

## Research of managerial problems in sports sphere of the north-west region, for developing a vision of managerial competences for managers of sports organizations

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At the beginning of the 21st century Russian sport industry underwent a change due to the forthcoming Olympic Games in Sochi 2014, World Student Games in Kazan 2012, 2018 FIFA World Cup. These events call for a big number of well educated of Sport managers. Therefore, in the academic year 2011-2012, the School of Management of Herzen's State Pedagogical University of Russia initiated scientific and marketing research of the sports industry in the North-West region of Russia (with scientific consultancy from Prof. L.A. Gromova).

The purpose of this research was twofold: to determinate key factors and principles of effectiveness of the sport industry sector in Russia in professional sport clubs and physical training activities; research the problem of entrepreneurship and small business activity and availability to offer their products and services in sport market.

The main method of doing the research was an on-line survey among: managers of sports clubs and organizations of sports and leisure areas, potential consumers of sports goods and services. This paper concludes with several recommendations for professional sports organizations efficiency increase via identification of accordant list of professional competences of sports managers. Creation of educational and methodical materials for Bachelor and Master Degree levels of Sports management educational programs is to be considered as product of the research.

### Theoretical Departures

Representative selection for research was sample with 246 citizens of St. Petersburg at the working age and higher [1]. In terms of gender, selection of 246 persons is to be researched, including 45% males and 65% females, in accordance with existing gender coefficient of the city. Validity of selection has been determined (at first review) via interactive internet-technology 'Selection calculator', proposed by QR team [2]. It allows us to make a conclusion about possibilities of getting results with high probability levels.

### Methods and Results

As of this moment (01.04.12) pilot research has been completed, with questioning of 246 persons (65% - males, 35% - females) at the age of 65 years 24do. On the 1st stage of the pilot research, respondents were offered to complete the phrase: "Sport for me is...". We've got the next answers: the way to keep physical fitness form (58,5%); the way to relax (11,8%); the way to switch to another sphere of activities (6,3%).

This spread of responses allows us to make a conclusion, that among respondents sport is considered to be a physical activities, rather than professional or top sports. It is notable, that 16,3% of respondents are managers of sports organizations of different levels. Thus we can assume, that most of the despondence is inclined to determine 'sport' not as victories in world competitions, but as a way to support good physical form with sporting activities, not harming the health.

Analyzing respondents' answers, we have to note, that key competences of sports organization managers, by opinion of researched selection, are: "Aspiration for new knowledge and discipline" (92,2%), "Ensuring the accordance of provided services to consumer expectations" (81,7%), «Development of potential new directions of development» (67,8%), "Choice of new goods (services)" (71,5%), "Qualified distribution of resources and taking managerial decisions for reaching organization's goals" (72,3%).

After a comparative analysis of competences, which should be further developed in the process of a master in "Management" educational program, and competences selected by practicing managers, we can assume, that people working in practice point at necessity of formation of competences. They also determine importance of such professional competences as: ability to manage organizations (professional competence), ability to develop corporate strategy, ability to use modern management methods of supervising corporate finances for solution of strategic objectives, ability to develop programs of organizational development and changes and ensure their realization, possession of methods of economical analysis of economical agents behavior and markets in global sphere, ability to prepare analytical materials for supervision of business-processes and evaluation of their efficiency, ability to develop educational programs and methodic materials for teaching managerial disciplines.

Such researches can reveal not only the actual needs of the sports industry for sport managers, but also can formulate the requirements for their competencies. For this purpose, and on the basis of the results of this research was formulated basic requirements for a new Master program "Management in Sport" at The Herzen State Pedagogical University of Russia. The developers hope that this program will contribute to the development of the sports management industry not only in St. Petersburg, but in Russia also.