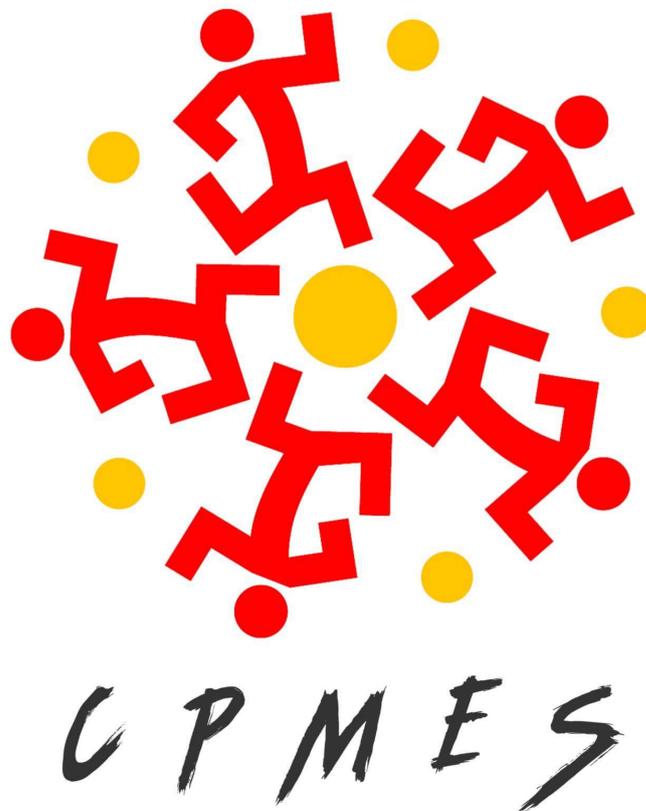




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Project Curricular Pathways for Migrants' Empowerment through Sport (CPMES)  
602975-EPP-1-2018-1-IT-SPO-SCP

# **Project Curricular Pathways for Migrants' Empowerment through Sport (CPMES) 602975-EPP-1-2018-1-IT-SPO-SCP**



**DESK and FIELD research**

**National reports on Research on upskilling  
needs of Sport Management Educators**

**IO2 Report on ETS Profiles**

# Project Curricular Pathways for Migrants' Empowerment through Sport (CPMES) 602975-EPP-1-2018-1-IT-SPO-SCP

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## Project Curricular Pathways for Migrants' Empowerment through Sport (CPMES) 602975-EPP-1-2018-1-IT-SPO-SCP

### Introduction

“Curricular Pathways for Migrants' Empowerment through Sport” (CPMES) focuses on employing the methodology of **Education Through Sport (ETS)** as a vehicle of **upskilling and curricular enhancement** of **Sport Coaches and Trainers** working in the field with **disadvantaged target groups with migrant background** in the perspective of **fostering inclusion and equal opportunities** in as well as through **Sport for migrants**.

The project pursues the specific Erasmus Plus Collaborative Partnership priorities related to **encouraging social inclusion and equal opportunities in Sport**. CPMES aims at answering the challenge of **social exclusion of migrants in Europe**, with a particular focus on addressing the compelling issue of **systematic underrepresentation of migrants in non-playing roles within Sport clubs and organizations**. A key intermediate step in effecting a greater participation of migrants in position of responsibility within Sport organizations is the development of the necessary **methodological capacities** for the vast audience of operators (Sport Coaches and Trainers) working with the ultimate migrant targets through Sport methods in order for them to be able to convey the varied set of **entrepreneurial attitudes, skills and instruments composing the profile of a Sport Manager**.

ETS is a meaningful **combination between Sport and Non Formal Education (NFE)** methods extrapolating and adapting both physical and specific Sport exercises in order to provide a strong lifelong learning outcome, tailored to the needs of society and to the specific educational objectives pursued.

#### The activities implemented within CPMES are the following:

1- **Cross-country research** aimed at the identification of existing entrepreneurial upskilling needs of migrants in the field of Sport. The results of the research will be integrated in a **Report on Migrants' Upskilling Needs in Sport**.

2- Cross-country research for the identification of the existing landscape of **professional profiles of ETS educators** working in the field of developing Sport Manager profiles. The results of the research will be integrated in a **Report on ETS Profiles**, including a pondered assessment over the potential integration, improvements and modification to the skills, knowledge and methods in light of the peculiarities and needs of the migrant target (as identified in 1).

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3- The elaboration of discrete educational Modules composing a comprehensive **ETS Training Format for Sport Management Educators** targeted at operators interested in the development of migrant Sport Manager profiles through ETS. The Format will be tested in the frame of a Pilot TC involving 5 Sport operators working with migrants per partner organization. The methodologies and results of the Training will form part of an **Handbook for the Development of ETS Educational Profiles** serving as a methodological resource for NGOs, operators and stakeholder entities interested in the development of said profiles.

4- The implementation of a phase of **Local Activities** at the level of each partner country wherein the operators trained in the TC will implement a **Sport Management educational programme** based on ETS with an audience of 20 locally-hosted migrants. Partner organizations will synthesize the methods, activities and results of the process into a digital self-learning path for migrants interested in developing a profile as a Sport Manager, which will be produced in multiple languages (English plus all partners' languages) and integrated on project Web Platform as an OER.

5- The establishment of an **open-access project Web Platform** integrating shortcuts to the educational contents produced (Handbook for the Development of ETS Educational Profiles). The Web Platform will also integrate a multilingual self-learning path for migrants interested in the development of managerial skills in Sport.

Project is co-funded by Erasmus+ Sport Programme of the European Union.

### **Report on ETS Profiles (WP2)**

This **Report on ETS Profiles** work package (WP2) includes a pondered assessment of the **existing curricula** of Educators working in the field of developing Sport Management competences across countries and sectors (NGOs, Sport Clubs and Associations, Universities, VET Providers), with a particular view to **identifying the needs for integration/improvement and adaptation** in the existing range of knowledge, competences and skills so as to customize actual educational practice to the constraints and specific upskilling needs of migrants.

The present research, conducted at the national level by each partner under the coordination and oversight of the leading organization, entails the elaboration of the present **Survey Format** that has been circulated among the existing entities (NGOs, Sport Clubs and Associations, Universities, VET Providers) whose educational offer extends to the development of Sport educators' profiles in each partner country.

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As a complementary dimension of the process, each partner has carried out a **desk research** aimed at identifying the existing landscape of Educators' curricula as well as the wider landscape of skills, knowledge and competences characterizing their profiles.

Base on the present analysis and survey results will result into the elaboration of a Report on ETS Profiles, containing a **descriptive assessment and evidence-based prescriptions** with regards to:

- The existing landscape of Sport Educators' curricula in the field of development of Sport Managers' profiles, at the national level (in each partner country) as well as at the wider European level (aspects of similarity, differences and common challenges between the national contexts analysed).
- The gaps in existing curricula as compared with the upskilling needs and educational constraints of migrant audiences, as identified in O1. This branch of the Report's descriptive/prescriptive analysis will concern the national and European dimensions.
- The potential pathways of improvement/integration/adaptation in existing curricula in a logic of customization to the needs and constraints of an audience of migrants The prescriptive analysis will concern and be grounded on the evidence basis collected at the national and European level.

The impact of the Report will be visible in **enhancing the evidence basis** for policy-makers, Sport Managers and operators in integrating migrants and migrants' needs at all levels of Sport policies.

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Sport management national landscapes



Bulgaria

Globalism in the economy, political and demographic changes accompanying the development of society have led to changes in the philosophy of goals in a number of areas of public life. The sport, which until almost a few decades ago was almost entirely subordinate to spiritual, socio-cultural and moral-ethical values within a political environment, is now becoming increasingly dependent on the considerable capital that has entered it and is becoming an attractive field for business. That is why management in sport has been developing very intensively in recent years and has been able to refer to the new applied science ("Sports Management"), which is subordinate to the content of general management, uses its categories, productions and methods and at the same time has its own face and specific features.

From this point of view, it is necessary to make structural improvement of the sports subjects - state, public (federations, unions, clubs, etc.) and private bodies

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and organizations - incl. improving their staff by putting them at the forefront of sports managers who can introduce marketing orientations that have an entrepreneurial spirit and high level of knowledge not only in the particular sport, but also in the sports economy, sports law, sports marketing, sociology, psychology of relationships, etc. which can apply the management principles of management in line with the new socio-economic conditions and thus contribute to the overall improvement of the Physical Education and Sporting System.

President of a sports organization, sports organizer, athlete coach, sport methodist, physical education teacher - various are the names of the specialists who work in the field of professional or grassroots sports, they have to possess different skills and knowledge, but no doubt all of them in their professional appearance resemble organizational abilities, feelings, attitudes, and special training to work with people. The multidisciplinary set of skills and knowledge that the sport manager should possess are focussed on (not limited to):

- Physical education and sport as a social system, its principles methods of managing it at different levels.
- The legal regulation of the sport system.
- The basics of sport management management knowledge as a component of the interdisciplinary sport knowledge, the principles, methods and tactics in the activity of the sports manager.
- The Basics of Sports Marketing. Sports production structures and sports products. Marketing research across subsystems of the sport.
- Economic relations in sport.
- The technology of applying sports marketing.
- Specificity in the development of sports programs and projects.

