

STRATEGIC MANAGEMENT OF UNIVERSITY SPORTS CLUB OF MUAF IN BRNO

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Abstract

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Paper deals with questions of management of university sports clubs in the Czech Republic. We may summarize the strategic management of University sports clubs into several points in which the club management should clearly answer the following key questions: the function of the club (the purpose of its existence), unequivocally defined strategy of the organisation, who are the clients of the club, what are the financial sources, what processes and steps lead towards accomplishment of the mission, what are the provided values and last but not least, is there any possible professional development of trainers and representatives. Paper also includes a practical application of the BSC model on management of University Sports Club of MUAF in Brno.

strategic management, Balanced Scorecard, sports management, university sports clubs

The role of a sports manager requires, in terms of the goal orientation of a club, realisation of many complicated and gradual steps, even long-term steps with various approaches and solutions. In conditions of the Czech Republic strategic planning in the area of physical education is implemented rather limitedly. Mostly clubs, based on business company principles, deal with strategic planning. They see strategic planning from the point of view of variant approach in assignment of strategic goals and partial development strategies as the base of vitality of their sports club.

The paper deals with application of BSC (Balanced Scorecard) as a system of management and performance measuring tool that transfers strategies into evident goals and provides managers and other workers a complex and comprehensible overview of strategic intentions of a company and their gradual accomplishment from the area of business into a non-profit area of university sports clubs. This area may be entitled “the area of sports management”.

MATERIALS AND METHODS

Čáslavová (2000) states that in the area of sports management the sports performance is seen as goods. Similarly, in strategic planning of sports club activities marketing tools appear – quality of of-

fered sport programs, outputs, services, prices, advertising, staff qualification, etc.

Strategic planning in stage of preparation stems from the analysis of contemporary state, the analysis of which is crucial for choice of goal attainment means. The goals emerge from the inner source area, attainable means and conditions of external situation of an organization.

Vodáček, Vodáčková (1994) mention the necessity of connecting the tasks related to creation and preparation of a business strategy and to consider them an implicitly organic unit. Underestimation of some of the stages of feedback specifying partial units would not only decrease the quality of the strategy, but also intensify its business “riskiness”.

Another objective of the paper is to present involvement of students into evaluation of the courses run within the university sports club. Management of the clubs extends their offer by short-term courses specifically based on using the BSC concept, and these courses are consequently evaluated by their participants, i.e. university students.

There were used a method of a structured interview and questionnaires in the process of processing the contributions. The interview with the chairman of the executive commission of University Sports Club of MUAF in Brno, was held with the method of structured interview and according to this interview

and situational analysis of the internal environment of University Sports Club MUAF in Brno (Kudová, 2007) Diagram of particular indicators of strategic management of University Sports Club.

The questionnaires (they were filled by all the participants) were used for evaluation of the course to get the instructor license, namely Ski Instructor and Ski Trainer.

RESULTS

The BSC concept has been originally planned for measuring the performance in system of strategic management and it has been primarily focused on business organizations. Presently, BSC concept is used by organizations of public and non-profit sectors as well. The area of their operation develops gradually and often changes significantly.

University sports clubs (VSK/VŠTJ) have become an inseparable part of both sports and university areas. After 1989 financing means of supporting sports clubs changed and thus most of the clubs got into difficulties. We may notice a decreasing interest in university sport and therefore, a reduction of member platform.

