

## Master's program "sport management" as a project

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### Aim of paper

Along with implementation of Bologna principles and dramatic changes in economic, social and political life, Russia substantially undergoes modernisation of the higher education system. The most difficult problems emerged in the social sphere where a special significance has physical education and sports. The State's strategic goal is to increase the share of citizens regularly engaged in physical activity and sports from 17.3% in 2009 to 40.0% in 2020 as only 20% of the population is engaged. Realisation of the Federal Target Program "The development of physical education and sports in the Russian Federation for 2009-2015" has shown that the weakest point is management training. There are more than 470 sport management programs at the leading universities and educational centers worldwide (Pedersen et al., 2011). Modern Russia is a country of sporting opportunities and will hold a great amount of world-class events such as the World Summer Universiade (2013), Olympic and Paralympic Winter Games (2014), World Aquatics Championship (2015), Ice Hockey World Championship (2016), FIFA World Cup (2018). The aim of the paper is to summarise various research results and the experience of creating and implementing the master's program "Sport Management" in the School of Management, Herzen State Pedagogical University of Russia, St. Petersburg.

### Organisational context

According to the statistics Russia has sport and recreation institutions, enterprises, associations and organisations of more than 164,000 (62.35% in the education system); sports facilities – more than 248,000 (federally owned 5%), stadiums for 1500 seats and more than 2000 with one-time capacity of approximately 300,000 spectators; 19 facilities were put to use in 2010; there are more than 20,000 sports clubs, more than 70,000 sports centers, 3500 swimming pools, 130 000 flatwork sports facilities, etc. At the moment there are more than 311,000 staff members in the sphere of physical training and sports. Their preparation is held in 14 universities, 12 branches and 20 specialized secondary schools. Vacancies in sport management exceed integrative assessments and events budgeting; manage brands, sport facilities and activities; plan and organise the work of sport clubs, facilities; develop a system of sport management. The strong point of the program is its relevance dictated by the demand for sport managers' professionalization. Success depends on networking with universities and organizations interested in sport management as well as on international co-operation. Program Prospects are associated with the preparation of professional personnel to manage sport industry, creation the

more than 6000 jobs. The most of sport managers are former coaches or administrators from other areas. Thus, the "staff shortage" of professional managers in the Russian sport industry is a fact. So the whole amount of educational programs is not appropriate to growing needs of market. Besides some issues have to be decided concerning with lack of qualified teachers, special textbooks, scientific research, international mobility and academic network.

### Educational issues, experiences and implications

Research conducted by experts from the School of Management in Herzen University allows distinguishing the most in-demand competences. Russian professional sport managers should be able to:

- provide the operation and maintenance of sports facilities;
- provide innovation and "green technologies";
- organise mass sporting events and ensure their safety;
- know the methods of effective transfer policy;
- attract sponsors and investments;
- keep up the interest to sport in the information space;
- work with supporters, fans and volunteers;
- organise promotions and manage brands of sport team and club;
- provide the engagement in physical activity and sports.

**Program Uniqueness.** During the design phase representatives of the European Association for Sport Management, Ruhr-University Bochum, FC "Schalke 04", Rotterdam University of Applied Sciences and FC "Feyenoord" became our partners. The strategic partner is Russian FC "Zenith" and its General Director chaired the Program Council.

**Program Structure.** The duration of the program is 2 years and 5 months (120 ECTS) and includes five sessions of 5-6 days full-time teaching, practice and international internships. The curriculum has a modular structure and consists of 7 modules, provides orientation to practice, international mobility and innovative teaching methods.

**Program Management.** Management is based on the process approach. At the initial phase prospective students' expectations are analysed and have impact on the program content, taking into account the applicants' job positions, functions and career plans.

**Program Efficiency.** As a result of education the graduates acquire skills and competencies to manage sport projects, work in a team, communicate effectively; provide administration in sports; carry

unique Russian database of sport management scientific and methodological materials based on scientific research.

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