

Methodological Approaches to Enhancing the Professional and Practical Training of Prospective Sports Managers

Tursunova Ziyodaxon Musaboyevna

Independent researcher at UzDJTSU, Uzbekistan

tursunovaziyodaxon199@gmail.com

Abstract. *This article examines the professional development of future sports managers, emphasizing not only their organizational and economic knowledge but also the evolving profile of the modern sports manager. The study identifies key factors such as psychological resilience, stress tolerance, communicative competence, and decision-making ability, as well as interest in physical education and sports, through a specially designed questionnaire. The capabilities of prospective sports managers were assessed using this instrument. The results of the survey were analyzed within the cohort of students specializing in sports management. Differences between indicators were calculated using mathematical and statistical methods. By modifying the professional profile of a sports manager, the article highlights the essential professional and practical characteristics required in the field.*

Relevance. In an era marked by globalization and intensifying competition, the field of sports has gained significance not only as a means of promoting a healthy lifestyle but also as a contributor to the spiritual and psychological stability of society, the upbringing of youth, and a vital component of national economic development. In recent years, there has been a growing demand for specialists in contemporary areas such as sports management, event organization, sports marketing, and administrative governance. This trend underscores the urgent need to train highly qualified sports managers equipped with both theoretical and practical competencies. Future sports managers are expected to possess not only managerial skills but also physical preparedness, psychological resilience, stress tolerance, effective communication abilities, and the capacity to make sound decisions in complex situations.

Research Aim: The purpose of this study is to develop proposals and recommendations for improving the methodology of professional and practical training for future sports managers.

Research Objectives:

- To improve the professional and practical training of students specializing in sports management;
- To conduct a systematic analysis aimed at the optimal development of psychological resources among future sports management students;
- To methodologically analyze the psychological and cognitive indicators of students majoring in physical education and sports management, and to modify the professional profile of the sports manager in order to enhance the effectiveness of training outcomes.

Analysis of Research Findings

In the present day, the rapid development of the sports sector has significantly increased the demand for both competitive athletes and effective sports management professionals on the global stage.

Particularly, the role of sports managers now requires not only strong organizational and economic knowledge but also a high level of psychological preparedness. Factors such as psychological stability, stress tolerance, communicative competence, and decision-making ability are of critical importance in determining the professional effectiveness of a sports manager. These competencies play a decisive role in ensuring successful performance in the increasingly complex and dynamic environment of modern sports management.

Table 1. Annual Development Dynamics of Psychological Preparedness Indicators Among Future Sports Management Students (n=60)

Indicators: Overall Assessment Score	Groups	TO			TK			Overall Growth Difference (Excellent Grade), (%)
		Excellent (%)	Good (%)	Satisfactory (%)	Excellent (%)	Good (%)	Satisfactory (%)	
500-character pressing test (based on 2–11 errors)	NG	25%	40%	35%	38%	41%	21%	13%
	TG	28%	35%	37%	62%	32%	6%	34%
Visual perception capacity (rated on a 1–9 scale)	NG	26%	41%	33%	43%	39%	18%	17%
	TG	24%	38%	38%	65%	32%	3%	41%
Attention distribution (rated on a 1–10 scale)	NG	27%	39%	34%	40%	44%	16%	13%
	TG	29%	36%	35%	61%	31%	8%	32%
Visual memory test (based on 4–8 errors)	NG	24%	38%	38%	35%	44%	21%	11%
	TG	25%	35%	40%	63%	35%	2%	38%
Auditory memory (rated up to 10 points)	NG	27%	34%	39%	38%	49%	13%	11%
	TG	26%	36%	38%	59%	40%	1%	33%

In the present study, the psychological preparedness levels of future sports management students were assessed through specialized testing methodologies. The research was conducted with the participation of both control group (CG) and experimental group (EG) students. At the outset of the study, diagnostic tests were selected to evaluate the psychological state of prospective sports managers, including a 500-character reaction test, visual perception capacity, attention distribution, and both visual and auditory memory (see Table 1).

Sports management is a field dedicated to the organization and administration of sports teams and clubs. This discipline encompasses a broad range of responsibilities, including financial management, marketing, event coordination, communication with coaches and athletes, and engagement with fans and sponsors. Several key aspects must be taken into account when considering the role of a sports manager, as their work spans multiple dimensions of the sports industry.

The scope of activity for sports managers includes institutions related to physical education, sports, and wellness, as well as governmental sports administrations, private fitness centers, sports federations, professional teams, and clubs. Each of these organizational environments requires a tailored approach, specific management strategies, and unique skill sets. Therefore, the modern sports manager must be a multifunctional specialist, equipped with comprehensive knowledge and versatile managerial competencies.

