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Sergiy Nikitenko
Ph.D. in History, Associate Professor,
Kherson Branch of European University

**SPECIAL ASPECTS OF STRATEGIC MANAGEMENT OF PHYSICAL TRAINING
AND SPORTS SPHERE DEVELOPMENT IN THE INDEPENDENT UKRAINE**

In modern conditions of developing Ukraine, physical training and sports are becoming more significant in every life. They serve as a means of promoting health, improving physical and mental capabilities and as factors of socio-economic formation and international cooperation. Crucial changes in the economy, politics and social relations within the development of the independent state caused certain peculiarities of strategic management of physical training and sports sphere development. It should be noted that we are aware of the fact that Ukraine is not the only European country reforming its physical culture and sports management system in decentralization and democratization context.

Disadvantages of physical education and sports development among teens, children and the youth should be explained by a number of open problems, including the underdeveloped material and technical base, limited time allotted to the compulsory physical education classes, maybe some gaps in teachers' professional training, as well as in the content and forms of sport activities, particularly among the preschoolers, focus of teaching activities on quantitative indicators, absence of physical education as a family tradition, lack of internal coordination in public education, public health, physical culture and sports, etc.

Conversion of most sports federations to self-sufficiency schemes has proved to be unreasonable, which necessitated creation of administrative structures for each federation (a sort of mini sports committees), caused enlargement of managerial and operating personnel in central offices and, as a consequence, a significant increase in funding for their upkeep.

Current structure of physical training and sports management, effectiveness of its functioning, regulatory basis for its operation remain one of the major problems. Its solving could raise mass sports movement in Ukraine. Recognition of the fact that the future of every country is determined by population health has recently led to the understanding of the need to strengthen the role of physical culture and sports in government and public actions, as well as to active use of physical culture and sports in maintaining and promoting public health.

Keywords: training and sports, management, Ukraine

Нікітенко С.В. Деякі аспекти стратегічного менеджменту розвитку сфери фізичної культури та спорту в незалежній Україні

На сучасному етапі розвитку України все більшого значення в житті кожної людини набувають фізична культура і спорт. Вони виступають як засіб зміцнення здоров'я, підвищення рівня фізичних і психічних можливостей, як чинники соціально-економічного становлення і міжнародної співпраці. Значні зрушення в економіці, політиці та суспільних відносинах в процесі становлення незалежної держави обумовили певні особливості в стратегічному менеджменті розвитку сфери фізичної культури та спорту.

Ключові слова: фізична культура, менеджмент, Україна

Никитенко С.В. Некоторые аспекты стратегического менеджмента развития сферы физической культуры и спорта в независимой Украине

На современном этапе развития Украины все большее значение в жизни каждого человека занимает физическая культура и спорт. Они выступают как средство укрепления здоровья, повышения уровня физических и психических возможностей, как орудия социально-экономического становления и международного сотрудничества. Значительные сдвиги в экономике, политике и общественных отношениях в процессе становления независимого государства обусловили определенные особенности в стратегическом менеджменте развития сферы физической культуры и спорта.

Ключевые слова: физическая культура, менеджмент, Украина

In modern conditions of developing Ukraine, physical training and sports are becoming more significant in every life. They serve as a means of promoting health, improving physical and mental capabilities and as factors of socio-economic formation and international cooperation. Crucial changes in the economy, politics and social relations within the development of the independent state caused certain peculiarities of strategic management of physical training and sports sphere development. It should be noted that we are aware of the fact that Ukraine is not the only European country reforming its physical culture and sports management system in decentralization and democratization context. These processes were common in the former socialist countries in 1990s – early 2000s. Independent states of the former Soviet Union faced similar problems. Unfortunately, these problems have not yet been sufficiently studied by Ukrainian scientists. They are only taking initial steps in investigation of the problem. Thus, different aspects of improving the arrangements of management of the subjects and the objects of physical training and sports administration, are considered in research works by M. Oliynyk [1], M. Dutchak [2], O. Gorbenko and I. Kornienko [3-4], as well as works by a group of authors: I. Pryhodko, V. Mudryk, G. Putyatina, I. Khomko [5-7].

According to the basic provisions of the Law of Ukraine “On Physical Culture and Sport”, National Doctrine for development of physical culture and sports, main directions of strategic development of the sphere of physical training and sports are the following: improvement of physical education and sport for all citizens; promotion of healthy lifestyle of the nation; optimization of institutions performance management in the training system of children’s and youth sports, as well as high performance sports; activation of economic activity in the sphere of physical training and sports under market conditions; innovative development of provision of the resources for the needs of physical culture and sports; integration of the sphere of physical culture and sports to the international community.

