

**TECHNOLOGY OF MANAGERIAL COMPETENCE FORMATION OF  
FUTURE MANAGERS OF PHYSICAL CULTURE**

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**Purpose:** to develop and theoretically substantiate the technology of forming the managerial competence of future managers of physical culture.

**Material and methods:** a theoretical analysis of modern literature on the problem under the study was carried out; the regulatory framework for the training future managers of physical culture is analyzed; a survey of applicants for education of the second (master's) level of higher education was conducted (n = 50); using the method of paired comparison, an expert assessment among the teaching staff of the Kharkov State Academy of Physical Culture (n = 10) was carried out.

**Results:** the concepts of “competence”, “competency”, “managerial competence”, “managerial competency” were clarified; self-assessment was revealed and self-analysis of applicants for education of the second (master's) level of higher education of learning outcomes in terms of the level of formation of their managerial competencies was carried out; the most significant managerial competencies of the future managers of physical culture were determined. Based on the results of our own research, the matrix of managerial competence of a physical culture manager is presented. The technology has been developed and substantiated: methods, forms and

means of forming managerial competence among future managers of physical culture.

**Conclusions:** management competencies have been identified, which are important for the implementation of the future management activities of physical culture managers, among them the first five positions are occupied by: leadership, idea generation, communication, mastery of the system for solving managerial problems and business qualities.

**Keywords:** applicant for higher education, manager of physical culture, competence, managerial competence, managerial competencies.

## **Introduction**

As you know, the manager in his professional activity daily solves a number of tasks that require special knowledge, skills, abilities, including those acquired in the process of special training - education. The Law of Ukraine “On Higher Education” (2014) [4] states that the learning outcomes are the competencies that a person has acquired in a higher education institution in the relevant field of knowledge according to a certain qualification.

The analysis of the literature shows that mostly scientists consider competence as an evaluation category that characterizes a person as a subject of activity, his ability to successfully perform their duties [2]. In the scientific works of modern scientists you can find theoretical approaches to determining the professional competence of future managers in various fields, including physical culture and sports (Dubrevsky Yu., 2008; Svertnev O., 2017; Kryshchanovich S., 2018; Kovalenko Y., 2019), education (Bereka V., 2008; Zgalat-Lozynska L., Golovach N., 2018), health care, economics. Authors [1; 3; 5; 6; 7; 9] agree that professional competence is the practical realization of professional abilities and business qualities of an employee in their synergetic relationship and interdependence.

**The purpose of the study** is to develop and theoretically substantiate the technology of formation of managerial competence of future managers of physical culture.

## **Material and Methods of the research**

The study was conducted on the basis of the Kharkiv State Academy of Physical Culture. The study involved 50 applicants for the second (Master's) level of higher education, who study in various educational and professional programs, including the specialization "management and marketing in the field of physical culture and sports." Theoretical analysis of modern research on the researched problem is carried out, the normative-legal base of preparation of future managers of physical culture is analyzed; the concepts of "competence", "competency", "managerial competence", "managerial competencies" are specified. A survey of students was conducted in order to self-assess to determine the level of formation of their managerial competencies. The most significant managerial competencies of future physical culture managers have been identified using the method of "pairwise comparisons" with the involvement of experts. 10 experts in the field of management and marketing from among the teaching staff of the Kharkiv State Academy of Physical Culture acted as experts.

## **Results of the research**

Scientists consider managerial competence in the form of a dynamic system, the formation and functioning of which takes place within the management activities and depends on the nature of the interaction of objective and subjective factors (personal preconditions, process and results of activities). "Competence" is a derivative of the concept of "competence", which is semantically the primary category, system, set of knowledge and skills of the individual. Competences are part of professional competence, which is defined as the knowledge and skills acquired by a person in a particular professional field, as well as the range of powers of any official or body [5; 12].

