

THE ESSENCE OF MANAGEMENT IN FOOTBALL AT THE PRESENT STAGE OF DEVELOPMENT OF ECONOMIC RELATIONS**ELINA HRYSHKOVA, ALIAKSANDR MATVIENKA****Polotsk State University, Belarus**

The article discusses the management team in world football. This article examines the issues of corporate governance in sport, the aim of sports management and relevance of its improvement.

The sports management is an independent professional activity. It aims at the effective achievement of the goals of the sports organizations, operating in market conditions, by the most efficient use of material, labor and information resources. The establishment of sports management as a profession connected with the appearance of the positions of the heads of fitness and sports organizations, i.e. professional managers.

A growing influence of physical culture and sports in the country's economy, the emergence and development of the sports industry is the most vivid and obvious signs that sport needs not only professional sportsmen and trainers, but also the professional managers and economists. It is the "managers" who can rationally conduct financial and economic activity of the sport organization, leading it to the success [2].

In the conditions of commercialization of the economy of sport, formation of the sports industry as an economic category solves the core problem of formation of infrastructure, corresponding to generally accepted world and European standards.

In the theory of management there is no single definition of the term "Manager". All proposed definitions are based on the understanding of the essence of management. The word "management" in its original sense meant the ability to break the horses and lead them. Basis – the English verb "to manage (operate)", which comes from the Latin "manus" (hand). If to follow logic, the "management" means literally "leadership" [3].

In modern science «management» means the management or control of the worker, the working group, the group and the various organizations operating in the conditions of market economy. Management in sports is a separate type of professional activity aimed at achievement of goals and implementation of tasks within the activities of the sports organization, which operates in the conditions of the market by means of efficient use of material, labor and information resources. In other words, management in sport is the theory and practice of effective management of organizations of sports industry in market conditions.

The work of the Manager is judged not by what he does, but how he encourages other people's work. The Manager is a hired Manager.

Operations management (corporate governance) is one of the most important factors in the functioning and development of sports. Historically, coaches, instructors and Methodists run the sports industry in our country. They often combine elements of the educational work of the coach to management of the club, a sports society, a sports Federation, although their job descriptions have not provided the performance of such duties.

Management in sports as a special type of professional activity of managers in the sports industry is the result of division and cooperation of their labor. The reason for the appearance of sports managers is a market economy, that presenting special requirements to managers in the conditions of economic competition.

Sports organization has a certain internal structure based on the specifics of one or another kind of sport. There are management, departments, divisions, groups, teams. In other words, in a sports organization, there are different types of managerial activities. This means that there are managers of different levels who solve different tasks. Managers are usually subdivided into three main groups:

- strategic level (top manager) – the heads of Olympic committees, Director of sport complexes, presidents of sports leagues, clubs, federations, etc.;
- the tactical level (middle manager) – heads of divisions, departments, sports divisions, departments etc.;
- performing level (entry manager, administrators, trainers, psychologists, team managers, medical staff etc. [3].

Sports managers are subdivided and by occupation: General Manager, HR-Manager of the organization, advertising Manager, marketing Manager, Manager-athlete representative etc.

The main functions of the Manager's activity in the sport are:

- sports managers successfully work in the management bodies of the Olympic movement at different levels;

- sport managers in managing sports events of the championship, district, city, region, country, world and Europe, the Olympic games;
- sports managers control their own sports business projects, commercial tournaments, sports festivals, mass competitions;
- sports managers to represent the interests of the athlete as an agent or representative for the preparation and signing of professional and advertising contracts [3].

The market is inherent uncertainty of the situation and entrepreneurial risk. They demand from managers of independence and responsibility for decisions. Professionalism sports Manager is manifested in knowledge management technology organization and the laws of the market, the ability to organize teamwork and predict the development of the organization.

Summarizing the experience of preparation of sports managers in the University and the market demand on the specialists of this profile shows that a growing number of organizations of sports industry need managers with a certain set of skills. Here are the main of them:

- knowledge of modern computer technologies and programs;
- English language proficiency;
- the ability to form the information policy of the organization;
- organization of work of the office of the organization;
- knowledge of basic marketing and management strategies;
- knowledge of the rules and regulations of the competitions for further organization of sports events [3].