However, the situation observed in the sphere of physical training and sports, is caused by the following factors: non-compliance between the legal framework in the field of physical culture and sports and modern requirements; non-compliance of the physical training and sports infrastructure with the needs of the citizens, with

educational and social spheres; imperfect system of national teams’ centralized training; low-level financial, material and technical support provided to children’s and youth sports as well as to reserve sports; low-level scientific support for physical training and sports development; insufficient funding for scientific research; weak promotion of a healthy lifestyle and children’s and youth sports; unsatisfactory state of material and technical base; lack of balance in the system of professional and advanced training of the specialist, low wages, insufficient number of physical education and sports trainers.

Thus, one of the problems proving urgency of the research is disintegration of the public physical culture and sports administration system, which began after the dissolution of the Soviet Union. The need of the problem study is, in many ways, generated by imperfect legislation in the field of physical training and sports. It does not resolve the existing differences and contradictions between the central part of the country and its regions, between state and public sports organizations and associations, and finally, – between man and society.

By today, the legislative and regulatory framework providing basis for management of physical training and sports development has been designed in general terms. Law of Ukraine of December 24, 1993 “On Physical Culture and Sports” [8] defines legal, social, economic and organizational aspects of physical training and sports in Ukraine, the role of state bodies and officials, as well as enterprises, institutions and organizations irrespective of their forms of ownership in strengthening health of the citizens, achieving high working ability and longevity by means of physical training, sport and tourism. A long-term state program for development of physical culture and sports, approved by Presidential Decree of June 22, 1994 has also been designed in Ukraine. The law “On Local Self-Government in Ukraine” [9] defines a system and powers of local authorities in the field of physical training, sport and tourism. The fact that the legal framework as a basis for implementation of the state policy in the field of physical culture and sports does not always correspond to the changes occurring in socio-economic sphere, is also to be considered. There are no reliable mechanisms for its implementation; and finally, the state does not fully guarantee the enforcement of the constitutional right of every Ukrainian citizen for physical culture and sports.

Investigation of physical training and sports managerial systems in several leading countries proved that mostly central and local authorities are there responsible for the development of sports movement. Austria, Great Britain, Spain, France and most post-socialist countries in Central and Eastern Europe are among them. Models of organization of the sports movement managerial structure are determined in various countries by a number of historical, cultural, socio-economic and sometimes political factors. With this in mind, none of them can serve as a pattern to be copied blindly when dealing with the problems of central and local authorities' interaction.

In Ukraine, own (self-governing) powers are within the competence of the executive bodies of village-, town- and city councils. These powers are the following: administration of physical training and sports institutions, health institutions, youth and teenage domiciliary facilities; management of their material, technical and financial provision. Local authorities are responsible to provide medical care and nutrition at physical training and sports institutions, arrangement of the conditions for physical training and sports in places of people's living and public entertainment; registration of the articles of association (regulations) for physical training and health institutions irrespective of their forms of ownership in accordance with current legislation. It is worth mentioning that the social and economic processes occurring in the independent Ukraine have no direct influence on the choice of the institutional and management structure of physical training and sports management. They mostly depend on subjective factors, and not on objective circumstances. Experience gained by the leading countries of the world and the Soviet Union is often not taken into account, which causes regular changes in the structure of the central and, respectively, local state bodies involved into management of physical education and high performance sports. Evaluation of the public policy in the sphere of physical training and sports is, as a rule, related to the question "What to do?" and "How to do it", but "Why?" question is asked rarely. Administrative orientation, aimed at increasing the efficiency of the management system itself, predominates.

According to the State Program of Development of Physical Culture, Sports and Tourism, executive committees of local councils will design regional programs of development of physical culture, sports and tourism through the

structural units of ministries and agencies.

Local councils are, in their turn, authorized to introduce a system of incentives and rewards for those companies that partially redirect their profits to the development of physical culture and sports, construction of sports facilities, organization of recreation. The coordinating role within provision of the state policy in the sphere of social development of the young belongs to the specially authorized central executive power body providing its implementation and responsible for its execution.

An important task of the state policy in the sphere of physical culture and sports is the formation of an optimal sectoral management model, stipulating legible distinction and approval of competences and powers, functions and responsibilities of all subjects of physical and sports activities. Main problem blocks of Ukrainian state policy in the sphere of physical culture and sports are, in our view, the following: lack of an explicit and scientifically grounded concept of this public policy, low efficiency of its legal regulation.

Reasonability, neutrality, systemacity and structuredness are to be defined as basic principles of formulation of the concept of physical culture and sports development in our state. Four groups of resource should be used within the state policy planning – governance resources, financial resources, socio-technical resources and resources of public support.

