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MANAGEMENT IN SPORTS

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ABSTRACT

This article tells about the place of management in modern sports, about what management is and what role it plays in the formation of the modern sports industry. The consequences of the commercialization and mediatization of professional tennis have had a dominant influence on the modern professional culture and organization of tennis. The main task of such training is to make the physical culture and sports organization in the conditions of modern market development become wealthy, not inferior in its level to foreign countries.

KEYWORDS: *Sports Management, Elements of the Management Process, Development, Commercialization, Management Activity.*

INTRODUCTION

In order to understand what management in sports is, it is necessary to know the definition of this phrase. So, management in sports is an independent type of professional activity. It is aimed at effectively achieving the goals of a physical culture and sports organization operating in market conditions through the most rational use of material, labor and information resources. Therefore, based on this definition, we can say that a competent and complete understanding of what is happening at the moment in the sports market, what actions need to be taken at one time or another so that such professional activities as management in sports are always in demand. In modern science, "management" refers to the process of leadership or management of an employee, a working group, a team, an organization, several organizations operating in a market economy. Management in sports is an independent type of professional activity aimed at achieving goals and implementing tasks within the framework of the activities of a sports organization that operates in market conditions through the rational use of material, labor and information resources. In other words, management in sports is the theory and practice (knowledge, skills, skills) of effective management of sports industry organizations and organizations of intersectoral complexes of enterprises.

The development of sport in its modern sense began in the XVIII century in England as a replacement for chivalric military exercises for the emerging middle class, gentlemen and esquires. The sport was of an amateur nature, the sports lifestyle included a range of forms of

leisure activities - from traveling to gymnastics and boxing. The development of amateur sports was carried out through the support of various kinds of voluntary clubs and unions.

Today, sport is something like a "global spectacle", which involves trained professionals, spectators and fans divided into teams. Sports is now one of the main sectors of the global entertainment and leisure industry, competing with cinema and television, and professional athletes have gained the status of pop industry stars. Today, tennis is primarily a part of the commercial industry of global entertainment, supported by the world's media. The consequences of the commercialization and mediatization of professional tennis have had a dominant influence on the modern professional culture and organization of tennis. Firstly, the norms and values of tennis athletes have changed: from self-improvement and pleasure to the way of entertaining the public and satisfying their own interests. Secondly, in modern tennis there is a situation when control is in the hands of organizations that are not directly involved in sports life: tennis organizations (such as the ATP, WTA), sponsors of competitions, the media. Thirdly, the consequence of commercialization is that tennis, in addition to a hobby and a way of physical development, is increasingly turning into a business – people are building a sports career as a business project, where economic competition displaces the sports component. If we talk specifically about management in tennis and sports in general, then we can deduce several points that are important in it.

The first is the theory of sports management: sports management is one of the types of industry-specific management that deals with the management of sports-oriented organizations. In connection with this approach, the organization is a key concept of sports management. From the point of view of management, sport is not only "expedient motor activity of a person", competitive activity, not only a set of special means and methods for the directed development of physical capacity of people, as stated in the theory of physical culture. Sports as an object of social management is not only legitimate, but also necessary to be considered as a certain set of physical culture and sports organizations - sports schools, sports clubs, sports teams in sports (football, hockey, tennis, boxing, etc.), stadiums, sports federations, etc. It should also be noted that experts distinguish several functional varieties of management: strategic management, financial management, personnel management, project management, innovative management, marketing approach in sports management, etc.

The second point is sports in the system of market relations, the mission and goals of a sports organization. Sports management is closely linked to the main factors of the rent of the market economy - forms of ownership, competition, the right of free choice for both a sports entrepreneur and consumers of services, the dependence of the entrepreneur's income on the results of his work and the situation in the sports services market, etc. The inclusion of sports in the system of market relations determines the corresponding features of the management of this branch of the service sector. The goals of a sports organization are usually fixed in three documents: the charter of the organization, the concept and the target program for the development of physical culture and sports (for sports federations - the corresponding sport) in the territory that is part of the service area of this organization (district, city, subject of the federation, etc.). Along with the general goal in a sports organization, private goals are formulated, which in the constituent documents more are often called the objectives of the organization.

The third is not unimportant - this is the interaction of general and specific management functions in a sports organization.

All general and specific functions of sports management operate in unity, forming a certain organizational and technological process. Scientific analysis and classification of the component composition of physical culture and sports allow us to identify for the sports club of an industrial enterprise an approximate set of the most significant specific functions of sports management presented in the table above.

