

FORMATION OF THE FUTURE PHYSICAL EDUCATION AND SPORTS SPECIALISTS' MANAGERIAL QUALITIES DURING THE PERIOD OF STUDYING AT THE HIGHER EDUCATIONAL INSTITUTIONS

ФОРМУВАННЯ У ЗАКЛАДАХ ВИЩОЇ ОСВІТИ УПРАВЛІНСЬКИХ ЯКОСТЕЙ У МАЙБУТНІХ ФАХІВЦІВ ФІЗИЧНОЇ КУЛЬТУРИ І СПОРТУ

The article examines the development of managerial qualities in future specialists in physical education and sports during their studies at higher education institutions. An analysis of the scientific literature underscores the importance of training students to support young people in acquiring physical education and engaging in science-based, sports-oriented activities. This training fosters sustainable motivation for leading a healthy lifestyle and encourages systematic practice in various sports. Managerial activity refers to the ability of future managers in physical education and sports to effectively utilize both personal and collective resources to achieve organizational objectives. These objectives include planning, directing, coordinating, and controlling within a sports organization. It has been established that a specialist manager in physical education and sports training at a higher education institution plays a crucial role in the educational process, which is enhanced by ongoing training and the acquisition of practice-oriented management skills. Key professional managerial skills have been identified as essential for the successful performance of future specialists in the field of physical education and sports. Important qualities and abilities include the capacity to effectively apply relevant professional knowledge to managerial tasks and to continuously acquire this knowledge throughout one's professional life. Additionally, personal organization, adept coordination of professional activities, the ability to make sound decisions, proficiency in interpersonal communication, and the creative implementation of managerial innovations are vital. Furthermore, it is important to effectively leverage one's theoretical, methodological, and practical experience while fostering managerial abilities among higher education students. In conclusion, the management qualities developed by students will contribute to the achievement of sports management goals in the future, ultimately leading to outstanding results for the sports teams they lead.

Key words: *future specialists in physical education and sports, higher education institutions, management activities, training of specialists.*

Статтю присвячено дослідженню формування управлінських якостей у майбутніх

фахівців фізичної культури і спорту під час навчання у закладах вищої освіти. Здійснення аналізу наукової літератури підкреслило важливість спрямування підготовки здобувачів освіти на підтримку молоді до набуття фізкультурної освіти, майбутньої науково-обґрунтованої, спортивно-зорієнтованої діяльності; розвитковості стійкої мотивації до проведення здорового способу життя та систематичних занять різними видами спорту. Розглянуто управлінську діяльність як здатність майбутніх управлінців фізичної культури і спорту ефективно використовувати власні та колективні ресурси для досягнення організаційних цілей, цілей, що відносяться до планування, скерування, координації та контролю спортивною організацією. Обґрунтовано, що виховання фахівця-управлінця фізичної культури і спорту у закладі вищої освіти слугує невід'ємною складовою освітнього процесу, що уможливлене за безперервного навчання та освоєння практико-орієнтованих управлінських навичок. Визначено основні фахові управлінські якості, котрі необхідні фахівцям для майбутньої успішної діяльності у царині фізичної культури і спорту. До найнеобхідніших якостей-здатностей віднесено: спроможність дієвого використання в управлінській діяльності належних фахових знань та їх набуття упродовж професійного життя, особистісну організованість та майстерну координацію профдіяльності, уміння приймати ефективні рішення, вправність у міжособистісному комунікуванні, мистецьке впровадження управлінських інновацій, належне використання у роботі власного теоретично-методичного та практичного досвіду, культивування управлінських здібностей серед здобувачів вищої освіти. Зроблено висновок, що набуті здобувачами освіти управлінські якості сприятимуть досягненню у майбутньому спортивно-управлінських цілей та вестимуть до блискучих результатів очолювані спортивні команди.

Ключові слова: *майбутні фахівці фізичної культури і спорту, заклади вищої освіти, управлінська діяльність, підготовка фахівців.*

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Problem statement in a general form. Currently, scientists perceive management in the field of physical education and sports as a deliberately organized, systematic, and controlled process that influences subordinates and is primarily focused on ensuring the effective functioning of a sports team. The training of management specialists is a crucial component in preparing future educators at higher education institutions, as education must address contemporary societal demands for management in physical education and sports. However, scientific studies have not

sufficiently explored the development of managerial qualities in future specialists in physical education and sports, which will later manifest in various professional and managerial abilities. This gap underscores the need for reforms in the educational training of students pursuing careers in physical education and sports.