In turn, modern scientists [5] have formulated 10 basic competencies that are characteristic of management staff: strategic and analytical thinking; possession of a system for solving management problems; generation of ideas; leadership; communicativeness; emotional and volitional sphere; flexibility of behavior; business qualities; organizational and managerial qualities; management culture.

It should be noted that the educational and professional training program for future managers of physical culture provides for the comprehensive formation of all the above competencies, the presence of which, in turn, ensures the acquisition of managerial competence.

In the course of the research we identified managerial competencies, which, according to experts, are the most important for the implementation of future management activities of physical culture managers. Among them, the first five positions are: leadership, generation of ideas, communication, mastery of management systems and business skills. The level of agreement of experts' opinions is high, as the coefficient of variation was  $V = 8.3\%$ .

As a result of the analysis of expert assessment we have formed the generalized matrix of managerial competence of the manager of physical culture (Table 1):

*Table 1*

**Generalized matrix of managerial competence of the manager of physical culture (according to the results of own research)**

Competences	Strategic and analytical thinking	Possession of a system for solving management problems	Generation of ideas	Leadership	Communicative	Emotional and volitional sphere	Flexibility of behavior	Business qualities	Organizational and managerial qualities	Management culture
Strategic and analytical thinking		1	1	0	0	2	2	0	1	0
Possession of a system for solving management problems	1		0	0	2	1	2	1	1	2
Generation of ideas	1	2		1	0	1	2	1	1	1
Leadership	2	2	1		1	1	1	1	1	1
Communicativeness	2	0	2	1		1	1	1	1	1
Emotional and volitional sphere	0	1	1	1	1		0	2	1	1
Flexibility of behavior	0	0	0	1	1	2		1	2	0
Business qualities	2	1	1	1	1	0	1		1	2

*Continuation of Table 1*

Organizational and managerial qualities	1	1	1	1	1	1	0	1		2
Management culture	2	0	1	1	1	1	2	0	0	

Note\*:

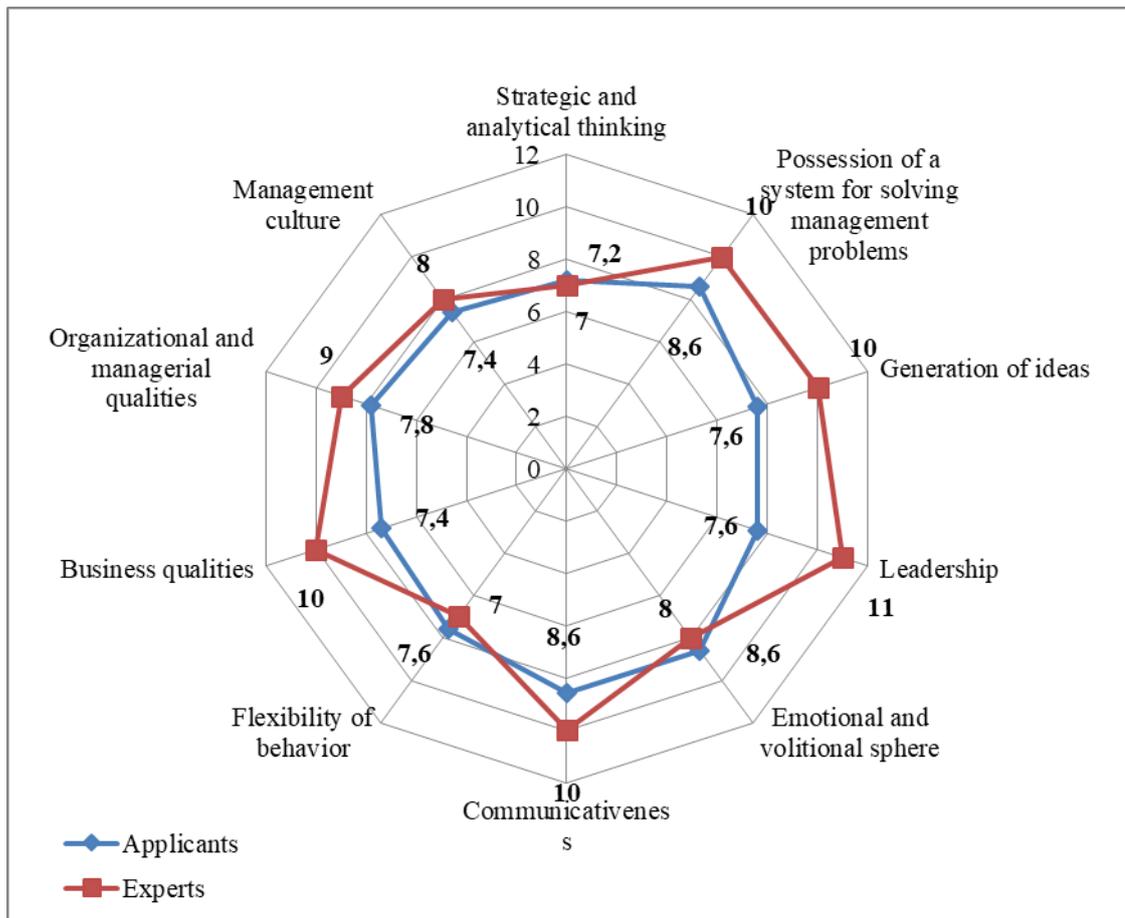
where "2" is the priority of the competence, the name of which is indicated in the vertical column on the left;

