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Research on Market Development and Management Mode of Stadiums of Colleges and Universities in Hunan Province

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Abstract: This study is to probe into the market development and management mode of colleges and universities in Hunan province, which it is very important to utilize the stadiums resources and promote economic development. Literature, questionnaire survey and the analysis of the data are used. The results show that the market development of stadiums is conducted in the majority of stadiums (80%) of colleges and universities in Hunan province. But only a small part of stadiums are developed in the process of market development of stadiums and a large number of stadiums are not in use. The main reason is that there are no good management teams in the market development, leading to much problems in the process of management, this study attempts to put forward many reasonable proposals, aiming at problems.

Key words: Stadiums of colleges and universities, market development, management mode, application research

INTRODUCTION

Stadiums as the important material base for the development of sports industry in China is the important position of carrying out sports activities and the construction of spiritual civilization and also an important material conditions to promote the development of sports industry, also the important material guarantee of healthy and orderly development of China's sports undertaking. Today the national fitness activities are fully carried out, stadiums of colleges and universities not only meet the needs of college, but also bear the tasks of sports activities and competitions of the surrounding communities and enterprises and institutions. The sports facilities in colleges and universities is the essential material conditions to ensure the teaching of physical education, extra-curricular sports activities, training and competition and the organic part of the construction of the basic teaching conditions of the school. A certain number of stadiums are the guarantee of the normal development of the school sports activities and stadiums of colleges and universities are the important part of state-owned assets and often the main sign buildings at the same time, representing the school image. These stadiums are constructed by financing, mainly financed by the school, followed by the state allocation, social support and individual donations. Water and power consumption cost of repair and maintenance and personnel costs are very high in stadiums, which have been the heavy burden of school finance.

How to achieve sustainable development of stadiums of colleges and universities under the conditions of market economy is an urgent task facing

colleges and universities (Chu and Guo, 2010). However, the market-oriented operation of stadiums of colleges and universities can not affect the normal teaching order because of business activities and economic interests. It is necessary to guarantee that the priority of stadiums should be given to the sports teaching and students' sports, always putting social benefits first. The stadiums should play an important role in the training of talents, the comprehensive improvement in the students' physical quality and health level and cultivating high-level professionals of all-round development in virtue, intellect and body (Wang, 2012). This study is to probe into the market development and management mode of colleges and universities in Hunan province, which it is very important to utilize the stadiums resources and promote economic development.

RESEARCH OBJECTS AND METHODS

Research objects: Leadership and teachers of stadiums management and students participating in exercise of colleges and universities in Hunan province, including Hunan University of Science and Technology, Hunan Normal University, Hunan University and so on.

Research methods

- Methods of literature. Literature, master and doctoral study on stadium operations and the development of intangible assets of sports recently published 8 years or so are retrieved
- Method of the expert consultation. The principal of stadiums of colleges and universities and the related experts and scholars are consulted

- **Questionnaire:** Eighteen colleges and universities in Hunan province are investigated by the questionnaire. Questionnaires are given to 54 school leadership and 50 questionnaires are returned to, among which 50 questionnaires are valid and valid rate is 100%. Questionnaires are given to 100 teachers and 95 questionnaires are returned to, among which 92 questionnaires are valid and valid rate is 96.8%. Questionnaires are given to 180 students and 172 questionnaires are returned to, among which 156 questionnaires are valid and valid rate is 90.7%.
- **Statistical analysis:** The data obtained by survey is handled by using SPSS 17 software package and qualitative data shall be analyzed in a logical way