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- European model of sport and international governance of sports organizations.
- Modern information technologies and their application in business communications, information management and security information intelligence in business and sport.
- Business English and others.

By the national understanding in Bulgaria, the sport manager should have the following professional skills:

- Apply management functions, management principles, methods and tactics in the management of the professional and grassroots sport, incl. to participate actively in implementation of control and administration of sports bodies and organizations.
- To participate in the management of sports marketing policy structures and in the conduct of marketing research.
- To implement human resources management, management of sporting competitions, as well as other sports products management.
- To develop economic studies and analyzes of consulting and expert level.
- To carry out independent research analyzes in the Sports management, incl. the development of business projects.
- To conduct communication in business English and others.

The training of a graduate of the "Sports Management" specialty provides professional realization, giving him the opportunity to perform the following activities in the field of sport management:

- To carry out management activities in national and international sports and other bodies and organizations federations and alliances, sports clubs,

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municipal administrations, social institutions, sports services, marketing and mediation agencies in sport, companies for the production and trade of sport articles, etc.

- To develop and participate in the development of programs and projects to apply for national and international programs in the field of sport.
- To develop and participate in the development of marketing research and marketing strategies.
- To carry out research activities in the field of sports management, sports marketing, sports economics, etc.
- To conduct consultancy and teaching activities in sport management, etc.

### Croatia

Sport today is a massive social phenomenon and plays a major role in the economy. Global sport development has become increasingly popular in the last twenty years, accordingly, there is a need for sports management.

Every sports organization seeks to achieve both sporting and business goals, in order to achieve this, it is necessary that every sports organization is managed by professionally trained staff who have the competence to perform all the specific business processes that appear in the management of a sports organization. In the European Union solely sport-business activity occupies an average of 2.5% of gross domestic product.

Sport management can be defined as a process of organizing and managing sport or sports organization in order to achieve sports and other goals with the rational

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use of limited resources" (Bartoluci, 2003: 154). Directors of sports organizations are often seen as managers of sports organizations. However, managers are also chief executives of sports organizations who manage all segments of sports activities. They directly manage athletes and manage sports training and competitions (Tomic, 2007: 122).

According to the provisions of Article 12 of the Sports Act in the Republic of Croatia, a sports manager is a person who, according to the rules of a national federation, is authorized to perform mediation activities of athletes from one sports club to another sports club ("Official Gazette" n. 71/2006).

From the applicable law it can be noticed that there is no specific qualification that a sports manager must possess in order to successfully perform his job, and this is the main problem in Croatian sports where we find managers of different profiles and professions performing the job of sport managers without enough training and competences to do so. Also, the aforementioned law gives a narrow definition of sports managers by omitting all of its functions.

Employees in Croatian sports organizations are "mostly managers who come from politics, economic activities, media public etc., who are most often not qualified to conduct sports" (Bartoluci, Škorić, 2009: 127).

In Croatian sports, unlike in Western European countries, the coach usually has the role of a manager. The main reason why managers in Croatian sports come from other professions is the lack of an adequate schooling system for sports managers, until the very recent. In Croatia managerial function is usually performed by club presidents, alliances, club directors, board chairman, etc. Their role is to manage a sports organization, fundraising, performing financial club transactions, selling a

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player etc. The biggest shortcoming of the aforementioned manager profiles is the lack of expertise in the field of sport in which they operate.

It has been shown that quality sports can only be run by trained professional managers; accordingly, no shifts in Croatian sports can be expected if Croatia does not establish a quality system for educating sports managers. Given the number and quality of educational programs at universities, professional associations and journals being published, in Croatia sport management as an occupation is not available in relation to other occupations.

Perhaps the most important of all is to influence and initiate the necessary changes, i.e. rectification of omissions/disadvantages in the Sports Act - since sports managers are an indispensable part of any sporting organization it is important to be an integral part of the new Act as an expert in the sport. It is also necessary to enter into the Sports Act of the Republic of Croatia and the activities that the sports manager performs, and it is important to finally separate the agents from the sports manager, i.e. it is necessary to precisely define the sports manager in the new Sports Act.

According to the researchers conducted among the chief secretaries of sports organizations in Croatia (Papić, 2008), it has been found that a typical secretary performing the specific business processes that appear in the management of a sports organization has completed a high school after which he/she has not been further educated. Studies show that only 18% of respondents (employees in sports organizations) had some kind of management education, mostly those who had obtained bachelor or master degree at the universities, where they had management module in one or two study semesters, incorporated in the study

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program, finally the majority of respondents were educated in the school education system before 1991.

Furthermore, according to a survey conducted in 50 Croatian sports organizations, five most desirable traits which sport managers must possess are determination, honesty, business, objectivity and independence (Sikavica and Bahtijarević-Šiber, 2004, 267).

In order to begin exploring the opinion of potential future employees in the sports organizations, a survey was conducted among students of the fourth year of Faculty of Kinesiology at the University of Zagreb about what they think sports managers should be. In the survey, 238 questionnaires were collected but in the final analysis 197 were included, including 65% male and 35% women. Respondents' average age was 23.6 years. 89% of respondents consider that a leading factor to the success of sports managers is dominantly influenced by their personal abilities, and as many as 89% of them think that the most important competencies of sport managers include knowledge from the field of working with people, teamwork skills and skills of communication with people.

All in all, given the current state of sports management in Croatia it is necessary to strengthen and improve education in order to get the demanding profiles of people who have the role of sports manager in Croatia. Croatia lacks enough competent staff to manage Croatian sports, and there is also a lack of systematically designed training programs and sports educations in the area of sport management. However, in the recent years, there have been some positive changes happening in the curriculum of the professional study of Sports Management at the

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universities in Croatia, which will be further discussed in the next section of this research.

### Cyprus

Cyprus has a long history in athleticism with the presence of Cypriot athletes in the ancient Olympic Games. Written monuments prove this relationship with Olympia. With the revival of the 1896 Olympic Games, Cyprus under the colours of Greece gave a strong presence with the participation of Cypriot athletes at the Olympic Games. In 1969, the semi-governmental Cyprus Sports Organization (CSO) was founded. Which is considered the highest authority in the area of the Republic of Cyprus for extracurricular sports. The main aims are the development of extracurricular sports, the coordination of the athletic life of our country, the cultivation of the Olympic ideal and the promotion of Cyprus in the International athletic field.

Historically during 1969-1974 efforts were made to organize sports in Cyprus, by organizing the Cyprus Sport Organization. After 1974 efforts were made to reconstruct the Cypriot sport and at the same time create necessary athletic infrastructure. The decade 1980-1990 was characterised by the presence of Cyprus sport activities in the world athletic field with participation in international sport events. During this period a programme entitled Sports for All was established in Cyprus, which promotes sports during childhood. The programme involves more than 300 sports centres and has 11 000 members from all age groups. It is intended to encourage people to become more involved in sports, to promote health “for joy, sensibility, recreation, fitness and health purposes”. Since 2000 gradual harmonization with European data is noticed, with the aim of achieving integration

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into the united Europe, which finally took effect on 1 May 2004. The most important objective of the Cyprus Sport organisation is the gradual and effective implementation of the resolutions of the Council of Europe and the European Union aimed at: "A pure and beneficial sport". Cyprus has adopted all parameters of the White Paper in Sports, which was based on the European Parliament's decision in 2008, for the establishment of the European sport's whitecap.

Cyprus in response to specific European Union directives and based on the proposals, as adopted by the European Parliament, proceeded with the planning of the CSO strategy until 2020 concerning Sport. The strategy of the Cyprus Sports organization 2020 "right to sport – citizens in action", draws a new era in the athletic program of Cyprus. A new dimension is being demonstrated and it focuses on the new data that exist now and has been defined by the European Sports area and by the European Union, in the Treaty of Lisbon and through the white Paper.

The CSO in response to the government, has proceeded to the compilation of these headline objectives of sport, in response to specific European Union directives and based on the proposals, as adopted by the Council of the European Union. Key features of the 2020 strategy are that through eight strategies the course of the Cyprus Sport is plotted until 2020. These eight strategies are analysed with key performance indicators, in which the CSO is committed to taking action to help further the development and advancement of sport.

Currently, there are 39 National Sports Federations registered with the Cyprus Sports Organization and the Cyprus National Olympic Committee, and they are recognized members of the respective European and International Federations.”  
(Kartakoullis et al., 2008)

In Cyprus, apart from the CSO, the Cyprus Olympic Committee was founded in 1974 and was officially recognized and became a member of the International Olympic

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Committee (IOC) in 1978. The basic objectives of the Cyprus Olympic Committee are:

- To encourage interest in the Olympic Games and to foster the aims and ideals of the Olympic Movement in the Republic of Cyprus
- To observe and enforce the Rules as laid down in the "Olympic Charter" · To disseminate, among young people, an interest in sport and a sporting spirit
- To organize, together with the respective National Federations, the preparation and selection of athletes, thereby ensuring that Cyprus is represented at the Olympic Games as well as at Regional, Continental and Intercontinental Games, which have the patronage of the International Committee

In addition to the above, the Cyprus Sports Management Company (KEDA) was established during recent years, which represents a scientific, non-profit organization that aims to contribute to the upgrading of sport management in Cyprus at many different levels. KEDA's priorities include familiarizing the world with sports management, recognizing its need for proper management of sports organizations, as well as actions to establish the profession in Cyprus.

