті є розкриття основних джерел отримання професійних знань у сфері спортивного менеджменту, а також надання практичних рекомендацій як можна отримати необхідні знання, підвищити кваліфікацію і здобути практичний досвід, що є важливими складовими успішної кар'єри в спортивному менеджменті. У статті розглянуто різноманітні підходи до підготовки фахівців, зокрема освітні програми в університетах, онлайн-курси, наукову літературу, стажування, волонтерські програми, а також участь у професійних асоціаціях, конференціях. Автори аналізують проблеми, пов'язані з недостатньою кількістю практичних знань у рамках традиційних освітніх програм, а також вплив новітніх технологій на розвиток спортивного менеджменту. В статті здійснено порівняння освітніх програм у спортивному менеджменті. Особливу увагу приділено аналізу останніх досліджень як зарубіжних, так і українських науковців. Висвітлено питання інтеграції теоретичних і практичних аспектів навчання, роль цифровізації та необхідність адаптації освітніх програм до міжнародних стандартів. Невирішеними залишаються питання недостатньої кількості практичних стажувань, відсутність актуальних знань у галузі цифрових технологій, а також складнощі з доступом до якісної освіти у сфері спортивного менеджменту. Стаття підкреслює важливість удосконалення існуючих підходів до навчання, використання онлайн-ресурсів та підвищення рівня інтеграції практики в освітній процес. Результати дослідження можуть бути корисними для освітніх уста-

нов, спортивних організацій та фахівців, які прагнуть розвиватися у сфері спортивного менеджменту. Спортивний менеджмент це сфера, що вимагає постійного розвитку, адже вона стрімко змінюється. Для того, щоб досягти успіху в цій галузі, необхідно поєднувати різні джерела знань: академічну освіту, практичний досвід, участь у професійних заходах та постійне оновлення знань через сучасні онлайн-ресурси.

Ключові слова: спортивний менеджмент, освіта, освітні програми, цифрові технології, конкурентоспроможність.

Problem statement. Acquiring professional knowledge in the field of sports management is extremely relevant in the context of the modern sports industry, which is developing rapidly and requires the training of highly qualified specialists. Sport is not only a means of achieving physical and psychological results, but also a business that generates significant profits and attracts large investments. Modern sports management requires not only in-depth knowledge of management, finance and marketing, but also the ability to adapt to rapid changes in digital technologies, globalization and new trends in sports. Ukraine, as part of the global sports community, also faces challenges in the development of professional sports management, which necessitates the improvement of educational programs, expansion of opportunities for practical training and implementation of modern innovations. The competitiveness of Ukrainian specialists in the domestic and international labor markets, as well as the development of sports as an important element of the national economy and culture, depends on how effectively these issues are addressed.

Analysis of recent research and publications. The issue of professional training in the field of sports management attracts the attention of many scientists both in the world and in the Ukrainian scientific environment. Russell Hoyer and Matthew Nicholson, authors of the book “Sport Management: Principles and Applications” emphasize the importance of a balanced approach to teaching sport management that combines theoretical knowledge and practical skills [9]. Their work analyzes educational programs in detail and provides recommendations for their improvement. Gil Fried and Timothy D. DeSchriver are researchers of financial aspects of sports management, authors of the book “Sport Finance”, which is an important source for understanding financial mechanisms in the sports industry [8]. David Shilbury, as one of the leading researchers of digital technologies in sports management, in his publications focuses on the importance of digitalization

and adaptation of educational programs to modern market needs [10, p. 253]. Among the Ukrainian researchers, we can single out O. Zhdanov [2], S. Kryshchanovych [4], I. Nakonechnyi [5], V. Platonov [3], Y. Tymoshenko [1], etc.

Many researchers are working to improve educational programs, integrate innovative teaching methods, and provide professionals with the necessary knowledge and skills to work successfully in the sports industry. However, despite a significant amount of theoretical research, there is still a problem of insufficient integration of practical experience into educational programs. Many graduates lack practical skills after graduation. Although researchers such as Shilbury [10, p. 263] emphasize the importance of digital tools in sports management; this aspect is not yet sufficiently researched and included in educational programs in Ukraine. The sports industry is changing rapidly under the influence of new technologies and global trends, and educational programs do not always have time to adapt to these changes. The issue of international training and adaptation of managers to work in a globalized environment also requires additional research, particularly in the Ukrainian context.

The purpose of the article. The purpose of the article is to reveal the main sources of professional knowledge in the field of sports management, as well as to provide practical recommendations on how to obtain the necessary knowledge, improve skills and gain practical experience, which are important components of a successful career in sports management.

