

# Skills Development In Sports Management And The Potential For Using Artificial Intelligence

Saad Mojob M Alshahrani<sup>1\*</sup>

<sup>1\*</sup>Email: saadmoj1@live.com

**Citation:** Saad Mojob M Alshahrani, (2024), Skills Development In Sports Management And The Potential For Using Artificial Intelligence, *Educational Administration: Theory and Practice*, 30(6), 2225-2233  
Doi: 10.53555/kuey.v30i6.5692

## ARTICLE INFO ABSTRACT

This qualitative review explores skills development in sports management and hotel management, emphasising the potential role of Artificial Intelligence (AI) in enhancing professional competencies. The study highlights both industries' significant contributions to the global economy and society, underlining the diverse skills required for effective management. Sports management benefits from AI-driven performance analytics, injury risk predictions, and virtual reality (VR) simulations that improve player performance and strategic decision-making. In hotel management, AI aids in optimising operations and personalising guest experiences through advanced data analysis, demand forecasting, and the implementation of AI-driven chatbots for routine inquiries. Core skills such as leadership, communication, and adaptability are crucial across both sectors, yet sports management also demands expertise in event planning, marketing, and talent management. Conversely, hotel management necessitates strong customer service, problem-solving abilities, and attention to detail. Experiential learning, practical training, mentorship, and coaching emerge as vital methods for skills acquisition and enhancement. Challenges include adapting to technological advancements and maintaining consistent service quality in hospitality, while sports management grapples with high turnover rates and intense competition. Future research should focus on longitudinal studies to track skills development over time, considering the impacts of technology, globalisation, and emerging trends. AI's role in education and training offers promising avenues for continuous improvement and competitiveness in these dynamic industries, fostering more informed and strategic decision-making processes.

**Keywords:** Skills development, sports management, hotel management, artificial intelligence

## Introduction

Sports improves both physical and mental health. According to Statista, the sports industry consists of several submarkets, including sporting goods, nutrition, and sports betting. In 2023, the revenue of the global sporting equipment market amounted to more than 160 billion U.S. dollars, whereas the global sports and active nutrition market was valued at close to 28 billion U.S. dollars in 2022. The global sports apparel market is valued at 213 billion U.S. dollars. Revenue from athletic footwear is valued at 51 billion U.S. dollars. Revenue from sports equipment is valued at 143 billion U.S. dollars. Gambling and gaming are also key parts of the global sports market, with the global sports betting sector's market size calculated to be 242 billion U.S. dollars as of 2023. Meanwhile, recent technological changes and advances in the video game market have provided new platforms for players to compete at the highest level, resulting in a lucrative eSports industry with the potential to grow even larger (Statista, 2024).

The hotel industry contributes to the global economy in many ways. In 2018, tourism contributed \$8.8 trillion to the global economy, which was 10.4% of the global GDP. In 2023, the travel and tourism sector contributed 9.1% to the global GDP, which was a 23.2% increase from 2022. The hospitality industry employs 330 million people, which is one in ten jobs worldwide. The hospitality industry attracts foreign tourists, which leads to foreign currency. The hospitality industry helps preserve a country's art, culture, and craft (WTTC, 2024).

Thus, both sports management and hotel management are pivotal sectors of the global economy, each flourishing in its own right. Sports management in the global economy involves the business side of sports, including marketing, finance, operations, and other aspects of managing sports organisations, events, and athletes on an international scale. With the increasing globalisation of sports, the industry has become more complex and competitive, requiring professionals with specialised skills in sports management to effectively navigate the market.

Sports management, characterised by its intersection of business principles with the vibrant world of sports, encompasses a diverse array of roles within sports organisations, agencies, and governing bodies. Professionals in this field are tasked with overseeing various aspects of sports enterprises, including event planning, talent management, marketing, and fan engagement. To excel in this dynamic industry, individuals must possess a blend of industry-specific knowledge alongside essential soft skills such as effective communication, team collaboration, and adaptability to navigate the fast-paced and competitive landscape of sports management successfully. One of the two goals of sports management is generating income and making a profit. So, all the management principles apply to sports management. Sometimes, the business aspect of sports management is handled by multinational companies. Sports management consists of strategic management, resource management and performance management (Bilohur, Skrypchenko, & Nepsha, 2022). According to Nazari (2018), sports managers need to possess technical skill, perceptual, human, and political skills. Sports and facilities use regulations, budget management and communication skills were identified as important sports management skills by Duclos-Bastías, Giakoni-Ramírez, Parra-Camacho, Rendic-Vera, and Gajardo-Araya (2021).