ANALYSIS OF RESULTS

Development and management situation of China's stadiums of colleges and universities: In recent years, with the substantial improvement in China's economy, the construction scale and quantity of stadiums of colleges and universities are increased. The statistics results of national sport-site investigation shows that there are now 850080 sports venues in China, of which 558044 sports venues are in educational system, accounting for 65.6% of the total national sports venues, of which 28741 sports venues are in institutions of higher learning, accounting for 3.4% of the total national sports venues. As can be seen, currently resources deficiency in stadiums of colleges and universities is a big problem. According to statistics, there are indoor stadiums in 60% of nearly a thousand colleges and universities in China. Guangdong, Shanghai, Jiangsu and other places account for more than 90% and there are many stadiums in a part of colleges and universities. The rate of track is more than 95% and popularity rate of venues of swimming, badminton, table tennis and tennis court achieves above 50%. But venues of swimming (100%), fitness (100%) and tennis (89.5%) are the highest in the paid running stadiums and venues of basketball, football and badminton is only half, accounting for only 20-30% in some underdeveloped regions. Students account for 80-90% and social workers account for only 15% of the paid object for service. It shows that the potentiality of the development of sports market is big (Yang, 2012). At present the management mode of stadiums of colleges and universities in China is quite complicated, mainly including mode of sports department management, individual contract, collaborative management and property management, but most of them is mode of sports department management and property management. As a result, the management of stadiums is not standard. Currently, the management of

stadiums of colleges and universities should give priority to the specialized agencies and property management, which should be the development direction of management mode of colleges and universities.

Current situation of the market development and management model of stadiums of colleges and universities:

With the rapid development of economy, stadiums and sports service of colleges and universities gradually enter the market. Stadiums of colleges and universities perform the following function, such as, sports teaching, training, competition and extracurricular sports activities. In addition, this study must explore market development and management mode of stadiums suited for the characteristics of colleges and universities in an active way. The present development situation of stadiums of colleges and universities in China is shown as Table 1.

The data shows that most of China's colleges and universities now have conducted market development of stadiums, accounting for 88% of the investigated colleges and universities and market development of no stadium accounts for 12%. It reflects that most of colleges and universities realize that market development of stadiums will further promote the development of stadiums of colleges and universities, while providing a good platform for the promotion of public health. The investigation of market development of no stadium shows that the main reason for resource waste of stadiums is that school leaders do not pay enough attention to it.

The management mode of market development of stadiums is shown as Table 2.

Findings from the investigation shows that at present contract management mode is mainly used to manage stadiums of colleges and universities, accounting for 68% and school management mode accounts for 27.6% and entrusting professional management company to manage accounts for 4.4%. The data shows that 72.4% stadiums of

Table 1: Development situation of stadiumsf colleges and universities

Development situation	No. of school	Percentage (%)
Market development of all stadiums	6	24
Market development of some stadiums	16	64
Market development of no stadium	3	12

Table 2: Management mode of stadiums of colleges and universities

Management mode	No. of school	Percentage (%)
Entrusting professional management company to manage	1	4
School establishes the management company	1	4
Regulated by school leadership	3	12
Managed by department of physical education	3	12
Contracted to personal management	17	68

colleges and universities entirely enter the market, which not only make full use of stadiums, but also improve the utilization of the facilities and further promote the maintenance of facilities. Two modes of contract are mainly used by colleges and universities, that is, firstly, intramural contracting contract, which refers to the staff of colleges and universities contracts stadiums and sports facilities of school based on the signed contract. Departments of sports as owners and users of stadiums of colleges and universities often bear all or part of the cost of maintenance of stadiums and most of the spending comes from the operating income of the stadiums. Because the management department is mainly responsible for the work of teaching and teachers' time and energy is limited, departments often give the operating franchise in the spare time to the individuals or organization within the school and charge a certain cost and school do not engage in business activities. At present this mode is widely used. The advantage of this mode lies in the clear responsibility, to the benefit of mobilizing the enthusiasm of the staff. If the teachers of physical education contract, they will provide good services by combining professional knowledge closely. In addition, the department can restrict the contractor and obtain stable income through the contract. The drawback exists in too much emphasis on economic benefits, resulting in high fees and excessive use of such facilities. Secondly, the external contracting mode, which refers to external personnel or contractors contract part of stadiums and sports facilities of the school based on the signed contract. Due to signing the contract in advance, the contractor pays according to the contract. Although, the department of physical education or school do not involve in management, there exists stable income during the contract period while there is no access to a large number of economic income. The advantages of this mode lie in saving management cost from the management department and obtaining stable income. The drawback also lies in high charges arising from the excessive emphasis on economic benefits and reducing service quality and short-term behavior in using stadiums and facilities and decline in ability to regulate stadiums and facilities by the management department (Gu, 2007).

