

European Network of Sport Sciences in Higher Education

European Observatoire for Sport Employment (EOSE)

Permanent Management Committee

# Sport Management Occupations in Europe

(report from 7 countries)

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The Permanent Committee Sport Management has played an important role from the very beginning of the existence of the REISS. Exchange of students and staff members within the European area has always been the main objective of the European Master in Sport Management.

We hope the Cpmmittee will enlarge the efforts towards other countries included Central and East Europe.

D. Van Gerven

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## **GENERAL INTRODUCTION**

The European Network of Sports Sciences in Higher Education was created in 1989. The Network comprises a Co-ordinating Group, three commissions and a number of committees, including one looking at the field of sports management.

The Commission 3 has the responsibility for considering the professional and vocational aspects of sports science. It is collecting information with a view to harmonising the vocational courses, career structures and qualifications for those seeking employment in sports science. Commission 3 has requested a report from the Sport Management Committee on the profession of Sports management in Europe. This report outlines the work carried out in response to this request.

### **1- ORGANISATION OF THE WORK**

The aim of the work is to build a Common European Reference for sports managers.

This reference takes in consideration different jobs within the field of sport management and tries to describe the tasks, skills and knowledge corresponding to them. We hope to highlight some of the main elements required to conceive training programmes for sport managers.

The data has been collected from national documents and considered by experts belonging to training organisations or to professional bodies. Five meetings to co-ordinate this work have been organised in Florence, Luxembourg, Leuven, Budapest and Berlin.

The final report is presented in 3 parts which are corresponding to the steps we had to go through to lead this work :

1- Definition of Sport Management Occupations categories (which is surely the most difficult task if we take into account the high diversity of existing occupations, status, environments...). The framework is based on the ISCO-88 (International Standard Classification of Occupations) structure and criteria. We have tried to desegregate some of the basic categories related to management of the ISCO structure and to introduce our peculiarities. The 5 categories finally identified in this report cover occupations in the public, private and voluntary sectors.

We present in this part:

1-1- a classification as detailed as possible which proposes to make clear the particularities of Sport Management Occupations,

1-2- a "job matrix", realised in each country, and giving examples of jobs corresponding to each category. This work was essential to verify the accuracy of the categories chosen and to compare the importance of each category in various countries (for example, there is an important diversity of Managers of Sport Public Administration in France, these jobs are not so important in other countries)

2- The second step of the work was to choose some of the representative categories and to have a more precise analyse of the occupations regarding to their specific tasks, skills and knowledges. We present in this part the results of the work of the experts in charge of the different categories. For each category we have chosen to include examples (case studies) to demonstrate better the approach taken to analyse jobs. This part shows a "picture" of jobs, it must be recognised, that further work would be required if a definitive analysis of job at each level of each category was requested. Some jobs were analysed by various experts, in this case we present a synthesis of their work.

3- The last step was to identify in each country the existing training programmes and to present them in a common schedule, in order to allow the comparisons. Non university (state and federation), University, public or private programmes have been taken into account. It is only a descriptive part. Further work should present an analysis more complete of the differences of the programmes.

At least, a very important annex has been added: a list of sport management professional organisations in each country. These informations are very difficult to compile, that's why it is not an exhaustive work.

## **2- THE MAIN CONCEPTS:**

The main concepts used in the report are the following :

- < a **Job** is defined as a set of tasks and duties executed, or meant to be executed by one person. It is the statistical unit classified by ISCO-88.
- < an **Occupation** is constituted by a set of jobs whose main tasks and duties are characterised by a high degree of similarity
- < a **Managerial Occupation** is defined in the ISCO-88 (supervising occupations) as well as those of a foreman/woman, which are mainly concerned with the control of the professional or

technical quality of the work done. They are classified together with the jobs whose tasks they supervise. However, if the main tasks and duties of a job consist of planning, organising, controlling and directing the daily work activities of a group of subordinate in the appropriate group belonging either to "Corporate Manager" or "General manager".

- ⟨ **"Corporate manager"**: this group is intended to include persons who -as directors, chief executives or department managers- manage enterprises or organisations, or departments, requiring **a total of three or more managers**.
- ⟨ **"General manager"**: this group is intended to include persons who manage enterprises, or in some cases organisations, on their own behalf, or on behalf of the owner, **with some non-managerial help and the assistance of no more than one other manager** who should also be classified in this group as, in most cases, the tasks will be broader than those of a specialised manager in a larger enterprise or organisation.

- **European Level of qualification:**

- ⟨ **Level V:** training providing access to this level: Secondary training (general or vocational) and complete higher training: this form of training generally leads to an autonomously pursued vocational activity (as an employee or as self-employed person) entailing a mastery of the scientific bases of the occupation. The qualifications required for engaging in a vocational activity may be integrated at these various levels.
- ⟨ **Level IV:** training providing access to this level: secondary training (general or vocational) and post-secondary technical training. This form of training involves high level technical training acquired at or outside educational establishments. The resultant qualification covers a higher level of knowledge and of capabilities. It does not generally require mastery of the scientific bases of the various areas concerned. Such capabilities and knowledge make it possible in a generally autonomous or in an independent way to assume design and/or management and/or administrative responsibilities.

We have considered that corporate managers are all at the level V, V+. Some general managers and assistant can be at level IV or V, in relation with the complexity and, to be more precise the level of standardisation of the environment and of the organisation itself.

- **Task, Skill and Knowledge** are the three concepts used to analyse the jobs in the second part of the work. For each category we had to present briefly a synthesis of the occupation: its general objectives and "function". **The professional missions** are the permanent and general objectives of the organisation employing the manager and of the manager himself. Then we had to present a schedule with the details of specific tasks, skills and knowledge related to a category. It was

- ⟨ **Tasks:** the whole actions which have to be done to answer to the objectives and the professional mission. We can consider that the manager is supposed to have other all conception and problems resolution tasks.

- < **Skill** is defined as the ability to carry out the tasks and duties of a given job. We have considered three categories of skills: conceptual, human and technicals, related to the tasks which have to be realised. In fact, a skill supposes an action. We don't speak here of minimal requirement for an occupation but of the "reality" of the job.
- < **Knowledge** is theoretical and practical background the manager has to refer to in order to achieve his objectives.

## **PART 1 : DEFINITION OF SPORT MANAGEMENT OCCUPATIONS CATEGORIES IN EUROPE**

### **1- DEFINITION OF SPORT MANAGEMENT OCCUPATIONS CATEGORIES**

#### *1-1- Classification of Sport Management Occupations*

- ⟨ The following schedule (table 1) is the general frame we finally agreed about. To arrive to this agreement we met some difficulties related to the definition of the categories (for example, we offently have had difficulties to choose the best criteria to classify one profession in one category, some of them could be classified in two categories regarding either to their function or to the sector of intervention). That's why we have been working on several steps looking for the optimal way to classify the diversity we were in front of. Perhaps, these categories are not the best, but they are corresponding to a certain logic which has to be explained here.
- ⟨ It presents 5 categories of general functions and 3 categories of environments of intervention of those managers (public sector, private non profit sector and private for profit sector). It was recognised by the all experts that the definition of the job is conditioned by the type of environment in which they are working: the professional missions, tasks, skills and knowledges are not the same, even if training programmes (as we will see further) are generally founded on a same basis of courses. In fact, a general manager of a public swimming pool and the manager of a private commercial swimming will not have the same objectives and some of their tasks can be significativly different.
- ⟨ The 5 categories are defining each a specificity:
  - ⟨ Managers in a training institute (education for professionnals players, but also education for teachers, managers....)
  - ⟨ Manager of a facility ( indoor or outdoor facility) which makes the main characteristic of the job (specific skills can be related to this facility).
  - ⟨ Manager of national sport organisation underlines the national aspect of the job
  - ⟨ Manager of a sport club identifies the local aspect of a job of manager.

- < The last category: Manager of a sport service organisation, underlines the service sold even if it takes place in a facility (for exemple a manager of a Fitness center sells services before selling an equipement.)
- < Each category can be desagregated in various "levels" representing:
- the degree of complexity or standardisation of the structure were Managers are working. Corporate Managers<sup>1</sup>, General Managers<sup>2</sup> are both at the top of a structure, this appellation depends on the size of this structure (small or big facilty, service...). This conception is based, as we said in the general introduction, on the ISCO-88.
  - the degree of specialisation of the function (Head, assistant, specialised managers).
- < Those levels are not corresponding directly to the conception of level of qualification (V+., V, IV...). Corporate manager are offen corresponding to the best level of qualification (V, V+). General Managers who are working in "small" organisations can correspond to level IV. We can consider that only "big" organisation (that means complex environment) are employing an assistant or specialised managers. In consequence Assistant and specialised managers can correspond to level IV.