Similarly, hotel management, situated at the heart of the hospitality industry, requires a unique skill set to cater to the diverse needs of guests and ensure the seamless operation of hospitality establishments. Professionals in hotel management roles are responsible for managing daily operations, optimising guest experiences, and overseeing staff to maintain high standards of service excellence. Success in hotel management hinges upon a diverse range of competencies, including strong interpersonal skills, problem-solving abilities, attention to detail, and a flair for customer service, all of which are indispensable for navigating the multifaceted challenges and demands faced within the hotel industry. The six essential hospitality management skills identified by Kay and Russette (2000) were recognising customer problems; portraying enthusiasm; maintaining professional and ethical standards; cultivating a climate of trust; and adapting creatively to change. In the case of international hospitality management, cultural sensitivity, interpersonal skills, managerial flexibility, adaptive leadership, motivation and interest, intercultural competence (including etiquette), the ability to work with limited resources, and an understanding of international business are important (Kriegl, 2000). In their comparative case studies among three international hotels (Velo & Mittaz, 2006) synthesised the skills required for hotel management as open-mindedness, cultural awareness, planning and adaptational capacities, managerial skills, quick reaction when facing new problems, service attitude and team playing skills.

Thus, both domains demand unique skills and competencies from professionals operating within them, ranging from effective communication and leadership qualities to adept problem-solving abilities and strategic management expertise. As the complexities of these industries continue to evolve in response to changing consumer preferences, technological advancements, and global trends, the importance of developing and honing specific skill sets among individuals pursuing careers in sports and hotel management becomes increasingly evident.

While the specific skill sets demanded in sports management and hotel management may vary, several overarching themes emerge when considering the development of competencies in these sectors. Effective leadership, for instance, stands out as a cornerstone skill essential for guiding teams, resolving conflicts, and driving strategic initiatives forward in both industries. Leadership qualities such as vision-setting, decision-making, and the ability to inspire and motivate others play a pivotal role in shaping the success of individuals in management roles within sports organisations and hotels.

Moreover, the ever-evolving landscapes of sports and hospitality industries necessitate a continuous focus on innovation and adaptability. Professionals in sports and hotel management must possess the flexibility to embrace change, anticipate industry trends, and proactively respond to shifting market dynamics to remain competitive and relevant in their respective spheres. In an era marked by rapid technological advancements and changing consumer preferences, the ability to innovate and adapt becomes a critical component in the skill set of individuals aspiring to thrive in sports management and hotel management.

In light of the multifaceted demands and challenges inherent in the sports and hospitality industries, this qualitative review paper seeks to delve into the nuanced landscape of skills development within sports management and hotel management. By examining key skill areas, best practices, and emerging trends in the development of competencies within these domains, this paper aims to shed light on the critical role of skills acquisition and enhancement in driving success and sustainability in sports and hotel management careers.

## Methodology

This qualitative review paper aims to explore and compare the skills development in the fields of sports management and hotel management. The methodology followed a systematic approach to identify, gather, and analyse relevant qualitative data from existing literature, reports, and articles. The research process involved several key steps:

- Literature Search: A comprehensive search was conducted using academic databases such as Scopus, Google Scholar, and specific journals related to sports management and hotel management. Keywords included "skills development", "sports management", "hotel management", "training", "professional skills", and variations thereof.
- Inclusion and Exclusion Criteria: Studies were included if they focused on skills development in sports management or hotel management. The exclusion criteria eliminated studies that were not related to the research focus, lacked relevance, or were duplicates. Papers published in languages other than English were also excluded.
- Data Extraction: Relevant data and information were extracted from the selected studies, including the type of skills emphasised, training methods employed, challenges faced, and any comparative analyses between sports management and hotel management.
- Data Analysis: Thematic analysis was conducted to identify common themes related to skills development in the two fields. Themes were derived from the data through a process of coding, categorisation, and interpretation. Patterns and variations were explored across the studies to draw comparisons and insights.
- Quality Assessment: The quality of the included studies was assessed to ensure the reliability and validity of the data. Studies were evaluated based on their methodology, data collection techniques, and analysis procedures.

This methodology yielded 29 papers. These are discussed in the Results section below under various subsections.

### Results

The findings of the qualitative review on skills development in sports management and hotel management are presented below, highlighting key themes and patterns identified across the literature.