Currently, it is reasonable to propose a scheme for interaction between the different levels of state administration at managerial functions formation. By doing so, it is important to proceed from the territorial principle based on self-government of the local sports institutions as the priority.

On the national level:

- Design of a coherent strategy of the state policy as for development of physical culture and sports under new socio-economic conditions
- Support to implementation of the main provisions of the state program for development of physical culture and sports
- Intersectoral coordination and functional regulation in physical culture and sports
- Development of the comprehensive legal framework in order to support the sports movement, professional sports, high performance sports
- Creation of the scientifically grounded system of health promotion and physical education of the population

- Development and implementation of the special-purpose programs devoted to physical culture and sports development with due regard to the main activities

- Training and retraining of the staff

- Providing preparations and participation of the national teams in international competitions, including Olympic and Paralympic Games

- Creating conditions for sports industry development and fundraising for physical culture and sports sphere

- Interaction of the central and the local authorities with public associations and other institutions;

- Accomplishment of measures for mandatory certification of products and services in the sphere of physical culture and sports.

Explicit practical work on physical culture and sports development should become the responsibility of regional authorities and municipal formations. Their main task is to create conditions for promotion of physical training and sports in the places, where people live, study and work, among all age groups and population categories.

On the regional level authorities are to address the following issues:

- Improvement of regional powers in the sphere of physical culture and sports

- Regional budgeting with regard to the principle of physical culture and sports priority in the social policy of the local authorities

- Development and implementation of the specific regional and interregional programs and projects in the sphere of physical culture and sports; including those providing large-scale involvement of different population groups into systematic physical training and sports.

The municipal level should cover:

- Development of the effective managerial systems of the local sports efforts based on the current experience

- Creation of programs for reconstruction and construction of sports training bases under educational institutions, providing them with necessary equipment and supplies

- Arrangement of the simplest sport facilities construction (playgrounds and the like)

- Deploying domicile sport and leisure centres under youth clubs, preschools, schools, professional educational institutions, sport complexes at enterprises and businesses entities

- Mutually beneficial involvement of staff and managers of enterprises and institutions into

construction of sports facilities and complexes, as well as proper use of all available ones

- Arrangement and holding of municipal contests for the best organization of large-scale physical, sports and recreation activities in the places where people live, study and work

- Financial and moral incentives for all kinds and forms of sport activities carried out by outstanding sportsmen and labor groups on the level of city or regional district

- Supporting and promoting mentoring initiatives among sportsmen, students of higher educational institutions of physical culture, boarding schools, children and youth societies

- Accomplishment of measures for creation of domicile financial and sport basis, development of mechanisms to incent instructors and supervisors financially.

Specific functions of physical culture and sports are regulated by subordinate legislative, administrative and other legal and regulatory acts and documents, related special-purpose development programs, educational standards, curricula and programs, etc.

The increasingly rapid pace of life brings to the understanding that physical culture and sports legislation should be permanently improved. In modern conditions, it should involve creation of favourable conditions for the structures implementing programs of physical culture and sports development for children, disabled people, and orphans. It contributes to a healthy lifestyle promotion, encourages sponsors to invest into training the sports reserve and the national teams participating in Olympic and Paralympic Games.

In addition, the following urgent issues are to be considered from legal point of view:

- Fight against doping and drugs used by sportsmen; safety and security at sporting events, prevention of fan violence and cruelty at sports events, as well as other unlawful acts negatively affecting both an individual and the society

- Solving the problem of the large-scale churn of Ukrainian sportsmen and experts abroad

- Statement of the problem of children's early sports specialization and their participation in sports competitions, which stimulates boosting athletic training at the expense of health and normal development of a child

- Involvement of international experience in state support of public sport associations and unions

- Dealing with sponsors, involvement of non-budgetary financial sources into sports by amending the relevant laws

Disadvantages of physical education and sports development among teens, children and the youth should be explained by a number of open problems, including the underdeveloped material and technical base, limited time allotted to the compulsory physical education classes, maybe some gaps in teachers' professional training, as well as in the content and forms of sport activities, particularly among the preschoolers, focus of teaching activities on quantitative indicators, absence of physical education as a family tradition, lack of internal coordination in public education, public health, physical culture and sports, etc.

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which necessitated creation of administrative structures for each federation (a sort of mini sports committees), caused enlargement of managerial and operating personnel in central offices and, as a consequence, a significant increase in funding for their upkeep.

Thus, current structure of physical training and sports management, effectiveness of its functioning, regulatory basis for its operation remain one of the major problems. Its solving could raise mass sports movement in Ukraine. Recognition of the fact that the future of every country is determined by population health has recently led to the understanding of the need to strengthen the role of physical culture and sports in government and public actions, as well as to active use of physical culture and sports in maintaining and promoting public health.

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