### Italy

On 19th October 2017 an article about "The practice of Sport in Italy" was published by ISTAT, data shows that more than 20 million people claim to play one or more sports for a least three years. The 24,4% of Italian people practise sport continuously, another 9,8% occasionally. The analysis shows a greater percentage of men who practice it than women respectively of 29,5% and 19,6%. Taking into account the level of education, there is a large discrepancy among people who have: Master or Bachelor degrees (51,4%), upper secondary school diploma

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(36,8%), lower secondary school diploma (21,2 %) and primary school certificate (7,3%)<sup>1</sup>.

The last decades have been dominated by a continuous worldwide evolution in the Sport sector: simple physical, recreational, leisure and wellness activity has become a real industry. The development of the Sports sector is in fact linked to continuous technological and industrial innovations, coming from other environments, which use the sports industry as a platform to do business or to interact with the fan communities.

In Italy, Sport has a fundamental role in the society specially in social and economic sector and it is one of the few sectors that is less affected by the economic crisis and experiencing constant growth. The sports market can certainly offer companies, who face it with the right strategies, a business with guarantees of return on investment.

Sport Industry is getting more and more complex and it needs new professionals who are able to combine passion and technical and managerial competences for a business development.

In the last few years the professional figure of Sport Manager has been gaining more importance not only in large organizations but also in companies, clubs, federations, event organisers, associations and sports facilities.

At national level Sport plays an essential function, for this reason it was created a organizational model based on a collaboration between public and private entities, namely within CONI (Comitato Olimpico Nazionale Italiano) and the various sports bodies recognised by the same body. This model is characterized by two main

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<sup>1</sup> Istituto Nazionale di Statistica. La pratica sportiva in Italia. <https://www.istat.it/it/archivio/204663>

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features: free associationism and the ability of self-government of sports institutions.

In the Italian Sport Sector CONI, an emanation of the International Olympic Committee (IOC), is the most important authority that regulates and manages national sports activities. It is a public body which is responsible for the organization and strengthening of national sport, promotes the maximum dissemination of sport.<sup>2</sup>

Furthermore, the CONI is the body responsible for the maximum diffusion and the governance of sport in the field of Country, and it is entrusted with the functions of:

- Organisation of Sport activities;
- Health protection;
- Spreading of sport among people of different ages and groups;
- Flight against exclusion, inequalities, racism, xenophobia and every type of violence;
- Flight against doping;
- Educational training along with sport training of every athlete.

As Confederation of Sports Federations National and Associated Sporting Disciplines, CONI is responsible for coordinating, directing and controlling the entire competitive sports movement.

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<sup>2</sup> Comitato Olimpico Nazionale Italiano <https://www.coni.it/it/coni.html>

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### Spain

Sports management in Spain has established as a professional and scientific area at the beginning of the 21st century. According to Méndez Rial (2014), sport management in Spain has gone through several stages:

- Beginnings: At the beginning of the 70s and 80s the National Institutes of Physical Education and Faculties of Physical Education were created, creating a new legal and competence framework

- Maturity: In the 1990s appear the companies of management of services and facilities, combining a mixed management (public and private) and demand more and better professionals. It requires a progressive professionalization in those responsible. It evolves from sports monitors to technicians and sports managers. The large investments, among which the Olympic Games of Barcelona stand out, allow for a change in the sports management policy.

- Excellence: As of the beginning of the year 2000, criteria of quality in the service, efficiency and economic profitability are sought. It is invested in human resources and the sector is professionalized by appearing different jobs related to sports management (manager / sports director, organization of sports programs and activities, direction of sports facilities and facilities, sports technician of public administrations, etc.), which work in different sports organizations (national government entities, federations, clubs, private facilities or local sports facilities).

In Spain today, there is a lot of heterogeneity in the sports management sector, both in the offer of activities and professional profiles. According to the data provided by the project *Erasmus + New Age of Sport Management Education in Europe* (Gallardo et al, 2018), Spain has more than 470,000 sports managers, a very

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high number when compared with the number of sports managers in other countries European. Apart from these data, it is also important to note that in Spain there is a Federation of Sports Managers' Associations that aims to create a framework of relations within the territory of the State, to be able to address issues related to the development of the task of the sports manager and promote the information and training of the associated entities.

Finally, despite the important development of this sector in recent years, in Spain there is no state regulatory framework that regulates the profession of sports manager. Professionals in business administration, accounting, law, economics and graduates in sports sciences are the profiles that occupy the majority of sport management positions. However, some Regional Government (territorial organization of Spain), which have competences in sport, have regulated that in order to develop the position of sports director in their regions it is necessary to have the Degree in Sports Science (see Ley 15/2015, de 16 de abril, por la que se ordena el ejercicio de las profesiones del deporte en Extremadura, or Ley 6/2016, de 24 de noviembre, por la que se ordena el ejercicio de las profesiones del deporte en la Comunidad de Madrid.)

Ley 6/2016, de 24 de noviembre, por la que se ordena el ejercicio de las profesiones del deporte en la Comunidad de Madrid. BOE. núm. 69, de 22 de marzo de 2017.

Ley 15/2015, de 16 de abril, por la que se ordena el ejercicio de las profesiones del deporte en Extremadura. BOE. núm. 119, de 19 de mayo de 2015.

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Méndez Rial, Belia Evolución de la gestión del deporte en el territorio español: síntesis RETOS. Nuevas Tendencias en Educación Física, Deporte y Recreación, núm. 26, junio-diciembre, 2014, pp. 134-137

## Sweden

Sweden is part of the Scandinavian peninsula, and in area the fifth largest country in Europe. Sweden is a country with a high interest in sport. It is estimated that about half the population is active in some sport. The most popular sports that Swedes play are handball, football, golf, athletics and gymnastics. Other common games played or competed in are tennis, ice hockey, basketball, table tennis and bandy. In relation to its geography and population, Sweden is one of the world's most sporting nations.

The Swedish sports movement adheres to the UN's Universal Declaration of Human Rights, the UN Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities. The development of Swedish sport is the result of the initiatives of innumerable people.

Sport management is the field of business dealing with sports and recreation.

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A study by the Swedish sports Confederation in 2010 found that sport is by far the most popular leisure activity for youngsters of both Swedish and foreign backgrounds. The Swedish sports movement relies on the active participation of hundreds of thousands of leaders and a political expectation that local authorities should provide sports facilities for school children, club members and other local inhabitants. Bosön – Swedish National Sports Centre – is the meeting place for sport leaders, athletes, national teams and clubs. The Swedish Sports Confederation is an umbrella organization consisting of 69 special sports federations and 21 district sports federations. The role of the Swedish Sports Confederation is to execute the policy agreed by the member associations at the General Assembly. The fundamental principle is that each special sports federation is responsible for its own sport and any problems in that sport are dealt with by the sport's own federation. Also each member association is also responsible for the entire organization.

Swedish sports is going through a major change and the sports market is turn out to be more professionalized and commercialized. New arenas are being created to profile. At the same time, children's and youth sports are the largest organized socialization environment after the family and school. Sport is also seen as increasingly important for integration and health and is today a major and important part of many people's lives. In sports science its studying the role of sport and what it means to people of different ages. There is a great need for people who have competence in sports management and after graduation. You provide the skills to work with management and planning in the sports world. Today, the sport offers a broad field of activity and also includes companies that work with everything from events, sponsorship, brand development and sports tourism to the sale of products and services.

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The management of sport emerged because it required an order and organization in the sport world. Sports movement and its organizations progress and this is why the Sport Management program is started, which combines sports science and economics.

The transformations of the sport are usually described in terms of commercialization and professionalization. Sport management is about planning, organizing, leading and evaluating sports. For fifteen years there have been universities that take seriously this area of sport management.

The focus Sport Management focuses on the strategic leadership and its work with economic, legal and social science analyzes of sport. The student uses social theories, management models and tools as well as adheres to legal regulations in their understanding of sport and its activities. Sports professionalization, commercialization, globalization and mediatization are important elements as well as knowledge and understanding of the sport's rooms and arenas. The student should be able to analyze, plan, organize, present and manage sports-related activities independently and in collaboration on the basis of business and sustainable development.

How many sport managers do the country have (if there are official data), what is their employment rate (compared to graduated students), realization and positive examples...

Sport management is a new sector of work and it makes difficult to find a number of sport managers. Because some people work for themselves, there is not an exact number of sports managers in Sweden.

There are about 14,000 leisure workers in Sweden, of whom about 57 percent are women and 43 percent are men.

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On the employment rate, in 2017, employment in sport accounted for 0.8 % of total EU employment, ranging from to 1.6 % in Sweden. At Member State level, particularly high shares of young people employed in sport were observed in Sweden (44%). There are about 14,000 leisure workers in Sweden, of whom about 57 percent are women and 43 percent are men.

A sports manager may be responsible for being the face and voice of an organization to its fans and the media. Sports managers are responsible for managing athletes and organizations. Some professionals in sports management deal directly with college and professional athletes.