## Core Skills Emphasised

### *Sports Management*

Studies consistently highlighted the importance of leadership, communication, teamwork, and strategic thinking in sports management roles. These skills are crucial for managing teams, coordinating events, and engaging with stakeholders effectively. In the studies of Guidotti, Demarie, Ciaccioni, and Capranica (2023), 70 skills were included in focus groups of 24 and a survey of 36 participants. The sample size of the survey is very low affecting the validity of the findings obtained from it. The 70 skills include almost all corporate management skills. Some transferable skills from learning to practice identified by Braunstein-Minkove, DeLuca, and Baucum (2023) were teamwork/collaboration, critical thinking, comprehension/analytical skills, general business knowledge, time management, public speaking/presenting, and leadership and management. According to Nazari (2017) sports managers should possess the mental skills of goal-setting, confidence, focus and control. They should adopt an apathetic, transformational or structural style. They should possess perceptual, human, technical and political management skills. The principles of planning, organising, staffing, leading and controlling were used by all sports managers in the successful conduct of the Indonesian Asian Games 2018 (Lumintuarso, Suharjana, & Ndayisenga, 2021). From a survey of 23 sports academy managers, Almeida and Eira (2024) noted that experienced sports academy managers consider dimensions related to planning, recruitment, budgeting of resources, and monitoring of materials and equipment important skills. There is stress on the importance of defining goals, preparing specifications, and financial plans, creating budgets, paying salaries, and controlling and monitoring activities. They also emphasise a holistic vision of development, fostering changes in the organisation's structure and functioning. Flexibility and suitability are essential, in adapting to the specific needs of their intervention. Sports managers are also required to have a vision and adaptability. A detailed list of individual, interpersonal, intangible, technical and conjoined skills required by sports managers was presented by Kumar (2023). In addition, communication skills, communication technology, and the ability to interact in a global and multicultural society, information tasks and external representation, social tasks are also important. Skills should match management tasks of budgeting, accounting, coordinating, managing personnel, managing facilities, controlling, directing, evaluating and leading, marketing and sales, correspondence, public speaking, community relations, record keeping, writing, selling, working with media, developing publications, keeping game notes and statistics, interviewing, promoting advertising and fundraising. In sports management, the basic management components are vision, mission, strategic objectives, SWOT analysis, development, implementation, evaluation and adjustments of strategies by the managers depending on the external and internal environment (Marcu & Buhaş, 2014). From a review of the literature, Acar (2023) noted that sports managers need to use the skills of strategic planning, personnel management, marketing, and communication, make strategic decisions, develop leadership skills, and

effectively utilise resources by applying management principles in sports organisations to achieve success. Motivation, general knowledge, values and views of sports managers support the skills of sports managers. The competencies of sports managers are classified into general and specific competencies, skills and personal characteristics. These competencies are applied in the areas of sports, management, research and development. Some competencies specifically listed by Teodora (2020) include foreign language skills, self-confidence, entrepreneurial ability, moral and ethical qualities, stress resistance, creative skills, conceptual skills, emotional and volitional qualities, and sustainability in change. Sports should possess the knowledge of civil law and civil rights, decision management, time management, public relations, negotiations, entrepreneurship communication and business communication, communications and knowledge of modern electronic systems. A review of dissertations from three Portuguese universities from 2008 to 2017 by Teixeira, Rijo, and Sesinando (2022) showed the main areas of research to be planning and strategy, human resources management, and sociological aspects of sport, and the least developed being event and quality management. These trends followed the international trends in sports management research. Since most papers discuss similar skills and competencies of sports managers, the review of sports management skills is terminated here. Now, we turn to hotel management skills.

### ***Hotel Management***

In contrast, hotel management places a strong emphasis on customer service, problem-solving, adaptability, and attention to detail. These skills are essential for delivering exceptional guest experiences, managing operations, and ensuring customer satisfaction.

Skills necessary in hotel management were listed by Silva, et al. (2022). They are ethics, leadership, preparation for industry employment, internships/industry experience, hospitality management and organisation, operations analysis, overview of the hospitality industry, foodservice operations, computer/information technology, service management, strategic management, principles of marketing, human resources management, hospitality management strategy, sales/sales management, food safety and sanitation, accounting, finance, lodging operations revenue/asset management, leadership, communication, customer service, work habits, ethics, team building, dispute resolution and goal-setting. Using factor analysis, identified six competency factors (management analysis techniques, adaptation to environmental challenges and knowledge acquisition, management of employees and jobs, problem identification and solving, operations management and innovation. Each factor had many competency variables. The pressure to control costs has led financial controllers of the hotel industry to think that hotel managers do not have the required business and financial skills. The author (Burgess, 2007) utilised findings from three recent research projects. The results of a survey of 200 Taiwanese hotel managers by Lin (2002) showed that career success in the hotel industry was influenced mostly by the competencies of communication and adaptability. Finance/Marketing/Personnel Management, Foreign Languages and Communications and quality Management were related to competencies of communication skills and adaptation to environmental changes. The competencies required for a new Indian hotel manager were identified by Jaykumar, Fukey, and Balasubramanian (2014) as commitment, willingness to perform, knowledge and experience. Personality and communication skills were required for career progress. Managers considered a degree to be unimportant for a managerial job in the hotel industry. Employees considered a degree to be very important for career progress. The authors used a survey of only 45 participants to derive these findings. The low sample size may not produce valid and reliable findings. Based on a detailed literature review, Bharwani and Talib (2017) proposed a 43-item competency framework for hotel managers. The framework was categorised into four dimensions: cognitive competencies (knowledge), functional competencies (skills), social competencies (attitudes and behaviours) and meta competencies (motives and traits).

