

Future Vision in Faculties of Sports Sciences: An Analysis on Strategic Management

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Abstract

Sports Science Faculties play a central role in modern education and advancements in the field of sports. This article will focus on the strategic management of sports science faculties. Strategic management plays a crucial role in defining the faculties' goals, managing resources, and sustaining long-term success. This study aims to emphasize the significance of strategic management in Sports Science Faculties, addressing the goals, challenges, and future vision in this domain. The statistical analysis of the article is based on the data provided on the webpage of the Sports Science Faculty at Burdur Mehmet Akif Ersoy University. Through a SWOT analysis, the results have been examined. According to the obtained results, the strong aspects include extensive facilities, diverse sports areas and classrooms, health units, and a performance laboratory, reflecting professional services. However, for the institution to compete in a competitive environment and keep up with technological advancements, more resources and capabilities are required. Innovative practices and emphasizing the impact of sports on public health represent opportunities for the institution. The challenge of keeping educational programs current and effective in the face of rapidly changing technological and societal conditions is among potential threats. Therefore, leveraging the institution's strengths to capitalize on opportunities and addressing weaknesses and threats is crucial.

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**Spor Bilimleri Fakültelerinde Gelecek Vizyonu;
Stratejik Yönetim Üzerine Bir Analiz**

Öz

Spor Bilimleri Fakülteleri, modern eğitimde ve spor alanındaki gelişmelerde merkezi bir rol oynamaktadır. Bu makalede, spor bilimleri fakültelerinin stratejik yönetimi üzerine odaklanılmıştır. Stratejik yönetim, fakültelerin hedeflerini belirlemesi, kaynakları yönetmesi ve uzun vadeli başarıyı sürdürmesi için kritik bir rol oynamaktadır. Bu çalışmada, Spor Bilimleri Fakültelerinde stratejik yönetimin önemini ve bu alandaki hedeflerin, zorlukların ve gelecek vizyonunun ele alınmasını amaçlanmaktadır. Makalenin istatistiksel analizi, Burdur Mehmet Akif Ersoy Üniversitesi, Spor Bilimleri Fakültesinin internet sayfasında beyan edilen verilere ulaşılarak SWOT analizi yapılarak sonuçlar incelenmiştir. Elde edilen sonuçlara göre, güçlü yönlerinin geniş kapasiteli tesisler, çeşitli spor alanları ve derslikler, sağlık birimleri ve performans laboratuvarı gibi profesyonel hizmetleri içermesi olduğu görülmektedir. Bununla birlikte, kurumun rekabetçi bir ortamda yer alabilmesi ve teknolojik gelişmelere ayak uydurabilmesi için daha fazla kaynak ve yetenek gerekmektedir. Yenilikçi uygulamalar ve sporun toplum sağlığına etkisine vurgu yapma, kurumun fırsatlarını temsil etmektedir. Hızla değişen teknolojik ve toplumsal koşulların eğitim programlarını güncel ve etkili tutma zorluğu, potansiyel tehditler arasında yer almaktadır. Bu nedenle, kurumun güçlü yönlerini kullanarak fırsatları değerlendirmesi ve zayıf yönleri ile tehditleri ele alması önemlidir.

Anahtar kelimeler: Gelecek Vizyonu, Spor Bilimleri Fakültesi, Stratejik Yönetim.

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Introduction

The importance of sports is increasingly recognized day by day, and research and applications in various aspects of sports contribute to the prominence of institutions offering education in this field. Sports Sciences Faculties take on a significant role by academically addressing different aspects of sports, both in terms of education and research (Erdogan and Acar, 2018). In this context, the strategic management of these faculties shapes their future successes, considering both their internal dynamics and general trends in the field of sports (Baregheh et al., 2009).

The strategic management of sports science faculties is gaining increasing importance in the literature. Previous studies in this field emphasize the significance of clearly defining the missions and visions of faculties, gaining a competitive advantage at national and international levels, and focusing on long-term goals (Abbasi et al., 2009; Jones et al., 2020).