Presentation of the research material and its main results. One of the important characteristics of educational work on training managers, management specialists of various ranks and categories in higher education is the professionalism of its graduates. It is generally accepted that universities are the main source of competence in any type of professional activity, including sports management. In order to answer this question more objectively, it is necessary to prioritize the sources of professional competence of

sports management and marketing specialists abroad, since management education there has a long tradition and is fully formed. One of such research works was conducted by F.D. Shilbori in Melbourne on the following groups [10]: firms engaged in marketing in sports; large amateur and professional sports organizations; and universities that have a marketing administrator in sports. The respondents were asked to indicate the sources of professional knowledge: educational institution, workplace, self-education, and media. The study was completed after receiving 103 completed questionnaires, which amounted to 23.9 of the questionnaires sent out. Given the extremely busy work schedule of marketing managers, it was hard to expect a higher percentage.

The analysis of the data allowed us to identify the most important sources of competence in sports marketing. The majority of respondents mentioned work as the main source of competence (over 52% of respondents). These data are in line with the opinion of a number of scholars who believe that experience is the main component in the training of personnel for business in sports. Self-education was noted by the majority of sports marketing specialists as the second most important source of obtaining the necessary knowledge (24%). According to these data, the possibility of individual self-study plays an important role in the training of sports marketing executives. Formal education was mentioned as the third most important source of knowledge in sports marketing (13.2% of respondents), but in some cases it was given less importance than other sources. Mass media was mentioned as an important source of sports marketing knowledge by 10.6% of respondents. The role of the media is especially important in such activities as “buying and reselling media rights to cover sporting events”, “ensuring maximum media coverage of athletes, sponsors and sporting events”, “developing special promotions” and “creating a favorable image of your sports organization”. Our research has shown the same sources of professional competence acquisition as in the above-mentioned foreign study.

The first most important source of knowledge in sports management was work (67.1% of respondents). The second source of knowledge necessary for work was self-education, mentioned by 25% of respondents. Formal education was the third most important source of knowledge, but it was

mentioned by only 6% of the respondents. The media was mentioned as an important source of competence in sports management by 3.6% of respondents (Table 1).

Table 1
Identification of the main sources of obtaining professional knowledge in sports

№	Sources of knowledge	Number of people who answered affirmatively to the questions	
		people	%
1.	Work	37	67,1
2.	Self-education	14	25,0
3.	Educational institution	3	4,3
4	Media	2	3,6

Source: own research

This study has identified priorities in the sources of professional knowledge in the field of sports management, which can be used to adjust the courses of study in the discipline at the university [3, p. 216]. Thus, according to the results of the study, it can be concluded that the most effective programs for teaching sports management are those that provide students with the choice of completing a compulsory internship in one of the following organizations: in sports marketing firms, in amateur or professional sports organizations, at the faculties of physical education and sports at universities. The study shows that internships are the main source of professional knowledge.

Today, specialists in this field not only organize sports events, but also formulate development strategies for sports organizations, work with sponsors and the media, and manage major international events. To become a professional manager in this field, you need to acquire specialized knowledge from various sources. One of the main ways to gain knowledge in the field of sports management is to study at universities. Many of the world's leading educational institutions offer bachelor's and master's programs that cover key aspects of managing sports organizations.

Table 2. shows a comparison of educational programs in sports management.

There are many well-known universities that offer both bachelor's and master's programs, Loughborough University (UK) is one of the leading educational institutions in the field of sports management, the University of Florida (USA) is known for its master's

Table 2

Comparison of educational programs in sports management

Criterion	University program	Online course	Certificate course
Duration	3 years 10 months / 1 year 4 months (bachelor's/master's degree)	3–6 months	1–6 months
Training format	Full-time study	Distance learning	Distance learning
Cost	High (depends on the university)	Moderate	Relatively inexpensive
Accreditation	Accredited studies	Depends on the platform	Depends on the organization
Practical experience	Practical classes, internships	Limited, practical assignments	Usually limited
International perspective	Opportunity to study abroad	International platforms	Depends on the program
Specializations	Various specializations	Limited specializations	Depends on the course

Source: own research

program with a focus on sports team and league management, the National University of Physical Education and Sports of Ukraine (NUPES) is one of the leading universities in Ukraine that offers specialized programs in sports management. Online courses on educational platforms such as Coursera, edX, and Udemy are also popular, offering courses from leading universities around the world. For example, courses in sports organization management from the University of London or a course in global sports management from the University of California.