As most papers provide the same list of skills and competencies for hotel managers, the literature review on this topic is discontinued here. We move to the next section, training and development methods in sports management followed by training and development methods in hotel management.

## **Training and Development Methods**

### ***Sports Management***

Training in sports management often involves hands-on experience, internships, and experiential learning opportunities. Coaches and mentors play a significant role in developing skills through practical guidance and feedback.

A survey using 318 Municipal Sport Technicians (MSTs) and 125 Municipal Heads of Sport Services (MHSSs) in the Portuguese municipalities was conducted by Sesinando, Seguí-Urbaneja, and Teixeira (2022). Only 32 MSTs have basic training in this area (academic degree). Only 10 MHSS had training in sports management. Additional training in sports management was received only by less than half of the MSTs and MHSSs. They had also not received any additional training in leadership, communication or human resource management. However, both MSTs and MHSSs recognised the importance of training in sports management for better management of the organisation. These findings stress the need for developing training methods for sports managers. Phenomenological, axiological, systemic, structural-functional, and institutional methods were adopted by Bilohur, Skrypchenko, and Nepsha (2022) to reveal the essence, characteristics, functions, and role of sports management in creating and developing able sports managers. Coaching of sportspersons is an

important training and development activity. On the other hand, sports managers are trained in sports marketing, communication, finance, economics, history and development or law. These are also helpful for the development of sports. Thus, sports coaching and management are intimately related. Application of management principles to analyse the training and development needs of sports organisations will lead to improvement in their functioning and performance. Training and development programmes can help to address various organisational needs (Cernițoiu, 2022). With a scarcity of information regarding sports officials' skill and expertise progression, the purpose of this systematic review was to provide a state-of-the-science summary of research on the training and development of sports officials, to identify dominant themes in that literature, and to identify gaps and make recommendations for future research. Because of the mixed interpretations of sport official development, we view development as contributed to by both formal learning (e.g., isolated training, deliberate practice programs) and un-mediated and informal types of learning. As such, sports official development needs to be better described, detailed, and characterised to account for the myriad of influences on development. Training interventions and retrospective and longitudinal studies between the years 1990 and 2020 were evaluated where studies must have examined or tracked changes in performance variables or developmental factors in sports officials.

### ***Hotel Management***

Hotel management training frequently includes on-the-job training, simulations, and role-playing exercises to simulate real-world scenarios. Continuous learning and development programs are common in the hospitality industry to enhance employees' skills and knowledge.

Using a literature review, Prasanth (2015) described the training and development needs of hotel managers and other employees. Training is required due to globalisation to provide leadership, increase the value of human capital and assets, provide high-quality customer services, implement new technology, and enhance performance. The skill deficits and the current and future skill requirements are considered in designing a training and development programme. Often, the unwillingness of hotel management to train their employees leads to negative consequences for customer service. Employees are frustrated when this happens. Both on-job and off-job training are possible. It can be formal or informal. The cyclic process of training involves needs assessment, planning, implementing and evaluating the training. Standardisation of the training process at various levels has been done in many leading hotels. Training and development are linked to performance. The entire training and development process is the responsibility of the human resources departments of hotels if such departments exist. Otherwise, the officer in charge of human resources or the top management takes responsibility. According to Amirtharaj and Cross (2011), training employees to motivate loyalty and loyalty among them. Training and development should provide a clear career path for the employees. Training and development aims to provide holistic behavioural trends and technical skills, with more exposure given at an early stage. The training materials and methods include role-playing, case studies, practical drills and situational handling exercises. Training given to different levels of hotel employees differs. For general managers, directors, managers and assistant managers training is given to build proper economic views, marketing, forming sales strategy, budgeting and cost-controlling. Supervisory management group is the supportive team in the organisation, such as supervisors, team leaders etc. They are trained in practical and operational aspects of management concepts and ability, professional knowledge, customer services and how to deal with guests' requests and complaints etc. Different types of training are apprentice training, certification training, simulation training, on-the-job training, language training, cross-training and hotel services and administration training. Training is important to develop employee skills, human resources, team spirit, organisational culture, quality, health and safety, work environment, morale and economic performance. Training and development are beneficial to employees and the organisation. Now, modern technologies are used to increase the effectiveness of training and development. Training and development are more effective and beneficial when provided by hoteliers rather than academics. Out of 15 training methods (case study, videotape, lecture, one-to-one training, role-play, games, computer simulations, paper-and-pencil-programmed instruction, audiotapes, self-assessments, movies/films, multi-media presentations, computer-assisted instruction, videoconferences, and sensitivity training) for six objectives (knowledge acquisition, changing attitudes, problem-solving, interpersonal-skill development, participant acceptance, and knowledge retention), the choice of 56 hotel managers (Furunes, 2005) was the one-to-one training across five of the six objectives. However, role play was better than one-to-one training to develop interpersonal skills. The surveyed managers were using methods other than the most effective ones rated by them in the survey. Only one-to-one training was used more frequently. According to Saxena (2019) the most used training method is training by supervisors in all types of hotels. On-the-job instructions and lectures were ranked 2<sup>nd</sup> and 3<sup>rd</sup>, respectively.

