

JEL Classification: I15

UDC: 796.06:346.548

PHYSICAL CULTURE AND SPORTS SERVICES CONTENT: CRITERIA AND COMPONENTS

A. KOLUMBET¹

¹ Kyiv National University of Technologies and Design,
Ukraine

N. MAXIMOVICH²

² Kyiv National University of Technologies and Design,
Ukraine

Introduction. The analysis of the research has established the lack of a clear internal logic in the construction of a set of criteria for classification services in the field of physical culture and sports. A large variety of criteria, on the one hand, provides an opportunity to get acquainted with the various components of the content of services, which is important for solving practical problems, for example, for the development of a strategy of marketing by sports organizations, the definition of target markets, or for the formation of social standards of consumption of services by the state. On the other hand, relying on such approaches to the classification of sports and sports services, it is extremely difficult to solve the tasks of scientific research. First of all, this relates to the scientific analysis of the system of market relations in the field of physical culture and sports, the nature of the functioning of subsystems or individual components of which is determined by the specific features of this or that kind of physical culture and sports services.

The purpose of the study is theoretical and methodological justification of the classification of physical culture and sports services in the context of determining the indicators of the impact of the results of professional activities on the field of physical culture and sports.

Formulation of the problem. In countries with socio-economic systems of a market type, the functioning and development of the sphere of physical culture and sport has certain features. It is conditioned by external factors to the sphere of physical culture and sports – political, social, economic, cultural etc.

Results. The article analyzes the main approaches to the classification of sports services in order to determine the economic indicators of influence on the industry. The criteria of the classification of physical culture and sports services have been determined, which made it possible to establish a classification of physical culture and sports services, where all services are divided into physical education, physical culture and health, sports training, sports-entertainment, physical education and rehabilitation, which form these services.

Conclusions

1. It has been considered that the criteria for classification of sports services are: the social significance of needs that are satisfied as a result of the consumption of a particular service; a way of compensation for the use of services; the form of the existence of a particular service; regularity of consumption of services.

2. The classification of physical culture and sports services is defined, where all services are distributed to physical education, physical culture, health, sports and fitness, sports training, sports-entertainment, physical education and rehabilitation, and the indicators that form these services.

Keywords: sports services, classification, factors, professional activity, physical culture and sports, rehabilitation, health.

At the same time, it should be borne in mind that the originality of the sphere of physical culture and sport as a social system, its self-sufficiency is largely determined by internal factors of the inner plan, the effect of which is the process of functioning and development of the sphere of physical culture and sport, signs of law.

In our opinion, the origin of these factors should be sought in the professional activities inherent in the field of physical culture and sports, namely in the content and outcome of this activity. The validity of this formulation of the question is confirmed by other studies. In the socio-economic sense, physical culture and sports are considered by researchers as a service sector. A professional activity of the subjects of this sphere is interpreted as being embodied in a specific result – the service of physical culture and sports. These services belong to the class of socio-cultural services, that is, services that provide satisfaction of spiritual, intellectual needs and maintenance of normal life of the consumer. This emphasizes the important social role of physical culture and dispute as an effective means of improving the overall culture of man.

Analysis of recent research. In particular, the study of the economic aspects of the functioning of the physical culture and sports industry was carried out in the scientific papers of such foreign and domestic scientists: S. Guskov [2], M.Y. Zolotov [6], O. Ivanova [7], M. Kut'epov [9], Yu.P. Michuda [10], P. Rozhkov [14], O. Stepanova [16], G. Arnaut [17], G. Bartunek [20], M. Koleman [22], R. Giulanotti [25], M. Mondello [26] and others.

Unsolved issues. The analysis of the scientists researches [3, 5, 8, 12, 13, 18, 19, 21, 23 and others] established the lack of a clear internal logic in the construction of a set of criteria classification services in the field of physical culture and sports. A large variety of criteria, on the one hand, provides an opportunity to get acquainted with the various components of the content of services, which is important for solving practical problems, for example, for the development of a strategy of marketing by sports organizations, the definition of target markets, or for the formation of social standards of consumption of services by the state. On the other hand, relying on such approaches to the classification of sports and sports services, it is extremely difficult to solve the tasks of scientific research. First of all, this relates to the scientific analysis of the system of market relations in the field of physical culture and sports, the nature of the functioning of subsystems or individual components of which is determined by the specific features of this or that kind of physical culture and sports services.

