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MANAGEMENT OF THE SPECIALIZED MARTIAL ARTS SCHOOL AS A CULTURE OF PROCESS MANAGEMENT

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The authors consider the use of the Pareto principle in management in a specialized school of martial arts in process management.

High competitiveness on the international level, the steady increase in training loads, the increase in the dynamics of competitive fights put forward the task of further improving in the field of sports training, its means and methods before the specialists. The main methodical and practical recommendations offered in work can be used in practical activity of the sports organizations.

Keywords: *management culture, organizational changes; organizational development; innovative development; strategic management; reorganization; Pareto principle.*

Relevance of the problem and research topics. High competitiveness on the international arena, steady increase of training loads, increase of dynamics of competitive duels put forward the task of further improvement in the field of sports training, of its means and methods before the experts [7].

The problem of initial training of athletes, including karate kids, is one of the most relevant in the theory and methodology of physical education, sports training and adaptive physical culture. At the same time scientifically based method of initial training in the system of national martial arts (Sambo, karate, judo, kickboxing, Greco-Roman wrestling, etc.) is an important condition for improving the level of technical preparedness and performance of young athletes in competitions [8].

Preparation of a young athlete from a beginner to a master of sports able to win socially significant competitions is a long time laborious process. Increasing competitiveness requires new solutions in management, new and progressive methods of training, leading to the lowest financial costs and minimizing of training time for highly qualified athletes [1; 2].

The main task modern managers of physical culture and sports have is the improvement of the

management system of organizations in market conditions in order to improve the level of sports training, achieve significant results on the national and international arenas [9]. Traditional approaches to management, based on rationalistical methods of analysis and problem solving, clear formulation of the vision and direction of action, become insufficient, impeding the success of the enterprise. An important scientific and practical task is to find effective strategies and mechanisms of organizational changes and changes that will enhance the activities of organizations, increase their competitiveness, will raise the ratings of athletes at national and international competitions [5; 6].

The task of improvement of management culture of preparation of athletes in specialized school of single combats (SSSC), its means and methods is up-to-date since there is an increase in dynamism of competitive duels, the level of competition in the arena grows steadily, and accordingly there is a steady increase in training loadings. Optimization of all components of sports training of athletes in SSMA is one of the effective tools for the formation and development of culture of data management by economic entities in the sphere of physical culture

and sports of the economy of the Russian Federation [9; 10]. However, there are many such processes in SSSC, they are not equivalent in their contribution to the final result.

If you consider the Pareto principle in business process management, you firstly need to focus on the most critical processes to achieve strategic goals of SSSC, leaving then, perhaps, problematic, but not key business processes [1].

The aim of the study was to develop practical recommendations for managing organizational changes in sports organizations such as the specialized school of martial arts (SSSC).

As a methodological base of the study, General scientific methods were used, including a systematic approach and dialectical method of studying complex economic processes; methods of fundamental Sciences (comparative analytical, situation-centered); methods of studying of management systems (method of questioning, sociological analysis of problems of enterprises functioning, method of expert assessments). To solve the problems in the work also used economic and statistical methods, methods of modeling of economic processes.

The article proposes the conditions of effective reorganization of companies identified in the course of the study. The conditions having the greatest weight at implementation of projects of organizational changes are allocated. It is proved that one of the ways of transition of organizations to a highly effective level is the development of a new strategy or policy based on the use of new campaigns, a new way of thinking, new management models, a new vision of SSSC management culture.

One of the most important tasks for modern managers of sports organizations is to improve the management system of organizations in market conditions. There is no universal algorithm for creating such systems, but it is possible to develop General principles for building control systems [7; 9]. The most well-known method of modern management is the so-called process approach to management. It is known that its main essence is in the allocation of a network of processes and the subsequent management of them for the purpose of achievement of the most effective functioning of the sports organization [3].