### **Challenges in Skills Development**

#### ***Sports Management***

Challenges in skills development in sports management include high turnover rates, intense competition, and the need for constant adaptation to changing trends in sports and entertainment.

One challenge in skill development is the requirement for specific knowledge about sports and entertainment. Mere knowledge of corporate management will not achieve the objectives of skill development in the sports

industry. This realisation has led sports organisations to seek management experts in sports for the development of their sportspersons and employees. Specific knowledge is required to administer all resources of a particular sports organisation in line with the Law on Sport, Law on High Education and Rulebook on Nomenclature of Sports Vocations and Titles and to solve problems in this sector. Private players also operate in sports education and skill development (Dugalić & Krsteska, 2013). The challenge of matching the skills of sports management graduates with the needs of the industry was discussed by de Schepper and Hill (2021) based on a survey of 314 participants from the Netherlands consisting of students, academics and industry supervisors. The skills required by the sports industry are personal, technical and job search skills, and foundational knowledge (Keiper, Sieszputowski, Morgan, & Mackey, 2019). Distinctive challenges in sports include fans' personal, emotional, and symbolic attachment towards the team or their favourite athletes affecting financial and social capital ultimately weakening the organisation. Thus, talent management in sports becomes problematic. When all these factors converge, sports earn both fans and investors contributing to the economic development of the country (Hassan, Pandey, Varkkey, Sethi, & Scullion, 2022).

### **Hotel Management**

Challenges in hotel management skills development include managing diverse teams, ensuring consistent service quality, and adapting to technological advancements in the hospitality sector.

Case studies on three major international hotel chains (Mo'venpick, Kempinski, and Radisson) when expanding into emerging markets with those of a base case The Moscow Aerostar Hotel by Velo and Mittaz (2006) revealed inexperienced staff, absenteeism, lack of infrastructure, lack of initiative and self-direction among employees, communication problems, status issues, communication issues, physical appearance, lack of social attitude, lack of conformity with remunerations and lack of interest, legal issues, political issues, cultural differences, getting employees with a service attitude, positive disposition, willingness to help, and easy-going personalities. as the challenges for managerial talent development, according to Cetin, Demirciftci, and Bilgihan (2016). Revenue management challenges in the hotel industry include personal, organisational, internal, industrial and external nature. These challenges must be addressed using personal (analytical and social), generic, ethical and technical knowledge, skills and abilities. The training in hotel management itself has the challenges of the large gap between the practical and theoretical aspects of the training process. There is very little practical content in the whole course of learning. This leads to inadequate preparation of graduates in hotel management to compete in the global job market. There is no language teaching in universities where courses on hospitality business are offered, affecting communication with foreign customers (Ushakov, Kryukova, Khetagurova, Mukhomorova, & Zelenov, 2020).

### **Cross-Field Comparisons**

Both sports management and hotel management require strong interpersonal skills, problem-solving abilities, and a customer-centric approach. Sports management often involves high-pressure situations and quick decision-making, while hotel management requires attention to detail and a focus on creating memorable guest experiences.

#### **Potential for use of Artificial Intelligence**

Artificial Intelligence (AI) is revolutionising skills development in both sports management and hotel management, offering innovative solutions for training, decision-making, and efficiency enhancement.

In sports management, AI-driven analytics can optimise player performance and strategy. By analysing vast amounts of data from games, practices, and conditioning sessions, AI can identify patterns and suggest improvements. AI tools can also predict injury risks, allowing managers to tailor training regimens to individual needs, thus extending athletes' careers and improving team outcomes. Virtual reality (VR) and AI-powered simulations are used for immersive training experiences, enabling managers to practice game scenarios and decision-making in a controlled environment.

Similarly, in hotel management, AI aids in skills development by streamlining operations and personalising guest experiences. AI can process customer feedback and operational data to advise managers on improving service quality and efficiency. Through machine learning algorithms, hotel managers can forecast demand and optimise room pricing, resulting in better resource allocation and revenue management. Conversational AI, like chatbots, can handle routine inquiries, freeing managers to focus on complex tasks requiring human intuition and creativity.

In both fields, AI enhances learning and decision-making processes, helping managers develop the essential skills needed to thrive. It provides a data-driven foundation for more informed, strategic decisions, leading to improved performance and customer satisfaction. With ongoing advancements, AI continues to be a pivotal tool for skills development in both sports and hotel management realms.

### **Future Directions**

Future research could focus on longitudinal studies tracking skills development in both fields over time, exploring the impact of technological advancements, globalisation, and other factors on skill requirements.