The purpose of the study is theoretical and methodological justification of the classification of physical culture and sports services in the context of determining the indicators of the impact of the results of professional activities on the field of physical culture and sports.

Main results of the study. There is no doubt that the classification of physical education and sports services should be simple and understandable, and criteria reflect the most significant components of the socio-economic content of the service. However, the most important requirement for classification should be consistent with its purpose and research objectives. In our case, the attribution of sports and sports services to a certain type should be carried out in the interests of analysis of features, as well as the regularities of the functioning and development of subsystems of the market relations of the sphere of physical culture and sports. In addition, the set of criteria should be well-ordered. In our opinion, it is methodologically advisable to rank the criteria according to the degree of socio-economic significance of the services, with taking into account the determining features of their commercial form. Therefore, the set of criteria for classification of physical culture and sport services should be divided into two levels. The first level is the main (determining) criterion. Such criterion is the content of the need that is satisfied by the use of certain physical education and sports services. The second level is the rest of the criteria, which are auxiliary and reveal the essential parameters of physical culture and sports services, classified to the types determined by the main criterion. Among them: the social significance of the needs satisfied with the consumption of services; regularity of consumption of physical education and sports services; the form of the existence of physical culture and sports services; a way to compensate the consumption of physical education and sport services (Table 1).

Let's define and consider each type of sports and sports services.

Physical education service is a kind of physical culture and sport activity, which is based on the use of means of physical culture in order to achieve the optimal individual level of health, as well as the development of motor skills and psychophysiological indicators necessary to maintain a healthy lifestyle and professional human activities.

The direct producers of physical education services are educators of pre-school educational institutions, teachers of secondary schools and teachers of higher educational institutions. The production of such services is carried out in the form of a training session (lesson, etc.), which is conducted in accordance with special methods. The unit of measurement and registration of physical education and educational services is one training session of the appropriate duration. Consumers of physical education services are pupils of pre-school educational institutions, students, cadets, military servicemen.

Consumer categories indicate that physical education is the most massive kind of physical culture and sports services, which belongs to the immediate needs of a person. Almost every person in a certain period of his life enjoys them. Every year in Ukraine, almost a third of the population are consumers of physical education and educational services. It should be emphasized that physical education service require regular consumption, which is provided by the appropriate organization of the educational process in educational institutions.

Table 1

Classification of physical education and sports services

Criterion	Sports and fitness services
Contents of the needs satisfied with the consumption of the service	Physical Education
	Physical Fitness and Wellness
	Physical-rehabilitation
	Sports-entertainment
	Sports-training
The social significance of the need, satisfied with the consumption of services	Physical education and rehabilitation
	Service that meets the immediate needs of life
Regular consumption	A service, consumption of which is not caused by the primary necessity of life
	Service is effective only in case of its regular consumption
Forms of existence	Service that does not require regular consumption
	Service that exists as a real process of physical culture and sports activities ("live" service)
Method of compensation for the consumption of the service	Service that exists in the form of an electronic version (television report, video recording, video copy etc.)
	Free of charge
	Paid

Fitness and health service is a kind of physical culture and sports activity, which is based on the use of physical exercises in order to preserve and strengthen the health of people, to form their skills in a healthy way of life. Such services are provided by sports and recreation organizations – sport clubs, fitness clubs, fitness centers, health centers, etc. The direct producers of physical culture and health services are relevant specialists – instructors, methodologists, trainers, organizers. Production-consumption of physical education and health services is carried out in the form of a health-improving class or in the form of classes aimed at the development of motor skills and skills from individual sports. Classes can be conducted both in the group (collective consumption) and individually with the use of techniques that take into account the individual needs of the client.