Corporate governance is a system of laws, requirements and recommendations that define standards for the behavior of organizations, including football clubs. The system of corporate governance defines the rights and roles of the various stakeholders of the organization, as well as the relationships between them.

In practice, the system of corporate governance is determined by a set of laws, regulations and the various recommendations that define the behavior of different stakeholders in the activities of the football club persons, as well as the club. The key purpose of these laws and guidelines is to establish safeguards to protect interests and lawful rights of shareholders and interested in the football club persons. An effective system of corporate management aimed at ensuring a high level of transparency of the activities of the club, its accountability and corporate responsibility [1].

The corporate governance system in football is determined by the following interested in the activities of clubs person:

- shareholders clubs;
- players and coaches;
- supporters;
- clubs management;
- institutional organization;
- Media;
- other contact audience.

During the last decade, policy makers, regulators, and market participants around the world have increasingly emphasize the need to develop appropriate policies and practices of corporate governance. There is increasing empirical evidence that good corporate governance contributes to competitiveness, makes it easier for companies to access capital markets, increase of the social activity of the companies [1].

Professional football clubs are no exception to the known practice, the increase of corporate governance in football clubs is an essential factor for the achievement of the objectives of the club.

The sphere of activity of modern football clubs is constantly expanding modern football club is a very serious business. Commercial interests and motives are beginning to play an ever greater role in the activities of clubs, often to the detriment of sports and social objectives, is also inherent in any club. With the growing commercialization of football increases the need for solving the problem of regulation and control of the activities of clubs, provide systematic development taking into account not only commercial, but also sports and social objectives. Efficient corporate management of the football club is an ideal solution of specified task.

The importance of improving the level of corporate management of football clubs is determined by the constantly increasing flow of money. The growth rate of investment in football significantly outpaced the rate of increase of level of corporate governance, as well as the quality of management of professional football clubs. The consequence resulting skew is very low effectiveness of the use of cash, in other words – being on top of the world rating of football budgets, the quality of football infrastructure leaves much to be desired.

However, the corporate governance will make the transition from short-term to long-term development strategy, including construction of the foundations of the system of development of football.

Economics

Improvement of corporate governance in the football club will contribute to:

- increasing the investment attractiveness of the club;
- improving the purity of football (minimization of the Treaty games doping scandals and other);
- involvement supporters in the management of the club;
- increase of loyalty supporters;
- increased financial stability;
- improve the quality of managerial decision making club;
- improving the financial and economic operations of the club;
- improvement of the system of accountability and responsibility club;
- improving the social activities of the club;
- reduce the risk of fraud and abuse by the officials of the club;
- to strengthen the reputation of the club, both domestically and on the international arena [1].

The need to improve corporate governance is one of the key problems of the companies in our country, and football clubs in particular. Qualitative development of football in the country, including the achievement of high sports results is not possible without increasing the quality of corporate governance of professional football clubs, which are the key element of the football system.

We note with regret that the market mechanism of supply and demand of specialists of sports management in our country has not yet been formed. However, on the one hand, there is the introduction of professional standards of the employees of the sports industry and procedure of attestation of specialists, which demonstrates positive trends. This will allow, on the other hand, to inventory management personnel in the industry, and to identify priorities for management specialties in the General list of posts of sports management.

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LOGISTIC POTENTIAL OF THE SUPPLY CHAIN: THEORETICAL ASPECT

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The article discusses such concepts as "logistics potential" and "supply chain". Their definitions, given by various authors have been studied. On the basis of the analysis the new concept which is "potential logistics supply chain" has been formulated.

In the process of world economy globalization and the integration of the Republic of Belarus into the international economic system, there is a need to reassess the ongoing territorial strategies for social and economic development. The policy aimed at increasing the competitiveness of the national economy and ensuring its sustainable economic development acquires particular importance for the country. As international experience shows that the most important factor of economic growth is the creation of a logistic system. At the same time, we should point out that the elements of the logistics system in a certain ordering constitute the supply chain. At the same time, the level of competitiveness of the supply chain determines its frontiers, the ability to provide a high level of quality and timely delivery of goods from a producer to a consumer at the lowest cost, i.e, its logistic potential. In the scientific literature the category of "logistic potential of the supply chain" has not been studied. At the same time, scientists consider such concepts as "logistic potential" and "supply chain". Their comprehensive study will allow to determine the essence of the category under investigation.