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<sup>1</sup> (+ 3 others managers in the structure)

<sup>2</sup> (- 3 others managers in the structure)

**Table 1: Job identification**

	<b>PUBLIC ADMINISTRATION</b>	<b>PRIVATE SECTOR</b>	
	INTERNATIONAL / NATIONAL / REGIONAL / LOCAL	PROFIT (commercial)	NON PROFIT (Volunteer)
<b>1- MANAGER OF A TRAINING INSTITUTE IN SPORT (Education for professionals)</b>	- Corporate Manager - General Manager - Assistant - Specialised Manager: - Marketing, Technical, Administrative	- Corporate Manager - General Manager - Assistant - Specialised Manager: - Marketing, ...	- Corporate Manager - General Manager - Assistant - Specialised Manager: - Marketing, ...
<b>2- MANAGER OF A SPORT FACILITY (indoor / out door)</b>	idem	idem	idem
<b>3- MANAGER OF A NATIONAL SPORT ORGANISATION</b>	idem	idem	idem
<b>4- MANAGER OF A SPORT CLUB</b>	idem	idem	idem
<b>5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION</b>	idem	idem	idem

## *1-2 "Job Matrix"*

The objective of this part is to illustrate the general schedule presenting an index of jobs listed by each expert of the different countries. We have chosen to present for each country a specific grid which is the best way to have a clear presentation. The table 2 to 7 are presenting a list of jobs per categories and per countries. The table 8 takes into account only the examples of specialised function for each country.

Table 2. Job Matrix France : SPORT MANAGEMENT JOBS IN FRANCE AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
<p>- Responsible of a public or private training institution (university, CREPS, federal centre, private centre)</p>	<p>- Director of a swimming pool, stadium, gymnasium, tennis club...</p> <p>- Director of a sport complex, a big stadium... level V)</p> <p>- Golf, nautic base, riding centre, outdoor base, holiday village...director.</p> <p>- Director of a ski station</p>	<p><u>Public administration:</u></p> <p>STATE:</p> <p>- Directors and assistant of the Ministry of sports (national, regional, departmental) (DRJS, DDJS)</p> <p>LOCAL ORGANISATIONS</p> <p>- Sport service Director (Regional, departmental, local)</p> <p><u>Federations:</u></p> <p>- Director administrative</p> <p>- general manager</p> <p>- National technical director</p> <p>- National teams director</p>	<p>- Director, manager of professional club, multi activity club...</p>	<p>- Head of sport product (travel agency)</p> <p>- Director of an event agency, expositions, forum, show...</p> <p>- Director of a sportsmen agency</p> <p>- Director of a ski school</p>

Table 3 : Job Matrix Luxembourg. SPORT MANAGEMENT JOBS IN LUXEMBOURG AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
<p><b>LEVEL IV:</b></p> <ul style="list-style-type: none"> <li>- Assistant at the ENEPS</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a soccer stadium</li> <li>- Head of a sport event hall</li> <li>- Manager of a tennis center</li> </ul>	<p><u>PRIVATE</u></p> <ul style="list-style-type: none"> <li>- Manager of smaller sports associations (badminton)</li> <li>- Responsible persons for sport in political parties</li> </ul> <p><u>PUBLIC</u></p> <ul style="list-style-type: none"> <li>- Head of a sport office in a city</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of sports clubs</li> </ul>	
<p><b>LEVEL V:</b></p> <ul style="list-style-type: none"> <li>- Director of the National Sportschool</li> <li>- Professor at the ENEPS</li> </ul>	<ul style="list-style-type: none"> <li>- Head of a commercial indoor center</li> <li>- Manager of a sailing school</li> <li>- Manager of a golf club</li> </ul>	<p><u>PRIVATE</u></p> <ul style="list-style-type: none"> <li>- Head of the Olympic Committee</li> <li>- Head of Olympic sport associations (swimming, track and field)</li> </ul> <p><u>PUBLIC</u></p> <ul style="list-style-type: none"> <li>- Assistant of the ministry of sports</li> <li>- Public Sport Administration manager</li> <li>- General Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of sports clubs with own facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a fitness center</li> </ul>

Table 4 : Job Matrix Germany SPORT MANAGEMENT JOBS IN GERMANY AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
<p><b>LEVEL IV:</b></p> <ul style="list-style-type: none"> <li>- Assistant at the Academy for Sport management and leadership of the German Sport Confederation (FVA)</li> <li>- Assistant at one of the educational organisations standing close to the regional sport organisations</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a soccer stadium</li> <li>- Head of a sport event hall</li> <li>- Manager of a tennis center</li> <li>- Manager of a ski, sailing or surfing school</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- Manager of smaller sports associations (rugby, base and softball)</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Head of a sport office in a city/local government</li> <li>- Responsible persons for sport in political parties</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of smaller sports clubs (less than 2000 members)</li> </ul>	
<p><b>LEVEL V:</b></p> <ul style="list-style-type: none"> <li>- Director of the FVA</li> <li>- Manager of a private professional qualification institute</li> <li>- University (Institut für Sport Wissenschaft)</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a top level training center</li> <li>- Manager of a golf club with additional programmes (courses, tournaments.)</li> <li>- Manager of a sport park areal</li> <li>- Head of a commercial indoor center</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- Head of Olympic sport associations (basketball, track and field...)</li> <li>- Head of a landsports federation or top federation</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Assistant of sport ministers at the constituent states</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of large sport sports clubs</li> <li>- Manager of sport-clubs with own facilities</li> <li>- Manager of professional sport clubs (soccer, tennis, ice-hockey...)</li> </ul>	<ul style="list-style-type: none"> <li>- Manager for sport tourism programmes</li> <li>- Manager of a fitness center</li> </ul>

Table 5 : Job Matrix Italy : SPORT MANAGEMENT JOBS IN ITALY AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
<p><b>LEVEL IV:</b></p> <ul style="list-style-type: none"> <li>- Director of courses for sport professionals</li> <li>- Assistant of the Director of an Institute or an Academy</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a small and middle size facilities</li> <li>- Manager of very small indoor facilities</li> <li>- Assistant of the Director of an Olympic Preparation Centre</li> <li>- Director of sailing or surfing school or other aquatic activities centres</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- Officer of a National Sport Federation</li> <li>- Officer of the Italian Olympic Committee</li> <li>- Head coach of a national sport federation</li> <li>- Manager of the sport department in political parties and associations</li> <li>- Coordinator of the scientific staff of a national sport federation</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Director of the sport services of a small municipality</li> <li>- Community sport leader</li> </ul>	<ul style="list-style-type: none"> <li>- Sport club manager</li> <li>- General manager of a professional club</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a small fitness centre</li> <li>- Department Manager of the sport services in a tourist or recreational centre</li> <li>- Director of a skiing school or mountain activities centres</li> <li>- Director of an aeronautical school</li> </ul>
<p><b>LEVEL V:</b></p> <ul style="list-style-type: none"> <li>- Director of an Institute or an Academy of sport</li> <li>- Curriculum developer or project manager of educational systems</li> <li>- Faculty of Sport sciences and P.E. director</li> </ul>	<ul style="list-style-type: none"> <li>- Director of an Olympic Preparation centre</li> <li>- Manager of a large sport facility</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- Director of national Olympic Committee</li> <li>- General secretary of national sport federation</li> <li>- Manager of a sport promotion association</li> <li>- Project manager in a National Sport Organisation</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Director of the sport services of a large city</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of professionals sports clubs charged of specific tasks (e g: finance manager)</li> </ul>	<ul style="list-style-type: none"> <li>- Manager of a large fitness centre</li> <li>- Manager of tour operator specialised in sport at the national or international level</li> </ul>

Table 6 : Job Matrix United Kingdom SPORT MANAGEMENT JOBS IN UNITED KINGDOM AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
<ul style="list-style-type: none"> <li>- Chief executive of the National Coaching foundation</li> <li>- Director of professional institutes</li> <li>- General secretary of the Industry Training Organisation</li> </ul>	<ul style="list-style-type: none"> <li>- Director of a national sport center</li> <li>- Director of a major facility single or multisport</li> <li>- Manager of a commercial sport centre</li> <li>- Director of outdoor training center</li> <li>- Director of a sport specific training centre</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- chief executive</li> <li>- general secretary</li> <li>- director of coaching</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Chief executive of a national sport council</li> <li>- Director of leisure services (regional level/municipal level)</li> <li>- Senior officers in sport and recreation division of department of national heritage</li> </ul>	<ul style="list-style-type: none"> <li>- Director of professional clubs</li> <li>- Manager of a multi-sports club</li> </ul>	<ul style="list-style-type: none"> <li>- Director of an event promotion agency</li> </ul>

Table 7 : JOb Matrix Nederland SPORT MANAGEMENT JOBS IN NEDERLANDS AT LEVEL 4 AND 5