Status of degree of satisfaction with market development and management mode of stadiums of colleges and universities: The investigation of the status of degree of satisfaction with market development and management mode of stadiums can demonstrate the acceptance degree of market development and provide help to further promote the development of stadiums (Yu, 2005).

Table 3: Status of degree of satisfaction with market development and management mode of stadiums of colleges and universities

Very satisfied	Satisfied	General	Dissatisfied	Very dissatisfied	ok	Total (NR)
Student	9	58	27	49	13	156
Teacher	8	52	25	7		92
School Leadership	6	32	12			50

As can be seen from the Table 3, 58 students, 52 teachers and 32 school leaderships are satisfied with market development and management mode of stadiums of colleges and universities. Only 13 students are very dissatisfied with it.

The survey results show that the response from students is fierce as to on the question of the market for stadiums. Some students are dissatisfied with or very dissatisfied with these acts, the main reason is that the students can not accept fees of the school stadiums and facilities. They think that stadiums of the school are built for students to exercise and should be open to the students free of charge. The majority of teachers or leaders feel satisfied with the market development of stadiums, only a few teachers or leaders feel dissatisfied, the main reason is that the market development of stadiums is not conducive to the improvement in students' professional ability, resulting in increase in the economic burden of students. Officials of colleges and universities generally believe that the market management of stadiums of the school benefits the maintenance as well as the sustainable development of stadiums, also can make the students feel the social requirements for economy in advance, hence promote students to improve the economic ability of self management.

Status of management personnel of stadiums of colleges and universities: Management is the process of decision-making, planning, organization, execution and control. The purpose of management is efficiency and effectiveness. The core of management is human. The essence of management is the polymerization of various kinds of resources of enterprises and making full use of the management function so as to get the best returns with the optimal input and achieve the established objectives. The professional personnel of stadium management will directly influence the results of the market development of stadiums of the school. The findings from the survey of school leadership are shown as Table 4.

As can be seen from the table, 84% of schools are not provided with professional management personnel of the stadiums and only 16% of the schools are provided with professional management personnel. The data shows that colleges and universities are badly short of

Table 4: Status of professional personnel of stadium management in colleges and universities

Situation of management personnel	No. of school	Percentage (%)
Owning professional management team	1	4
Owning professional management personnel of stadium	3	12
No professional management personnel	21	84

Table 5: Situations of stadiums of colleges and universities in Hunan province

Stadium name	School No. with stadiums	School No. of market development of stadiums
Basketball hall	25	5
Badminton hall	25	22
Table tennis hall	25	7
Tennis courts	21	12
Ground track field	25	0
Football park	25	8
Gym	23	8
Dance and aerobics hall	21	5
Taekwondo hall	18	10
Swimming pool	25	6
Other venues	4	0

professional management personnel of the stadiums, which is an important factor that hinders the market development of stadiums and facilities of colleges and universities.

Number of stadiums owned by colleges and universities and the opening situation: Colleges and universities establish stadiums of different grades to meet the students' demands for class and the use rate of stadiums is different, shown as Table 5.

Table 5 shows that 5 of 25 school basketball hall is developed and 22 of 25 school badminton hall is developed. As can be seen from the data that colleges and universities in Hunan province are provided with stadiums of different levels, many of the stadiums are fitness venues now badly needed by the society. But in the process of market development of stadiums, the badminton hall and Taekwondo hall are mainly developed, the development and use of other stadiums is not desired. The main reasons through the investigation and analysis are that there is no good management mode in the market development of stadiums and no professional management personnel to manage.