The unit of measurement and accounting of services is one kind of recreational activity, the duration of which is determined according to scientifically grounded methods. Consumers of services are representatives of various age and professional groups of the population. To get the desired effect from consumption of physical culture and health services, their regular consumption is mandatory. This is due to the substantial costs of the consumer's time and requires him a lot of perseverance and will. Despite this, in the highly developed countries consumption of physical culture and health services is massive.

Sports and recreation service is a kind of physical culture and sport activity based on the use of sports in order to preserve and strengthen the health of people, to involve in the values of sport, the formation of healthy lifestyle skills. Sports and health services are provided by sports organizations (sports clubs, sports centers, sports facilities etc.). The direct producers of sports and health services are trainers and instructors.

The organizational form of production-consumption of sports and health services is a training session aimed at developing skills and the development of physical qualities from individual sports. The unit of measurement and recording of sports and health services is one sporting and recreational activity, the duration of which is determined in accordance with scientifically grounded methods. Consumers of services are representatives of various age and professional groups of the population - amateur athletes. In order to obtain the necessary effect from the consumption of sports and recreational services, their regular consumption is mandatory. It should be noted that the regularity of consumption of sports and health services is, comparatively with physical culture and health services, achieved a little easier, because by its nature sports, which are inherent in game components, are more attractive than physical exercises.

Sports-entertainment service is a kind of sports activity based on the use of sports in order to achieve a specific psycho-emotional state of people and is characterized by the emergence of a sense of empathy and aesthetic pleasure. Sports and entertainment services are provided by sports organizations – sports clubs (teams). The direct producers of this service are athletes, trainers, judges. Production-consumption of sports and entertainment services is carried out in various forms. This may be a sporting event, a sports and sports event of spectacular nature (theatrical performance, a holiday, a concert etc.). The unit of measurement and recording of sporting and entertainment services is one sporting and entertainment event, the time and other parameters of which are determined in accordance with officially approved rules of sport and rules of competition.

Consumers of these services are viewers. Compared with entertainment services of other sectors of the economy (for example, arts), sports-entertainment services are more crowded. To a large extent, this is due to the relative democratic nature of their content, the simplicity of perception. For the mass spectator it is quite enough to know the meaning and rules of sports competition to meet their need for a spectacle. In addition, in contrast to the artistic spectacle (opera or drama performance), the sports spectacle does not require significant intellectual tension, which simplifies its perception-consumption.

Sports-entertainment service also differs from other types of sports and sports services. As it was noted, in order to fully meet the needs of physical education, physical education and health-improving services, consumers should consume them regularly according to scientifically grounded techniques. Consumption of sports-entertainment services does not require this. The effect of the viewer's perception of a specific sports spectacle practically does not depend on how many competitions he previously visited. That is, each separate service can be fully consumed autonomously, regardless of the previous one. Sports-entertainment service has one more difference: its production does not involve the direct participation of the consumer-viewer in sporting activities. In this case, the consumer plays a more passive role than the consumer of physical culture and health services.

Sport-training service – a kind of physical culture and sports activities aimed at achieving the desired psychophysiological state of the athlete, which is manifested in the level of his athletic form. The direct producers of such services are trainers from various sports. Production-consumption of sports-training services has the form of a training process (training session), which is carried out in accordance with scientifically grounded methods. The unit of measurement and registration of sports training services is one training session, the duration of which is determined in accordance with scientifically grounded techniques. The consumers of these services are athletes.

Unlike other sports and fitness services, the sports training service provides for a more rigid form of consumer behavior, regulating its actions not only during the period of consumption (training), but also beyond its borders. In order to achieve the desired level of form, the athlete must follow the training techniques, withstand high stress, subjugate his life to a strict regime. It requires significant emotional and intellectual efforts. Sport-training service can be considered as pre-sporting entertainment service. As a rule, they are closely interconnected. The first one provides the necessary prerequisites for ensuring the high quality of the second one. It is hard to hope for a bright sports spectacle, meaningful game or martial arts if they were not preceded by a complete training process.

Physical-rehabilitation service – a kind of physical culture and sports activity, aimed at restoring health of people after their diseases by means of physical culture. The direct producers of such services are specialists in physical rehabilitation.