1- MANAGER OF A TRAINING INSTITUTE IN SPORT	2- MANAGER OF A SPORT FACILITY	3- MANAGER OF A NATIONAL SPORT ORGANISATION	4- MANAGER OF A SPORT CLUB	5- MANAGER OF A (OTHER) SPORT SERVICE ORGANISATION
	<ul style="list-style-type: none"> <li>- Directors, Heads national sport facility</li> <li>- Director multifunctional center</li> <li>- Director swimming pool</li> <li>- Proces team builders</li> <li>- heads of outdoorcenters</li> </ul>	<p><u>PRIVATE:</u></p> <ul style="list-style-type: none"> <li>- President</li> <li>- Directors of big / small federations</li> <li>- Buro managers</li> <li>- Advisors, councillors</li> <li>- top sport coordinators</li> <li>- Regional coordinators</li> <li>- Assistants</li> </ul> <p><u>PUBLIC:</u></p> <ul style="list-style-type: none"> <li>- Advisors, councillors</li> <li>- Head of sport department</li> <li>- Policy cooperators in local sport department</li> <li>- Military sport organisations: sportofficers</li> <li>- local sport councillors</li> </ul>	<ul style="list-style-type: none"> <li>- Professional board members</li> <li>- buro managers</li> <li>- Advisors, councillors</li> <li>- Administrators</li> </ul>	

Table 8 Job Matrix / specialised Managers. Examples of Specialised Managers:

FRANCE	LUXEMBOURG	GERMANY	ITALY	UNITED KINGDOM	NEDERLANDS
<p><u>Marketing Managers:</u></p> <ul style="list-style-type: none"> <li>- director of marketing in sports goods industries</li> <li>- producers of sports services</li> <li>-Responsible of the sponsoring</li> </ul> <p><u>Managers of development:</u></p> <ul style="list-style-type: none"> <li>- director of the living environment, social development</li> <li>- Technical councillor in charged of development (CTR, CTD)</li> </ul>	<p><u>Event Managers:</u></p> <ul style="list-style-type: none"> <li>- Head of the organisation committee of a national "sport for all" event,</li> <li>- Manager of a city marathon,</li> <li>- Head of the OC of an international championship,</li> <li>- Marketing conceptionist at the national olympic committee</li> </ul>	<p><u>Event Managers:</u></p> <ul style="list-style-type: none"> <li>- Head of the organisation committee of a national "Sport for All" event</li> <li>- Head of OC of an international Championship in a non olympic discipline</li> <li>- Head of OC of an international Championship</li> <li>- Manager of a city Marathon</li> </ul> <p><u>Marketing Manager:</u></p> <ul style="list-style-type: none"> <li>- Marketing Conceptionist for sport events</li> <li>- Marketing assistant at agencies</li> <li>- Product manager of sport goods</li> <li>- Media lisencc dealer</li> <li>- Marketing manager for a national sports federation</li> <li>- Marketing manager for sport goodsxh</li> </ul>	<p><u>Event Manager:</u></p> <ul style="list-style-type: none"> <li>- Head of the organising committee of a non competitive event</li> <li>- Marketing manager of a local or regional competitive event</li> <li>- Manager of a national or international sport event</li> <li>- Director of the local organising committee of an International Event</li> <li>- Marketing manager of an International Event</li> </ul> <p><u>Marketing Manager:</u></p> <ul style="list-style-type: none"> <li>- Product manager of a sport goods industry</li> <li>- Athletes manager</li> <li>- Responsible of the relationships with sponsors in a small organisation</li> <li>- Marketing manager of a large sport organisation</li> <li>- Manager of the relationships with sponsors in a large organisation</li> <li>- Marketing manager of a sport industry (production of goods or services)</li> </ul> <p><u>Manager of development:</u></p> <ul style="list-style-type: none"> <li>- Officer of a national association for the sport promotion (EPS)</li> <li>- Manager of a national association for the sport promotion (EPS)</li> <li>- Project Manager in an association for the sport promotion</li> </ul>	<p><u>Event Manager</u></p> <ul style="list-style-type: none"> <li>- Director of a specific event</li> </ul> <p><u>Marketing Manager</u></p> <ul style="list-style-type: none"> <li>- Marketing Manager for sports goods or services organisation</li> <li>- Marketing manager for a national sport federation</li> </ul> <p><u>Manager of development:</u></p> <ul style="list-style-type: none"> <li>- National sports development officer</li> <li>- Regional sport development officer</li> </ul>	<ul style="list-style-type: none"> <li>- Project managers</li> <li>- Marketing manager</li> </ul>

## **PART 2: CASE STUDIES / CATEGORY OF SPORT MANAGERS IN EUROPE**

The lector will find in this part the results of the work done by experts of each country regarding to one or various categories.

In front of the difficulty to present a general synthesis of the tasks, skills and knowledges really adapted for a general category, we have chosen to present a general file presenting jobs, levels of qualification and functions for a category, and then in a second part we present either synthesis of the general case when it is possible, or a simple case study about one job.

The fundamental question is if after this analyse we are able or not to determine specific tasks, skills or knowledges between the 5 categories previously defined, and if this specifications are really significative.

# **1- MANAGER OF AN EDUCATION AND TRAINING OF SPORT PROFESSIONAL INSTITUTE (ITALY)**

## *1- 1- Corporate manager:*

〈 Level V+:

Director of studies in Institutes for Sport professional education (level V+)

Director of Faculty of Sport Sciences (level V+)

Function: Directors head institutes and with the help of two others managers, determines and formulates policies and programmes, direct and coordinate the functioning of the institute, usually within the framework provided by a national governing body, to whom they are responsible.

## *1-2- General Manager:*

〈 Level V:

Director of a department, division in a Institutes for Sport professional education

Function: Directors of department or division of large institutes for sport education determine and formulate goals, strategies and programmes according to the general objectives and policy of the institute, direct and coordinate the functioning of the department, often coordinating other managers, choose teaching personnel and indicate the criteria of their selection, choose and evaluate specific teaching aids.

〈 Level IV :

Head of a small school or Institute

Function: Directors head small institutes, determine and formulate policies and programs, direct and coordinate the functioning of the institute, choose teaching personnel and teaching aids.

## *1-3- Assistant*

< Level V:

Head Assistant of the 5+

Function: Head assistants are production and operation managers of institutes or organisations employing a total of three or more managers. They plan, direct and coordinate activities related to the delivery of training and instructional services for sport professionals, selection of teachers and teaching aids under the guidance of directors, department directors or chief managers.

*1-4 Specialised Manager*

< Level IV:

Director of courses

Function: conduct programs and select teaching methods, according to policies generally set by large organisations, coordinate the teaching and administrative personnel, usually with a general frame of reference already established.

Workshop and seminar leader

Function: Workshop leaders in the field of sport provide participants with tools, methods, indications and strategies for dealing with the specific skills that constitute the topic of the workshop.

Curricula developer and evaluator

Function: Developers design, plan and supervise curricula to be followed by sport coaches and professional managers, evaluate the needs of organisations and individual participants, evaluate the results of courses and programs, usually within a frame of reference worked out by the director of the institute or the faculty.

Head of administrative services of Institutes for Sport professional education

Function: Control the administration of all the matters relating to the institute.

**Case study 1: (General Manager) HEAD OF A SMALL SCHOOL OR INSTITUTE FOR TRAINING AND EDUCATION OF SPORT PROFESSIONALS**  
**level IV**

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<ul style="list-style-type: none"> <li>- Making the policies and the strategies of the institute</li> <li>- Planning, directing and coordinating the actions of the school / institute</li> <li>- Choosing , directing and supervising personnel and teachers.</li> <li>- Monitoring the results</li> <li>- Representing the organisation with other bodies, negotiating and communicating with the environment, advertising.</li> <li>- Securing and organizing the financial support of the Institute.</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- Understanding and promoting the role of small institutes within the sport education system.</li> <li>- Developing and controlling plans</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- Leadership skills</li> <li>- communication skills</li> <li>- Time and personnal management skills</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>- running budget</li> <li>- Planning and interpreting needs'analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Organisation Theory and management</li> <li>- Budgeting</li> <li>- Human Resources Management</li> <li>- Leadership and social psyhology</li> <li>- National and International Sport law and institutional arrangements</li> <li>- Sport marketing.</li> </ul>

**Case study 2: (Corporate manager) DIRECTOR OF STUDIES IN INSTITUTES FOR SPORT PROFESSIONALS EDUCATION,  
DIRECTOR OF SPORT SCIENCES FACULTY, level V +**