Analysis of recent research and publications. There is no doubt about the importance of future specialists in physical education and sports acquiring professional competencies. As G. Hryban notes,

the modern paradigm of management in the field of physical education and sports must consider the developments and achievements of various sciences, including political science, sociology, psychology, economics, management philosophy, and law, particularly in relation to management and health culture. These elements are reflected in physical education, health, and sports activities [5, p. 14]. Scientist S. Andreychuk emphasizes that the low level of competence among management personnel necessitates compensatory measures to address the unprofessionalism of managers in all fields, including physical education and sports. This often results in the introduction of additional staff positions to enhance management capacity, which can complicate organizational structures, lead to the duplication of functions, and create a lack of accountability. Consequently, this situation hampers the ability to make timely, balanced, and effective management decisions [1, p. 397–401]. Scientist S. Vavrynyuk asserts that the design of a management readiness system for students in physical education and sports is best approached within the framework of systemic education, as the physical education system is a comprehensive social system [4].

In numerous studies, theorists and practitioners in the field of management theory [6; 8; 10 etc.] agree that the development of physical education among students in higher education institutions should prioritize promoting physical education for young people and encouraging science-based, sports-oriented activities. This approach includes fostering sustainable motivation for maintaining a healthy lifestyle and ensuring regular participation in various sports.

Given that modern scientific research emphasizes the importance of developing physical education and sports specialists, the cultivation of managerial qualities in these individuals during their training—qualities that significantly impact their ability to perform effectively in their professional roles—remains a critical concern. Currently, scientists consider management in the field of physical education and sports as a purposefully organized, systematic and controlling process that has an impact on subordinates and is generally aimed at the effective functioning of a sports team. The training of management specialists is an integral part of the training of future teachers in higher education institutions since education is designed to meet modern societal demands for management in the field of physical education and sports. However, in scientific studies, the acquisition of managerial qualities by future specialists in physical education and sports, which will be manifested in future in various professional and managerial abilities, is not sufficiently revealed. This, in turn, requires changes in the educational training of students for physical education and sports.

The purpose of this article is to examine the unique aspects of developing managerial skills for professional activities among future specialists in physical education and sports.

Presentation of the main material. The training peculiarities of physical education and sports specialists for managerial roles are closely linked to the effective acquisition of professional knowledge, skills, and organizational abilities in this field. These competencies are crucial for the establishment of sports organizations and the management of related activities. Effective management serves as the foundation for the growth of the sports industry, and the quality and capabilities of the managers are directly tied to the success or failure of sports projects, as well as the sustainable development of sports organizations.

The preparation of physical education and sports specialists for managerial activities concerns many aspects, namely the formation in institutions of higher education of such personal qualities as leadership, which involves the acquisition of decision-making skills, the organization of proper communication, and the introduction of innovative approaches into the educational process of students. Management activity is manifested in the ability to effectively use both own and collective resources to achieve the organizational goals of planning the sports organization as a whole, as well as its direction, coordination, and control. The ability to manage is an important factor in ensuring effective teamwork, overcoming difficult situations and promoting the development of physical education and sports.

The training of physical education and sports specialists in higher education institutions for managerial activities is related to the acquisition of the future manager's abilities to motivate and direct the team, plan and make decisions regarding the final result aimed at victory. Effective experience has a positive effect on others, stimulates enthusiasm and personal creativity, forces the team to work towards a common goal and contributes to its stable development. This effective management includes visioning goals, developing effective strategic plans, building a good team culture, effective communication and coordination of relationships between a team of like-minded sportsmen.

A professional manager must possess excellent personal qualities and management skills, have strong emotional intelligence and interpersonal communication skills, be able to remain calm and rational in a complex and changing environment, as well as solve problems and conflicts well to achieve the best team results. Therefore, the education of a leader in a higher education institution is an important component of a holistic educational process. Therefore, thanks to continuous training and mastering of practical skills, it is possible to

gradually improve the personal level of management competencies and to realize the importance of joint growth of the supervised team as a whole.