### Wales (UK)

In Wales, the landscape for Sports Management is varied, ranging from leadership qualifications and development programmes for young people to support for elite professional sports managers. In between management, training and qualifications are obtained either through specific educational pathways or through work-based learning or industry-based qualifications.

Wales has a major challenge in terms of high levels of inactivity and low participation levels in sport among certain demographic groups; this would include women and girls, disabled people, those from areas of economic poverty and BME (Ethnic Minorities). While the need to create more activity and work with different populations is obvious, there is little specific research on the upskilling of people from these groups in sports management.

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In the former industrial areas of Wales there are significant levels of unemployment and low income, typically these areas have the lowest levels of sports participation and in theory would require the greatest levels of investment in the future in terms of activity and as a result sports management.

Guidance on the development of sport, both elite and recreational, is guided by Welsh government primarily through the work of Sport Wales. Sport Wales are the national governing body for sport in Wales and provide funding and support for all levels of sport organisations and strategic level guidance on the direction that sport in Wales should follow. In 2018, Welsh Government released its Vision for Sport in Wales, which has now been followed by a new strategy for Sport Wales launched in 2019.

Recently the need to develop good governance and recognized industry standards has increased both in sports management and fitness related employment. This work filters down to non-formal training and education in both education led activity and governing body led activity. There are many examples of good networking and support systems being developed to support and guide this work, which are listed in the conclusions section.

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**Sport management educational framework**



**Bulgaria**

Sports management is one of the lesser known in Bulgaria academic disciplines and professions. It is not that the management of sport is something very unknown in our country, but until 20 years ago this and everything else was done at a high state level, centralized, and in reality, the management of sport in those years has little to do with sports management today, as it is understood, taught and practiced throughout the world. As has already been said, Sports Management is not a popular specialty, and this reflects its supply from higher schools. You can finish your degree in several educational institutions such as: National Sports Academy "Vasil Levski" (NSA), Sofia; College of Economics and Administration, Plovdiv; Private professional college "Omega".

National Sports Academy "Vasil Levski" has a Sport Management bachelor and master degree. Scope of knowledge: To master the professional technical and methodological aspects of macro-management in sport; To have a broad

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knowledge of Target, Project and Strategic Management sports-economic and media programs and complexes; To master the scientific field of marketing systems, strategies and disputes; Understanding business English.

Some of the high level athletes of Bulgaria has graduated in Sports management such as Dimitar Berbatov (football), Detelin Dalakliev (boxing), Stanimira Petrova (boxing) and others.

### Croatia

Perhaps, the most significant change in Croatia related to the field of sports management concerns the establishment of the Croatian Association for Sports Management. The Croatian Association for Sports Management was founded by sportsmen and professional sports management specialists in 2018 in Zagreb. Most of the founders were actively and professionally engaged in sports.

The Mission of the Association is to educate and promote sports management so that in the future, all sports organizations and events in Croatia are managed by educated professionals with the necessary knowledge to manage specific business processes in the sport. This is aimed to be achieved: by expanding knowledge on sports management and HASM activities, promoting and encouraging studies, scientific research and writing of works on sport and sport management, by encouraging organization of conferences and seminars, teaching sports management and sports organization and establishing exchange of knowledge on the techniques of sport management and sports organization, by cooperating with domestic and international institutions operating in the field of sports

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management, by encouraging modern and high quality management and management of sports events and sports facilities etc. However, perhaps the most important of all - it is necessary to influence and initiate the necessary changes, i.e. rectification of omissions/disadvantages in the Sports Act of the Republic of Croatia, since sports managers are an indispensable part of any sporting organization it is important to be an integral part of the new Act as an expert in sport. It is also necessary to enter into the Sports Act and the activities that the sports manager performs, and it is important and finally to separate the agents from the sports managers, i.e. it is necessary to define precisely the sports manager in the new Sports Act.

Regarding the sport management educational framework in Croatia, the program contents of a professional sports management study are defined with the aim of educating students for sports manager activities based on the application of managerial skills and skills in all forms of sports activities with the human approach through legitimate business. The aim of the professional study of sports management is the education of experts for the managerial functions in sports organizations and the education of managers - athletes' representatives using managerial techniques and skills.

The basic goals of a sports management study program in Croatia are in accordance with the basic features of the Bologna process: a high degree of vertical and horizontal mobility of students, a wide range of program content, a flexible organization of student studies (adaptation of the program content of studies to affinities of students retaining their professional vocation). It is certain that the need for this profession will grow in the future, and the realization of a professional sports management program, in accordance with the so-called

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integrated study program, must have its justification in our business and sports environment.

Upon completion of the professional management study program, students acquire competences for the management of middle management degree in sports and business systems, and the possibility of continuing higher education at a specialist graduate professional study. The competences acquired by studying this program content can be divided into general and special. General competencies are based on the comprehensive education that includes theoretical, methodological and applicative knowledge in the field of economics, kinesiology, law, information technology and foreign language. Special competencies are based on high professional and professional skills in the area of sports management, sports marketing, sports event management, sports branding, sponsorship, sports facilities management, agency affairs for sports organizations and sports people.

Four universities and polytechnics (university colleges) in Croatia (Aspira University College, Polytechnic of Međimurje in Čakovec, Faculty of Kinesiology in Zagreb, Libertas International University) organize and conduct undergraduate and graduate professional studies of Sport Management. Duration of both Undergraduate and Graduate study programs takes 5 years (300 ECTS). Upon completion of the study, according to the Bologna Process, 300 ECTS points and professional title are awarded: a specialist sports management specialist (MA). Libertas International University, private university, organize and conduct undergraduate professional studies in Management of Sport and Sports Activities. Undergraduate Professional Study Program the Management of Sports and Sports Activities lasts 3 years (6 semesters, 180 ECTS).

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By completing the study, according to the Bologna Process:

- 180 ECTS credits and professional title for Undergraduate professional study programmes: Bachelor of (baccalaureus/baccalaurea) economics - bacc.oec., in the Croatian language: prvostupnik ekonomije.
- 120 ECTS credits and professional title are awarded for Graduate professional study programmes is MA program: Professional Specialist of economy in the Croatian language: stručni specijalist ekonomije, struč.spec.oec.

The Sports Academy of the PAR University College Rijeka recognized the need for the quality education of athletes and enables student-athletes, by entering the special program of the professional study of Business Management, to gain the skills needed for successful functioning in the business world. That which the PAR offers is an emphasis on the consultations system of athletes, and an individual mentoring approach to students that results in ease of monitoring of the content of the courses. Student-athletes are also satisfied with the availability of all the work materials and literature that are subject to testing. With such an approach, our student-athletes can freely devote themselves to their sports career, knowing that they will not lag behind their peers and that by enrolling at PAR, they are surely making an investment into their future.

The idea of creating a sports study group came into being in the year 2008 with the cooperation between the PAR and the Rijeka Sports Association, the umbrella organization of Rijeka sports. From the outset, the city of Rijeka gave its support

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to the initiative, investing in the education of top athletes of the region who represent future leaders of valuable capital.

Each academic year, the school records more students from various sports such as football, handball, water polo, tennis and volleyball. A large number of student-athletes currently engaged in education at the PAR attests to the importance of further education and training of athletes. At this moment PAR is HEI in Croatia with the highest number of Olympians in Croatia.

At PAR students - athletes have the opportunity to actively engage with the sport and progress in the sports career with the development of their dual careers running parallel with the dual study program.

In regards to the additional professional training in the area of adult education, PAR University College from Rijeka participates with professional education program for managers in sport organizations and a professional education program for administrators in sports organizations. The programs are based on practical examples and workshops and are intended for all those who want to acquire new knowledge and improve existing knowledge.

With a professional education program for managers in sports organizations, each trainee effectively manages specific and extremely demanding tasks of a manager in a sports organization. In addition, the person acquires specific knowledge of project management in sports, sports marketing and financial management in sports. The program also implies the acquisition of specific skills, "soft skills" in the field of communication and presentation skills (verbal and nonverbal communicative skills, clear communication, presentation skills and presentation organization) and sporting events management. Sports Administrator of the PAR

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will have the knowledge and skills in the field of sports administration necessary for the quality work and development of sports organizations. Upon completion of the program, each trainee who successfully completes all the elements of knowledge and skills gains a public document; Certificate of Training for Administrator Affairs in Sports Organizations.

According to the analysis of study programs in Croatia, we can conclude that Croatia still has not had enough positive examples of non-formal educational activities for sport management educators nor enough positive examples of Education through sport approach. Hopefully, through this project and the new interest in the area of sports management, we could see positive examples of this practice in the near future.

### Cyprus

In Cyprus the sports management educational framework has been established during last years, therefore the opportunities provided are limited. More specifically in Cyprus the following courses are being identified.

- University: UCLAN (University of Central Lancashire) Cyprus  
Type: Bachelor Degree  
Name of the Course: BSc (Hons) Sport & Exercise Science  
Duration: 36 months  
Educational Objectives: Students to a) develop research methodological skills, as well as information, communication, Group working and presentations skills.  
b) to undertake specialised modules in the area of Sports Psychological

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Counselling and Physical Education. c) to have the opportunity to work with professional athletes of any division and/or sport, including children and teens involved in athletics, professional or semi-professional athletes, who wish to improve their performance, as well as injured athletes/players working toward returning to sports participation.