<b>TASKS</b>	<b>COMPETENCIES/SKILLS</b>	<b>KNOWLEDGE</b>
<ul style="list-style-type: none"> <li>- Making the policies of the organisation</li> <li>- Planning, directing and coordinating the actions of the organisation and its development (e.g. new services)</li> <li>- Directing other managers</li> <li>- Monitoring the results of the organisation</li> <li>- Representing the organisation with some other bodies, negotiating and communicating with the environment.</li> <li>- Supervising personnel</li> <li>- Evaluating the client's needs</li> <li>- Securing and organising the financial support of the institute.</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- Understanding the development of sport professional education at the national and european level.</li> <li>- Developing and controlling plans</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- Leadership skills</li> <li>- communication skills</li> <li>- Time and personal management skills</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>- Directing meetings</li> <li>- running budget</li> <li>- Planning and interpreting needs'analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Organisation Theory and management</li> <li>- Budgeting</li> <li>- Human Resources Management</li> <li>- Leadership and social psychology</li> <li>- Sport marketing.</li> <li>- National and International Sport law and institutional arrangements</li> <li>- History and sociology of sport</li> <li>- Trends in sport sciences</li> </ul>

**Case study 3: (Specialised Manager) CURRICULA DEVELOPPER AND EVALUATOR, level V**

<b>TASKS</b>	<b>COMPETENCIES/SKILLS</b>	<b>KNOWLEDGE</b>
<ul style="list-style-type: none"> <li>- Studying the needs of the "clients" (individual participants and organisations)</li> <li>- Studying and reviewing developmental trends in the sport sciences and implement them in programmes</li> <li>- Developing tools for evaluating courses and programmes</li> <li>- Developing profiles of teachers and workshop leaders.</li> <li>- developing new programmes.</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- Understanding the development of sport education and the needs of institutions and groups.</li> <li>- Developing and controlling plans</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- communication skills</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>- Planning and interpreting needs'analysis</li> <li>- Statistics and evaluation skills</li> </ul>	<ul style="list-style-type: none"> <li>- Sport specific knowledge</li> <li>- Sociology of education</li> <li>- Human Resources Management</li> <li>- Social psychology and learning theory</li> <li>- Research methods and statistics</li> <li>- Institutional arrangements of sport and sport professional education</li> </ul>

## **2- MANAGER OF A SPORT FACILITY (FRANCE)**

This category takes into account the manager of indoor facilities (swimming pools, stadium...) and of outdoor facilities (ski station, leisure base, riding base...).

Function: A sport facility manager is in charge of the running of a sport facility, concerning as well the technical aspects (maintaining the facility) than the human aspects (managing the employees) and the organisational aspects (time schedules, etc...). He is also concerned by the adaptation and development of its facility in relation with the evolution of the demand.

We have considered four "levels" of facility managers in relation with the complexity and variability of the environment and of the organisation itself<sup>3</sup>:

### *1-1- Corporate Manager:*

< Level V +

Manager of an international sport complex

< Level V

Manager of a multi activity sport facility or a local sport complex

### *1-2- General Manager:*

< Level IV

Manager of a local and specialised facility

### *1-3- Assistant:*

< Level V

Head Assistant of an international sport complex

### *1-4- Specialised Manager:*

< Level IV, V

Marketing Manager of an international sport complex

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<sup>3</sup> The tasks are generally very similar between the 3 levels, we present only one schedule and advice when the tasks or skills are specific on one level.

**E.S.M.A.** : The European Stadium Managers Association is a new professional organisation created by Lionel DREKSLER (Head of the "Parc des Princes". This association concerns the european managers of big stadium (more than 20 000 places), their employees, and their partners.

Event Manager, Sponsoring Manager....

**Case study : (synthesis corporate manager/general Manager) FACILITY MANAGER, level VI, V, V +**

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<p><b>1/ STRATEGY:</b> - Elaborate (Level V, V+) or participate to the elaboration of the policy of development of the facility. (Conceptual)</p> <p><b>2/ DIRECT :</b> - supervise others workers (Human and, technical)</p> <p>- organise the financial support of the facility and run its budget (technical), (level V, V+)</p> <p><b>3/ ORGANISE AND PLAN:</b> - plan, direct and co-ordinate the general functioning of the facility (maintenance, organisation...) (conceptual)</p> <p>- supervise the application of the legal regulation for security and health (technical)</p> <p><b>4/ COMMUNICATE :</b> - Communicate with the internal environment (hierarchy, propriétaire de equipment, auctioneers...) (human, conceptual)</p> <p>- Communicate with the environment and participate to meetings with partners (human, conceptual)</p> <p>-promote a sport facility (technical)</p> <p><b>5/ EVALUATE:</b> - evaluate the quality of the supply in relation with the demand (conceptual)</p>	<p><b><u>Conceptual skills:</u></b></p> <p>- ability to understand the role of a facility and its environment (local, national or international/complex)</p> <p>- ability to control a plan for the facility and equipment maintenance</p> <p><b><u>Human skills:</u></b></p> <p>- ability to handle a group, an organisation</p> <p>- ability to communicate with the users, the environment at a local (level IV) national (level V) and international level (level V+)</p> <p>- ability in self management (establish priorities in personal values, develop a personal mission statement and an individual time management plan)</p> <p><b><u>Technical skills:</u></b></p> <p>-ability to organise and direct a meeting</p> <p>- ability to conceive and run a budget</p> <p>- ability to use methods to analyse the demand</p> <p>- ability to promote a facility</p> <p>- using a computer</p> <p>- languages (level V, V+)</p>	<p>-History, sociology and economy of sport</p> <p>- Marketing (sport)</p> <p>- Theory of organisation (sport)</p> <p>- Group theory and management of groups</p> <p>- Planning</p> <p>- Law (sport)</p> <p>- Budgeting</p> <p>- Human resources management</p>

### **3- MANAGER OF A NATIONAL SPORT ORGANISATION (NSO)**

(synthèse ITALIE, FRANCE concerning the private sector (federations) and LUXEMBOURG / FRANCE concerning the public administration)

This category can be divided schematically in 2 environment (Public administration, Federal administration). Then, we propose to treat it in two parts: 1. Federal National Sport Organisations (treated by Italian and French experts), and 2: Public Administration (treated by Luxemburger and French experts). The case studies presented are also synthesis between the 2 countries works.

#### *1- Managers of National Sport Organisation (federal sector):*

The very complete review of the managerial occupations in a national sport organisation done in Italy pointed out various categories representing all the activities possible in this category. We propose to present them in the same logic of our nomenclature:

##### 1-1- Corporate Manager:

- Director, chief executive of a National Sport Organisation (level V+)

Function: Directors coordinate organisations with three or more managers, determines and formulates the policies and programmes, directs and coordinates the functioning of the organisation sometimes within the frame work provided by a national governing body (i.e. a Ministry, a confederation of Sport Federations or an Olympic committee)

##### 1-2- General manager:

- Director or chief executive of a (small) national sport organisation (level V or IV)

Function: Coordinates organisations with less than three managers, determines and control the strategies and the plans of the organisation.

##### 1-3- Assistant manager (level IV)

##### 1-4- Specialised Managers in NSO<sup>4</sup>:

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<sup>4</sup> We consider those occupations in the whole of specialised managers studied (event, marketing managers, there is no specific grid if they work in a NSO, a Club....) but we can detailed here there specific function when they work in a NSO.

- at level V+:

- Manager of an Unit of professional experts in sport facilities of a NSO

Function: Head managers of specialised units composed by experts in sport facilities operating within NSO, coordinates other professional in order to provide consultancy and indications on the planning and management of sport facilities to meet the needs of the sports clubs and general public of the organisation.

- Manager of a sport science unit

Function: Manages specialised units of sport scientists operating within NSO, coordinates other professionals in sport science to provide plans for the support of athletes, teams and managers operating at the national and local level of the organisation.

- at level V:

- Manager of a small unit of law professionals

Function: Head manager of specialised units composed of sport professional operating within the NSO, coordinates other professionals in order to provide consultancy and indications on the legal aspects and norms related to the functioning and operation of the whole organisation.

- Head coach or technical director of a NSO

Function: Manages and coordinates units, structures or task forces aimed at the development of the sport performance, organisation (i.e; international competitions, team selection...)

- at level IV:

- Project (event manager) in a NSO

Function: Manages units, structures or task forces aimed at temporary tasks or projects, adjusting to the specific purpose the resources available, develops communication plans and controls methods.

- Director of personnel

Function: Directs the staff, reviews files, analyses needs and opportunities

- Marketing Manager

Function: Manages and coordinates units, structures or tasks forces aimed at the development of marketing actions of the sport organisation, plan advertising campaigns and evaluates impact and results.

- Financial director

Function: Control all the financing activities of the organisation, coordinate professionals.