What is Strategy? Strategy is the collection of ways and plans an organization establishes to achieve its long-term goals. Strategy assesses the internal and external environment of an organization, aims to use resources most efficiently, and seeks to gain a competitive advantage (McLaughlin, 2000).

What is Strategic Management? Strategic management is the process of defining, implementing, and monitoring an organization's strategic objectives. This process involves determining the mission, vision, objectives, and goals of the organization, making plans to achieve them, and managing resources (Acar and Akçakaya, 2023; Baregheh et al., 2009).

Key Stages of Strategic Management:

Analysis Stage: This is the stage where the organization's internal strengths and weaknesses, as well as external opportunities and threats, are evaluated. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is an integral part of this stage (Barnabè, 2011).

Strategy Formulation: Based on the analysis results, the organization's mission, vision, and goals are determined. This is the stage where strategic objectives, plans, and projects are created (Bryson, 2018).

Strategy Implementation: This is the stage where the formulated strategies are put into practice. This stage involves resource allocation, organizational structuring, and making operational plans (Dowling et al., 2014).

Monitoring and Control: The results of the implemented strategies and the status of achieving the objectives are regularly monitored and evaluated. Corrective measures can be taken if necessary (Nejatian and Zarei, 2013).

Importance of Strategic Management:

- Strategic management provides an organization with a roadmap toward its purpose.
- It ensures the effective and efficient use of resources.
- It assists in gaining and sustaining a competitive advantage.
- It facilitates adaptation to changing market conditions.
- It promotes a culture of collaboration and teamwork (Corte, 2013).

Strategic Management in Physical Education and Sports: In the field of physical education and sports, strategic management refers to the management approach that aims to determine long-term goals, efficiently utilize resources, gain a competitive advantage, and promote the spread of sports through sports institutions and organizations (Boutroy et al., 2015).

Why Strategic Management? Strategic management is suitable for the field of physical education and sports due to rapidly changing conditions, a competitive environment, and societal demands. Sports organizations require strategic planning to define their goals, ensure efficient resource utilization, and extend sports to all segments of society (Coontz, 2001).

Concepts of Strategic Management in Sports Organizations: Defining Mission and Vision: Sports organizations should clearly define their mission and vision to express why they exist and where they aim to go (Desbordes, 2001).

SWOT Analysis: Sports organizations can shape their strategies by assessing their internal strengths and weaknesses, as well as external opportunities and threats (Acar and Akçakaya, 2023).

Goal Setting: Sports organizations can establish long-term goals and create intermediate goals and measurable objectives to achieve them (Ringuet-Riot et al., 2014).

Resource Management: Sports organizations should strive to achieve their goals by efficiently utilizing limited resources (financial, human resources, time, etc.) (Dulakahoria and Jana, 2013).

Competition Strategies: Sports organizations can develop strategies to gain and sustain a competitive advantage over their competitors (Desbordes, 2002).

Importance of Strategic Management in Physical Education and Sports:

Physical education and sports are not only integral to physical health but also to psychological, social, and mental well-being. This field aims to enhance individuals' quality of life, develop athletes' skills, promote social interaction, and improve overall health (Acar, 2015). Therefore, implementing strategic management in physical education and sports holds great significance. Here are some explanations regarding the importance of strategic management in physical education and sports:

Goal Setting and Attainability: Strategic management serves as a crucial tool to reach set goals in the field of physical education and sports. Defining accurate and clear objectives helps align all stakeholders towards the same direction. This enables sports schools, clubs, or federations to better understand where they aim to excel and allocate their resources towards those goals (Bryson, 2018).

Resource Management: Strategic management ensures the effective utilization of limited resources. This includes not only financial resources but also human resources and facilities. Strategic plans allow for more efficient resource allocation in areas such as sports programs, educational materials, and training facilities organization (Acar, 2023; Shilbury, 2011).