Production-consumption of physical education and rehabilitation services has the form of rehabilitation lessons, which is carried out in accordance with scientifically grounded methods. The unit of measurement and registration of physical education and rehabilitation services is one physical education and rehabilitation class. Consumers of the indicated services are those who need recovery after suffering diseases. Each type of service is consumed with appropriate additional and related services that are not rigidly fixed. Their list may vary depending on many factors and is determined by the owner of the physical culture and sports organization in accordance with well-founded recommendations of management specialists. This, in particular, shows the practice of providing additional and related services to US sports clubs [4, 10, 11, 16, 24 and others].

One of the important criteria for the classification of physical culture and sports services is the social importance of the needs that are satisfied by the consumption of a particular service. According to this criterion, physical culture and sports services are divided into two types: 1) services to meet the immediate human needs of life; 2) services whose consumption is not caused by the primary necessity of life.

The first kind of services include physical education, physical education, health and rehabilitation services. This is objective, because any society interested in (including economically) have a population with a fairly high level of health, so that each new generation enters an independent working life physically tempered with the ability to lead a healthy lifestyle. This goal is achieved through the physical education of the population, that is, providing it with physical education. Given the high social significance of these services, they are recognized by the society as being mandatory for consumption by people of the respective age groups.

Physical education by conducting compulsory classes is carried out in pre-school, secondary, vocational, educational and higher educational establishments in accordance with the curricula approved in accordance with the established procedure.

Primary life needs are also provided by athletic, recreational, sports and health services. Therefore, the production-consumption of services of these kinds of highly developed society also considers as one of its main tasks in the field of social policy.

Services that are not critical to a person include sports training and sports-entertainment services. It's natural. After all, sports training services are consumed in a relatively narrow circle of people, whose activities are expanding in the field of sport of higher achievements, in order to create purely professional qualities. And for athletes-professionals, such consumption is primarily a condition for securing oneself for life, and not a prerequisite for the development of the individual. As for sporting and entertainment services, they cannot be considered as the only means of self-improvement of a person. Consumption of them is, rather, a form of leisure, entertaining. And the functions of self-improvement can be successfully performed, for example, services in the field of culture.

Regularly, consumption of physical culture and sports services is divided into: 1) services that bring the effect only due to their regular consumption; 2) services that do not require regular consumption.

The first type, as already noted, includes physical education, physical culture and health, sports and recreation, sports training and physical rehabilitation services. Their consumption takes place in accordance with special methods (technologies), which provide for a certain periodicity of classes (educational, health, training) in order to achieve the desired result.

The only service that belongs to the second type is the sport-entertainment service: its consumer-viewer can achieve the desired effect as a result of attending one particular sporting event or other sports spectacle. Moreover, visiting several consecutive competitions does not guarantee the desired effect due to the objectively inherent in this service of instability quality: an extremely exciting spectacular game can be alternated with boring and uninteresting.

According to the form of physical culture, sports services are divided into: 1) services that exist as a real process of physical culture and sports activities ("live" service); 2) services existing in the form of electronic versions (television broadcast, video etc.).

The first kind of services include the above-described physical culture and sports services: physical education, physical culture and health, sports and recreation, sports and entertainment, sports training and physical rehabilitation services. All of them represent the process of "live" work of the relevant specialists in physical education and sports. In modern conditions, when a significant level of development reached the means of mass communication, it can be argued about the existence of a secondary, derivative sport and fitness service - its electronic copy. By its content - it is an ersatz-service, because the consumer perceives the process of rendering services (physical education, recreational activities, sports spectacle, etc.) to a large extent by the eyes of the manufacturer of an electronic copy of the service (operator, director, commentator).

In addition, of course, the electronic copy represents not the entire service, but its individual fragments, which significantly affects the overall impression of the true content. For example, a television broadcast of a football match is a set of sequential snippets of events: their content and duration are determined by the operators and the broadcast director. In addition, the perception of broadcast by the audience is largely dependent on the commentator, which gives his own interpretation of this or that episode of the competition.