These findings provide valuable insights into the skills development landscape in sports management and hotel management, showcasing the unique challenges and opportunities for professionals in these dynamic industries.

## Discussion

Skills development in both sports management and hotel management is a multifaceted and dynamic process that encompasses a wide array of competencies essential for success in these industries. Through the qualitative review of existing literature on skills development in these fields, several key themes have emerged, shedding light on the nature of skills required, the methods of skill acquisition, and the importance of continuous learning and adaptability.

One of the central themes that emerged from the literature is the significance of leadership and interpersonal skills in both sports management and hotel management. Effective communication, teamwork, conflict resolution, and decision-making skills are crucial for professionals in these industries to successfully manage teams, projects, and operations. The ability to motivate and inspire others, as well as to build strong relationships with clients, customers, and stakeholders, is essential for achieving organisational objectives and ensuring customer satisfaction.

Furthermore, the literature highlights the importance of specialised technical skills in sports management and hotel management. In sports management, skills such as talent identification, sports marketing, event planning, and sports law are essential for the successful operation of sports organisations and events. Similarly, in hotel management, skills related to hospitality operations, revenue management, customer service, and quality control are critical for ensuring the smooth functioning of hotels and resorts.

Moreover, the literature emphasises the significance of adaptability and flexibility in the rapidly changing environments of sports management and hotel management. Professionals in these industries must be able to quickly adapt to new technologies, industry trends, and consumer preferences to stay competitive and meet the evolving needs of their clients and customers. Continuous learning and professional development play a crucial role in helping individuals in these fields stay abreast of the latest developments and best practices in the industry.

The qualitative review also reveals the importance of experiential learning and practical training in skills development in sports management and hotel management. Internships, apprenticeships, and on-the-job training provide individuals with valuable hands-on experience and real-world exposure to the challenges and opportunities present in these industries. By immersing themselves in actual work environments, individuals can develop and refine their skills, test their knowledge, and build confidence in their abilities.

Additionally, the literature emphasises the role of mentorship and coaching in skills development in sports management and hotel management. Experienced professionals can serve as mentors and coaches to guide and support individuals in their career development, providing valuable insights, advice, and feedback to help them enhance their skills and achieve their professional goals. Mentorship programs and coaching sessions can be instrumental in fostering talent and nurturing potential in these industries.

## Conclusion

In conclusion, the qualitative review of the literature on skills development in sports management and hotel management underscores the diverse and essential nature of skills required for success in these dynamic industries. Leadership, interpersonal, technical, and adaptability skills are crucial for professionals in sports management and hotel management to effectively manage teams, operations, and projects, as well as to meet the needs and expectations of clients and customers.

Experiential learning, practical training, mentorship, and coaching are valuable strategies for skills development in these fields, providing individuals with hands-on experience, guidance, and support to enhance their competencies and advance their careers. Continuous learning, adaptability, and a commitment to professional development are critical for individuals in sports management and hotel management to stay competitive, innovative, and successful in the face of ever-changing industry dynamics and challenges.

Moving forward, educators, employers, and professionals in sports management and hotel management need to collaborate in designing and implementing effective skills development programs that address the evolving needs of these industries and equip individuals with the knowledge, skills, and abilities required for career success. By investing in skills development and lifelong learning, professionals in sports management and hotel management can enhance their capabilities, advance their careers, and contribute to the growth and sustainability of their respective industries.

## References

1. Acar, G. (2023). The Evolution of Sports Management: Through The Lens of Management Science, Trends, and Future Vision. *International Journal of Recreation and Sports Science*, 7(1), 61-69. doi:10.46463/ijrss.1378131
2. Almeida, L. A., & Eira, P. (2024). Profiling sports managers in Sporting academies. *Journal of Physical Education & Sport*, 24(4), 986 - 991. doi:10.7752/jpes.2024.04112
3. Amirtharaj, S. D., & Cross, S. K. (2011). Role of training and development in promoting the growth of hospitality industry. *International Journal of Management*, 2(1), 126-133. Retrieved May 31, 2024, from

