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THE RESULTS OF THE IMPLEMENTATION OF STRATEGIC NETWORK MANAGEMENT IN THE ACTIVITIES OF UNIVERSITIES

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Abstract. *The article is devoted to the identification of approaches that allow to evaluate the effectiveness of the implementation of strategic network management of physical culture and sports activities of universities on the example of the subject of the Russian Federation - the Sverdlovsk region. The results indicate a significant increase in indicators characterizing strategic network interaction both in terms of performance - an increase in the number of people participating in events (projects) of physical culture and sports activities, and in terms of indicators characterizing the network architecture - network coverage and the number of stable links.*

Keywords: strategic network management, strategy, higher educational institutions, physical culture and sports.

The spread in recent decades of network forms of activity and management organization has led to the emergence and development of network theory. Network structures are used both in the business environment and in public administration and the social sector. Analyzing the works of Russian and foreign authors, we can identify several approaches that allow to evaluate the results of using the network methodology in the strategic management of a wide range of objects. As noted by L. Aarikka-Stenroos, D. Harrison, E. Jaakkola and T. Mäkitalo [1], a new look at the content of the strategy, which was developed within the framework of the network approach, changed the attitude to the problem of managing the company's performance. In the network approach, the effectiveness of an organization is determined not by the level of its "adaptation" to the external environment, but by the achievement of compatibility with the market "context", which is formed through interaction and development of relationships with other entities [2].

In this regard, it seems fair to us to consider the opinion expressed by Russian scientists that activities aimed at the implementation of strategic priorities in the field of mass sports should provide for the solution of issues of extra-budgetary funding and the search for strategic partners in the framework of resource exchange, including through network interaction. It is obvious that the state policy should be formed in such a way that its effective implementation at the federal, regional and municipal levels of government is not only associated with an increase in the costs of developing mass sports on the part of state structures, but also with the active attraction of private investment, which implies development of relations between the state and business [3, 4].

For the physical culture and sports of the university, joint events, including both educational activities and socially significant events with the participation of universities, act as objects that determine the formation of network interactions between various participants. Consequently, the strategic network management of the physical culture and sports of the university should provide for the coordination of the activities of the subjects of the network being formed to achieve the strategic goals of the regional and federal levels. It is the nature of the goals of physical culture and sports that determines the features of the objects of network interaction, connections, and ways of formalizing network relations. Such links may include communication between actors, joint activities, and the exchange of resources. At the same time, the formalization of ties can be voluntary or fixed in a set of agreements.

As the results of the introduction of strategic network management into the activities of universities in the Sverdlovsk region show, the total number of network interactions can grow from

1,072 to 2,411 per year, or 2.3 times. Such intensity leads to an increase in the number of participants in physical culture and sports activities from 55,458 to 64,193 people and hence more efficient use of existing resources, Figure 1.

Further, in Table 1, we present comprehensive analytical information on the prospective transformation of strategic network interaction within the framework of events (projects) of physical culture and sports activities of universities in the Sverdlovsk region, which allows to significantly expand the network interaction of universities in order to increase social efficiency while optimizing the use of resources of participants in the strategic network.

An analysis of the results of modeling the change in the situation presented in Table 1 shows that the introduction of strategic network management will ensure an increase in coverage and an increase in the number of stable links between the participants in the network model.

The network model can be transformed from a concentric type to a distributed one by increasing the number of events (projects) with more active participation of universities. As a result, links appear in the scheme of strategic networking due to the need to ensure the implementation of training courses. In the case of Ural State University of Economics, such connections appear to overcome resource constraints.

In addition, the involvement of network members in physical culture and sports activities initiated by state and municipal authorities, as well as the corporate sector, sports organizations, and universities themselves, is much more active. As strategic networking perspective modeling shows, the number of participants actively using a networking strategy can grow.