It should also be borne in mind that the user of the electronic version of physical education and sports services is separated from its manufacturer. Given this, he does not get the opportunity to directly influence the quality of the service. He can do this only indirectly, through a market mechanism, because of a change in demand for services, that is, by visiting or not attending a fitness center or athletic competitions involving the athlete or team involved. In this sense, the electronic version of physical education and sporting services has much in common with the material product.

However, we should note some of the benefits of the electronic version of physical education and sports services. Thanks to it, it is able to satisfy (albeit not fully) the need for physical culture and sports services of a large number of people. Broadcast sports contests gather millions of viewers in many countries around the world. Thanks to the technical capabilities of the television, viewers can watch the most interesting moments of the competition several times and from different angles, and the comment gives additional information about the course of the competition, its participants, etc. All this undoubtedly raises the usefulness of the electronic version of the service, the effect of its consumption, offset to a certain extent those defects that were discussed.

There is another criterion for the classification of physical education and sports services. This is a *way of compensation for the use of the services*. Modern economic systems are characterized by two methods: free and paid use of services. The sports services themselves are divided into: 1) free; 2) paid.

The attribution of physical culture and sports services to free or paid is due to the social importance of the need they satisfy. Services that satisfy the immediate needs of life (physical education, educational and recreational services) are consumed, as a rule, free of charge or on preferential terms. This makes it possible to ensure their consumption by the widest sections of the population. The rest of the services that satisfy not the immediate needs of the person (sports-entertainment and sports training services) are paid.

Based on the above material, we can draw the following **conclusions**:

1. It has been considered that the criteria for classification of sports and sports services are: the social significance of needs that are satisfied as a result of the consumption of a particular service; a way of compensation for the use of services; the form of the existence of a particular service; regularity of consumption of services.

2. The classification of physical culture and sports services is defined, where all services are distributed to physical education, physical culture, health, sports and fitness, sports training, sports-entertainment, physical education and rehabilitation, and the indicators surveyed that form of services.

References

1. Halkyn, V.V. (2006). *Ekonomyka sporta y sportyvniy byznes* [The economy of sport and sports business]. Moscow: KNORUS. 320 p. [in Russian].
2. Hus'kov, S.Y. (1996). *Hosudarstvo y sport (o hosudarstvennoy polytyke zarubezhnykh stran v oblasti fizycheskoho vospytaniya y sporta)* [State and sport (about the state policy of foreign countries in the field of physical education and sports)]. Moscow. 176 p. [in Russian].
3. Dudov, V.A., Stepanova, O.N. (2003). *Marketing v sfere fizicheskoi kultury i sporta: sodержanie, strategii, kommunikatsii* [Marketing in the field of physical culture and sports: content, strategy, communication]. Moscow: RAHS pry Prezidente RF. 153 p. [in Russian].
4. Dutchak, M.V. (2007). *Sport dlya vsikh u krainakh z vysokym rivnem okhoplennya naselennya orhanizovanoyu rukhovoyu aktyvnisty* [Sports for all in countries with a high level of coverage of the population by organized motor activity]. *Teoriya i metodyka fizychnoho vykhovannya i sportu* – Theory and methods of physical education and sport, No. 3, pp. 47–58 [in Ukrainian].
5. Zhestyannykov, L.V. (1999). *Ekonomycheskoe rehulyrovanye systemy fizycheskoy kul'tury y sporta: opyt y perspektivy razvytiya* [Economic regulation of the system of physical culture and sports: experience and development prospects]. St. Petersburg [in Russian].
6. Zolotov, M.Y. (2001). *Ekonomyka fizycheskoy kul'tury* [Economics of Physical Culture]. Moscow: SportAkademPress. 189 p. [in Russian].