## Case study 1: DIRECTOR, CHIEF EXECUTIVE OF A NATIONAL SPORT ORGANISATION

(level V+, V) (Synthèse Italie / France)

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<p><b>1- Giving a general guideline (Making the policies of the organisation)</b>                      - preparing statutory authorities decisions (general assembly, executive committee, board, chairman...)                      - implementing the federal plan according to the adopted strategy                      - following, assessing and correcting the deviations and suggesting adjustments.</p> <p><b>2- Managing:</b>                      - administrating                          - Directing other managers (fostering cooperation between volunteers and employees), supervising personnel, organising departments, writing letters, memos, business or mission reports...                      - managing finances:                          - making sure that the commitments concerning resources and spendings are respected, credit management rules are respected, delegating when necessary.</p> <p><b>3- Organising</b>                      - Planning goals and actions (long term projects: federal strategy policy, 4 year projects: federal policy for an elective mandate, 2 years plan : mid term mandate policy, business intelligence service focus on the present: solving problems)                       - Planning, directing and coordinating the actions of the organisation and its development (e.g. new programmes)</p> <p><b>4- Negotiating:</b>                      - Representing the organisation with other bodies, negotiating and communicating with the environment (external communication)                      - Internal communication (encouraging exchanges between the headoffice personnel and departments, and between headoffice and local committee)</p> <p><b>5- Evaluating:</b>                      - Monitoring the results of the organisation                      - evaluating the needs of the members, general public, employees and the requests of other interacting bodies                      - creating tools and progression indicators</p>	<p><b><u>Conceptual skills:</u></b>                      - understanding the development of sport and sport organisations at the national and European level                       - developing and controlling plans   <u>attitude:</u> vigilance, long term vision, anticipation, perseverance.</p> <p><b><u>Human skills:</u></b>                      - leadership skills                       - communication skills                       - time and personnel management skills   <u>attitudes:</u> being responsible, trusting and inspiring trust, being organised and methodical, being able to adapt one self, being objective and openminded, respectful and reliable...</p> <p><b><u>Technical skills:</u></b>                      - being able to head , directing meetings (carry out surveys and case studies, speak and write clearly, maximise each person's productivity, make decisions, analyse and synthesise, mobilise and facilitate team work                       - Planning ( being able to making a schedule for competitions, work..., being able to identify, dispatch and coordinate tasks....) and interpreting needs analysis                       - running budgets   <u>attitude:</u> being able to adapt one self, being objective and openminded, respectful and reliable, being rigorous and methodical...</p>	<p>- broad general culture , notion on evolution trends of society, sports and one's own discipline, notion of prospective                       - History and sociology of sport                       - Trends in sport sciences                       - Sport Organisation theory and management, and management sciences                       - Knowledges of educational goals of sport in general and one's own discipline                       - Budgeting (financial management and accounting)                       - Human Resources Management (human behaviour, human motivation, technics of groups leading...                       - Sport Marketing                       - National and International sport law and institutional arrangements (private and public law)                       - perfect knowledge of federal status and regulations, and federal environment</p>

## 2- Manager of a National Sport Organisation (public administration sector) :

Function: A public sport administration manager is in charge of the support, the implementation, the development of sport activities at a local, regional or national level<sup>5</sup>. In consideration with his position he runs and participate to define a public sport policy. He has normally no direct contact with sport practitioners and works mainly at:

- defining conditions for public support (subvention) to clubs, federations and other sports organisations

- implementing rules and defining the conditions of sport activities in relation with public health, security and respect of common interest.

- In Luxembourg, the field of the sport management has not yet joined the ranks of the other recognised subdisciplines. Therefore the thrust of the management thinking is not about strategy, but more about people: How to motivate them, how to communicate with them, how to lead and to inspire them.

In general we can consider two categories of public sport administration managers:

- Corporate managers (level V +)

- General managers and assistant managers (level V)<sup>6</sup>

Two case studies are presenting here a synthesis of the french and luxembourger works: Public Sport Administration Manager and Local Public Sport Administration Manager (for example: Head of a sport Office in a city). The two occupations can be runed at level IV or V, the tasks and skills between the too levels are very similar, so we present only one grid for each level.

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<sup>5</sup> in Luxembourg, small country, there is no regional public administration

<sup>6</sup> in relation with the size of the service (at least 2 others managers in the service for a corporate manager) and the level of responsibility and initiative of the manager.

**Case study 2: PUBLIC SPORT ADMINISTRATION MANAGER, LEVEL IV, V (synthesis France, Luxembourg)**

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<ul style="list-style-type: none"> <li>- prepare and formulate sport policies (in relation with the political authorities) (level V).</li> <li>- plan, direct and co-ordinate the general functioning of the administration and services.</li> <li>- determine and direct particular aspects of the sport policy in relation with subordinate managers.</li> <li>- Review the operation and results of the sport administration and report to the governing bodies (evaluation).</li> <li>- represent the sport administration in its dealings with outside bodies.</li> <li>- supervise others workers, analyse the functioning inside the staff.</li> <li>- organise the public financial support of sport organisations (definition and criteria).</li> <li>- participate to the production and control the application of rules concerning sport activities.</li> <li>- Defines the international relations</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- ability to understand the role of sport and its evolutions in an international national (level V) or regional context.</li> <li>- ability to analyse the organisational changes in sport and the role of the public policy in these changes (international, national and regional context)</li> <li>-ability to direct a management process (in reference with management theories) and to control it (standards, evaluation)</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- ability in self management (establish priorities in personal values, develop a personal mission statement and an individual time management plan)</li> <li>- ability to handle a group, leadership skills</li> <li>- ability to communicate</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>-ability to organise a service</li> <li>- ability to organise and direct meetings</li> <li>- ability to understand legal liability in relation to sport management</li> <li>- ability to use a computer</li> <li>- ability to conceive and run a budget</li> <li>- facility specifications</li> </ul>	<ul style="list-style-type: none"> <li>- History, Sociology and Economy of sport</li> <li>- Marketing of sport</li> <li>- Theory of sport organisation and its application to a specific situation</li> <li>- Group theory and management of groups</li> <li>- Planning</li> <li>- Law</li> <li>- Political acting</li> <li>- Budgeting (to know the financial aspects of a budget)</li> <li>- Human resources management</li> <li>- Foreign language (English) (level V)</li> </ul>

**Case study 3: LOCAL PUBLIC SPORT ADMINISTRATION MANAGER · Level IV, V (Synthesis Luxembourg /France)**

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<ul style="list-style-type: none"> <li>- Determines the objectives of the department and controls its activities</li> <li>- defines the relations concerning the engagement with local athletes, schools, clubs, informal practionners...)</li> <li>- Makes sports activities available concerning: facilities, offers, demands of the publics, in relation with the environment and its concurential offers.</li> <li>- participate to the conception of projects (ex: for sports animation, building of new facilities...)</li> <li>- Organise or delegates the using of the facilities</li> <li>- supervise others workers, analyse the fonctionning inside the staff.</li> <li>- manages the sports budget.</li> <li>- determines the communication system</li> <li>- organise the public financial support of sport organisations (definition and criteria).</li> <li>- organises sport events in collaboration with private sport organisations</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- ability to understand the role of sport and its evolutions in a local context.</li> <li>- ability to analyse the organisational changes in sport and the role of the public policy in these changes (local context)</li> <li>-ability to direct a management process (in reference with management theories) and to control it (standards, evaluation)</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- ability in self management (establish priorities in personal values, develop a personal mission statement and an individual time management plan)</li> <li>- ability to handle a group, leadership skills</li> <li>- ability to communicate</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>-ability to organise a service,</li> <li>- ability to realise activities programmes in different disciplines and with differeents publics.</li> <li>- ability to organise and direct meetings</li> <li>- ability to understand legal liability in relation to sport management</li> <li>- ability to use a computer</li> <li>- ability to conceive and run a budget</li> <li>- facility specifications</li> </ul>	<ul style="list-style-type: none"> <li>- History, Sociology and Economy of sport (knowledge of teh field of practice and its evolution: new publics, new sports...)</li> <li>- Theory of sport organisation and its application to a specific situation</li> <li>- Law (knowledge of general regulations and sport law)</li> <li>- Marketing of sport</li> <li>- Political acting</li> <li>- Group theory and management of groups (knowledges of fundamental aspects of human behaviour)</li> <li>-Human resources management</li> <li>- Planning</li> <li>- Budgeting (to know the financial aspects of a bugdget)</li> <li>- knowledes of the equipement/material..</li> </ul>

#### **4- MANAGER OF A SPORT CLUB (GERMANY)**

To consider the activity of a sport club manager it is necessary to take into account various criteria. Regarding to the "job matrix" done in each country about this category of managers, we can see that the "nature" of the club (size, multi/unisport, professional/non professional, with own facility/or not, event organisation/or not) determines the tasks of the managers. That's why we have to consider here as for the others category 4 sub-groups:

1- Corporate Manager: this sub-group includes the managers of big clubs who have to work in a complex environment with the help of more than 3 other managers. (level V +)

General Function:

Management, optimisation and relationship of the human, financial and facility resources.