Problems existing in the market development and management mode of stadiums: Currently, the operation and management of stadiums of colleges and universities in China basically follow the traditional mode, that is, the government appropriate funds, the school is responsible for construction and repair, the logistics department of school is responsible for management or sports teacher is responsible for management and stadiums are only used for physical teaching and research, training and used in classes (Wang *et al.*, 2012). The traditional mode of

operation can not adapt to the currently deepening reform of higher education and the development needs of the times.

The use ratio of stadiums is not high, but the maintenance fee is quite high, causing many stadiums unable to use in normal way. In addition to the normal classes attended by students, the use ratio of stadiums of colleges and universities is also very low in extra-curricular activity, this phenomenon is very prominent. The main reason for it is the single function of stadiums and lack of efforts to develop its versatility. However, with the improvement of people's living standard, the demands for fitness sites and stadiums are also increasing and the demands for mass consumption of sports appear such characteristics as diversification and multi-level, which requires the full development of the stadiums so as to make it be provided with multi functions. The single function of stadiums, mismanagement made by the manager and lack of efforts to develop of stadiums, cause the state-owned assets to be lost (Zhuang *et al.*, 2011). At the same time, the scope of paid service of existing operation mode is narrow, the multiple channels, forms, multi-level service network have not been formed and the advantage of stadiums, facilities and teachers do not get to play.

Management mechanism lags behind and there is no specific management department. The operation personnel of stadiums of colleges and universities presently are composed of teachers or social workers. These personnel have sports professional knowledge but lack other management knowledge and management and marketing personnel accounts for a small part, which directly led to the following consequence: The managers do not understand the economic rules and related policy of sports market, the management work is lack of vigor, management idea and management method lag behind and management system is not perfect. In addition, because of different thinking ability and way of each manager, the management level is uneven, operation management can not coordinate with business development and the operation of stadiums cannot tend to reasonable marketability operation. This passive management returns to the operation mode of the planned economy, seriously affecting the economic and social benefits of stadiums. It is lack of standardization in the organization and management of paid services and can not link the supporting work of sports work of school and lack of high-quality and professional management personnel of stadiums (Ge *et al.*, 2012).

The leadership of colleges and universities does not pay attention to it. In colleges and universities of at all levels, the leadership does not pay attention to the development of stadiums, which is an aspect seriously

affecting the use of different stadiums. In addition, the school leaders can not reach the consensus with local government departments on tax and pricing after the market development of stadiums, which is also an important factor hindering development. Therefore, the improvement in the importance of school leadership is crucial.

CONCLUSIONS AND SUGGESTIONS

Conclusions:

- The opening of stadiums of colleges and universities in China to the society has much work to do and the main factor affecting the opening is management after the stadiums are opened
- The operation and management of sports facilities opened to society is still in the running state of low level. It is generally the single method, that is, the facilities rental and lack of perfect organization management system
- The development of stadiums of colleges and universities is not well in line with the change of market and can not make corresponding adjustment to the demand for resources
- Colleges and universities are short of professional management personnel of market development of stadiums and the conditions for the formation of the management team
- That the school leaders do not pay attention to and local government does not cooperate seriously affect the market development of stadiums

Suggestions:

- The cultivation of professional management personnel of the market development of stadiums and establishment of management team of stadiums of colleges and universities
- Under the conditions that are short of the management talent, the operation corporation of stadiums should be commissioned for the agency of special business in order to promote the more reasonable market development of stadiums to the satisfaction of everyone

- To enhance the development of intangible assets of stadiums. The central ways of large-scale stadiums to expand benefit is the development of the value of intangible assets and the development income of intangible assets, such as naming rights, is the largest source of income in the case of stadiums of colleges and universities. As a result, the effective development of intangible assets will determine the success or failure of the market development and the management of stadiums of colleges and universities
- A variety of modes should be used to manage stadiums of colleges and universities in order to satisfy the different needs of students, teachers, leaders and fitness staff

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