In addition, for a deep theoretical understanding of sports management, there are many books, including foreign ones (“Managing Sport Organizations” by Christopher Greenwell, “Sport Finance” by Gil Fried and Timothy D. DeSchriver, “Sports Marketing: A Strategic Perspective” by Matthew Shank) and scientific articles in journals (Journal of Sport Management, Sport Management Review), which help to understand both fundamental aspects and current trends in this field.

Membership in professional associations and participation in conferences provide an opportunity to gain up-to-date knowledge, meet leading industry experts and share experiences, for example: North American Society for Sport Management (NASSM) is one of the largest international organizations that promotes the science of sport management and organizes annual conferences; European Association for Sport Management (EASM) provides a platform for research and exchange of ideas among European professionals; International sports conferences, such as World Football Summit and SportAccord, where issues of managing

international sports events and organizations are discussed.

In addition to theoretical knowledge, practical experience is important for a successful career in sports management. This can include internships at sports clubs, federations, or volunteering at major sporting events. Examples of internship opportunities include Football clubs and sports organizations such as FC Barcelona, FC Manchester United and others that provide internship opportunities for young professionals; the Olympic Games and other international sporting events often involve volunteers in the organization and execution, which is an opportunity to gain practical skills.

Online resources also play an important role in professional development. Websites and blogs dedicated to sports management often contain the latest news, analytical articles and interviews with industry experts (SportBusiness, a website dedicated to the business aspects of sports, which publishes analytics on sports marketing and management; Front Office Sports, a platform with interviews and articles on innovations in the sports industry; Sports Management WorldWide, a platform for training and certification of sports managers with practical courses from professionals). Table 3 shows the main sources of professional knowledge.

Summarizing the above, we can consider the problems that exist in the training of sports managers and their solutions (Table 4).

When designing curricula, it is necessary to provide for the use of all means and methods that increase the effectiveness of teaching sports management, which should raise the prestige of academic management education as a source of professional knowledge.

Table 3

Sources of professional knowledge

Source	Description	Advantages	Disadvantages
University programs	Official academic courses with a diploma	Deep theoretical training, accreditation	High cost, duration
Online courses	Courses on platforms like Coursera, edX	Flexible schedule, accessibility	There may be less practice, less formal training
Scientific literature	Books, magazines, articles	In-depth analysis and research, self-study	Need to collect information independently
Internships	Practical experience in real conditions	Gaining real experience, networking	Limited time, may not cover all aspects
Volunteering	Work in sports organizations pro bono	Practical experience, networking opportunities	May be limited in time and scope
Professional associations and conferences	Events where news and trends in the field are discussed	Networking opportunities, access to news	Cost of participation, possible time limitations

Source: own research

Table 4

Comparison of problems and their solutions in the training of sports managers

Problem	Description	Solution	Expected result
Lack of practical experience	Theoretical knowledge is not always complemented by practical experience	Expansion of internships, integration of practical tasks	Increasing the level of readiness for real-world conditions
Lack of up-to-date knowledge	Educational programs do not always keep up with rapid changes in the industry	Updating programs, incorporating new technologies	Updating knowledge, increasing competitiveness
Lack of access to education	High cost or geographical limitations	Development of online courses, scholarships and grants	Increasing access to education
Insufficient level of international training	Limited knowledge of global trends and standards	International programs, exchange of experience	Improving adaptation to the global market

Source: own research

Conclusions. Professional training in the field of sports management requires an integrated approach that combines theoretical knowledge and practical experience. Educational programs, online courses, scientific literature, internships and volunteering are key sources of knowledge that need to be integrated to ensure quality training. Educational programs need to be regularly updated to adapt to rapid changes in the sports industry and the latest technologies. The inclusion of modern digital tools, new techniques and trends will increase the relevance of education and training. Practical experience is critical for training effective sports managers. Internship and volunteer programs provide an opportunity to gain real-world experience in the sports environment, which is an important complement to theoretical knowledge. The introduction and use of digital technologies, such as data analytics and social media, has a significant impact on sports management.

It is necessary to ensure that specialists are trained to work with the latest technologies, which will be an important factor in their professional development. The lack of access to quality education due to high costs or geographical restrictions is a serious problem. The development of online courses, scholarships and grants can help increase access to education and help solve this problem. The globalization of the sports industry requires professionals to be aware of international standards and trends. It is necessary to increase the level of international training and exchange of experience to ensure competitiveness in the global market.

In our opinion, these findings emphasize the need to integrate theoretical and practical aspects in education, as well as the importance of adapting educational programs to the modern requirements of the sports industry. The introduction of new technologies and improved accessibility of education will help

to increase the effectiveness of training in the field of sports management.

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