- University: UCLAN (University of Central Lancashire) Cyprus

Type: Masters Degree

Name of the Course: MSc Sport & Exercise Science

Duration: 12 months

Educational Objectives: is designed to develop students' knowledge in the area of sport and exercise science with emphasis in exercise based rehabilitation and musculoskeletal management and prevention. Injury prevention and management is a major concern among fitness professionals and sports teams as it can be considered one of the major economic burdens due to the direct and indirect costs it bears.

- University: University of Nicosia

Type: Bachelor Degree

Name of the course: Sports Management program

Duration: 36 months

Educational objectives: As stated on the curriculum, students at the end should be able to :

- ■ Understand the nature and functioning of sport organisations that belong in different areas of the sport market.

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- ■ Assess and analyse issues and practices present in modern sport management, on an international, European and Cypriot level.
- ■ Apply management, marketing, business and promotion theories and principles, in a variety of cases in professional, amateur and leisure sport.
- ■ Develop the intrapersonal and interpersonal skills necessary for effective communication, human resources and single athlete management, within sport organisations.
- ■ Critically think and analyse the current structure, nature and functioning of sport organisations, in order to provide innovations and reforms that facilitate sustainable development.
- ■ Solve problems that emerge in the sport management process, using the knowledge and competences they have gained.
- ■ Make effective use of resources and remain inquisitive, in order to maintain professional and personal development.

- University: Frederick University

Type: Bachelor Degree

Name of the Course: BSc Physical Education and Sport Sciences

Duration: 36 months

Educational Objective: The purpose of the Program is to provide a high level academic education and applied knowledge for the vocational preparation of sports scientists and physical educators teachers, in the area of Sports, Recreation and Health. Graduates will acquire educational skills that will enable them to successfully work in the private and public sector of exercise and sport services. The curriculum offers knowledge in the theory and practice of physical

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education and sports, and in fields such as training, rehabilitation, tourism, recreation and health, while encouraging the production of new knowledge.

- Organization: Cyprus Association for Sport Management

Type: Certificate

Name of the Course: Sport Management Educational Seminars by CYASM/CSO

Educational Objective: the scope and purpose of the seminars organised, is firstly, to enhance the status of the workforce of all sport organisations, by improving the skillset, knowledge, and expertise of all participating organisations and commissions in sports. Among the chief objectives of the educational seminar series conducted by the Cyprus Association of Sport Management and the Cyprus Sports Organisation, is to discuss and deliberate on propositions and affairs relevant to the field of Sport Management.

### Italy

In the presence of a continuous and renewed need for specific training in the Italian field of sports management, educational offers, namely Bachelor or Master degree's courses, first-level and second-level Professional Master's Programmes, have been created in order to be able to respond in a better way to the great demand.

Italian Universities offer both traditional and online courses, to provide a clearer overview of their structures, educational objectives and system of credits will be given some examples of the most interesting Italian educational offers below:

- The Degree Course in International Business Administration - Curriculum in Sports Economics and Policies - offered by the University of Link Campus

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University was created in collaboration with CONI.<sup>3</sup> The topics taught focus on the organisational rules and governance of the sports sector, legal profiles, sports communication and the basic psychology elements of team or athlete management. The objective of the Bachelor is to train business sports specialists who wish to enter a thriving labour market.

- **University:** Link Campus University

**Type:** Bachelor Degree

**Name of the course:** International Business Administration

**Duration:** 36 months

**CFU:** 180

**Educational objectives:** The abovementioned course aims to encourage:

- knowledge of the economic and political dynamics of the sector;
- the acquisition of basic skills related to the management of the sports business;
- the acquisition and development, in particular, of a strategic vision in the management of the sports business;
- precise knowledge of national and international sports regulations;
- the knowledge necessary for understanding the markets for sponsorship and sports-related radio and television rights.

- **University:** LIUC University

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<sup>3</sup> Economia e Politiche dello Sport <https://www.unilink.it/corsi-di-laurea/economia/curriculum-economia-e-politiche-dello-sport/>

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**Type:** Bachelor Degree

**Name of the Course:** Management of Sport and Sporting Events  
(Management dello Sport e degli eventi sportive)<sup>4</sup>

**Duration:** 36 months

**CFU:** 180

**Educational Objective:** This course provides students with a solid theoretical and operational knowledge of the principles, tools and practices for effective and efficient management of organizational processes and functions to be used in different areas.

- **University:** Telematic University Pegaso

**Type:** Master degree

**Name of the Course:** Online Master's Degree in Management of Sport and Motorcycle Activities (Corso di Laurea Magistrale Online in Management dello Sport e delle Attività Moto) <sup>5</sup>

**Duration:** 24 months

**CFU:** 120

**Educational Objectives:** The course aims to prepare human resources in the organisation and management of sport activities and motor activities, with the purpose of coordinating and managing limited human and material resources, innovative technologies and communication tools for the efficient production and exchange of services in sport. In this regard,

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<sup>4</sup> Management dello Sport e degli eventi sportivi <http://www.liuc.it/corsi-di-laurea/corso-laurea-economia-aziendale/economia-aziendale-laurea-triennale/management-dello-sport-e-degli-eventi-sportivi/>

<sup>5</sup> Corso di laurea Magistrale Biennale in Management dello Sport e delle Attività Motorie <https://www.unipegaso.it/website/corsi-di-laurea/management-sport-attivita-motorie>

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training objectives are focused on both the institutional and operational context.

- The Bicocca-Milan University, one of the most prestigious Italian Universities, always attentive to the needs of society, offers a Master in Sport Management, Marketing & Society<sup>6</sup> The course is aimed at all those who would like to become sports managers; the main objective of the proposal is to respond with managerial competence, to the needs of new professional design and relationship for sports organizations and companies in the world of sport. The prestigious Master, certified ISO 9001, provides employment prospects in the sports sector and thanks to the knowledge acquired the graduated students will have the skills necessary to conduct a critical analysis of strategies for the business of sport as well as the different socio-economic, managerial and cultural aspects through the analysis of the organization, management and research at various levels that also enhances the specific experiences in the sports system.

**University:** Bicocca-Milan University

**Type:** Professional Master Program

**Name of the Course:** Master in Sport Management, Marketing & Society

**Duration:** 12 months

**CFU:** 66

**Educational objectives:** The course, with a specific international approach, allows the development and acquisition of the main knowledge and techniques related to:

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<sup>6</sup> Master Universitario in Sport Management, Marketing & Society  
<http://www.mastersportbicocca.com/brochure.pdf>

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- organisation, management and economics of sport in the private or public sector;
- organisation, management and communication of sporting events at various levels;
- knowledge of the related legal, legal and financial aspects and/or constraints;
- organisation and management of sports facilities;
- knowledge of the safety of installations and the safety of users;
- knowledge of new technologies (new media, Internet, etc.);
- communication; contacts with the world of sponsors, marketing, mass-media.

In the Italian panorama there is a lack of courses dedicated exclusively to the training of migrants as sports managers but, clearly they can enroll in the various programs offered.

With regard to matter of migrant integration since 2014 the Ministry of Labour and Social Policies and CONI have signed a Programme Agreement for the implementation of activities aimed at promoting the inclusion and integration of first and second generations migrant citizens through Sport and to address forms of discrimination and intolerance.

Among the various initiatives, a 'pilot' didactic module on the themes of 'sport and integration' has been created in a Bachelor of Science in Physical Science.

The creation of the academic module stems from the consideration that sport is a strategic element for: youth education; social innovation; inclusion and participation; development of soft skills and economic development.

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The module, lasting 10 hours, was created for the year 2018 with the involvement of the University of Rome Torvergata. <sup>7</sup>

### Spain

There is no pattern or consensus on the training and education needed by sports managers, there being a wide variety of curricula depending on the training centers. While in other countries the sports manager is usually linked to the traditional business environment, in Spain you see the figure of the sports manager as a professional in the field of sport. In this sense, López, Martínez and Luna-Arocas (2005) concluded that 82% of sport managers had a university degree, and of the total number of graduates, 78% were in Physical Activity and Sports Sciences.

In any case, training in sports management is achieved through formal education at the university level, either with a bachelor's degree or with a master's degree. In this sense, most of the degree studies in Sports Science (more than 40 faculties in Spain) include subjects related with Sport Management (Sport management, sport facilities, marketing, leisure management, etc). In some faculties (8-10 centers), students may have a greater specialization in Sports Management, completing a total of 24-36 specific ECTS. Only 2-3 private universities offer a complete bachelor's degree (240 ECTS) on sports management. And finally, there is a large number of master's studies in Sports Management. Some examples are presented, including the registration fees to pay:

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<sup>7</sup> Sport e Integrazione: al via il modulo accademico  
<http://www.integrazionemigranti.gov.it/Attualita/Notizie/Pagine/Sport-e-integrazione1203-3477.aspx>

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MBA Master's Degree in Sports Management.