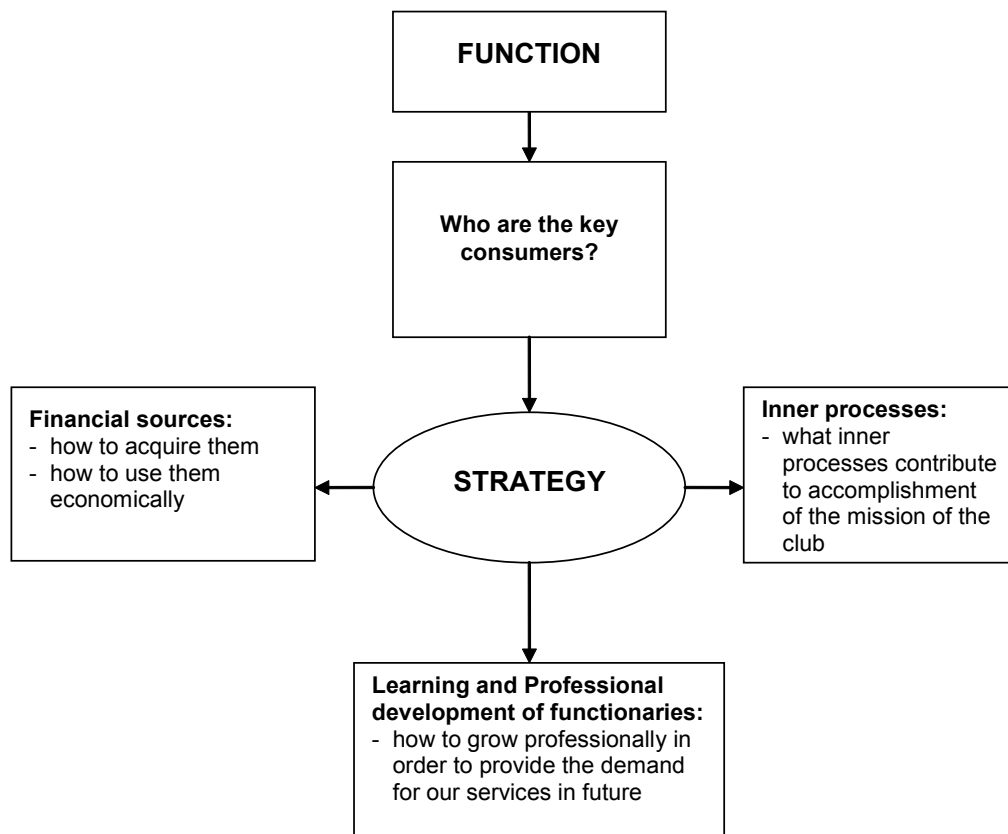
Using the results eventuating from the analysis of VSK/ VŠTJ areas, we proposed a project of strategic management of VSK/ VŠTJ which is based on the above mentioned BSC concept.

We shall summarize the ways of effective management of university sports clubs in the following points, while the management of clubs should define the following features, considering the future existence of VSK/VŠTJ:

- strategy of the club,
- function of the organization (the purpose of its existence and the orientation of its key roles),
- who are the consumers,
- what are the financial sources,
- what processes and activities lead towards accomplishment of the mission of the organization,
- is there any possible professional development of trainers and functionaries,
- to define key factors of success,
- to define critical factors of success.

We may summarize these steps in the following diagrams of strategic management of sports clubs. In the first diagram (see pict.1) we may see the general model of strategic management, the centre of which represents the strategy of a sports club. On the top of the diagram there is the function of a club – the club management should pose questions “What are we going to do and for whom?” and “Who are the key consumers of our sports club”.

Other components of the diagram represent financial sources, Inner processes and Learning and Professional development of functionaries.

