

SPORTS MANAGEMENT

Course contact hours: 45

Recommended credits: 6 ECTS – 3 US

Language: English

Prerequisites

Basic knowledge of sports and management.

Objectives and Contextualization

Barcelona, according to the global ranking by Burson Cohn & Wolfe (2024), stands out as Europe's leading sports city and ranks fourth worldwide. This recognition is largely attributed to the numerous initiatives and events driven by both the public administration and the private sector, especially following the 1992 Olympic Games. These efforts have positioned the city as a global reference in sports management, creating a wide range of professional opportunities in various fields.

This Sports Management course aims to leverage this city-level experience to provide students with a comprehensive understanding of the professional potential in this sector. The course focuses on the professional management of sports organizations, leadership, event management, and business strategies. Students will familiarize themselves with areas such as sports event management, administration of sports organizations (public, for-profit, and non-profit), the intersection of sports and tourism, and the role of sports in generating positive social impacts.

The teaching methodology focuses on the student, promoting learning through active participation and the investigation of real experiences within the city. It's a practical approach where theoretical foundations will provide context for researching relevant cases in different sectors. Students will have the opportunity to conduct individual or group interviews with influential figures in the sports industry, engage with guest speakers with practical experience, visit sports organizations and events, analyze case studies in class, and engage in specialized readings.

An innovative feature of the course is the integration of sports methodologies and digital platforms directly into the classroom, allowing students to experience and apply these practical approaches in real-time. This facilitates the internalization of acquired knowledge and skills by providing a direct and participatory experience during class sessions and equips students with digital tools for future career development.

Competences

- Adaptation to different cultures within sports organizations.
- Practical application of methodologies in sports programs.
- Leadership with integrity in sports.
- Motivating others in the sports sector.
- Planning and effective execution of sports projects.
- Creation of innovative marketing strategies in sports.
- Efficient planning of large-scale sports events.
- Analysis of business models in the sports industry.
- Assessment of innovative technologies in sports.
- Strategies for developing inclusive sports policies.
- Design of sports tourism strategies for socio-economic development.

Learning Outcomes

1. Analyze sport organizations and apply methodologies to assess cultural impact and promote organizational change.
2. Promote and implement ethical management practices to ensure transparency and integrity within sports organizations.
3. Develop leadership skills to effectively manage teams and staff within sports organizations.
4. Design, plan, and evaluate sports projects, understanding the project lifecycle.
5. Create and implement innovative strategies to enhance brand value and audience engagement in sports.
6. Plan, organize and execute large-scale sports events, ensuring efficient coordination of resources and logistics.
7. Identify business models of for-profit sports organizations and their financial and operational impact.
8. Assess emerging technologies in sports and their practical applications for performance improvement and management efficiency.
9. Understand and analyze public sports policies and their effectiveness in fostering population benefits.
10. Integrate tourism and sports strategies to foster sustainable economic and social development across different contexts.

Content

1. Sports organizational culture.

- a. Types of sports organizations and their characteristics.
 - i. Professional sport teams.
 - ii. Amateur and association sport clubs.
 - iii. Non-profit sport organizations.
 - iv. Sport federations and governing bodies.
- b. Analysis of the impact of organizational culture on sports management.
 - i. Ethical practices and compliance.
 - ii. Change management and innovation.
 - iii. Reputation management.
 - iv. Internal and external communication.
 - v. Leadership style and decision making.
- c. Methodologies in sports management for organizational impact.
 - i. Conflict prevention as a strategy for cohesion in organizations.
 - ii. Programs developed in Barcelona.

2. Ethics and sports management.

- a. Ethical values in sports management.
 - i. Integrity.
 - ii. Fair play.
 - iii. Accountability.
 - iv. Transparency and compliance.
- b. Resolution of ethical dilemmas in sports management.
 - i. Identification mechanisms.
 - ii. Ethical guidelines.
 - iii. Disciplinary actions.
 - iv. Learning process.

3. Leadership and teamwork: managing teams for optimal performance.

- a. Leadership styles in sports.
 - i. Examples of the different styles in the sport sector and their impact on teams and workers.
- b. Management in sports organizations.
 - i. Empowerment.
 - ii. Team cohesion.
 - iii. Conflict resolution.

4. Development of sports projects.

- a. Planning.
 - i. Setting goals and defining project outcomes.

- ii. Identifying stakeholders.
 - iii. Allocating resources.
 - iv. Managing risks.
- b. Implementation.
 - i. Task assignment.
 - ii. Monitoring progress.
 - iii. Communication strategies.
 - iv. Problem solving.
- c. Evaluation of projects.
 - i. Quantitative evaluation.
 - ii. Qualitative evaluation.
 - iii. Key performance indicators (KPIs)
 - iv. Source of verification.
 - v. Type of reports.

5. Sports marketing.

- a. Marketing strategies.
 - i. Market research.
 - ii. Brand positioning and promotion.
 - iii. Sponsorship.
 - iv. Community engagement.
- b. Creation and management of the sports brand.
 - i. Brand development.
 - ii. Brand strategy and positioning.
 - iii. Brand communication.
 - iv. Customer interaction.
 - v. Monitoring and evaluation.