Real Madrid Graduate School

Madrid, Spain

26,000 EUR

Master of Business Administration, Major in Sports Management

Geneva Business School - Barcelona

Barcelona, Spain

24,430 EUR

MBA in Sports Management

Universidad Catolica De Murcia

Murcia, Spain

10,900 EUR

In general, although they have field practices (internships, employment experience, industrial placement), these study plans do not usually use a teaching methodology based on Education Through Sport (ETS). As an example, the subjects that normally appear in the curriculum of the master studies (60 ECTS) are showed:

Type Credits: Compulsory: 45; External Practicum: 9 ; Master Thesis: 6

Events Management: 6

Facilities Management: 6

Financial Management for Sports: 6

Management, Innovation and Leadership in Sports Organizations: 6

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Sports Marketing: 6

Sports Sponsorship: 6

Sports Economics and Strategic Management: 9

Internship: 9

Master's Dissertation: 6

Apart from these university courses, there are profit organizations that organize specialization and learning courses, classroom and/or online, on subjects related to sports management where a diploma/certificate is obtained, for example:

Senior management in sports entities

Expert in security of sports facilities and recreational events

Maintenance of sports facilities

Latest technologies applied to sport

Sports clubs management

Marketing and community management at sporting events.

### Sweden

Education for sport management is not something old in Sweden. This branch is newly born and in a growing process.

There are not many universities that can be spoken about in this area of sport management in Sweden. They are Malmö University, Mälardalen University and Södertörn University.

In addition to studying this profile in the University, Sweden benefits for training courses programme in sports management.

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The program for sport management is offered in collaboration between Södertörn University and GIH. Södertörn University is responsible for business management and GIH for sports science. GIH began in 1813 and is the oldest sports college in the world. The Stockholm Stadium gymnastics and sports college is the main knowledge center for sports, physical activity and health in Sweden. After completing the program in Sport Management, people have the right to continue studies in business administration or sports science at an advanced level and build on with a master's or master's degree.

The courses and modules that are included in studying sports management are:

- Introduction to sports science
- Sport, organization and society
- Sports and media
- Social science perspectives on sports
- Organization and leadership
- Sports, ethics and social leadership
- Sports law
- Events in sports
- Leadership retention.

### Wales (UK)

Sports management through Education in Wales falls into 3-4 main categories. In full time compulsory education, pupils can begin to study sport and PE through the General Certificate of Secondary Education (GCSE) in school from the age of 14-16 years old through the subject area of physical education. They may also study

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vocational qualifications alongside their main study through BTEC or similar qualifications in sport studies or similar.

Once students complete their compulsory education at age 16, they enter PCET (Post Compulsory Education and Training). In terms of sports, many will follow the vocational route into further education with 3000+ students studying sports related vocational qualifications across 11 FE colleges. This represents approximately 6% of the FE population in Wales and 3% of the total population aged 16-19 years old.

An alternative route into sports management primarily from 18 years upwards, would be to follow an apprenticeship programme linked to employment.

Post 18, many learners then enter into higher education or university study. There are both specific sports management degree and masters programmes of study and non-specific sports related programmes in leisure, coaching, journalism, therapy, sport science that would lead into future employment as sports managers. Cardiff Metropolitan University provides a good picture of the level and range of sport courses available in the HE sector:

<https://www.cardiffmet.ac.uk/schoolofsport/research/Pages/Sport-Management-and-Development.aspx>

While all pupils/students will study a core curriculum from 14 years upwards they will also engage in volunteering, coach education and industry based experience to develop additional skills.

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National policy documents regarding sport management



Bulgaria

In the field of sport management there is a lack of legislation as the sport management is not part of any state legislative act. There are few private companies, specialized in the field of sport management (mainly management of athletes rights and contracts), but the overall field of sports management in Bulgaria is not specifically regulated and/or empowered by any act. In frame of some of the national sport federations, there is also some individuals that are managing sport events, but not namely working at the position of sport managers.

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### Croatia

In Croatia, the classification of sport areas according to the Sports Act is accepted (NN 60/92; 25/93; 11/94; 71/06) which includes Physical and Health Culture, competitive sports, sports for all kinesiotherapy and sports people with disabilities. Every area of sporting activities has a specific organizational structure like special management that organizes and manages the sports organization. Almost all areas in sport are dominated by so-called line system of organization and management (see Sikavica, Novak, 1999, 413-416). An example of this organization's system and management of positions is found in the overall organization of Croatian sport.

according to the provisions of Article 12 of the Sports Act in the Republic of Croatia which has not been updated since the date of its publication (09.08.2015), a sports manager is a person who, according to the rules of a national federation, is authorized to perform mediation activities of athletes from one sports club to another sports club ("Official Gazette" n. 71/2006).

From the applicable law it can be noticed that there is no specific qualification that a sports manager must possess in order to successfully perform his job, and this is the main problem in Croatian sports where we find managers of different profiles and professions performing the job of sport managers without enough training and competences to do so. Also, the aforementioned law gives a narrow definition of sports managers by omitting all of its functions.

There is not much to add since it is obvious that the area of sport management is not yet recognized as having significant importance in the Sports Act of the Republic of Croatia and accordingly it has not been changed yet. It is necessary to

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influence and initiate the necessary changes, i.e. rectification of omissions/disadvantages in the Sports Act of the Republic of Croatia since sports managers are an indispensable part of any sporting organization it is important to be an integral part of the new Act as an expert in the sport. It is also necessary to enter into the Sports Act and the activities that the sports manager performs, and it is important and finally to separate the agents from the sports managers, i.e. it is necessary to define precisely the sports manager in the new Sports Act.

### Cyprus

#### 1) SPORT COOPERATION PROTOCOLS

The Cyprus Sport Organization signs sport cooperation protocols and has sport exchanges with countries with which there is a signed Agreement on Economic, Scientific and Cultural Cooperation between the two Governments, including provision for exchange in sport. These agreements are signed by the Ministry of Foreign Affairs and communicated to the Agency through the Ministry of Education and Culture. Once the Agreement has been notified to the CMO, the Agency shall evaluate the country and, if it deems it necessary to sign a protocol, shall commence contact with that country for the purpose of signing a protocol. The main aims are through the protocols to give athletes of the various Federations the opportunity to prepare jointly with foreign athletes, to compete with them in regulated competitions both in Cyprus and abroad for the promotion of the level of Cypriot sport. The Federations themselves are also given the opportunity to establish and exploit for their benefit the contacts with the Federations of the countries with which the Agency signs a protocol. Even through the contacts, friendships and relationships created by such contacts, the Agency and sports

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organizations in general can influence decision-making in international sports, as well as elect Cypriot athletes and key players in European and global sports.

### **2) CODE OF GOOD GOVERNANCE**

The Code of Good Governance was developed by the Cyprus Sport Organization. The key objective of the Code of Good Governance is to make it a useful tool which will enable federations to align with the principles of an effective, transparent, ethical and democratic management, to apply high standards governance and integrity, to eliminate unfair practices and to increase their financial transparency and accountability for the benefit of Sport.

### **3) CYPRUS SPORTS MEDICINE AND RESEARCH CENTRE**

Cyprus Sports Medicine and Research Centre is the only scientific centre for sport research in Cyprus and is run by the Cyprus Sport Organisation. It focuses on the development of scientific research in the field of sports medicine, sports science, physical activity and PE. The centre works closely with many academic institutions and scientific centres, both locally and abroad, examining and evaluating through its research the physical fitness of the adult population of Cyprus. Studies have included cardiovascular capacity, muscle strength and power, body composition and flexibility.

The centre has also conducted research into factors that might encourage greater levels of physical activity among the population. The results suggest that such measures could include the construction of more sports facilities (both indoor and outdoor), the construction of pedestrian pathways and cycle paths, more organized and supervised exercise programmes, more information concerning the effects and benefits of physical activity and exercise, and measures to reduce the cost of using sports facilities.

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Italy

For the purpose of this research, when talking about the normative actions undertaken, it is significant to mention the Legislative Decree N. 242/1999<sup>8</sup> (and further amendments) which entrusts CONI with the responsibility of managing and administering sport in particular concerning:

The promotion of sport through the “organisation and improvement of sport at national level and the preparation of athletes and of suitable means for the Olympics and other national and international events;

The promotion of sport both for neurotypical and for disabled people, in cooperation with the Comitato Italiano Paralimpico;

The organisation and promotion of appropriate initiatives against every kind of discrimination and violence in sport.

Another law that can be mentioned is the Law 12/2016<sup>9</sup> fostering social inclusion given that underage foreigner without Italian citizenship and regularly residents in the country at least since they are 10 years old can become members of sport societies being part of the national federations and other associations dealing with the promotion of sport.

This Law came quite late because most sport associations already introduced a so called “ius soli sportivo” (sport ius soli) before 2016. The Federazione Italiana

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<sup>8</sup> CONI Bilancio di Sostenibilità 2013 – Capitolo 1: Lo Sport in Italia. Pag. 24

Data available at:

[https://www.coni.it/images/rsociale/Capitolo\\_1\\_BdS\\_CONI13.pdf?fbclid=IwAR0YcbiaT0LmwNTIILcDXrPKkviD\\_8U3-zMtecQJQWRDpN12JXYTRS3wDN4](https://www.coni.it/images/rsociale/Capitolo_1_BdS_CONI13.pdf?fbclid=IwAR0YcbiaT0LmwNTIILcDXrPKkviD_8U3-zMtecQJQWRDpN12JXYTRS3wDN4)

<sup>9</sup> La cittadinanza sportiva è legge. I figli degli immigrati come i figli degli italiani. Data available at:

<https://stranieriinitalia.it/attualita/attualita-sp-754/la-cittadinanza-sportiva-e-legge-i-figli-degli-immigrati-come-i-figli-degli-italiani/?cn-reloaded=1>

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Hockey (FIH)<sup>10</sup> in 2013: when asking for the first time for a membership card in any hockey association, foreign athletes born in Italy will be considered Italian players. This applies both to underage playing in youth, and over 18 without Italian citizenship. The number of foreigners involved in playing this sport is growing since it is a sport with a big tradition in countries such as India, Pakistan and Sri Lanka, in opposition to Italy.