As a result of the activities of most sports organizations, there is a significant increase in fixed costs per unit of production. The process of formation of organizations capable of development in the market environment, is developing slowly, namely observed [8]:

- unwillingness of organizations to change their activities at all levels of management leads to

a lack of interest of managers in improving of existing business processes;

- lack of change management process (especially noticeable in financially independent organizations);
- only few organizations prioritize innovation and improvement proposals, and then through the change management process are implemented in their activities;
- no introduction of process management and continuous improvement of the fundamental business processes of organizations.

An important scientific and practical task today is to find effective strategies and mechanisms of organizational changes and changes that will enable organizations to intensify their activities, increase their competitiveness [3].

One way to overcome this situation is to develop a new strategy or policy of organizations based on the use of new approaches, a new way of thinking, new schemes of understanding of reality — new management models [1—10].

Managers of different levels and ranks are likely to face a situation of acute shortage of time, effort and resources. Traditionally, many of them believe that everything that happens affects the result of the Manager's activity to the respective extent. However, according to the Pareto rule 20 % of efforts are responsible for 80 % of the result. What does that mean? This means that the result is influenced by processes in varying degrees and only 20 % are decisive in obtaining the result of the economic entity, including SSSC.

Keeping this distribution in mind, in the list of 10 completed cases only 2 will provide 80 % of the result. The most important is to correctly identify and perform them in the first place. And the value of the results of the eight uncompleted will be less, so we can postpone them or pay less attention to them.

The Pareto principle is universal and applicable to any field of activity. Is it possible to apply the Pareto principle in business process management? Very often we have to deal with how the head of the company, interested in the idea of process management, comes to one's employees with a new vision: we need to formalize our business processes. Business trainings are organized and experts, consultants or hired staff business analysts are invited, etc. At first, ordinary employees and staff members are interested in participating in working groups, interviews are conducted, processes are modeled, instructions are issued. But after a couple of months the interest fades, the operational activity is delayed, and the

end result becomes less tangible. Sooner or later, the project is completed. As a result, the organization receives a solid package of regulations and models of business processes, but often after the completion of the project, the company's activities do not undergo serious changes. Moreover, after 3—4 months the managers realize that the regulations begin to become outdated, as the processes by their nature change. The Manager has an alarm: the investments do not correspond to the result.

What should we do to get a tangible return for investment in business process management?

Applying the Pareto principle, we can say: 20 % of business processes give 80 % of the contribution to the achievement of strategic goals of the company. Among the proposals of the authors of the article is the statement that the first stage should focus all the forces, attention and resources on 3—5 key processes for the organization and run a cycle of process management (modeling, analysis, optimization, transformation, measurement, control).

Thus, the use of Pareto principle in business process management means that first of all you need to focus on the most critical processes to achieve strategic goals, leaving behind, perhaps, problematic, but not key business processes.

Organizational changes have a philosophical orientation, focused on the process of renewal (transformation) of the organization, based on the introduction of innovations in organizational processes. The relevance of the study of changes is due to the need to adapt organizations to the requirements of the external and internal environment, the development of new technologies, obtaining new knowledge, which is especially important in a market economy. The amount of information possessed by mankind doubles on average every 10 years, and accordingly doubles the number of situations that require adequate solutions.

This increases the importance of change management tasks. Small changes in the basic parameters of the organizational environment (goals, objectives, structure, processes, human resources, etc.) are recommended to be carried out in the organization regularly, significant — at intervals of once every five years [4].

In the well-known work “the Art of Japanese management: a guide for American managers” the authors of this approach indicated that the most effective activity of managers will take place when they take into account the interaction of the seven components of management. It:

1) SSSC strategy;

2) SSSC structure;

3) SSSC control system;

4) personnel of the enterprise, personnel, athletes;

5) management style and organizational culture;

6) qualification of employees (trainers);

7) organizational values.

Any changes to one of the related elements affect the others. Therefore, it is necessary to maintain a harmonious state of all these components, maintain the necessary balance between them, take into account that 20 % of the elements solve 80 % of the result. According to the Pareto principle, it is necessary to identify 2 elements that can improve the level of preparation of athletes for competitions and focus on the management of these elements.

