

## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

- The « six steps model »
- 1° Professional Area: Sport Management
- 2° Standard occupations
- 3° Main activities
- 4° Competences
- 5° Learning Outcomes
- 6° Curriculum Model... and best practices

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

- The « six steps model »
- 1° Professional Area and standard occupations
- Sport organisations need two main job areas/occupations:
  - First, to teach sport activities and to train and coach athletes. This occupation needs technical and educational competences
  - Secondly, to organize sport activities and to develop sport organisations. This needs managerial competences

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

- The « six steps model »
- 2° Standard occupations in sport management area: (e.g)
  - Local Sport Manager or Director in a city or municipality
  - Sport Club Manager or Director
  - Manager or Director in National Sport Federation
  - Manager in Fitness Club...etc
- 3° Main activities: (e.g)
  - Human resources Management
  - Event Management
  - Financial Management...etc

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

- The « six steps model »
- 4° Our aim is now to define the main Competences... to
  - To define the learning outcomes expected (5st step)
  - Then, to propose curriculum and best practices (6st step)
    - SO...

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

- We identified some Problems and difficulties
  - Material available for reflection
    - Report of the first year and intermediate report of the second year or the AEHESIS Project
    - Questionnaire of the AEHESIS survey
    - But also reports of tuning project
    - ([www.relint\\_deusto\\_es\\_TUNINGPROJECT\\_line1](http://www.relint_deusto_es_TUNINGPROJECT_line1))

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

- Difficulties to answer to the questionnaire
- Difficulties to use the answers to continue our own task (the following steps)
- So, perhaps, Difficulties about the tuning methodology

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

(About the tuning methodology)

- **Definition of competences is practical and useful**
  - In the Tuning Project, the concept of competences tries to follow an integrated approach,
  - Several terms: capacity, attribute, ability, skill, competence,... are used with an often interchangeable, meaning.
  - They all relate to the person and to what he/she is able to achieve.
- **competences and skills are understood as including**
  - ...
  - **knowing and understanding** (theoretical knowledge of an academic field, the capacity to know and understand),
  - **knowing how to act** (practical and operational application of knowledge to certain situations),
  - **knowing how to be** (values as an integral element of the way of perceiving and living with others and in a social context)

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

● About the tuning methodology:

- **But The suggested Classification is not very useful and practical**
- **generic skills and competences**
  - **Instrumental Competences:** They include:
    - Cognitive abilities, capacity to understand and manipulate ideas and thoughts.
    - Methodological capacities to manipulate the environment: organising time and strategies of learning, making decisions or solving problems.
    - Technological skills related to use of technological devices, computing and information management skills.
  - Linguistic skills such as oral and written communication or knowledge of a second language.
  - **Interpersonal Competences:** Individual abilities relating to the capacity to express one's own feelings, critical and self-critical abilities. Social skills relating to interpersonal skills or teamwork or the expression of social or ethical commitment. These tend to favour processes of social interaction and of co-operation
  - **Systemic competences:** those skills and abilities concerning whole systems. They suppose a combination of understanding, sensibility and knowledge that allows one to see how the parts of a whole relate and come together. These capacities include the ability to plan changes so as to make improvements in whole systems and to design new systems. Systemic competences require as a base the prior acquisition of instrumental and interpersonal competences
  - **Specific key competences**

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

About the tuning methodology: **Classification**

- **The definitive questionnaires of the AHESIS project comprised the following 30 generic competences:**
- **Instrumental competences**
  - Capacity for analysis and synthesis
  - Capacity for organisation and planning
  - Basic general knowledge
  - Grounding in basic knowledge of the profession
  - Oral and written communication in your native language
  - Knowledge of a second language
  - Elementary computing skills
  - Information management skills (ability to retrieve and analyse information from different sources)
  - Problem solving
  - Decision-making

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

About the tuning methodology: **Classification**

- **Interpersonal competences**
  - Critical and self-critical abilities
  - Teamwork
  - Interpersonal skills
  - Ability to work in an interdisciplinary team
  - Ability to communicate with experts in other fields
  - Appreciation of diversity and multiculturality
  - Ability to work in an international context
  - Ethical commitment

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

About the tuning methodology: **Classification**

- **Systemic competences**
  - Capacity for applying knowledge in practice
  - Research skills
  - Capacity to learn
  - Capacity to adapt to new situations
  - Capacity for generating new ideas (creativity)
  - Leadership
  - Understanding of cultures and customs of other countries
  - Ability to work autonomously
  - Project design and management
  - Initiative and entrepreneurial spirit
  - Concern for quality
  - Will to succeed

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● Problems and difficulties

- These competences are interesting and useful but...
  - They are often too generic, too wide, too personal and individual
  - They are often the competences we need in our life, not especially in our training or in our work
  - Universities can improve these competences, life is a best teacher to build them.
  - It is difficult to use this list of competences to build curriculum and to define best practices for universities or other training organisation
  - We need to work on an other classification of vocational competences

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### For a more practical and useful approach

- The main activities of sport manager are variable according to
  - The sector of the sport organisation
    - Public or private organisation
    - Commercial or non profit organisation
  - The size of the organisation
    - Local, national, international
- But The managerial function is like an iterative process...

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### ● For a more practical and useful approach

- What's a sport manager?
  - Like a captain...he's able to:
- Analyse and understand the situation of his organisation
  - Micro: internal situation
  - Meso: network and partnership
  - Macro: politic, social, economic environment
- Define policies and projects
  - To define objectives
  - To give the way to follow
  - To plan programs and actions
- Find and use efficiently the different resources
  - Organisational resource
  - Human resources
  - Facilities and material resources
  - Financial resources
- Analyse results, report and... begin again

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### An other approach for a vocational competences classification:

- 1°/ To know
  - Knowing and understanding theoretical Knowledge
  - vocational knowledge
- 2°/ To know to act,
  - Know-how, to know how to do
  - Doing yourself (to know to do)
  - Doing by another (to do to do)
- 3°/ To know to be
  - attributes, attitudes, skills and personal competencies)

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### An other approach for a vocational competencies classification:

- 1°/ To know: general and specific knowledge about sport area
  - Theoretical and academic
  - Vocational
- Curriculum (e.g)
  - History, sociology, psychology, law, economic, management...etc
- Best practices
  - Lectures, e- learning...

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA

### An other approach for a vocational competencies classification:

- 2°/ To know to act
  - Tools , methods and processes to do
- Curriculum (e.g)
  - Languages
    - (national and foreign languages)
  - Computer tools
    - (office suite and other specific computer programs)
  - Specific management tools and skills
    - (promotion and communication, marketing, project management, financial tools etc...)
- Best practices
  - Lectures, study cases, workshop...

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA



### An other approach for a vocational competences classification:

- 3°/ To know to be
- Curriculum (e.g)
  - There is not a specific curriculum but best practices to improve the best attitudes and the main personal abilities skill and competences
- Best practices
  - internships, networking, teamworking, workgroup , personal following for students...

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## THINKING ABOUT MAIN COMPETENCES IN SPORT MANAGEMENT AREA



### TO END

### Others main questions about vocational competences...

- What competences are needed before the training time?
  - What about the entry requirement?
- What competences have to be improved after the training
  - What about the lifelong training?

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**Thank you for your attention!**



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