Competitive Advantage: Strategic management is essential for gaining a competitive advantage. Competition in the sports field is increasing day by day. Sports clubs, schools, or organizations can differentiate themselves from their competitors and offer unique propositions through an effective strategic management approach (Tjora, 2010).

Long-Term Sustainability: Strategic management aims to achieve long-term sustainability rather than focusing solely on short-term goals. Strategic plans emphasize long-term outcomes and take steps to achieve these results for creating lasting impacts in physical education and sports (Trabal, 2008).

Social Impact: Physical education and sports serve as significant tools influencing the overall health, lifestyle, and values of society. Strategic management supports enhancing the social impact of sports and reaching a broader audience (Acar et al., 2016).

Innovation and Development: Strategic management encourages the continuous tracking and implementation of new ideas and developments. As a result, the latest scientific findings and best practices in physical education and sports can be swiftly adopted (Yoshida et al., 2013).

In conclusion, strategic management in physical education and sports plays a critical role in achieving goals, effectively utilizing resources, gaining a competitive advantage, ensuring long-term sustainability, and creating social impact. The strategic management approach offers an opportunity to build a more organized, higher performing, and successful future for all stakeholders in this field.

Methods

In this study, the widely used SWOT analysis method in social sciences has been employed. The data for the research have been derived from the information declared on the webpage of the Faculty of Sports Sciences at Burdur Mehmet Akif Ersoy University, and the results have been examined through conducting a SWOT analysis, accessed via the web address "<https://sporbilimleri.mehmetakif.edu.tr/>".

Statistical Analysis

SWOT analysis is a systematic strategic management tool used to evaluate the strengths (S), weaknesses (W), opportunities (O), and threats (T) of an organization or project. This analysis is employed to comprehend the internal and external environments of the organization, gain competitive advantages, and achieve future objectives. While strengths and weaknesses reflect the internal dynamics and capabilities of the organization, opportunities and threats mirror external environmental conditions and competitive factors. SWOT analysis is utilized in the strategic planning process to assess the current state of the organization and determine future actions.

Results

Table 1

SWOT Analysis of Strengths in Mission and Vision of Faculty of Sports Sciences

Strengths
Aim to contribute to contemporary sports and science technologies
Ability to produce knowledge and technology of universal quality
A teaching culture that encourages research-oriented, participatory, and original thinking
Commitment to Atatürk's principles and values
Emphasis on the importance of sports in public health
Adoption of modern athlete training methods and aims to develop leadership skills
Aim to be a respected institution at national and international levels

The fundamental values, teaching approach, and objectives of the Faculty of Sports Sciences establish a solid foundation. These values underscore the institution's aspiration to attain a pioneering position in the field of sports by embracing a contemporary mindset. Furthermore, the commitment to Atatürk's principles and values emerges as a pivotal element that reinforces the institution's cultural and ethical underpinnings. The goal of emphasizing the significance of sports for public health reflects the institution's mission to contribute to society. The objectives of embracing modern athlete education methods and fostering leadership skills also mirror the institution's commitment to

nurturing students and athletes to their fullest potential. Lastly, the aim to become a respected institution both nationally and internationally demonstrates the institution's ambition to enhance its prestige and actively participate on an international scale (Table 1).

Table 2

SWOT Analysis of Mission and Vision Weaknesses of the Faculty of Sport Sciences Weaknesses

Weaknesses
Educational Materials and Resources
International Collaboration and Network Building
Focus on Different Specialization Areas
Relationship between Education and Research

According to the research data, although the use of the latest technologies in sports sciences and technologies is emphasized, the inadequacy of the application infrastructure can be a potential weak point. This is especially important in terms of supporting modern athlete training methods and innovative applications. Insufficient educational materials and resources can be considered a weakness, as they may not adequately support the high-quality education and research specified in the mission and vision. Considering the aim of being a respected institution at the national and international levels, insufficient international collaboration and network building can be evaluated as a potential weakness. While focusing on various sports fields and disciplines is indicated, a lack of deeper specialization or a more focused expertise area could be considered as a potential weakness. In terms of the Relationship between Education and Research, while it is emphasized that education and research should support each other, the inability to effectively manage this relationship or achieve a balance can be a potential weak point. These potential weaknesses can be considered as areas requiring more detailed analysis. Identifying these weaknesses and shortcomings is important for shaping the institution's development strategies and improvement plans (Table 2).