2- General managers: managers of small clubs, unisport (level V,IV)

3- Assistant Manager: (level V-IV)

4- Specialised Manager: In this sub-group we consider the managers in charge of a specific aspect of the club: financial aspect, event, marketing....

We present here a general schedule concerning categories 1, 2 and 3. The tasks, skills, knowledges can be very similar even if some of them are more or less important for a corporate manager or a general manager.

**Case study : MANAGER OF A SPORT CLUB , Level 4/5 (Germany)**

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<p>- <b>Development of the club</b>            analysing influences on sports            analysing customers (club members, potential members) demands            carrying out an efficient planning process</p> <p>- <b>Creating strategies for running the club</b></p> <p>- <b>Assuming tasks of public relations by</b>            representing            cooperating            caring</p> <p>- <b>Controlling during the whole process concerning</b>            target achievement            club budget</p> <p>- <b>Staff management</b>            leading            motivating            developing of professional and honourable staff</p> <p>- <b>Communication Management</b></p> <p>- <b>Making sports activities available concerning:</b>            facilities            offers</p> <p>- <b>structuring the administration office</b></p>	<p><b><u>Conceptual skills:</u></b>            (analytical, complex, systematical, global/broad perspectives and synthesis)</p> <p>- <b><u>Human skills:</u></b>            (Interpersonal, leadership, communication, group handling and persuasion, self criticism)</p> <p>- <b><u>Technical skills:</u></b>            (sport specifics, facility specifics, clerical/secretary)</p>	<p>- Business Management knowledge            tools of market research            technics of planning            market principles (and it specifics in non profit organisations)</p> <p>- political acting</p> <p>- Using controlling tools            annual budgeting            acquiring financial resources (e.g. fundraising)</p> <p>- methods and techniques of leadership            coaching a working team (group dynamic)            delegation of tasks            techniques of negotiation and communication</p> <p>- running the club system (business organisation)            - running information and data processing systems</p>

## 5- SOME EXAMPLES OF OTHER SPORT SERVICE ORGANISATION MANAGER

### Case study 1 : MANAGER OF A FITNESS CENTRE

**Function :** To achieve a commercial return, through the development and promotion of training programmes based on specialist scientific knowledge. This requires the management of human resources and a range of equipment.

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<ul style="list-style-type: none"> <li>- Planning, monitoring + evaluating</li> <li>- Maintain and improve facilities</li> <li>- Promote and evaluate services to maximise participation</li> <li>- Recruitment + training of staff (motivating freelancers and full time)</li> <li>- Plan, allocate, and evaluate work carried out by staff</li> <li>- Keep up to date with latest practice in Fitness training</li> <li>- care for additionnal services (catering, clothes, sun bath..)</li> <li>- Manage finances (budget control, etc...)</li> </ul>	<ul style="list-style-type: none"> <li><b><u>Conceptual skills:</u></b></li> <li>- programme development</li> <li><b><u>Human skills:</u></b></li> <li>- communication</li> <li>- leadership</li> <li><b><u>Technical skills:</u></b></li> <li>- use of equipment</li> <li>- accountancy</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing</li> <li>- Health + Safety</li> <li>- Business Finance</li> <li>- Human resources Management</li> <li>- Sport Physiology</li> <li>- Sports psychology</li> <li>- Leadership / organisation</li> <li>- Equipement Tachnology</li> </ul>

**Case study 2 : MANAGER OF OUTDOOR RECREATION ACTIVITIES**

<b>TASKS</b>	<b>COMPETENCIES/SKILLS</b>	<b>KNOWLEDGE</b>
<ul style="list-style-type: none"> <li>- work with others to commission a new facility</li> <li>- Maintain and improve facility</li> <li>- recommend, monitor and control use</li> <li>- Seek, evaluate and organise information for action</li> <li>- Exchange information to solve problems and make decisions</li> <li>- Promote and evaluate services to maximise participation</li> <li>- Contribute to the implementation of changes in services and systems</li> <li>- Maintain and improve service operations</li> <li>- Contribute to the recruitment and selection of staff</li> <li>- develop individuals, teams and self to enhance performance</li> <li>- Plan, allocate and evaluate work carried out by teams individuals and self</li> <li>- create, maintain and enhance effective working relationship</li> <li>- Contribute to the implementation of policy</li> </ul>	<ul style="list-style-type: none"> <li>Technical</li> <li>Interpersonal</li> <li>Sport specific skills</li> <li>Numerate</li> <li>Leadership</li> <li>Written communication</li> <li>Conceptual thinking</li> </ul>	<ul style="list-style-type: none"> <li>- Understand intergroup dynamics and motivational theory</li> <li>- Have a sound understanding of how design can impact on management</li> <li>- Understand how technical requirements of sport, facility or location can effect decision making</li> <li>- The law as it affects their role and responsibilities</li> <li>- Monitoring, evaluation and decision taking techniques</li> <li>- Marketing theory and practise</li> <li>- Buissness Finance</li> <li>- Politics and governement</li> <li>- The infrastructures and environmental frame work of sport</li> <li>- Customer needs and expectations</li> </ul>

## **6- EXAMPLES OF SPECIALISED MANAGER:**

### **Case study 1 : SPORT MARKETING MANAGER**

**(Holland)**

#### **Function:**

A person, who coordinates resources, technologies, processes, personnel and situational contingencies for the efficient exchange of sport products / services.

Sport marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes. Sport marketing has developed two major trusts:

- the marketing of sports products / services directly to consumers of sport
- marketing of other consumer and industrial products / services through the uses of sports promotion (Mullins, 1993)

To make it manageable, we focus on the marketing of sport products / services directly to consumers of sport.

Level 5+ / 5:            more conceptual skills, less technical

Level 4:                all kind of skills (middle manager)

Level 3:                more technical skills, less conceptual

**MARKETING MANAGER<sup>7</sup>**  
**level V, V+, IV**

<b>TASKS</b>	<b>COMPETENCIES/SKILLS</b>	<b>KNOWLEDGE</b>
<ul style="list-style-type: none"> <li>- relate marketing to other sport management areas</li> <li>- develop sport products/services &amp; markets (short term / long term)</li> <li>- research needs / want / satisfaction / etc...</li> <li>- classify / segmentate sport products / services / markets</li> <li>- match products / services &amp; markets</li> <li>- set objectives / goals</li> <li>- coordinate product strategy / price strategy / promotion strategy / place strategy / p.r. strategy (coordinate is plan, organize, lead control)</li> <li>- develop a marketing plan / programme</li> <li>- implement marketing plan (strategies)</li> <li>- allocate resources, etc...</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <ul style="list-style-type: none"> <li>- analyse environment</li> <li>- be creative</li> <li>- visualize</li> <li>- recognise processes and foresee problems, processes, benefits, etc..</li> </ul> <p><b><u>Human skills:</u></b></p> <ul style="list-style-type: none"> <li>- socio-communication (negociate, present, listen, interact, convince, etc...)</li> <li>- teambuilding</li> <li>- to steer / direct processes and personnel (leadership)</li> <li>- decide, take responsibility</li> <li>- take initiative</li> </ul> <p><b><u>Technical skills:</u></b></p> <ul style="list-style-type: none"> <li>- to handle time</li> <li>- secretary skills (computer, phone, fax, receive people, etc...)</li> <li>- demonstrate (and sell) sport products / services</li> <li>- to write advertisement copies, etc...</li> <li>- to handle with p.r. material</li> </ul>	

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<sup>7</sup> To be more precise it would be necessary to analyse if there are existing specific tasks if we consider the environment of the marketing manager: does he work in a sport club, in NSO, in a public administration....

**Case study 2 : SPORTS DEVELOPMENT MANAGER  
(United Kingdom)**

**Function :**

The main function of a sport development manager is to encourage more people to participate in sport and recreation. This role usually takes place within a sporting federation or a local authority, and the work is often focused on a particular community or target group. All those who wish to take part in sport should be encouraged to do so, and should have the opportunity to reach their maximum potential with the only constraints being their interest and ability.