Within sports teams and clubs, the primary responsibility of the sports manager is to establish an effective team structure, maximize the potential of athletes, and contribute to the advancement of the team's economic, brand, and performance indicators. This includes recruiting athletes, designing their development strategies, and fostering collaboration with coaching staff to achieve sporting objectives. In addition, the sports manager plays a critical role in strengthening the team's image, developing marketing campaigns, promoting the brand through social media, and systematically managing relationships with fans.

From a financial management perspective, the sports manager is responsible for budget planning, negotiating sponsorship agreements, and overseeing revenue and expenditures to ensure the team's financial stability. Organizing sports events and competitions is also a key aspect of the manager's role. This includes planning international, national, or regional competitions; ensuring a safe and comfortable environment for athletes and spectators; coordinating logistics; overseeing accreditation and registration processes; and managing volunteers and security personnel, as well as catering and accommodation services.

Financially, the sports manager is tasked with developing event budgets, balancing costs and revenues, formalizing sponsorship contracts, and striving to ensure the profitability of the event. Within the scope of marketing and public relations, the manager is responsible for promoting sports events, popularizing the brand, engaging with the media, and crafting advertising strategies.

In sports organizations and federations, the sports manager contributes to the formulation of governance policies. Their responsibilities include developing internal regulatory documents and sports rules, managing memberships, establishing cooperation with other federations, planning projects, and overseeing their implementation. Managing internal workflows, organizing internal communications, maintaining documentation, and ensuring procedural discipline also fall under the purview of the sports manager.

Furthermore, facility management is an essential domain of a sports manager's professional activity. This involves supervising the technical and operational condition of stadiums, sports halls, fitness centers, swimming pools, and other venues. Managers are also responsible for initiating modernization efforts, implementing innovations, and ensuring compliance with technical services, cleanliness, safety, energy efficiency, and environmental standards during training sessions and competitions held at these facilities.

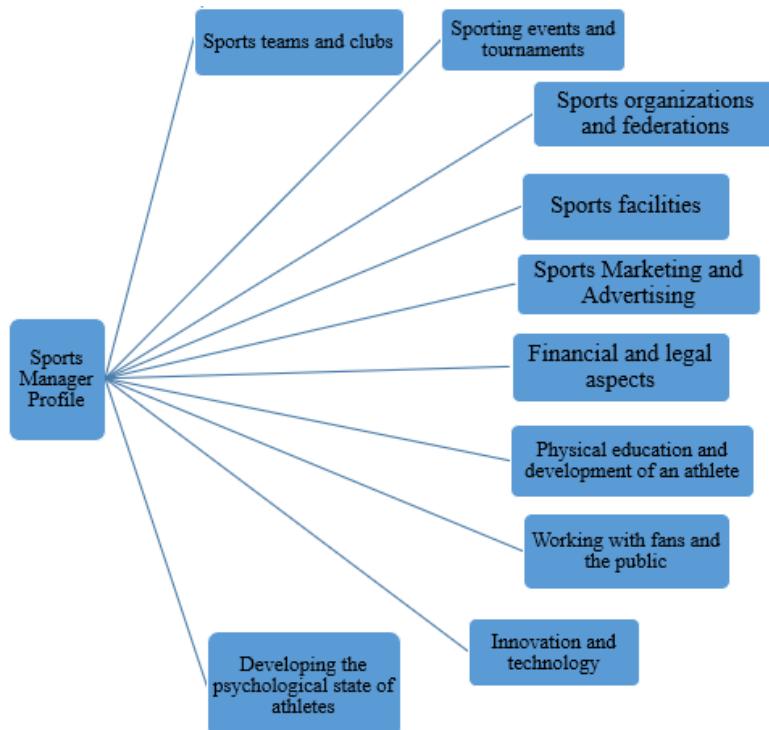


Figure 1. Profile of a Sports Manager (Gorbochova, Tursunova)

In the field of marketing and advertising, a sports manager engages in a wide range of activities, including attracting sponsorship agreements, developing and implementing promotional campaigns, positioning the brand, and managing interactions with target audiences. The sports manager oversees the promotion of sports products, formulates social media strategies, and activates fan engagement mechanisms to manage the market entry and expansion of the sports brand.

Financial and legal management is one of the core competencies required of a sports manager. In this domain, the manager is responsible for budget planning for the organization, analyzing cost structures and revenue flows, organizing financial control and audits, ensuring compliance with sports and labor legislation, managing contractual obligations, and resolving disputes. Additionally, the sports manager must operate in accordance with international sports laws and regulations, uphold anti-doping policies, promote sports ethics, and maintain formal relationships with both individuals and legal entities.

The physical preparation and development of athletes is conducted in close collaboration with coaches and medical teams. During this process, key factors such as an athlete's biological age, physical potential, sport-specific orientation, workload and recovery balance, as well as technical and tactical indicators, are taken into account. Together with coaches and sports physicians, the manager conducts functional monitoring and develops training programs tailored to the individual characteristics of each athlete. This approach not only enhances athletic performance but also contributes to injury prevention and the creation of a safe, healthy sports environment.