The fifth is the main elements of the management process. The management process is a set of cyclical actions aimed at identifying the problem, finding its optimal solution and organizing the effective implementation of the decision, the result of which is the elimination of the problem. The management problem lies in the discrepancy between the parameters of the actual state of the managed object and the planned or given parameters. The source of a problematic situation in an organization can be:

- Deviations from the set conditions noted at a certain point in time or predicted for the future;
- Changes in goals or planned indicators;
- The impact of external or internal factors on the object. Summing up, we can say for sure that management in sports is just as necessary as management in an organization. In sports, especially at the present time, there are many problems in the organization of clubs and, of course, certain personnel (managers in sports) are needed who will be able to identify and solve them. And regardless of what kind of sport there is, whether it's tennis, boxing or curling. In addition, it can be noted that sport in the broad sense of the word is no less significant social phenomenon than the events in the spotlight with sports records, victories and medals that retain their attractiveness. Sport is presented as a joy-bringing personal activity of millions of people with a huge number of voluntary public assistants.

In recent years, Uzbekistan has seen a significant increase in interest in sports - both professional and more mass sports and wellness movement. The state and private business allocate large funds for the development of sports, but this does not always lead to the expected result. As a result, some owners of sports clubs are forced to dissolve them due to unprofitability, and the leaders of the state, together with a multimillion army of fans, are lamenting and looking for those responsible for the next failure of Russian athletes at the Olympics, the World Cup or Europe. In this regard, words about the importance of competent sports management are increasingly being heard, since only professionals in this matter are able to effectively manage sports investments. For this reason, various sports organizations are increasingly losing interest in such specialists. What do sports managers do? The main functions of managers in sports can be represented as follows:

- Sports manager's work in the governing bodies of the Olympic movement at various levels.
- Sports managers are engaged in the management of sports events: the championship of the city, region, republic, World and European Championships, Olympic Games.
- Sports managers manage their own sports business projects, commercial tournaments, sports festivals, mass competitions.
- Sports managers organize the team, recruit staff and athletes, develop ticket programs and various strategies for the organization, work with fans and stakeholders in the external environment.

The market is characterized by uncertainty of the situation and entrepreneurial risk. They require managers to be independent and responsible for their decisions. The professionalism of a sports

manager is manifested in the knowledge of the organization's management technology and the laws of the market, in the ability to organize the well-coordinated work of the team and predict the development of the organization. What are the main goals of sports management today? It should be noted that the problems of sports management are related to the search for objective ways to develop the financial part of the sphere of physical culture and sports. To do this, future professionals study the typology of physical culture organizations and their management methods, the types of state and non-state bodies involved in the development of sports, ethics in economic relations and much more.

The main task of such training is to make the physical culture and sports organization in the conditions of modern market development become wealthy, not inferior in its level to foreign countries. Promising areas of management development are business in mountaineering, boxing, volleyball, golf, athletics, rhythmic gymnastics, tennis, swimming, badminton, football and basketball. Today, sports management is looking for new ways to advance in these areas. A manager's work is judged not by what he does, but by how he encourages other people to work.

Historically, in our country, it so happened that coaches, instructors, and methodologists were engaged in sports management. They often combined the educational work of a coach with the processes of managing a club, a sports society, a sports federation, although their job descriptions did not provide for the performance of such duties by them.

Management in sports, as a special type of professional activity of managers in the sports industry, arises as a result of the division and cooperation of their labor. As we have already noted, the reason for the appearance of sports managers was the market economy, which imposed special requirements on managers in conditions of economic competition.

Summarizing the experience of training sports managers at the university and the market demand for specialists of this profile shows that an increasing number of organizations in the sports industry need managers with a certain set of skills and abilities. Here are the main ones:

- proficiency in modern computer technologies and programs;
- proficiency in English;
- ability to form the information policy of the organization;
- organization of the work of the office of the organization;
- knowledge of basic marketing and management strategies;
- knowledge of regulations and regulations on competitions for the subsequent organization of sporting events.

So far, we regret to state that the market mechanism of demand and supply of sports management specialists in our country has not yet been formed. Optimism is added by the introduction of professional standards of sports industry workers and the procedure for mandatory certification of specialists. This will allow, on the one hand, to conduct an inventory of managerial personnel in the industry, and on the other, to identify the priorities of managerial specialties in the general list of sports management positions.

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