It is estimated that there are 1500 people employed in Sports Development within the UK. The following job titles are the most commonly used:

- National sports development officer
- Regional sports development officer
- Development officer
- Community sports leader
- Sports leader

## SPORTS DEVELOPMENT MANAGER

TASKS	COMPETENCIES/SKILLS	KNOWLEDGE
<ul style="list-style-type: none"> <li>- Recommend, monitor and control the use of services</li> <li>- secure resources to support the services</li> <li>- seek, evaluate and organise information for action</li> <li>- exchange information to solve problems and make decisions</li> <li>- develop new services to meet the needs of potential clients and customers</li> <li>- promote and evaluate services to maximise participation</li> <li>- Manage the implementation of change in services and systems</li> <li>- Maintain and improve service operations</li> <li>- Manage the recruitment and selection of personnel</li> <li>- Develop teams, individuals and self to enhance performance</li> <li>- Plan, allocate and evaluate work carried out by teams, individuals and self</li> <li>- Create, maintain and enhance effective working relationships</li> <li>- co-ordinate support to others</li> <li>-Manage the formulation and implementation of policy</li> </ul>	<p><b><u>Conceptual skills:</u></b></p> <p>analytical</p> <p>systematic approach</p> <p><b><u>- Human skills:</u></b></p> <p>leadership</p> <p>communication</p> <p>group dynamics</p> <p><b><u>- Technical skills:</u></b></p> <p>budget management</p> <p>writing skills</p> <p>time management</p> <p>ability to run effective meetings</p>	<ul style="list-style-type: none"> <li>- General sports policy</li> <li>- sports development programmes</li> <li>- Planning</li> <li>- Human Resource Management</li> <li>- Budgeting</li> <li>- Fund Raising</li> <li>- Marketing (including market research)</li> <li>- Group Theory</li> <li>- Information systems</li> </ul>

### **PART 3: TRAINING OPPORTUNITIES FOR SPORT MANAGERS IN EUROPE**

As we have seen before, our objective was not to compare the schedules of the existing programmes but to start from the analysis of the jobs themselves to allow a reflexion on the needs of training contents. That is why we propose here a short description of the training opportunities existing in Europe for Sport Managers, without looking in detail which are their contents.

## TRAINING IN SPORT MANAGEMENT IN FRANCE<sup>8</sup>

<b>I. UNIVERSITY</b>	<b>Title</b>	<b>Duration (post baccalaureate)</b>	<b>Criteria for access</b>
level IV	- DEUST	2 years	Baccalaureat
	- Licence STAPS "Management"	3 years	DEUG
Level V	- Maîtrise STAPS "Management"	4 years	LICENCE
Level V +	- D.E.S.S.	5 years	MAÎTRISE
	- D.E.A.	5 years	MAÎTRISE
Level V ++	- Doctorate (Ph.D.)	7-8 years	D.E.A.

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<sup>8</sup> (see the document inclose: "summary of recognised higher education awards/country) about the contents you can refer to the document of the network; "Course brochure")

<b>II. NON UNIVERSITY</b>	<b>Title</b>	<b>Duration</b>	<b>Criteria for access</b>
<b>A- National</b> - Nat. Olympic Committee - Nat. sport federation	Training for voluntary sport manager idem	mini 3 h - maxi 25 h.	voluntary
<b>B- Regional</b> - Reg. and Dep. Olympic Committee - Reg. and Dep. Sport federation	idem idem		

<b>OTHER ORGANISATION</b>	<b>Title</b>	<b>Duration</b>	<b>Criteria for access</b>
<b>A- Supported by government</b> - national INSEP and CREPS - regional CREPS	part of training into state diploma (BESS 1°, 2°, 3° - INSEP Diploma) or professional training. idem	mini 40 H - maxi 80 H. idem	level needed in sport practice idem
<b>- Independent Business School</b>	Master in sport management	300 H.	study level or experience

## TRAINING IN SPORT MANAGEMENT IN UNITED KINGDOM

UNIVERSITY	Title	Duration (post baccalaureate)	Criteria for access
I. (Post-Graduate)			Academic standard (first degree)
Certificate	Countryside Recreation Management	1 year part-time	
Diploma	Sport Management Management Studies (Leisure) European Leisure Resource Management Sociology of Sport and Sports Management	1 year full-time or 2 years part-time  (by distance learning)	
MA	Sport and Leisure Studies Leisure and Tourism Management	1 year full-time 2 years part-time	
MSc	Sport Management Countryside Recreation Management Sport and Recreation Management European Leisure Resource Management Sociology of Sport and Sports Management	1 year full-time	

II. (Under-Graduate)		3 years full-time	Academic standard
BA	Leisure Management		
BSc	Recreation Management Sport (Administration and Science) Sport Studies and Leisure Management		

NON UNIVERSITY	Title	Duration	Criteria for access
<ul style="list-style-type: none"> <li>- City &amp; Guilds</li> <li>- Business and Technician</li> <li>- Education Council</li> </ul>	Certificate/diploma in Recreation Management Studies	1/2 years full-time	Academic standard
<b>OTHER ORGANISATION</b>			
a) supported by government			
<ul style="list-style-type: none"> <li>- Institute of Leisure and Amenity Management</li> </ul>	<ul style="list-style-type: none"> <li>- Certificate in Leisure Management</li> <li>- Diploma in Leisure Management</li> </ul>	<ul style="list-style-type: none"> <li>6 months (project based)</li> <li>6 months (project based)</li> </ul>	Academic / vocational qualifications ILAM Certificate
<ul style="list-style-type: none"> <li>- Institute of Sport and Recreation Management</li> </ul>	<ul style="list-style-type: none"> <li>- Recreation Management Certificate</li> <li>- Recreation Management diploma</li> </ul>	<ul style="list-style-type: none"> <li>2 years ( part-time)</li> <li>1 year (part-time)</li> </ul>	Academic / vocational qualifications ISRMC Certificate
<ul style="list-style-type: none"> <li>- Sport council</li> </ul>	<ul style="list-style-type: none"> <li>- Running Sport Programme (8 modules)</li> </ul>	<ul style="list-style-type: none"> <li>6 hours per module</li> </ul>	none
<ul style="list-style-type: none"> <li>- Central Council for Physical Recreation</li> </ul>	<ul style="list-style-type: none"> <li>- Community Sports Leaders Award</li> <li>- Hanson Award</li> </ul>	<ul style="list-style-type: none"> <li>12 hours</li> <li>30 hours</li> </ul>	<ul style="list-style-type: none"> <li>none</li> <li>CSLA Award</li> </ul>
b) Independent  <ul style="list-style-type: none"> <li>- Private training agencies</li> </ul>	Wide range of topics	varies	none

## TRAINING IN SPORT MANAGEMENT IN ITALY

There are no specific long term academic programmes for the education of Sport Managers in Italy. Short and middle duration courses are however provided by different organisations aiming at different aims and target groups. This determines great differences in programmes, contents and access requirements. The table reports the most common courses that are currently available in Italy.

Organisation	Title	Duration	Criteria for access
<b>Ia). ISEF</b> (Higher Institute of Physical Education)  <b>Ib). University</b>	Corso di perfezionamento in Management dello sport	from 75 to 90 hrs	Ia). ISEF Diplome; exceptionally Laurea, that is a Master Degree in law, economic or social disciplines;  Ib). Laurea; in some cases only professional experience is required
<b>II. National Sport Governing Bodies</b> (CONI-Nat. Sport federations)	Corsi per dirigenti sportivi Corsi per gestori di impianti sportivi (Sport facility managers)	from 3 to 120 hours	only minimum age

<b>III. OTHER ORGANISATIONS (local communities, provinces, regions)</b>	<b>Corsi per dirigenti sportivi</b>	<b>from 20 to 100 hours</b>	<b>Minimum age for unemployed</b>
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**TRAINING IN SPORT MANAGEMENT IN GERMANY**

<b>Organisation</b>	<b>Title</b>	<b>Duration</b>	<b>Criteria for access</b>
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<p><b>I.UNIVERSITY</b></p> <p>- <b>master</b></p> <p>- <b>diploma</b> (Universität Bayreuth)</p> <p>- <b>diploma in sport sciences with possibility of main emphasis on Sport Management</b></p> <p>Humboldt Universität Berlin</p> <p>Institut für Sportwissenschaft Hamburg</p> <p>Deutsche Sporthochschule Köln</p> <p>Universität Potsdam</p> <p>Universität Leipzig</p> <p>Universität Rostock</p>	<p>Sportmagister (studies in Sport Sciences, Economy as emphasis or second subject)</p> <p>Sportökonomie (Sport Management)</p> <p>Sport Sciences with emphasis on Sport Management</p> <p>Competitive sport including economy and Management)</p> <p>Company, leisure, further education</p> <p>Sport Management</p> <p>Sport Management with emphasis Administration and/or Economy</p> <p>Sport Management</p> <p>Economy</p>	<p>All University studies have an optimum regular duration between 4 and 5 years</p>	<p>for all: academic standard required for university entrance + practical sport aptitude test</p> <p>restricted entry</p> <p>restricted entry</p>
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<b>II. NON UNIVERSITY</b>			
Land Sport Federations (regional)	Sport Management license of the German Sport Confederation (basic and second level)	120 Units for the basic 4 X 30 units for the second level as special training	no
Academy for Sport Management and Leadership of the German Sports Confederation	Sport Management license of the German Sports Confederation (basic, and second level)	4 X 30 units 1X30 units	first and second level
Land Sport Federation of Berlin	Sport Administration	2 years (1 year full time, 1 year part-time)	Experiences in the field of clubs / federations
Federal Sport Governing bodies: tennis	Club Manager	28 days	no

<p><b>III. OTHER ORGANISATIONS</b></p> <p><b>- supported by government</b></p> <p>Academy for Further Education of Economy (Köln, Leipzig) in cooperation with the Academy for Sport Management and Leadership (Berlin)</p> <p><b>- Independent representative (Professional organisations<sup>9</sup>)</b></p> <p>- IST Institute of Leisure Economy in Münster</p> <p>- BSA Lehrzentrum</p>	<p>(Experts for Sport and Economy)</p> <p>(including the A level license of the german Sports Confederation)</p> <p>Sport Management</p> <p>Marketing Manager</p> <p>Fitness centres</p>	<p>Correspondance course (1 year)</p> <p>3 days seminars</p> <p>+ 3 months correspondance courses</p>	<p>graduate in the field of sport</p> <p>academic standard required or secondary school with 3 years of experience</p>
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<sup>9</sup> see Annexe on Professionnal Organisation.