The Federazione Pugilistica Italiana<sup>11</sup> has always provided both Italian and foreigners with the membership card for boxing associations; and the same did the Federazione di Atletica Leggera (Fidal)<sup>12</sup>.

However, this Law changed the situation nationally but only concerning membership cards. These second-generation migrants are still excluded from competing for national selections<sup>13</sup> which is what every athlete dreams of. Only athletes with the Italian citizenship can compete. There is the need for an actual law on *ius soli*, not just related to sport. This is a deep lack, especially if compared with other European such as Germany or Belgium.

Yassine Rachik, a runner with Moroccan origins, represents an exception. He obtained the Italian citizenship in 2015 thanks to a petition signed by over 21.000<sup>14</sup> people. It was addressed to the President of the Italian Republic, Sergio Mattarella,

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<sup>10</sup> *Ius soli*, l'hockey su prato supera la politica: "Gli stranieri nati in Italia sono italiani". Data available at: <https://www.ilfattoquotidiano.it/2013/10/03/ius-soli-lhockey-su-prato-supera-politica-giocatori-stranieri-nati-in-italia-sono/730890/>

<sup>11</sup> *Ius soli sportivo* è legge, minori potranno essere tesserati come italiani. Ma nazionale ancora negata fino ai 18 anni. Data available at: <https://www.ilfattoquotidiano.it/2016/02/11/ius-soli-sportivo-e-legge-minori-potranno-essere-tesserati-come-italiani-ma-nazionale-ancora-negata-fino-ai-18-anni/2444338/>

<sup>12</sup> Ibidem.

<sup>13</sup> Bordi, R. (2019). Presidente del Coni Malagò: "Dico sì allo *ius soli sportivo*". Data available at: <http://www.ilgiornale.it/news/sport/presidente-coni-malago-dico-s-ius-soli-sportivo-1669345.html>

<sup>14</sup> Rachik sogno azzurro: bronzo EuroU23!. Data available at: <http://www.fidal.it/content/Rachik-sogno-azzurro-bronzo-EuroU23!/54767>

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who granted it in July of that year. In that way, he realised his dream to run for the Italian National and win some medals.

About sport management<sup>15</sup>, there is no specific rule regulating the role of sport managers, any professional orders or specific titles. It is, however, necessary to specialise through Masters of the sector, already described in the previous section.

### Spain

In Spain there is no state regulation that regulates the professional of the sports manager, nor the job of sport manager. In this sense, there is a National Sports Law (see 1), which in article 55 on sports qualifications establishes that:

*The Government, on the proposal of the Minister of Education and Science, will regulate the teachings of sports managers, according to the requirements set by the different educational levels, as well as the access conditions, programs, guidelines and study plans that are established.*

However, the regulatory development of this article has not yet occurred in relation to the sport manager, so there are no national documents that regulate this profession or their work skills. The Superior Council of Sports (CSD), dependent on the general administration of the state and the highest body of sport in Spain, publishes from time to time some guides of good practices that could be useful for the sports manager (see 2 and 3), but they have no legal connection.

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<sup>15</sup> Pastore, M. (2018). MASTER SPORT MANAGEMENT 4.0 Il Manager sportivo. Data available at: [https://www.ilsole24ore.com/art/il-manager-sportivo-AE2qrb2D?refresh\\_ce=1&fbclid=IwAR3BS7-5Ps5IA8KCqvFzG\\_Y-42dK\\_poIuTR\\_fya4OPqgkh6ZQrAoRLn93Zs](https://www.ilsole24ore.com/art/il-manager-sportivo-AE2qrb2D?refresh_ce=1&fbclid=IwAR3BS7-5Ps5IA8KCqvFzG_Y-42dK_poIuTR_fya4OPqgkh6ZQrAoRLn93Zs)

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Finally, it is necessary to remember that some Regional Government have a regulation that defines the professional qualification that a sports manager must have to work in that region (see 4 and 5), but the articles of these regional laws must respect the state law. It is possible to the decentralization of the Spanish state and to the organizational structure of sport in Spain (see 6).

In relation to these issues, it is recommended to review the following documents:

1. Ley 10/1990, de 15 de octubre, del Deporte. BOE núm. 249, de 17 de octubre de 1990. Available from: <https://www.boe.es/buscar/act.php?id=BOE-A-1990-25037>
2. Manual de buenas prácticas en instalaciones deportivas. Federación española de municipios y provincias. CSD. 2009 Available from: [https://www.csd.gob.es/sites/default/files/media/files/2018-09/instalaciones\\_deportivas.pdf](https://www.csd.gob.es/sites/default/files/media/files/2018-09/instalaciones_deportivas.pdf)
3. Seguridad en instalaciones deportivas. Consejo Superior de Deportes (CSD). Presidencia de Gobierno. 2010. Available from: [https://www.csd.gob.es/sites/default/files/media/files/2018-09/Seguridad\\_en\\_Instalaciones\\_Deportivas\\_Web.pdf](https://www.csd.gob.es/sites/default/files/media/files/2018-09/Seguridad_en_Instalaciones_Deportivas_Web.pdf)
4. Ley 15/2015, de 16 de abril, por la que se ordena el ejercicio de las profesiones del deporte en Extremadura. BOE núm. 119, de 19 de mayo de 2015. Available from: [https://www.boe.es/diario\\_boe/txt.php?id=BOE-A-2015-5489](https://www.boe.es/diario_boe/txt.php?id=BOE-A-2015-5489)
5. Ley 6/2016, de 24 de noviembre, por la que se ordena el ejercicio de las profesiones del deporte en la Comunidad de Madrid. BOE núm. 69, de 22 de marzo de 2017. Available from: <https://www.boe.es/buscar/pdf/2017/BOE-A-2017-3069-consolidado.pdf>

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6. Delorme, N., & Raspaud, M. (2011). The organization of sport in Spain: Between state and autonomous communities.. Paris: Editions Le Manuscrit. Sports governance in the world—A socio-historic approach, 413-431.

## Sweden

The documents that are available in Sweden are documents about the evolution of sport management, documents that shows educational forms of sport management and documents regarding curricula. Overall though there are limited documents dedicated to Sports Management and publication seem to encompass the whole concept of Sports rather than pinpointing Sports Management.

The documents are updated quite frequently as the Sports Management degree and education takes off and grows in popularity. More and more is being done to develop it as a profession.

The sport management documents are practical and result-oriented because they are based on the sport management area which is developing in Sweden.

## Wales (UK)

Wales has a devolved government, which recently developed an overarching act to ensure the future prosperity and wellbeing of the nation. ***The Wellbeing of Future Generations Act*** influences all policy development in Wales and has been in operation since 2015. The act has a commissioner with responsibility to ensure compliance and development.

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The act looks to change the way we work in Wales and with three of the wellbeing goals included being 'More prosperous, healthier and more equal'. All of these goals link in with the aims of the CPMES Project as does the drive within the act to develop new "ways of working".

<https://futuregenerations.wales/about-us/future-generations-act/>

Welsh Government has developed its own policy and vision for sport in Wales with many of its overarching themes linked to the Wellbeing of Future generations act.

The ***Vision for Sport*** promotes the concept of ***"an active nation where everyone can have a lifelong enjoyment of sport"*** and was launched in 2018.

<https://www.visionforsport.wales/>

One of the highlights of the vision is to create a more Prosperous Wales in line with the WBFGA.

### **A PROSPEROUS WALES**

- Promote Wales to the world through the performance of Wales's elite athletes.
- Promote Wales as a sporting destination of choice through Wales's outstanding natural environments and world-class facilities.
- Capitalise on sporting success.
- Employment and volunteering opportunities through sport and active recreation.
- Education and skill development through sport and active recreation.
- Increased supply of local provision, widening accessibility of opportunity.
- Apprenticeships and volunteering provides a route into employment.

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There are four headline points in the vision for a prosperous Wales that link to the development of employment, education and widening Access. While these do not refer directly to sports management and BME or migrant populations, it is very clear that work as per the CPMES Project would fall in line with the objectives of the vision.

Following the vision, Sport Wales has developed a national level strategy in 2019 entitled ***“Embracing the Vision for Sport in Wales – The New Sport Wales Strategy”***

<http://futures.sport.wales/#1>

While the strategy provides clear evidence of “The Ethnicity Divide” in the section supporting the benefits of sport, it could be viewed that the information is focussing on the need to do more to increase participation but possibly not how to do this through upskilling of BME and migrant managers and coaches.