"0" - the priority of the competence, the name of which is indicated in the horizontal line above;

"1" - competencies are equal in value

Since today self-assessment and self-analysis of students' learning outcomes play an important role in the process of obtaining higher education, we asked applicants for the second (Master's) level of higher education to assess their level of managerial competence. They had to assess on a 10-point scale the level of each of the ten competencies acquired in the learning process. As a result of self-assessment of masters, we received an overall average score for all competencies, namely: "organizational and managerial qualities" - 7.8 points, with the highest scores (8.6), they set such competencies as "mastery of management systems", "communicativeness", "emotional and volitional sphere". We compared the obtained results of self-assessment of managerial competencies of students with the generalized model of managerial competence of future managers of physical culture proposed by experts.

Thus, applicants for the second (Master's) level of higher education, according to the results of self-assessment, do not have the maximum scores on the main competencies that, according to experts, they will need in future professional activities, namely: leadership (7.6 points), generation ideas (7.6 points), communication (8.6 points), mastery of the system of solving managerial problems (8.6 points) and business qualities (7.4 points). Therefore, these competencies should be purposefully developed in the process of professional training of managers (Figure 1).



**Figure 1.** Comparison of the results of self-assessment of managerial competencies of students with the model of managerial competence of experts

Solving this problem requires, in our opinion, the introduction into the educational process of scientifically sound technology for the formation of managerial competence in future managers of physical culture, taking into account modern requirements for this profession.

In the course of our research, under the "technology of formation of managerial competence" we understood a set of psychological and pedagogical methods, techniques, tools, techniques, joint activities of participants in the pedagogical process, which interact in a certain order to achieve a specific pedagogical result - competence formation. We are convinced that such technology will not only determine the system of professional activity of the teacher to create the necessary conditions and opportunities for the successful acquisition of future managers of

physical culture management competencies, but also ensure their further professional development.

Thus, the purpose of the technology developed by us: the formation of managerial competence in future managers of physical culture. To solve this goal it is planned to purposefully influence the main components of the educational process, in particular the initial process through the acquisition of knowledge, skills, the educational process through focus on socially and professionally significant norms of behavior and professionally important qualities, and in general worldview through the formation of correct life values, sociability, growth of self-esteem and personal potential.