The main professional managerial qualities needed by future physical education and sports specialists include:

Ability to acquire professional and managerial knowledge. During the training, future specialists in physical education and sports have the opportunity to thoroughly master the main theories and methods of sports management, including knowledge of sports organization management, sports event management, sports marketing, etc. As an important component of management ability, professional management knowledge includes knowledge and skills of related fields, which future managers must master for effective management decision-making and efficient practical activities. Accordingly, managers in the field of sports should acquire fundamental knowledge of sports theory, sports training methods, rules related to holding competitions, etc. aspects of professional knowledge. The acquired knowledge helps them to understand the peculiarities and patterns of sports events better, realize the trends and dynamics of the development of the industry, and formulate and implement the selected management strategies more effectively. In addition, managers of physical education and sports should be aware of and implement the main national ideas and rules related to the sports industry, sports financial management, sports marketing promotion, etc., to ensure the legitimacy and effectiveness of management work. The accumulation and application of professional management knowledge can not only increase the level of decision-making, but also contribute to their effective implementation, stable development of the team, and increased trust in the manager-manager [14; 16]. Therefore, professional management knowledge currently serves as one of the important elements of management ability, as it is of great importance for managers in the sphere of physical education and sports. Therefore, there is a great need for effective sports managers and coaches who must continue to learn accumulate and improve their managerial skills and competitiveness.

Ability to organize and coordinate. This quality is important for a manager to work with a team and to establish relationships between its members. The acquired quality contributes to the effective integration of each team member into a team of like-minded people, promotes the use of various resources, affects the orderliness of work, ensures the coordination of relationships, and supports cooperation and the joint progress of team development activities. In the field of sports, the ability to organize and coordinate is especially relevant, since sports events and competitions often involve a variety of resources and personnel, so the manager must be able to intelligently

allocate and use these resources to ensure the smooth running of competitions, etc. sports activities.

The ability to organize and coordinate includes the formulation of science-based work plans and effective time allocation, purposeful use of human, material, financial, and informational resources, the establishment of a friendly atmosphere of teamwork, and the resolution of contradictions and conflicts between team members [12]. A competent manager has excellent organization: in any situation, he maintains a clear mind and a deep understanding of the problem that has arisen, and finds and solves it in a timely manner in order to ensure the integral work of the team. That is why the development of future specialists in physical education and sports in the direction of organization and coordination is an important component of the educational process, to which teachers of higher education institutions should pay attention. Accordingly, thanks to continuous training and practical management skills, students can gradually improve their individual organization and ability to coordinate, which in the future will have a positive effect on the joint progressive development of the assigned team and its individual members.

3. *Ability to make effective decisions.* The importance of the mentioned quality is manifested in the ability to formulate effective decisions and resolutions and quickly make balanced decisions in difficult situations and their numerous variants. In the field of sports, the ability to make decisions is particularly crucial, as sports events and competitions often encounter various challenges, requiring managers to be able to make the right decisions quickly to ensure the smooth progress of sports teams and the realization of purposeful projects. Decision-making skills include the following aspects as identifying a problem, gathering and analyzing information, assessing risks, developing the best course of action, and ultimately making a decision. A competent managerial specialist must have deep insight and comprehensive analytical skills, be able to thoroughly consider various factors and make the right decision in emergencies. In addition, decision-making ability includes the working ability with team members to learn to make and adapt to collective decision-making when necessary, learn from failures, and continually improve [9].

Therefore, the development of the ability to make effective decisions requires special attention of teachers during classes, since future specialists in physical education and sports cannot do without acquiring this competence in future sports and management activities.

4. *The ability to communicate.* Managers in the field of physical education and sports need to learn to communicate effectively both within the team and with external partners. Mastering communication skills at a higher education institution will only contribute to

future management activities, as these specialists must skillfully transmit information, coordinate relationships, and resolve internal conflicts. In the sports area, communication skills are particularly important because sports events and competitions require close cooperation and good communication between team members, as well as effective communication and coordination with various stakeholders such as coaches, administrators, sponsors, media, and spectators. They include the ability to communicate effectively, listen to others, solve problems and resolve conflicts.