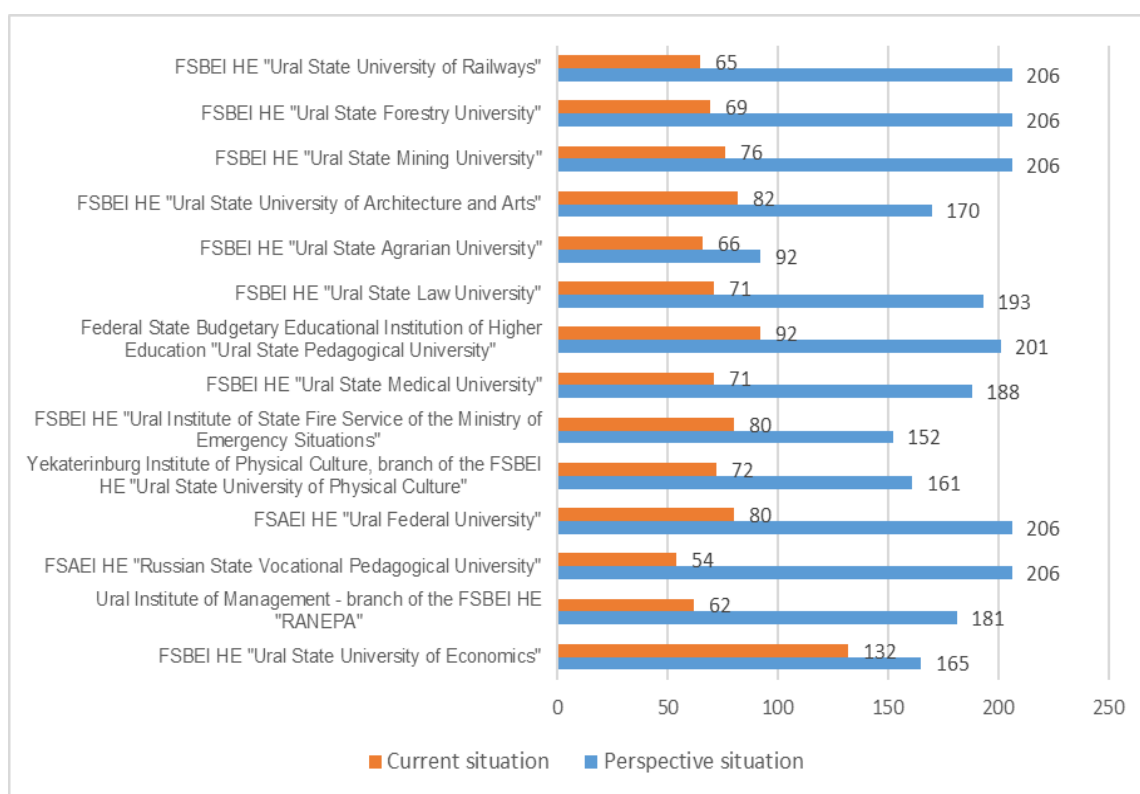


Figure 1 – Modeling the change in the intensity of network interaction in the implementation of strategic network management of physical culture and sports activities of universities in the Sverdlovsk region

The use of strategic network management of physical culture and sports activities of the university allows to implement the provisions and methodology of both network theory and resource and relational approaches in strategic management based on the proposed methodological tools.

The results obtained indicate a significant increase in indicators characterizing strategic network interaction both from the standpoint of performance – an increase in the number of people participating in events (projects) of physical culture and sports activities, and from the point of view of indicators characterizing the network architecture – network coverage and the number of stable

links.

Table 1 – Summary data on the transformation of network interaction within the framework of physical culture and sports activities of universities in the Sverdlovsk region

University	Current situation		Forward situation		Change	
	Network coverage, %	Number of stable links	Network coverage, %	Number of stable links	Network coverage, %	Number of stable links
FSBEI HE "Ural State University of Economics"	86	11	86	11	0	0
Ural Institute of Management - branch of the FSBEI HE "Russian Academy of National Economy and Public Administration"	57	1	86	7	29	6
FSAEI HE "Russian State Vocational Pedagogical University"	36	5	86	6	50	1
FSAEI HE "Ural Federal University"	79	1	86	12	7	11
Yekaterinburg Institute of Physical Culture, branch of the FSBEI HE "Ural State University of Physical Culture"	79	3	86	10	7	7
FSBEI HE "Ural Institute of State Fire Service of the Ministry of Emergency Situations"	86	3	86	10	0	7
FSBEI HE "Ural State Medical University"	64	4	86	8	22	4
Federal State Budgetary Educational Institution of Higher Education "Ural State Pedagogical University"	79	1	86	10	7	9
FSBEI HE "Ural State Law University"	71	2	79	5	8	3
FSBEI HE "Ural State Agrarian University"	57	2	79	8	22	6
FSBEI HE "Ural State University of Architecture and Arts"	79	3	64	7	-15	4
FSBEI HE "Ural State Mining University"	79	2	86	8	7	6
FSBEI HE "Ural State Forestry University"	64	2	86	8	22	6
FSBEI HE "Ural State University of Railways"	57	2	86	4	29	2

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