The training of future managers in the process of forming managerial competence is based on such traditional and innovative principles of learning as: *differentiation and individualization of learning*, i.e. taking into account individual characteristics of students, combination of group and individual, active and interactive forms of learning; *systematicity and consistency*, in particular, the provision of interdisciplinary links of disciplines; *scientific and social conditionality of learning* and the principle of *practical orientation* and other didactic principles.

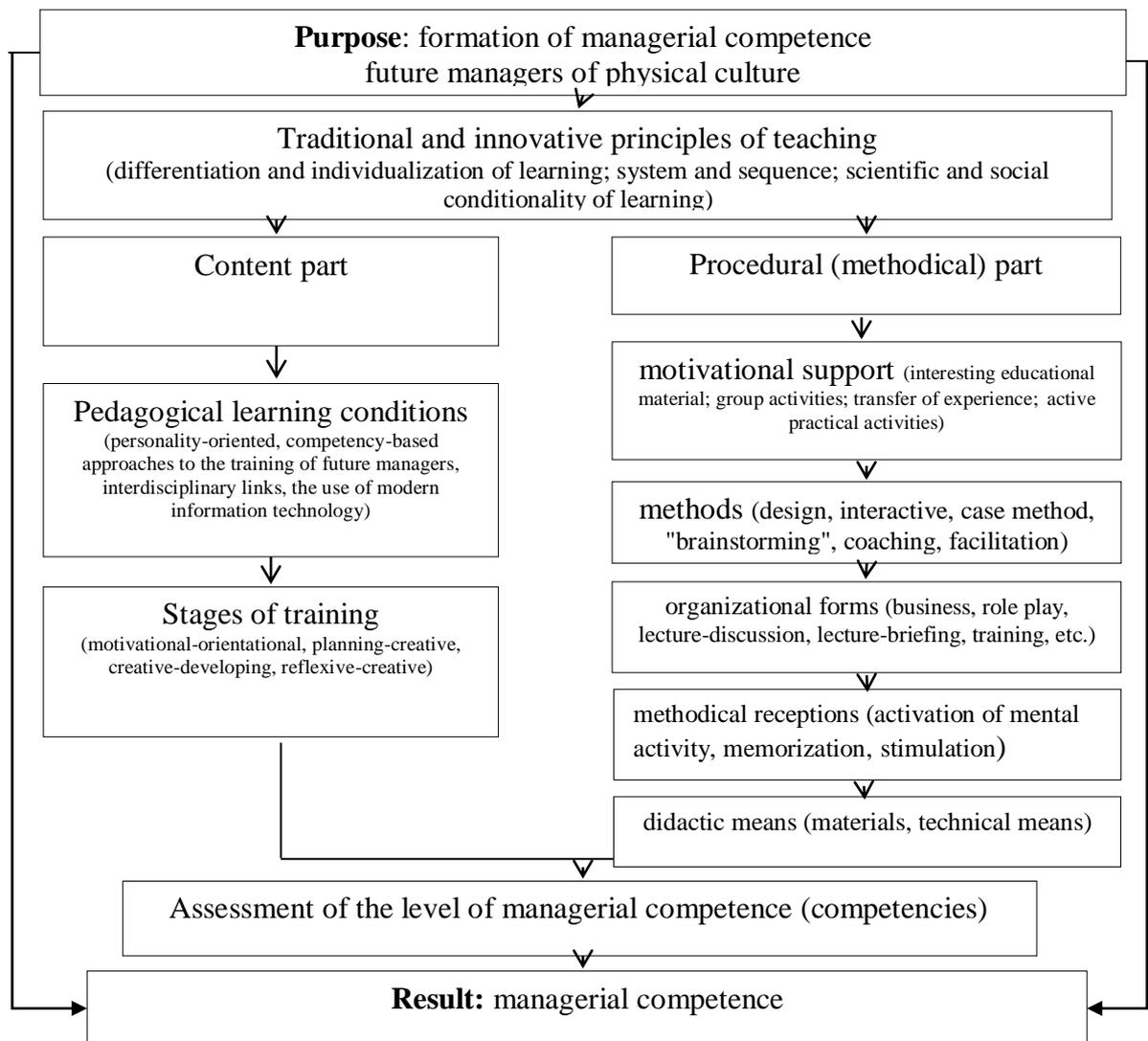
Characterizing the technology of formation of managerial competence of future managers of physical culture by structure, it, like any pedagogical technology, contains semantic and procedural components. Under the semantic part we understand the system of knowledge about the tools to achieve goals, the effectiveness of the learning process and so on. This part includes setting, clarifying and formulating goals, pedagogical conditions and stages of learning. We are convinced that the formation of managerial competence of future managers of physical culture will be effective if we take into account the following pedagogical conditions: creating a positive motivational guideline for professional mobility in personality-oriented learning; use of interdisciplinary links in the process of training future managers; the use of modern information technology to teach students the means of solving professional problems.