Communication skills are divided into oral and written communication skills, listening and understanding skills, clear and concise communication skills, as well as the ability to solve problems and resolve conflicts [11]. An excellent future manager after completing his studies must have good communication skills, be able to establish good trusting relationships with members of the sports team, facilitate the flow of information and information exchange, and timely maintain the stability and cohesion of the team. In addition, communication skills include the ability to communicate and cooperate with individuals from different cultural backgrounds and professional interests, to adapt to different scenarios regarding communication methods. Therefore, the development and improvement of communicative abilities is an important acquired professional and managerial quality of future physical education and sports specialists, which should be paid attention to by teachers of higher education institutions during the holistic formation of competencies. Thanks to training, and acquired practical communication skills, students can gradually improve their abilities in this direction, which contributes to the development of the team and its individual members.

5. *Ability to managerial innovations.* In a sports environment that is constantly changing, managers of physical education and sports must be innovative and think strategically. The ability to innovate is an important quality of future managers to promote new ideas and concepts, implement innovative practices and promote the continuous development of sports teams. In the field of sports, the ability to innovate is particularly important, as the field of sports management requires the constant introduction of new ideas, technologies and methods to cope with increasingly complex challenges and competition. The ability to innovate includes aspects such as identifying problems and opportunities, proposing new solutions, practical testing and continuous improvement. An excellent manager must have a deep understanding of the essence of sports activity and a broad vision of it, as well as be able to constantly explore and discover new problems and opportunities, propose innovative solutions, implement them and constantly improve [2]. In addition, the ability to innovate includes the

ability to work within and outside of a team, to be able to work with team members and external partners to implement innovative practices, share resources and experiences to achieve joint development. Thus, the development and promotion of innovative ability is an important quality that teachers in higher education institutions should form in classes.

6. *Ability to use practical experience in work.* Management experience accumulated in practical work includes experience in organizing competitions, managing teams, eliminating emergency sports situations, etc. Practical experience (an important component of managerial ability) is the accumulated experience of physical education and sports managers in applied work and certain lessons learned from such experience. In the field of sports, managers must gradually accumulate a wealth of practical experience, participating in the organization and management of various sports events, team training and competition management. This experience covers team management, personnel coordination, event organization, crisis resolution, etc. aspects that improve their ability to solve problems and cope with emergencies. Thanks to the accumulation of practical experience, managers deeply understand the mechanisms and regularities of sports events, get acquainted with various management tools and technologies, and form their own management style and management methodology [7]. In addition, practical experience helps to establish good relationships with team members and partners and also increases operational cohesion and group cooperation. Thus, the use of practical experience in the work is one of the important components of managerial ability, therefore it must be accumulated and generalized continuously in order to improve physical education and sports managers of a given level of training in institutions of higher education and comprehensive abilities.

7. *The ability to cultivate management skills among students.* The development of management skills is an important component of the educational process, which teachers of higher education institutions should pay attention to when teaching professional disciplines [13]. Effective strategies for the formation of the defined ability during training should be:

- focus on self-improvement of acquired management skills (attending various courses, training, lectures, etc. on personnel management);
- independent study of the latest management concepts and methods;
- participation in practical-oriented work such as organization and management of sports events, team training, and management of competitions;
- learning from the successful experience of other managers-managers, and thus expanding one's management vision and producing one's own management ideas;

– establish good communication and cooperation relationships with a group of like-minded people and partners in order to solve problems together and promote team development;

– continuing to learn, practice and collaborate to establish a healthy work-life balance in order to continuously improve their level of competency management to promote the healthy development and progress of the sport.

– creation of an effective feedback mechanism between all outlined strategies for the development of managerial abilities.

Conclusions from this study and future prospects in this area. Therefore, the formation in the institution of higher education of the basic professional management qualities, which are necessary for future specialists in physical education and sports, will help in the future to achieve sports management goals, will contribute to the motivation of the assigned sports team and lead it to brilliant results. In the future, a successful manager should not only have excellent organizational skills and decision-making skills but also good communication skills, team orientation and interpersonal communication will be valued.

Research on the acquisition of essential informational and digital competencies by future specialists in physical education and sports at higher education institutions will create opportunities for further exploration.

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