Table 3

SWOT Analysis of Mission and Vision Opportunities of the Faculty of Sport Sciences

Opportunities
Gaining a competitive advantage by keeping up with global developments in sports sciences and technologies
Opportunity to conduct studies addressing the sports-related problems of our province, our region, and our country
Potential to become a model and brand in sports education through innovative and pioneering applications

These opportunities support the institution's goals of gaining a competitive advantage in the global arena, generating solutions to societal issues, and becoming a leading sports education

institution. Evaluating and strategically utilizing these opportunities can enable the institution to achieve its objectives and enhance its impact. (Table 3).

Table 4

SWOT Analysis of the Mission and Vision Threats of the Faculty of Sport Sciences

Threats
Lack of sufficient resources and capabilities to compete with world universities in a competitive environment
Difficulty in keeping the education programs up-to-date and effective due to rapidly changing technological and social conditions

The lack of sufficient resources and capabilities to compete with world universities in a competitive environment poses a threat to the institution when competing globally. The need for more financial resources and skill development may present a significant barrier in this regard. The challenge of keeping educational programs updated and effective amidst rapidly changing technological and societal conditions represents a significant threat, particularly in an environment where the institution strives to produce contemporary knowledge and technology in alignment with its mission and vision. These threats reflect potential risks that could impede the institution's attainment of its goals. Especially, the inadequacy of financial resources and the difficulty of keeping up with rapidly changing conditions signify significant challenges for achieving sustainable success for the institution. Developing effective strategies and plans to manage and overcome these threats is of critical importance to ensure the institution's attainment of its objectives (Table 4).

Table 5

SWOT Analysis of Facility Capabilities of The Faculty of Sport Sciences – Strengths

Strengths
Extensive capacity of the camp center and hotel rooms
Presence of various sports areas and classrooms
Facilities that meet the needs of athletes and participants, such as fitness centers and swimming pools
Availability of indoor and outdoor sports areas for multiple disciplines
Capability of health units and performance laboratory to provide professional services

The analysis indicates that the strengths of the Faculty of Sports Sciences lie in its extensive facilities, diverse sports fields and classrooms, as well as its professional services such as health units and performance laboratories. These strengths suggest that your sports center has the capacity to organize activities for various age groups and sports disciplines, enhancing its ability to conduct extensive events and activities (Table 5).

Table 6

SWOT Analysis of Facility Capabilities of the Faculty of Sport Sciences - Weaknesses

Weaknesses
Limited number of suite rooms
Insufficient capacity of some sports areas and units
Limited width and capacity of the open grass area
Transportation issues due to the distance from the center and neglect of environmental factors in project development (wind and meteorological variability)

The analysis indicates that the weaknesses of the Faculty of Sports Sciences include a limited number of suite rooms and capacity limitations in certain sports fields and units. Additionally, the distance from the city center and transportation issues, as well as the oversight of environmental factors such as wind and meteorological variations during project development, are highlighted as weaknesses. These weaknesses may reflect deficiencies in your sports and training center that could potentially lead to customer attrition (Table 6).

Table 7

SWOT Analysis of Facility Capabilities of the Faculty of Sport Sciences – Opportunities

Opportunities
Opportunity to organize mass events and organizations with large-capacity hotel rooms, seminar halls, and conference rooms
Opportunity to host health and sports-focused activities with popular facilities like fitness and conditioning rooms
Opportunity to organize education and activities for different age groups and sports branches due to the diversity of classrooms and sports areas

As a result of the analysis, the Faculty of Sports Sciences has opportunities that include the availability of spacious hotel rooms, various sports fields, and classrooms, allowing for the organization of large-scale events. Furthermore, the possibility of hosting health and sports-focused activities is a significant opportunity (Table 7).