Acquisition of managerial competence of future managers of physical culture occurs in the unity of motivational and orientation, planning and creative, creative and developmental and reflexive and creative stages. At the motivational and orientation stage, an effective system of motivating the student to study is created on the basis of his value orientation in relation to self-management and the development of managerial competence. At the planning and creative stage, applying the personality and oriented approach to the training of future managers, an individual targeted program of professional development is created. At the creative and developmental stage, the formation of skills of productive self-organization is carried out. At the reflexive and creative stage the assessment and analysis of both educational and managerial result of formation of skills of self-control and self-analysis on the basis of the reflexive approach is provided.

Under the procedural (methodical) part of technology, we understand the organization of direct activities of students and management of the learning process. The procedural and methodical part includes the didactic system itself, which includes motivational support, methods, organizational forms, methodological techniques, didactic tools. Thus, motivational support is provided by forming a clear worldview of future managers regarding professional activities; targeting continuous self-development and self-improvement; creation, improvement and implementation of interesting, modern and diverse educational material; involvement in group activities with the distribution of functions; through active practical and independent activity, as well as through the transfer of experience of real specialists in the field of sports management, etc.

The main methods aimed at forming the managerial competence of future managers of physical culture include: design, interactive methods, case method, method of "brainstorming", method of coaching, facilitation, feedback, "world cafe", etc. In the process of training managers in addition to traditional lectures, seminars, practical classes and independent work, it is advisable to use such organizational forms as lecture-training, problem lecture, lecture-discussion, seminar-conference, business and role-playing games, training and others. Particular attention should also

be paid to methodological techniques, such as activating students' mental activity, stimulation, control, activation of attention, memorization and didactic tools (didactic materials, technical teaching aids) (Figure 2).



**Figure 2.** Technology of formation of managerial competence of future managers of physical culture

An important component of our technology is to assess the level of managerial competence, which allows you to create some feedback in order to identify underdeveloped managerial competencies and correct the process of training managers to form managerial competence of future managers.

## **Conclusions / Discussion**

Thus, the analysis of literature sources showed that the manager of physical culture is an important and popular profession for the development of the sports industry. It was found that the authors [1; 2; 5; 8; 11] considered the professional competence of the manager as a leader, manager in modern conditions of functioning of organizations. The literature covers the concepts of "competence", "competency", "managerial competence", "managerial competencies" quite widely and comprehensively. In particular, there are works on the problem of forming competencies in future managers of physical culture and sports [6; 7; 9; 12].

In the course of our research, managerial competencies were identified that are most important for the future management of physical culture managers: leadership, idea generation, communication, mastery of the system of solving management problems and business qualities. The survey of second (Master's) level students of higher education on self-assessment and self-analysis of learning outcomes also shows that these competencies should be purposefully developed in the process of professional training of future managers of physical culture.

**Prospects for further research** are in further scientific research and substantiation of an effective method of objective assessment of managerial competence of future managers of physical culture.

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