These elements are: the qualification of the coach and athletes. Scientific and methodological training of the coach is the basis of the training process. The understanding of methods and techniques of studying competitive activity (CA). Some of them are more, others are less accurate, and each of them solves the same problem. We can distinguish the following methods: filming, shorthand, biomechanical analysis, filmstrips, questioning. A number of researchers in their investigations assess competitive activity use the method of self-assessment.

In pedagogy, self-esteem refers to the assessment of the personality itself, its capabilities, qualities and place among other people. Referring to the core of personality, self-esteem is an important regulator of its behavior. Self-esteem depends on the relationship of a person with others, his ability to criticism, demands on himself, attitude to successes and failures.

On the owning of scientific and methodological ways to study the progress of the training process depends the mobility of the coach in building and reorganization of the sports training process.

It is important to have a coach and psychological and pedagogical methods of interaction with the athlete. Organization of communication is in this dyad. The ability to organize effective communication depends on the readiness of the athlete to the training process, to comply with and perform all necessary actions, the organization of his life.

The athlete oneself is an important component as well. His physical and mental state, way of thinking, the willingness for self-improvement of both physical and spiritual spheres, which is important in achieving of the goals.

An increasing of the level of scientific and methodological support of the coach and the athlete — gives the desired result. Therefore, SSSC management should be directed at the level of qualification

of the coach and one's improvement, familiarity with the advanced innovative technologies of the sports and training process, equipping the coach with the necessary material resources.

The athlete — as the most important element in SSSC — is subjected to the selection based on physical and psycho-emotional indicators, and provided with necessary material and technical conditions of the training organization and competitive process. Ensuring unity with the SSSC team — corporate thinking.

The coaching staff and athletes together should check the effectiveness of certain innovations in the field of training and education in SSSC, compare the importance of various factors in the structure of the pedagogical process and choose the best (optimal) for the appropriate situations, their combination, to identify the necessary conditions for the implementation of certain pedagogical tasks. The interaction of the coach and the athlete allows to detect repetitive, stable, necessary connections between the phenomena, i.e. to study the laws of the pedagogical process, allowing to improve the preparation of the athlete for the competitive period.

However, it should be said that sports management in Russia is at the initial stage of its development, this is confirmed by the presence, for example, of the low level of managers qualification, the lack of social responsibility of business, the frequent change of management personnel, which ultimately does not allow to achieve the goals. All this indicates the need for further study of sports management as a public institution.

It's impossible to imagine the modern society without sports and the healthy lifestyle. The relevance of the development of sports management is determined by the need for rational management in sports organizations in order to maximize their profits, as sport has become one of the types of commercial activity.

The inclusion of sports organizations in market relations has revealed the need to create a new management system for this service sector — sports management.

Sports management is a system of methodological provisions and measures aimed at the effective management of sports organizations.

Sports management is a social process in the field of sports and physical culture, aimed at effective management of sports organizations in modern conditions [3].

The fundamental task of sports management is to create conditions for the preservation and improvement of physical and spiritual health of citizens [4].

Management of sports organizations is large-scale and includes various goals. Therefore, the use of

management allows you to systematize the goals of the organization, choose the most significant and offer a program of achieving the ultimate goal at the optimal ratio of costs, risks and results.

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Менеджмент специализированной школы единоборств как культура управления процессами

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Авторы рассматривают использование принципа Парето в менеджменте в специализированной школе единоборств в управлении процессами.

Высокая конкуренция на международной арене, неуклонное повышение тренировочных нагрузок, возрастание динамичности соревновательных поединков выдвигают перед специалистами, работающими в области спортивной тренировки, задачу дальнейшего совершенствования ее средств и методов.

Основные методические и практические рекомендации, предложенные в работе, могут быть использованы в практической деятельности физкультурно-спортивных организаций.

Ключевые слова: *культура управления, организационные изменения; организационное развитие; инновационное развитие; стратегический менеджмент; реорганизация; принцип Парето.*

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