## TRAINING IN SPORT MANAGEMENT IN PORTUGAL

Organisation	Title	Duration	Criteria for access
<b>University</b>  degree  (Post graduate)  MSc  Ph.D.	Sport Management    Sport Management  Sport Management	4 years full time    2 years part time  2 years Part time	secondary school (Academic standart)    First degree  MSc.
<b>Non University</b>			
<b>Other Organisation</b>			



## **TRAINING IN SPORT MANAGEMENT IN LUXEMBOURG**

These training courses are organised by the European regional Pool of Sports, composed of 5 regions:

- Germany:           - Confédération Sportive de Rhénanie-Palatinat
- Confédération Sportive de la Sarre
- France :           - Lorraine
- Belgium:          - Communauté Germanophone Belge
- Luxembourg

<b>Organisation</b>	<b>Title</b>	<b>Duration</b>	<b>Criteria for access</b>
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<p>Non university supported by gouvernement</p> <p>Ecole Nationale de l'Education Physique et des Sports</p> <p>Landessportbund Rheinland-Pfalz Landessportbund Saarland Ministry of the German Community in Belgium UFR-STAPS Nancy Creps Lorraine</p>	<p>Sport Management (european level 3)</p>	<p>150 hours training courses structured under the form of modules</p> <p>200 hours practical studies.</p>	<p>practical experience concerning the management of sport organisations in a national context; being recommended by a national association.</p>
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## ***CONCLUSION***

The aim of this report was to present the work elaborated through our various meetings and discussions. Regarding to the complexity, diversity and evolution of Sport Management Occupations our purpose was not to produce a scientific report, but more a snapshot of the current position in the constituting countries presenting case studies on specific occupations. In fact, the first step (classify sports management occupations) has been a very difficult work but very usefull to allow further studies. That's why this conclusion must stay "opend" and we hope that this report will stimulate further discussions.

The next step could be to seek informations from the remaining European Union members countries, and then to form an analysis on specific categories of jobs in more details. An analysis of comun qualifications and specific ones in all categories has to be done. It could be also interesting to have a deeper reflexion on the carreer possibilities and how do managers evoluate in their jobs (is it possible to evoluate trough different categories or is it more usual to progress within the same field due to accumulated experiences and relations).

This work has involved an exchange of views and provinding information for a first step of comparisons, we have to thank all the experts for their contribution. The process has been very valuable in the sharing of information. This report will be presented to the SMC, commission 3 and the coordinating group of the European Network, we hope that futhers discussions will open new fields of studies.

## ***ANNEXE : PROFESSIONNAL ORGANISATION FOR SPORT MANAGERS IN EUROPE***

### **EUROPE :**

#### **ESMA : The European Stadium Managers Association**

created by Lionel DREKSLER (Head of the "Parc des Princes") this association concerns the european managers of big stadium (more than 20 000 places), their employees, and their partners.

### **PORTUGAL:**

"Associação Portuguesa de Gestão de Desporto" (APOGESD), in English: "Portuguese Association for sport management".

Residence: Faculdade de Motricidade Humana, Estrada da Costa,  
1495 Cruz Quebrada, Portugal

Telephone: 351. 1. 419 67 77                      Fax: 351. 1. 414 47 12

Membership members: 73

Access criteria: Based on the constitutions of 22<sup>nd</sup> January 1996:

Can be APOGESD member, Portuguese's and foreign sport managers, graduate in Portuguese or foreign Universities, since this institution have their degree recognise. Extraordinary members are nominate by the board of APOGESD, after examine each case individually.

Training porgrammes provided: Two main training programmes are being prepared.

1- Training program for the "National Technical Director", of the Portuguese Federations in terms of planning and management objectives.

2- Training program for professionnals involved School Sports, in terms of planning and management of activities and resources.

Objectives:

1- To promote and to develop the scientific knowledge and the professional jobs and occupations in sport management.

2- To project and to dignificate the prestige of the manager by enhancing professionally and scientifically members of APOGESD as well as ensure the respect for the ethic principles.

3- To contribute for the defence and the promotion of sport management, by participating in projects and legislation that concern about this profession.

4- To promote exchange ideas and experiences between members and other similar institutions, as well as participating in training programmes and research for the sake of realisation of common targets.

5- To collaborate, to sponsor and to promote publications that contribute to expand the knowledge on sport management.

6- To defend the interests and rights of the members.

### **GERMANY :**

#### **1- I.S.T. Institute of Leisure Economy in Münster**

Rothenburg 41

D- 48143 Münster

Tel: 49/ 251/547 18

Fax: 582 22

#### **2- B.S.A.Lehrzentrum**

Am Liedersberg 21

D- 66 398 Mandelbachtal Postfach

Tel: 49/6803/484

fax: 8324

### **Training programmes provided**

1- Sportmanagement

(correspondance course) 1 year

academic standart requiered or secondary school with 3 years of working experience

2- Marketing Manager Fitness Centres

3 days seminars

+ 3 months correspondance course

academic standart requiered or secondary school with 3 years of working experience

### **LUXEMBOURG :**

no professionnall organisation

### **FRANCE :**

#### **Association Nationale des Directeurs d'Installations et des Services des Sports (ANDISS)**

Adresse: Service des Sports, Hôtel de ville  
82 200 MOISSAC  
T el: 63 04 32 65

Borned in 1965, this association regroupes sport services directors, facilities directors. Its Objectives are to allow the professionnall to meet each other and to reflect on their profession which is evoluating. The ANDISS proposes "days of studies" on various subjects (professional profiles, swimming pool mamagement,...) and collaborate with the CNFPT in charge of the training of territorial personnal.

#### **Syndicat National des Exploitants d'Installations et de Services Sportifs (SNEISS)**

Adresse: 31, avenue Pierre 1er de Serbie  
75 016 PARIS  
tel: (1) 40 69 44 35

This recent syndicate (1994) regroups facilities and services Managers in the private sector (Managers of fitness centre) who want to fight together to obtain the official recognising of their influence in the devopement of sport and give the priority to employment and professional training.

## **UNITED KINGDOM**

### **British Institute of Sport Administration (BISA)**

President & Hon Fellow :                   Emlyn JONES, M.B.E.

Hon. Fellows :                               Lord Howell of Aston Manor PC  
  Dame Mary Glen Haig DBE  
  Sir Arthur Gold CBE  
  Sir Walter Winterbottom CBE

Residence                                 Mr. N. Cooper, Secretary, BISA  
  24 Southfields, East Molosey,  
  Suurey KT8 OBP

Telephone/ Fax :                         0 181 224 0712

Membership members:               around 90

#### Access criteria:

Membership of BISA is open to all administrators of sport and recreation, and includes people working for a wide variety of sporting organisations. BISA members include senior professional officers of national governing bodies, senior honorary administrators of national sports organisations, and members of staff of national, regional and local sports organisations and clubs. Various membership categories are existing (Honorary fellows, Fellows, Members, Associate members).

#### Objectives:

The aims of BISA are to :

- act as a professional institute and provide an advisory service for sports administrators (professional and voluntary) on matters of personal interest and concern, including personal employment issues.
- play a full part in the development and promotion of the "Running Sport" programme, so as to improve the quality of sports administration at all levels.
- organise in-service training workshops for professional and leading voluntary sports administrators.
- provide a forum for discussion of matters of mutual interest to sports administrators, including to organise an annual conference on matters of national significance in sports administration.
- provide services for members working at regional and local level in voluntary capacity.
- draw on the knowledge, experience and expertise of the membership to benefit British sport at all levels.
- seek recognition by appropriate bodies as the consultative body to represent the interests of sports administrators.
- improve the status and recognition of the profession of sports administration by awarding Honorary Fellowships and Fellowships and provide quality control and regulation of standards for these awards.