Table 8

SWOT Analysis of Facility Capabilities of the Faculty Of Sport Sciences - Threats

Threats
Competition, the need for differentiation to be able to compete with other sports centers and facilities

Demand fluctuations, there may be fluctuations in demand due to seasonal and economic changes

Infrastructure issues, service quality may decrease due to insufficient capacity and infrastructure

Educational prioritization issues, the prioritization of sports team camps and sports activities over educational activities while education and teaching activities are ongoing may decrease the quality of education

The analysis results reveal that among the threats to the Faculty of Sports Sciences, competition is a significant factor. The necessity to differentiate and provide quality-focused services to compete with other sports centers and facilities is evident. Fluctuations in demand represent another threat. Given the potential changes in demand due to seasonal and economic fluctuations, this aspect should be carefully considered. Furthermore, during ongoing educational activities, the preferences of sports teams prioritizing camp and sports activities could lead to a decline in educational quality. In addition, inadequate infrastructure and capacity issues may have adverse effects on service quality (Table 8).

Conclusion

SWOT analysis is a systematic strategic management tool used to evaluate the strengths, weaknesses, opportunities, and threats of an organization or project. In the context of sports science faculties, its strategic management is of critical importance in educating future sports professionals and providing leadership in the field of sports. By enhancing strengths and addressing weaknesses, faculties can become pioneers in the sector by delivering more effective education and research. The SWOT analysis results concerning sports facility capabilities reveal that its strengths encompass a broad range of facilities, diverse sports areas and classrooms, health units, and a performance laboratory, all of which constitute professional services. These strengths can augment the center's capacity to host activities targeting various age groups and sports disciplines. Among the weaknesses, issues such as distance from the city center, transportation problems, and overlooking environmental factors like wind and meteorological fluctuations in facility projects are evident. Opportunities lie in the availability of capacious hotel rooms, diverse sports areas and classrooms, and the potential to host collective events. Additionally, the prospect of accommodating health and sports-focused activities stands as a significant opportunity. The presence of competition is identified as a threat. To compete with other sports centers and facilities, differentiation and the provision of quality-focused services are necessary. Fluctuations in demand constitute another threat, where changes in demand due to seasonal and economic fluctuations should be taken into account. Preferences for team camps and sports activities may prioritize demands over educational activities, potentially affecting educational quality. Moreover, inadequate infrastructure and capacity issues can negatively impact service quality.

Regarding the SWOT analysis conducted based on the institution's mission and vision statement, it is evident that the Faculty of Sports Sciences has established a solid foundation in terms of core values, teaching approach, and objectives. These values underscore the institution's aspiration to attain a pioneering position in the field of sports by embracing a contemporary mindset. Furthermore, the commitment to Atatürk's principles and values emerges as a pivotal element that reinforces the institution's cultural and ethical underpinnings. The goal of emphasizing the significance of sports for public health reflects the institution's mission to contribute to society. The objectives of embracing modern athlete education methods and fostering leadership skills also mirror the institution's commitment to nurturing students and athletes to their fullest potential. The unique and contemporary approaches, the goal of generating universal knowledge, and the aim of enhancing leadership skills constitute its strengths. Nevertheless, to effectively compete in a competitive environment and keep up with technological advancements, the institution requires more resources and capabilities. Innovative practices and emphasis on the impact of sports on public health represent opportunities for the institution. The challenge of keeping educational programs current and effective in the face of rapidly changing technological and societal conditions is identified as a potential threat. Therefore, leveraging its strengths to seize opportunities and addressing its weaknesses and threats are crucial steps for the institution. By doing so, it is likely to progress towards its goal of becoming a pioneering and leading institution in the field of sports science and technology.

Ethics Committee Permission Information

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