Література

1. Галкин В.В. *Экономика спорта и спортивный бизнес* / В.В. Галкин. – М.: КНОРУС, 2006. – 320 с.
2. Гуськов С.И. *Государство и спорт (о государственной политике зарубежных стран в области физического воспитания и спорта)* / С.И. Гуськов. – М.: Физкультура и спорт, 1996. – 176 с.
3. Дудов В.А. *Маркетинг в сфере физической культуры и спорта: содержание, стратегии, коммуникации* / В.А. Дудов, О.Н. Степанова. – М.: РАГС при Президенте РФ, 2003. – 153 с.
4. Дутчак М.В. *Спорт для всіх у країнах з високим рівнем охоплення населення організованою руховою активністю* / М.В. Дутчак // *Теорія і методика фізичного виховання і спорту*. – 2007. – № 3. – С. 47–58.
5. Жестянный Л.В. *Экономическое регулирование системы физической культуры и спорта: опыт и перспективы развития* / Л.В. Жестянный. – СПб.: Изд-во СПбГУЭФ, 1999. – С. 67–91.
6. Золотов М.И. *Экономика физической культуры*. – М.: СпортАкадемПресс, 2001. – 189 с.

7. Ivanov A.V. (2004). Problemy sovremennoho etapu formirovaniya rynochnykh otnosheniy v sporte Ukrainy [Problems of the current stage of the formation of market relations in the sport of Ukraine]. Naukovi pratsi Donets'koho natsional'noho tekhnichnoho universytetu. Seriya: ekonomichna. Vol. 80. Donetsk [in Russian].
8. Kolov, Yu.N. (2004). Problemy teoryi perekhodnoy ekonomyky [Problems of the theory of transitional economy]. Vestnyk Tomskogo gosudarstvennogo unyversyteta – Bulletin of Tomsk State University, No. 283, pp. 141–148 [in Russian].
9. Kutepov, M.E. (1999). Upravlenye sportom v munitsypalitetakh Frantsyy: pravovie osnovy [Management of sports in the municipalities of France: the legal framework]. Sport dlya vseh – Sport for All, No. 4, pp. 21–23 [in Russian].
10. Michuda, Yu.P. (2007). Sfera fizychnoy kul'tury i sportu v umovakh rynku (zakonomirnosti funktsionuvannya ta rozvytku) [Sphere of physical culture and sports in market conditions (regularities of functioning and development)]. Kyiv. 218 p. [in Ukrainian].
11. Mochernyy, S.V., Larina, Ya.S., Fomishyn, S.V. (2006). Svitove hospodarstvo v umovakh hlobalizatsiyi [World economy in the conditions of globalization]. Kyiv. 200 p. [in Ukrainian].
12. Pereverzyn, Y.Y. (1998). Menedzhment sportyvnoy orhanyzatsyy [Management of a sports organization]. Moscow. 162 p. [in Russian].
13. Platnie usluhy fizycheskoy kul'tury y sporta naselenyyu [Paid services for physical culture and sports for the population]. Mynsk [in Russian].
14. Rozhkov, P.A. (2003). Sovershenstvovaniye ekonomycheskoho mekhanyzma funktsionirovaniya fizycheskoy kul'tury i sporta [Perfection of the economic mechanism of functioning of physical culture and sports]. St. Petersburg 254 p. [in Russian].
15. Stepanova, O.N. (2007). Marketynh v sfere fizycheskoy kul'tury y sporta [Marketing in the field of physical culture and sports]. Moscow. 256 p. [in Russian].
16. Andreff, W., Staudohar, P. (2000). The Evolving European Model of Professional Sports Finance. Journal of Sports Economics, Vol. 1(3), pp. 257–276.
7. Иванов А.В. Проблемы современного этапа формирования рыночных отношений в спорте Украины / А.В. Иванов // Наукові праці Донецького національного технічного університету. Серія: економічна. Вип. 80. – 2004. – 200 с.
8. Колов Ю.Н. Проблемы теории переходной экономики / Ю.Н. Колов // Вестник Томского государственного университета. – 2004. – № 283. – С. 141–148.
9. Кутепов М.Е. Управление спортом в муниципалитетах Франции: правовые основы / М.Е. Кутепов // Спорт для всех. – 1999. – № 4. – С. 21–23.
10. Мічуда Ю.П. Сфера фізичної культури і спорту в умовах ринку (закономірності функціонування та розвитку) / Ю.П. Мічуда. – К.: Олімпійська література, 2007. – 218 с.
11. Мочерний С.В. Світове господарство в умовах глобалізації / С.В. Мочерний, Я.С. Ларіна, С.В. Фомішин. – К.: Ніка-Центр, 2006. – 200 с.
12. Переверзин И.И. Менеджмент спортивной организации / И.И. Переверзин. – М.: Физкультура и спорт, 1998. – 162 с.
13. Платные услуги физической культуры и спорта населению. – Минск: ГУ «ФУМЦФВН», 2010.
14. Рожков П.А. Совершенствование экономического механизма функционирования физической культуры и спорта / П.А. Рожков. – СПб.: СПбГУЭФ, 2003. 254 с.
15. Степанова О.Н. Маркетинг в сфере физической культуры и спорта / О.Н. Степанова. – М.: Советский спорт, 2007. – 256 с.
16. Andreff, W., Staudohar, P. (2000). The Evolving European Model of Professional Sports Finance. Journal of Sports Economics, Vol. 1(3), pp. 257–276.