- <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=e3ac5d38d4foobe519aef0774dffa869e843d732>
4. Bharwani, S., & Talib, P. (2017). Competencies of hotel general managers: A conceptual framework. *International Journal of Contemporary Hospitality Management*, 29(1), 393-418. doi:10.1108/IJCHM-09-2015-0448
  5. Bilohur, V., Skrypchenko, I., & Nepsha, O. (2022). The concept of sports management as a factor of effective sports activities. *Humanities Studies*, 12, 60-70. doi:10.26661/hst-2022-12-89-07
  6. Braunstein-Minkove, J. R., DeLuca, J. R., & Baucum, S. C. (2023). Transferable skills: Preparing sport management students for careers both within and outside the sports industry. *Sport Management Education Journal*, 17(2), 135-143. doi:10.1123/smej.2022-0011
  7. Burgess, C. (2007). Do hotel managers have sufficient financial skills to help them manage their areas? *International Journal of Contemporary Hospitality Management*, 19(3), 188-200. doi:10.1108/09596110710739895
  8. Cernițoiu, C. (2022). The sports organisation performance and training by means of management concepts. *International Scientific Conference: "Actualities and Perspectives of Physical Education and Sport Sciences"*, 2022, (pp. 213-216). Retrieved May 30, 2024, from [https://ibn.idsi.md/sites/default/files/imag\\_file/P-213-216\\_1.pdf#page=1.25](https://ibn.idsi.md/sites/default/files/imag_file/P-213-216_1.pdf#page=1.25)
  9. Cetin, G., Demirciftci, T., & Bilgihan, A. (2016). Meeting revenue management challenges: Knowledge, skills and abilities. *International Journal of Hospitality Management*, 57, 132-142. doi:10.1016/j.ijhm.2016.06.008
  10. de Schepper, J. P., & Hill, B. (2021). The role of critical reflection as an employability skill in sport management. *European Sport Management Quarterly*, 21(2), 280-301. doi:10.1080/16184742.2020.1742184
  11. Duclos-Bastías, D., Giakoni-Ramírez, F., Parra-Camacho, D., Rendic-Vera, W. R.-V., & Gajardo-Araya, G. (2021). Better managers for more sustainability sports organisations: Validation of sports managers competency scale (COSM) in Chile. *Sustainability*, 13(2), 724. doi:10.3390/su13020724
  12. Dugalić, S., & Krsteska, A. (2013). Challenges of sports facilities and projects management in the XXI century. *SPORT-Science & Practice*, 3(2), 59-77. Retrieved May 31, 2024, from [https://www.researchgate.net/profile/Sretenka-Dugalic/publication/273402711\\_Challenges\\_of\\_Sports\\_Facilities\\_and\\_Projects\\_Management\\_in\\_the\\_XXI\\_Century/links/550040230cf28e4ac347eef3/Challenges-of-Sports-Facilities-and-Projects-Management-in-the-XXI-Centur](https://www.researchgate.net/profile/Sretenka-Dugalic/publication/273402711_Challenges_of_Sports_Facilities_and_Projects_Management_in_the_XXI_Century/links/550040230cf28e4ac347eef3/Challenges-of-Sports-Facilities-and-Projects-Management-in-the-XXI-Centur)
  13. Furunes, T. (2005). Training paradox in the hotel industry. *Scandinavian Journal of Hospitality and Tourism*, 5(3), 231-248. doi:10.1080/15022250510014372
  14. Guidotti, F., Demarie, S., Ciaccioni, S., & Capranica, L. (2023). Sports Management Knowledge, Competencies, and Skills: Focus Groups and Women Sports Managers' Perceptions. *Sustainability*, 15(13), 10335. doi:10.3390/su151310335
  15. Hassan, Y., Pandey, J., Varkkey, B., Sethi, D., & Scullion, H. (2022). Understanding talent management for sports organisations-evidence from an emerging country. *International Journal of human resource management*, 33(11), 2192-2225. doi:10.1080/09585192.2021.1971736
  16. Jaykumar, V., Fukey, L. N., & Balasubramanian, K. (2014). Hotel managers perspective of managerial competency among graduating students of hotel management programme. *Procedia-Social and Behavioral Sciences*, 144, 328-342. doi:10.1016/j.sbspro.2014.07.303
  17. Kay, C., & Russette, J. (2000). Hospitality-management competencies: Identifying managers' essential skills. *Cornell hotel and restaurant administration quarterly*, 41(2), 52-63. doi:10.1177/001088040004100217
  18. Keiper, M. C., Sieszputowski, J., Morgan, T., & Mackey, M. J. (2019). Employability Skills: A Case Study on a Business-Oriented Sport Management Program. *E-journal of Business Education and Scholarship of Teaching*, 13(1), 59-68. Retrieved May 31, 2024, from <https://files.eric.ed.gov/fulltext/EJ1239142.pdf>
  19. Kriegl, U. (2000). International hospitality management: Identifying important skills and effective training. *Cornell Hotel and Restaurant Administration Quarterly*, 41(2), 64-71. doi:10.1177/001088040004100218
  20. Kumar, S. (2023). Development of desirable sport management competencies. *Journal of Sports Science and Nutrition*, 4(2), 161-166. doi:10.33545/27077012.2023.v4.i2c.207
  21. Lin, S.-C. (2002). Exploring the relationships between hotel management courses and industry required competencies. *Journal of teaching in travel & tourism*, 2(3-4), 81-101. doi:10.1300/J172v02n03\_05
  22. Lumintuarso, R., Suharjana, W., & Ndayisenga, J. (2021). Sports management of Indonesian sports athletics preparations in Asian games 2018. *International Journal of Human Movement and Sports Sciences*, 9(1), 56-61. doi:10.13189/saj.2021.090108
  23. Marcu, V., & Buhaş, S. D. (2014). Sports organisations–management and science. *Procedia-Social and Behavioral Sciences*, 117, 678-682. doi:10.1016/j.sbspro.2014.02.281
  24. Nazari, R. (2017). The Impact of Mental Skills on Management Skills and Selecting Management Models on Sports Managers. *International Journal of Sport Culture and Science*, 5(3), 124-133. doi:10.14486/IntJSCS658



