

# AEHESIS

Sport Management Research Group –  
Spring 2005  
(Barreau, Cingiene, Costa, Hovemann  
Puronaho & Skirstad)

## SMRG (Sport Management Research Group)

### Introduction

- Sport Management Research Group applied the 6-steps-model as follows:
- SMRG started with analysing the existing curricula (information e.g. from the 1st and 2nd questionnaire)
- After studying the up-to-date situation, the group defined the standard occupations (1st step) with main activities (2nd and 3rd step)
- SMRG used 60 different competences and combination of up-to-date situation and future requirements to analyse the core competences as well as special competences required in sport management area.

## SMRG

### Introduction

- The information about competences has almost been collected (4th step) from the people working in the defined sport management areas as well as from some persons who are responsible for curriculum development (competences today)
- Also the future requirements (importance tomorrow) were analysed
- Finally and during the following months SMRG tries to convert the research results and those future requirements into desired learning outcomes (5th step) with the help of curriculum development work (6th step).

## SMRG

### Sport management occupations

- During Sport Management Research Group (SMRG) meeting in London on January 2005, 14 typical sport management occupations from public, private and voluntary sectors were listed.
- During Project Management Group meeting in Brussels and after consultation with "Health and Fitness Research Group" Manager in Fitness Club was added into this list.

## SMRG

### Sport management occupations

- Municipal Sport Director
- Director of the National Sport Federation
- Sport Journalist
- Sport Manager
- Project Manager
- Event Manager
- Managing Director
- Sport Consultant
- Researcher
- Animateur
- Sport Marketing Director
- Sales Manager
- Sport Instructor
- Sport Club Manager
- Manager in Fitness Club

## SMRG

### Sport management education

- there are 2 main ways to educate people for sport management professions;
- The first way is to get the basic education from "Sport Sciences" and then in the end of the studies specialize on more or less sport management related management, financing, economics etc. or special sport management.
- The second way has been to start with general management, economics, financing etc. and then specialize in the end on sport management or closely sport management related subjects.

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### Some general problems

- Educators and institutions are dealing with more or less conflicting but at least increasing demands coming from public, private and voluntary sectors
- There is too much information for one general "sport manager" to handle and too much to learn
- Nowadays students are specialising earlier and earlier and that is also the case in sport management

## SMRG

### Some general problems

- If we want to develop curricula and create some models, we need information not only from academics in universities but also from the professionals in the field
- Curricula in this area are very diverse and that's probably the way it will be also in the future
- However one of the difficult targets of this project we try to reach is try to create recommendations for the core content of sport management studies.

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### 2. Standard Occupation (SO)

- "Standard Occupation" means a set of tasks and duties characterised by a high degree of similarity.
- The standard occupations of sport management area are as follows:
  1. Local Sport Manager or Director in a city or municipality,
  2. Sport Club Manager or Director
  3. Manager or Director in National Sport Federation and
  4. Manager in Fitness Club (by courtesy of Alan)

## SMRG

### Activities (A)

#### Local Sport Manager or Director in a city or municipality

- 1. Human Resource Management
- 2. Sport Facility Management
- 3. Planning
- 4. Problem Solving
- 5. Financial Management

## SMRG

### Activities (A)

#### Sport Club Manager or Director

- 1. Human Resource Management
- 2. Event Management
- 3. Marketing Management
- 4. Problem Solving
- 5. Financial Management

## SMRG

### Activities (A)

#### Manager or Director in National Sport Federation

- 1. Human Resource Management
- 2. Event Management
- 3. Marketing Management
- 4. Decision-making
- 5. Financial Management

## SMRG

### Activities (A)

#### Manager in Fitness Club

- 1. Human Resource Management
- 2. Quality Management
- 3. Marketing Management
- 4. Organisational Management
- 5. Financial Management  
(again with the courtesy of Alan)

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### Competences (C)

- According to the instructions from AEHESIS Management Group SMRG adapted and used the "Tuning Methodology" when defining and evaluating the core and specific competences in the field at the moment and competences required in the area of sport management in the future.