17. Arnaut, J.L. (2006). Independent European Sport Review. Brussels: EU. 175 p.
18. Andreff, V. (1990). Economie du Sport. Paris Revue EPS, Vol. 23, pp. 79–89.
19. Bannister, J. (2013). Malta Continues to Develop as a Finance Centre. Finance, Malta, 2012/2013 ed. pp. 194–196.
20. Bartunek, J.M. (2003). Organizational and Educational Change. The life and role of a Change Agent Group. Lawrence Erlbaum Associates, Inc., Publishers. Mahwah, New Jersey. 295 p.
21. Breuer, Chr. (2011). The Development of Sport Management Education in Germany. The Cologne Model. Вестник Института экономики и социальных технологий, Vol. 1, pp. 22–27.
22. Coleman, M. (2005). Leadership and management in education. Cultures, change and context. Oxford University Press. 291 p.
23. Danylchuk, K.E. (1999). The nature of managerial work in Canadian intercollegiate athletics. Journal of Sport Management, Vol. 13(2), pp. 148–166.
24. Donabedian, A. (1990). The Seven Pillars of Quality. Arch Pathol. Lab. Med., Vol. 114, pp. 115–119.
25. Giulianotti, R. (2005). Sport Spectators and the Social Consequences of Commodification. Journal of Sport & Social, Vol. 29(4), pp. 386–410.
26. Mondello, M., Pedersen, P. (2003). A Content Analysis of the Journal of Sports Economics. Journal of Sports Economics, Vol. 4(1), pp. 64–73.
17. Arnaut, J.L. (2006). Independent European Sport Review. Brussels: EU. 175 p.
18. Andreff, V. (1990). Economie du Sport. Paris Revue EPS, Vol. 23, pp. 79–89.
19. Bannister, J. (2013). Malta Continues to Develop as a Finance Centre. Finance, Malta, 2012/2013 ed. pp. 194–196.
20. Bartunek, J.M. (2003). Organizational and Educational Change. The life and role of a Change Agent Group. Mahwah, New Jersey. 295 p.
21. Breuer Chr. The Development of Sport Management Education in Germany. The Cologne Model // Вестник Института экономики и социальных технологий. – 2011. – № 1. – С. 22–27.
22. Coleman, M. (2005). Leadership and management in education. Cultures, change and context. Oxford University Press. 291 p.
23. Danylchuk, K.E. (1999). The nature of managerial work in Canadian intercollegiate athletics. Journal of Sport Management, Vol. 13(2), pp. 148–166.
24. Donabedian, A. (1990). The Seven Pillars of Quality. Arch Pathol. Lab. Med., Vol. 114, pp. 115–119.
25. Giulianotti, R. (2005). Sport Spectators and the Social Consequences of Commodification. Journal of Sport & Social, Vol. 29(4), pp. 386–410.
26. Mondello, M., Pedersen, P. (2003). A Content Analysis of the Journal of Sports Economics. Journal of Sports Economics, Vol. 4(1), pp. 64–73.