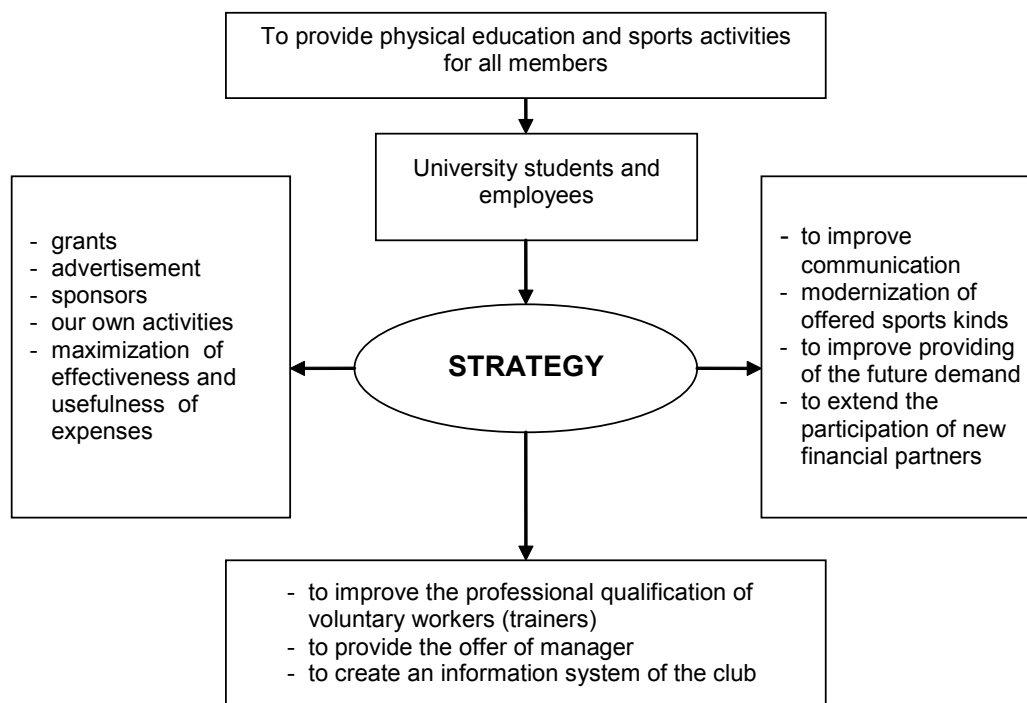


Source: <<http://www.controlling.cz>>, our own sources

1: Diagram of strategic management of a sports club

In the second diagram (see 2) we may see the application of the above mentioned feature on strategic management of VSK/VŠTJ. There are also particular

components of each above mentioned feature generally applied on VSK/VŠTJ.



Source: <<http://www.controlling.cz>>, our own sources

2: Diagram of particular indicators of strategic management of VSK/VŠTJ

DISCUSSION

Strategic thinking represents an ability to see one's possibilities from the perspective point of view, to analyse all factors of external area, to consider the permanency of changes within variety planning and to react on them as well as to influence them. It is also important to be able to rearrange sources effectively and overcome problems, using the potential of all co-workers.

As an important component of effective management of university sports clubs, it is crucial to define possible key and critical factors that may influence the operation of these clubs.

Example of evaluation of a course by students can be the course aimed on acquiring trainer licence of Skiing instructor and Skiing trainer. This course is organized by USC of MUAF in Brno, and it is accredited by the Ministry of education of the Czech

Republic. It is a two-semester programme, within which students participate in two teaching-weeks in the mountains (on an Austrian iceberg, and in the Czech Republic), and also have a weekly training in a gym focused on development of dexterity, coordination and strength, and have four lecture sessions at the university. Students evaluated the course in a positive way, and the only weakness, which was repeatedly mentioned, were the time demands on participants, and organizing the training week within the examination period. Strengths identified by students included the lower financial demands in comparison with other organizations running this type of courses, and high level of proficiency of their lecturers (majority of them are members of the Department of physical training or other departments of Mendel University).

SOUHRN

Strategické řízení Vysokoškolského sportovního klubu MZLU v Brně, o. s.

Příspěvek se zabývá problematikou managementu vysokoškolských sportovních klubů v ČR.

Strategické řízení VSK/VŠTJ je možno shrnout do kroků, ve kterých by vedení klubu mělo jasně odpovédět na uvedené klíčové otázky, a to: jaké je poslání klubu (účel existence), jasně formulovanou strategií organizace, kdo jsou zákazníci, jaké jsou zdroje financování, jaké procesy, činnosti vedou

k naplnění poslání a jaké jsou poskytované hodnoty a jaký je možný odborný růst trenérů a funkcionářů. Součástí příspěvku je praktická aplikace BSG na řízení VSK MZLU v Brně, o. s.

strategické řízení, Balanced Scorecard, sportovní management, vysokoškolské sportovní kluby

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