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### Competences (C)

- The added research material will be collected from 5-6 European countries by questionnaires targeted to persons in earlier mentioned standard occupations.
- The method, which will be used when analysing the research findings will be Importance-Performance Matrix

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### Examples of competences related to defined activities

1. Human Resource Management
  - Competences: human relations networks, leadership, personnel management, leadership, communication skills
2. Sport Facility Management
  - Competences: strategic planning and development, leadership, decision making skills, planning, sport infrastructure construction, environmental control, sport events

## SMRG

### Examples of competences related to defined activities

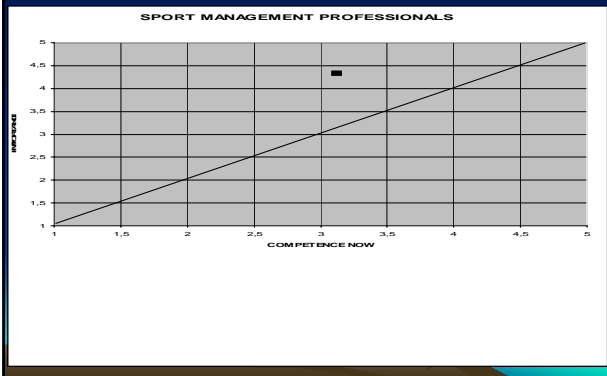
3. Planning
  - Competences: planning skills, community life in general, the significance of sport and physical activity in the society, knowledge of the changing trends in society, knowledge in welfare politics, project design, capacity for generating new ideas
4. Problem Solving
  - Competences: Capacity for analysis and synthesis, basic general knowledge, communication skills, decision making skills, interpersonal skills

## SMRG

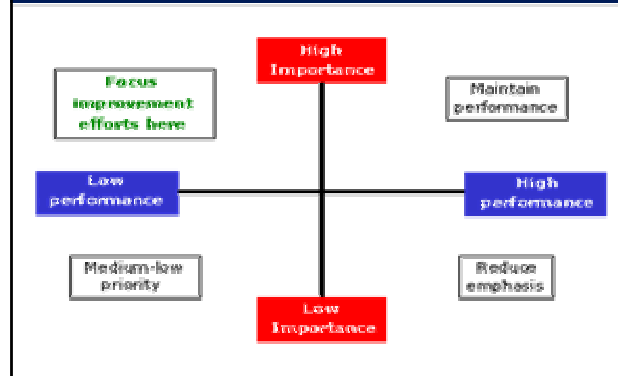
### Importance- Performance Matrix

- The Importance-Performance Analysis can be used to manage quality improvement of education and to improve field-education connections
- first measuring sport management area competence performance at the
- Then measuring the professionals' perceptions of the importance of each attribute in the future
- Then each attribute would be plotted on a matrix in terms of its performance score and its importance score to highlight where improvement efforts should be focused.

## Importance-Performance Matrix



## Importance-Performance Matrix )



## SMRG

### Importance- Performance Matrix

- By combined measures of importance with the performance scores in the area of sport management competences, we hope, that we can create an Importance-Performance Matrix which highlights core competences as well as those areas offering greatest leverage to performance improvement

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- **5. Learning Outcomes (LO)**
- Competences from the training point of view and the competences needed in a specific occupation should be the same as the learning outcomes of the programmes
- The desired learning outcomes will be defined after data collection and analysis

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### 6. Curriculum Models (CM)

- We try to collect relevant information from different sources for curriculum development and create and build up curriculum models based on the requirements of the field and expertise of professional curriculum developers
- One other target is also to help universities, institutions and other teaching organisations to find partners with similar interests and future curriculum development plans.

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# LIMERICK 2005

## Sport Management

### Friday 2nd September 2.30pm-

- AEHESIS/Sport Management -project (Vilma Cingiene)
- Towards European Sport Management Programs (Gregor Hovemann)
- European Trends Affecting Sport Management - National and European Perspectives (Berit Skirstad)

### Saturday 3th September 11.30am-

- Important Competences in the Area of Sport Management (Gerard Barreau)
- Performance Today - Importance Tomorrow? (Kari Purohaho)
- Sport Management Curriculum Development (George Costa)