Both the Welsh Government and Sport Wales are committed to developing a more active nation, and highlight the fact that participation is low among ethnic minority groups and the multiplier effect if someone is also female and from an area of poverty.

As a result, developing a suitably trained and qualified future workforce including sports management would seem a priority but some further research would be beneficial in this space. There are specific demographic groups in Wales and communities that would require additional workforce and both vision and strategy have clear direction on this.

The final link in the chain is the development of a new curriculum in Wales for schools from 2021. This new curriculum will change the way education is delivered

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in Wales and directly have an impact on teaching methods from 5 years to 16 years of age.

### Conclusions



### Bulgaria

Based on the huge sport history of Bulgaria and the multiple sport events and initiatives held in the country at different levels (hosting national and international sport events), together with the different range of sport facilities and athletes that need proper management, the field is still under development. "A major problem

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in our country is that we do not have qualified managers to run the stadiums and halls. These facilities must be 100% saturated with events. We are looking for training opportunities for such professionals abroad", said Minister of Youth and Sport Krasen Kralev in Ruse in his lecture on public-private partnership and investments in sport.<sup>16</sup> Sport management is connected also with tourism, health and educational sectors, together with transportation and regional development of the country fields and Bulgaria need to make a progress in educating and properly empowering sport managers in order to ensure proper development of the cross-sectoral approaches and empowering development of sport sector in the country.

At the same time, sports management is the most desirable degree in the main sports university in Bulgaria – National sports academy "Vassil Levski", so the need of qualified managers is already under supply. The legislation in the field of sport management is still insignificantly developed and there is an opportunity to further develop the frame of sport management in the country.

With the raising amount of sport organizations and facilities, sport sector in Bulgaria needs and will need more and more sport managers that are well prepared and possess with deep knowledge of sport sector in Bulgaria and abroad.

Until the present moment there is no available data about empowerment of sport managers to work with migrant or other disadvantaged groups in the Bulgarian reality. Thus why, the CPMES project topic is really important, up to date and needed as initiatives that educate sport managers from different target groups do not exist until the present moment.

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<sup>16</sup> <http://kanal3.bg/news/6855-NSA-pita-Kralev%253A-Ima-li-dardzavna-volya-v-sporta-da-rabotyat-kvalificirani-kadri%253F>

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### Croatia

Croatia lacks systematically designed training and education programs from sports management although the needs are obvious. Strategic planning should include the most important stakeholders in Croatian sports and of course, take into account the needs of sport as a whole and the individual needs of sports managers at different levels. Namely, the Croatian sports system is structured so that not all sports managers need the same competences (for example, a sports manager in a club or a national alliance). They also have to take into account their work experience in sports and the work they do. Although every sports manager should invest in his knowledge, resistance is inevitable and his overcoming should systematically promote the idea of continuous training from sports management. Alternatively, compulsory upgrading and training programs for athletic managers may be introduced. However, it is unclear how this would have a real impact on those who are being taught under compulsion. Voluntary reporting and participation in such programs would certainly be more effective, and it is recommended to work on raising awareness rather than imposing on-going education as an obligation.

Human resources development is a long-lasting process whose results cannot be detected in a short time and cannot be easily measured. Like any other strategic goal, an integral part of the strategy should be indicators of the success of such educational programs that would provide indicators for possible subsequent changes and upgrading of educational programs.

From the point of view of business ethics, sports managers are committed to the society as a whole and to members of their organization as well as business partners, to manage the organization in the best possible way in accordance with

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the world trends and changes they bring. This is especially true for sports organizations funded by budget funds. Sports organizations in Croatia are not only influenced by Croatian opportunities or can be isolated from the sports movement in the world. Monitoring global sports development can be a key motivating factor for launching systematic education and training of sports managers in Croatia. The essential answer, however, should be found in the fact that Croatian citizens are financing sport, and volunteers and professionals in sports organizations have the duty and obligation to manage sports organizations in the best possible way and respond to their "employers".

The existing project could have a positive impact on the change in the field of sports management in Croatia, especially with regard to whom this profession is intended. With a positive example and a different way of education, Croatia will certainly benefit from the introduction of Education through Sport. Although Croatia does not face the problem of refugees at a global level, such as some other EU countries, Croatia has a multitude of national minorities who can also benefit from this approach by facilitating social integration through the activities of the current project, and of course be prepared to work with socially vulnerable minorities is crucial because we are never certain about the transitional waves of migrants in the near future and this is certainly one good example of how to provide them with necessary care and inclusion into society via sport.

### Cyprus

"Sport today plays an essential role in the lives of thousands of Cypriot citizens. Constitutes an important social phenomenon that contributes significantly to the

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promotion of social values, such as solidarity, tolerance, prosperity, understanding and respect for human rights” as stated Dr. Mairy Charalambous-Papamiltiadi, CEO, Cyprus Sport Organization.

Sports have been incorporated in different fields in Cyprus and sport stakeholders are continuously designing and implementing programmes for enhancement and development of skills and competences of sport professionals. The Cyprus Sports Organization, in the context of supporting and developing the knowledge, abilities and skills of Athletic Federation executives on issues related to sports management to improve the functioning of Cyprus sports organizations, has decided to launch educational programs.

### Italy

In recent years in Italy, Sport is facing new challenges because it is no longer seen exclusively as a recreational activity but as a real industry. For this reason, there is a need for new professional figures such as the sports manager, a figure who is able to combine competences in both economic and sports fields.

To better address this matter Degree Courses and Professional Master's Programmes have been created in order to train the aforementioned figure even if there are not norms governing the career as sport manager.

In recent years the Italian Government, bearing in mind the true value of sport, in collaboration with the CONI, is trying to integrate all socially excluded people, with a specific focus on migrants. Notwithstanding sport is an ever-evolving sector, today migrants are still excluded from being part of Italian National teams due to

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difficulties related to the acquisition of Italian citizenship, which is one of the requirements for playing in national teams.

### Spain

1. There are no state regulatory framework that regulates the sports manager's profession.
2. Spain has a large number of sports managers (approximately 500,000), who come from different areas (Management, Economics, Law, Sports Science), although most of them are Sports Science.
3. There is no pattern or consensus on the necessary training and education of sports managers, there being a wide variety of curricula depending on the training centers.
4. Training in sports management is achieved through formal education at the university level that does not use the Education Through Sport methodology.
5. Most of the undergraduate studies in Sports Science include subjects related with Sport Management, but in order to receive a specialized and complete training in sports management, it is necessary to study master's degrees, especially in private universities.
6. There is not usually national policy documents regarding sport management, only good practice guidelines or operating instructions.

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## Sweden

We consider that by developing management and administration in sports movement, sport management can be professionalized and commercialization and can bring new thinking and another vision that is in sport management advantage and in the advantage of people who are part of it.

It can be concluded that the information that are included here develops a new thinking about the people involved or not involved in sports. First of all, those involved provide help by supporting and mobilizing those who want to be part of the sports world. This is because the management of sport refers to strategic leadership and help reach the fullest potential.

On the other hand, management work in a logical order teaching how to control what is happening and help in any branch of life. In the CPMES Project, sport management works by helping the migrants being placed and integrated in the Swedish system. I think that using objectives, determine planning and strategic activities. The objectives work for creating policy and evaluating performance.

## Wales (UK)

There is a clear direction in Wales to increase the number of people who are active and the way we work, play and take part in sport and recreation. Although there is no national level policy specifically for sports management and limited research in Wales on developing this work within BME communities there are a host of educational and policy frameworks that guide the way employers, educators and

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organisations should work. The more formal policy documents are supported by a range of networks and organisations that provide added value and further guidance on sports management.

Some examples would include:

- CIMSPA - The Chartered Institute for the Management of Sport and Physical Activity
- SLUK – Sports Leaders UK
- Sport Wales – Welsh Coaching Network / Club Solutions
- BME Sport Cymru
- Young Ambassadors Cymru

Many of the themes highlighted in the examples provided link in very well with the aims of the CPMES Project and also support its needs.

### **CollegesWales Sport**

At CollegesWales, our work is primarily with the post 16 further education sector. Within this space, our governance structure includes a Strategic National Level group that oversees sport, physical activity and wellbeing. This includes developing curriculum and training opportunities for young people. Current developments include work relating to upskilling of students to work with children, people with a disability and young ambassadors, much of this work is non-formal and based around the benefit of additional social and personal skill linked to future employment.

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**Common conclusions**

**Based on the national reports and desk researches, the CPMES project team has found out that:**

- In all analyzed countries sport management is still under development or there is still some missing parameters for the proper delivery of educational and professional path of sport managers, so the present report is timely and needed for sport sector in Europe;
- Sport management education in all analyzed countries is primarily formal and there is not that much non-formal educational opportunities for sport managers to develop or further improve their skills and knowledge;
- There is lack of proper legislation in the field of sport management, as well as the national literature and studies on the topics, related to sport management are still not sufficient and fully available;
- Sport management education, using non-formal education approaches and with clear focus on one (or more) disadvantage groups in the society in innovative and useful approach that will be appreciated in all partner countries.

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Kanal 3 (televisión) <http://kanal3.bg/news/6855-NSA-pita-Kralev%253A-Ima-li-dardzavna-volya-v-sporta-da-rabotyat-kvalificirani-kadri%253F>

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