Achieving high performance in sports is directly linked not only to physical preparedness but also to psychological stability. Empirical research indicates that stress, lack of motivation, and diminished attention significantly reduce athletic efficiency. Consequently, the field of sports psychology prioritizes the emotional, motivational, and cognitive stability of athletes.

Modern approaches to psychological training emphasize individually tailored exercises, mental training programs, stress management techniques, and self-assessment methods. The integration of digital technologies such as mobile applications, psychological testing platforms, and online consultations has facilitated a more structured and accessible psychological support system.

Psychological development supports athletes in maintaining positive emotions during competitions, managing motivation and attention, and reinforcing self-confidence. These factors significantly contribute to sustained performance and overall success in sport. Thus, developing sports psychology programs is considered one of the strategic priorities of contemporary sports managers. These programs involve scientific analysis of athletes' motivation, stress tolerance, competitive readiness, attention, and self-confidence levels. Tools such as mental training, psychometric testing, individualized consultations, motivational sessions, and digital platforms (including mobile apps and online support services) are employed to enhance athletes' emotional states. This contributes to increased psychological resilience and readiness to achieve high performance outcomes.

Moreover, psychological training methods such as reaction-based decision-making, focused attention, visual perception, and visual memory development can be effectively supported by integrating traditional national games and dynamic activities. These are valuable tools in the professional development of future sports managers.

Innovation and technology play a critical role in enhancing the operational efficiency of sports managers. The application of digital data analytics, artificial intelligence, real-time player monitoring, and the integration of virtual technologies into training processes contribute significantly to performance improvement. It is also the responsibility of the sports manager to disseminate the organization's activities to the public through websites, mobile applications, and social media, and to establish effective digital communication strategies.

In addition, the sports manager must be actively involved in public engagement and fan relations. In this area, the manager works to increase interest in sport, manage ticket sales, promote branded merchandise, coordinate with fan clubs, analyze feedback from supporters, and contribute to enhancing the social role of sports in society.

Sports management is a vital and multifaceted domain within the modern sports industry. It serves not only the effective governance of sports teams and organizations but also the sustainable development of sport in economic, social, and cultural contexts. The role of the sports manager is comprehensive, encompassing financial administration, marketing, event organization, athlete preparation (both physical and psychological), and facility management.

The sports manager collaborates closely with coaches and medical staff, planning training programs that align with the unique characteristics and needs of each athlete. Furthermore, by integrating psychological support mechanisms and stress management techniques, the manager expands the capacity of athletes to achieve peak performance.

The use of innovation and digital technologies has become increasingly significant in the professional activities of sports managers. Tools such as artificial intelligence, real-time monitoring, and online communication provide new opportunities for organizing sports processes more efficiently.

Conclusion

In conclusion, the modern sports manager is not only an administrator but also a strategic leader who plays a crucial role in the advancement of sport, the formation of national sports brands, and the elevation of a country's reputation on the international stage. Continuous improvement of training systems and enhancement of practical skills for future sports managers is essential. It is also important to emphasize that the sports manager is a highly skilled and versatile professional whose role extends beyond team leadership to include promoting healthy lifestyles in society, establishing sport as an economically sustainable sector, and contributing to the creation of a competitive national identity in the global sports arena.

REFERENCES:

1. Jumaniyazov, A. B. (2023). *Improving the Physical Development and Fitness of Students Majoring in Sports Management*. Doctor of Philosophy (PhD) dissertation in Pedagogical Sciences. Chirchiq, p. 126.
2. Nabiullin, R. Kh., Ghulomov, Z. T., & Kamilova, G. Z. (2015). *Physical Education and Sports Management* (Vol. 1). Textbook. Tashkent: 281 pages.
3. Ziyadullaev, K., Salimov, A., Narziyev, J., Zokirov, G., & Ibragimov, I. (2024). *Financial Management in Sports*. Textbook. Tashkent: Makon Savdo Print, p. 49.
4. Allyanov, Yu. N. (2007). *Technology for Forming Motivation for Self-Educational Activities Among Students of Economic Universities in the Discipline "Physical Culture"*. Author's abstract of the Candidate of Pedagogical Sciences dissertation, Specialty 13.00.04. Smolensk, 202 pages.
5. Andryushchenko, L. B. (2006). *Pedagogical System for Forming Readiness for the Development of Physical Culture in Students of Agricultural Universities*. Author's abstract of the Doctor of Pedagogical Sciences dissertation. Volgograd, 46 pages.
6. Andryushchenko, L. B. (2006). *Pedagogical System for Preparing Students of Higher Agricultural Educational Institutions for Mastering Physical Culture*. Author's abstract of the Doctor of Pedagogical Sciences dissertation. Volgograd, 46 pages.