25. Nazari, R. (2018). The role of management skills in the selection of management model by sports managers. *Annals of Applied Sport Science*, 6(1), 57-64. Retrieved May 30, 2024, from [https://www.researchgate.net/profile/Rasool-Nazari/publication/325868247\\_The\\_Role\\_of\\_Management\\_Skills\\_in\\_the\\_Selection\\_of\\_Management\\_Model\\_by\\_Sports\\_Managers/links/5cdb13c2a6fdccc9ddae3275/The-Role-of-Management-Skills-in-the-Selection-of-Management-Mode](https://www.researchgate.net/profile/Rasool-Nazari/publication/325868247_The_Role_of_Management_Skills_in_the_Selection_of_Management_Model_by_Sports_Managers/links/5cdb13c2a6fdccc9ddae3275/The-Role-of-Management-Skills-in-the-Selection-of-Management-Mode)
26. Prasanth, S. (2015). Training and development in hotel industry. *Shanlax International Journal of Management*, 3(1), 27-34. Retrieved May 31, 2024, from [https://www.shanlax.com/wp-content/uploads/SIJ\\_Management\\_V3\\_N1\\_005.pdf#page=1.28](https://www.shanlax.com/wp-content/uploads/SIJ_Management_V3_N1_005.pdf#page=1.28)
27. Saxena, S. K. (2019). Training methods used for development of employees in the hotel industry. *International Journal of Management, IT and Engineering*, 9(6), 425-439. Retrieved May 31, 2024, from [https://www.enrichedpublications.com/ep\\_admin/journal/pdf/1704956403.pdf#page=35](https://www.enrichedpublications.com/ep_admin/journal/pdf/1704956403.pdf#page=35)
28. Sesinando, A., Seguí-Urbaneja, J., & Teixeira, M. C. (2022). Professional development, skills, and competences in sports: a survey in the field of sport management among public managers. *Journal of Physical Education and Sport*, 22(11), 2800-2809. doi:10.7752/jpes.2022.11355
29. Silva, R., Soares, G., Pataco, T., Oliveira, M., Silva, S., & Silva, C. (2022). Describing skills in hotel management syllabi: a view from the field. *Proceedings of the 5th International Conference on Tourism Research, 2022* (pp. 413-422). Academic Conferences and Publishing Limited. Retrieved May 30, 2024, from [https://www.google.co.in/books/edition/ICTR\\_2022\\_5th\\_International\\_Conference\\_o/L2R2EAAAQB\\_AJ?hl=en&gbpv=1&dq=hotel+management+skills&pg=PA405&printsec=frontcover](https://www.google.co.in/books/edition/ICTR_2022_5th_International_Conference_o/L2R2EAAAQB_AJ?hl=en&gbpv=1&dq=hotel+management+skills&pg=PA405&printsec=frontcover)
30. Statista. (2024, March 4). *Global sports market - statistics and facts*. Retrieved May 30, 2024, from Statista: <https://www.statista.com/topics/8468/global-sports-market/#topicOverview>
31. Teixeira, M. C., Rijo, V. A., & Sesinando, A. D. (2022). Sports management research: analysis of scientific development in Portugal (2008-2017). *Journal of Physical Education*, 33, e3353. doi:10.4025/jphyseduc.v33i1.3353
32. Teodora, T. (2020). Sports center management: competence structure model for sport managers. *Interdisciplinary Journal of Physical Education and Sports*, 20(2), 2-7. doi:10.36836/2020/2/6
33. Ushakov, R. N., Kryukova, E. M., Khetagurova, V. S., Mukhomorova, I. V., & Zelenov, V. V. (2020). Efficiency of hotel management. Training of specialists in hotel industry field. *Journal of Environmental Management and Tourism*, 11(2), 388-395. doi:10.14505//jemt.11.2(42).17
34. Velo, V., & Mittaz, C. (2006). Breaking into emerging international hotel markets: Skills needed to face this challenge and ways to develop them in hospitality management students. *International Journal of Contemporary Hospitality Management*, 18(6), 496-508. doi:10.1108/09596110610681539
35. WTTC. (2024). *Economic Impact Research*. Retrieved May 30, 2024, from World Travel and Tourism Council: <https://wttc.org/research/economic-impact#:~:text=In%202019%2C%20prior%20to%20the,1.4%25%20below%20the%202019%20level.>