

**DIRECTIONS FOR THE DEVELOPMENT OF HUMAN CAPITAL IN THE MANAGEMENT SYSTEM
OF PROFESSIONAL SPORTS CLUBS OF THE REPUBLIC OF BELARUS**

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The research is devoted to the development of human capital in the management system of professional sports clubs of the Republic of Belarus. The foreign practice of forming the management system of leading professional sports clubs is considered. The directions of human capital development in the management system of professional sports clubs of the Republic of Belarus, based on effective foreign practice, are proposed.

In the world economic science, human capital has become one of the most valuable resources of post-industrial society, more important than accumulated or natural wealth. The main place in modern economic analysis is occupied by the conception of human capital. In many countries of the world today, it is human capital that determines the pace of scientific and technological progress and, mainly, economic development. Prevalence of human capital in the composition of national economy is becoming obvious.

The modern problem of human capital in economic science has a fairly complete coverage in the scientific, applied and educational literature. The concept of human capital as an economic category is reputed one of the keys one's concepts in economics today, which make it possible to describe and explain through the prism of human actions and interests of many economic processes. Despite the long history of the development of the theory of human capital, no single approach to the definition of this concept and methods of its evaluation has been formed.

Human capital is also considered a leading factor in the professional sports industry. This is evidenced by the fact that the efficiency of the economic activities of all professional sports clubs immediately depends on the formation and development of human capital both at the team level and in the organization's management system.

In foreign practice, the formation of a management system in leading professional sports clubs (table 1) is realized on the basis of a traditional management and control structure, which provides for the division of responsibilities between the Shareholders Meeting and the Board of Directors, in some clubs and with the Board of Auditors, which guarantees a constant exchange of information between management and shareholders.

Table 1. – Foreign practice of forming the management system of leading professional sports clubs

Professional sports club	Administrative and managerial staff
1	2
Barcelona	President First Vice President. Sports activities Vice President. Institutional activities Vice President. Economic activity Treasurer Secretary 13 members of the management board
Real Madrid	President First Vice President Second Vice President Third Vice President Secretary 12 members of the management board
Bayern Munich	President First Vice President Second Vice President 4 honorary presidents 4 honorary vice-presidents Chairman 9 members of the administrative council 5 members of the honorary council 7 members of the management board from divisions 49 honorary members

The ending of table 1

1	2
Manchester United	Chairman of the Management Board Deputy Chairman of the Management Board Members of the Management Board President Executive Director Development Director Technical Director Chief Analyst Head of the Youth Department
Liverpool	General Manager Chairman 2 Directors Executive Director
Manchester City	General manager Chief Financial Officer Director of Operations Group Marketing Director Director of Football Technical Director 2 Director of the Department of Club and International Football Development 4 Executive Directors Executive Director of Football Operations General Counsel Chief Strategic Development and Human Resources Specialists
Paris Saint-Germain	President Executive Director 2 Sports Directors Head of the Youth Department Head of the Medical Service Chief Analyst
Chelsea	Members of the Management Board President 4 Vice-Presidents Chairman Executive Director 2 Directors
Tottenham Hotspur	Chairman Chief Operating Officer and Chief Financial Officer Executive Director Director of Football Administration and Management Director of Technical Performance 2 Directors
Juventus	Shareholders Meeting Board of Directors Board of Auditors (internal and independent audit, data protection, financial controlling) Executive Chairman Deputy Chairman 3 Directors 4 Independent Directors Risk Manager

Source: compiled by the author based on data analysis [2-12].

It should be noted that the administrative and managerial staff of all leading clubs is equipped with highly qualified specialists, many of whom have graduated from the most prestigious universities in the world and have

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master's degrees in economics, management, business research, marketing, strategic human resource management, business administration and have extensive experience in managing the economic activities of the organization. Senior managers, in turn, have academic degrees of Doctor of Science and the title of professor. So, for example, the managers of Bayern Munich have a good representation in the scientific experience: 5 doctors of science (first vice-president, chairman, 2 members of the administrative council, member of the honorary council and honorary member of the club) and 1 professor (first vice-president), which indicates the importance of postgraduate education (obtaining scientific and research experience) for the formation of human capital in the management system of professional sports clubs.

The state program "Physical Culture and Sport" in the Republic of Belarus for 2021-2025 provides for the use of modern management technologies in the activities of sports organizations [1], for the implementation of which and, in connection with the above, according to the author, it will be advisable to improve the management system in professional sports clubs of the Republic of Belarus in the direction of development positions that ensure control and economic security of the organization, based on effective foreign practice.

Effective foreign experience in the formation of the management system of leading professional sports clubs shows that each organization has connecting key positions that serve as a link in the management structure and ensure the control and economic security of the company. In order to further develop human capital in the management system of professional sports clubs of the Republic of Belarus will contribute to, the author believes that the introduction of the following positions:

- Deputy Chairman (Director) for Transfer Policy (rent, sale and purchase of rights on professional athletes);
- Chief Analyst (analysis of the transfer market, the economic state of a professional sports club, development of practical recommendations for the development of the organization, etc.);
- Risk Manager (ensures the implementation of an effective system for identifications, monitoring and managing the main corporate risks of a professional sports club).

The proposed directions of human capital development in the management system of professional sports clubs of the Republic of Belarus allow reducing the costs of developing the organization's human capital by increasing the productivity of their management system, relying on effective foreign practice.

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