6. Sports event management.

- a. Planning of sports events.
 - i. Venue location.
 - ii. Staff and stakeholders' coordination.
 - iii. Budget and financial management.
 - iv. Legal issues and compliance.
 - v. Managing marketing process.
- b. On-site logistics at the event.
 - i. Customer service.
 - ii. Health, safety, and emergency management.
 - iii. Traffic and parking.
 - iv. Crowd control.
 - v. On-site coordination of the services and staff.

7. Business environment in sports.

- a. For-profit organizations in the sports sector.
 - i. Sport management firms.
 - ii. Fitness organizations.
 - iii. Sports media and broadcasting companies.
- b. Business models in the sports industry.
 - i. Ticket sales and attendance.
 - ii. Sponsorships and partnerships.
 - iii. Broadcasting.
 - iv. Merchandising and licensing.
 - v. Ancillary services.
 - vi. Memberships.

8. Technological innovation in sports and their impact on sports performance and management.

- a. Emerging technologies applied to sports performance.
 - i. Sports analytics.
 - ii. Immersive experiences.
 - iii. Advanced equipment.
 - iv. Artificial Intelligence.
- b. Key digital platforms in sports management.
 - i. Sports event management platforms.
 - ii. Sponsorship and partnership management tools.
 - iii. Project management tools for sports organizations.

9. Public management and policy implementation.

- a. Role of public administration in sports promotion.
- b. Principles of sports policy development.
- c. Public-private partnerships in sports.
- d. Legal regulatory frameworks.
- e. Key public policy actions in sports across Europe: The case of Catalonia and Barcelona.
 - i. Inclusive sport.
 - ii. Women and sport.
 - iii. Sports equipment.
 - iv. School-age sport.
 - v. Sport in public spaces.
 - vi. Event sports.

10. Tourism and sports: designing sports tourism for growth.

- a. Integration of tourism and sports strategies.
 - i. Strategies to promote sport tourism.
 - ii. Sustainable tourism practices.
 - iii. Sport tourism initiatives in Barcelona.
- b. Impact of sports tourism on economic and social development.
 - i. Economic benefits.
 - ii. Social impact.
 - iii. Infrastructures and services.

Methodology

The Sports Management course employs a practical, student-centered approach that leverages the rich array of experiences and resources that Barcelona offers in the field of sports. Recognized as a global leader in sports practice, promotion, and management, the city's vibrant ecosystem of sports organizations and international events provides students with a unique opportunity to immerse themselves in the fundamentals of sports management while applying theoretical knowledge in real-world contexts.

This course integrates both theoretical and practical elements, placing students at the center of the learning process. Key topics are explored through a variety of interactive teaching methods. The theoretical foundations introduced in class are complemented by practical experiences, including visits to sports organizations and events within Barcelona. These hands-on experiences allow students to observe and analyze how sports projects are managed and executed in real-world settings.

In addition, students will have the opportunity to engage with industry professionals through interviews and guest sessions with prominent figures in the sports field. These interactions enrich the learning experience, allowing students to apply theoretical concepts to practical, real-world scenarios. Case studies analyzed in class provide deep insights into the challenges and opportunities in sports management, helping students develop critical problem-solving skills. By integrating sports methodologies directly into the classroom, students will experience and apply practical approaches in real-time, facilitating the internalization of knowledge and skills.

The course also encourages student autonomy and empowerment, fostering an active role in the learning process. Through this combination of theory and practice, students will not only gain a solid understanding of sports management but will also develop essential practical skills for their future careers. Barcelona's dynamic and leading role in the sports industry acts as a living laboratory, providing students with the opportunity to interact with various sports entities, understand the impact of international events, and explore how sports can positively transform communities.

This methodology aims to provide students with a comprehensive foundation in sports management and inspire them to apply this knowledge innovatively and effectively in their

professional careers. Additionally, the course integrates digital tools and platforms to enhance the learning experience, offering opportunities to explore data analysis in sports and engage in collaborative online projects. Continuous formative assessments, including self-evaluations and regular feedback, ensure that students can reflect on and refine their learning throughout the course.

Activities

Directed:

Class sessions (practice)	28 hours
Class sessions (theory)	14 hours
Assessment	3 hours

Supervised (15 hours):

Research presentation	14 hours
-----------------------	----------

Autonomous (90 hours):

Comprehensive study of materials	35 hours
Exercises and activities	30 hours
Team project	25 hours

Assessment

The professor will use numerous differentiated assessment forms to determine students' final grades for this course, listed and weighted below. The content, criteria, and specific requirements for each assessment category will be explained in greater detail in class.

Assessment Activities

Title	weighting	hours	learning outcomes.
Participatory research presentation	30 %		1-10
Midterm Exam	25%	2	1,2,3,4,5
Final Exam	25 %	2	7,8,9,10
Participation	20%		1-10

JEDI (Justice, equity, diversity, and inclusion)

This program is committed to fostering a diverse and inclusive community. This diversity includes but is not limited to, race, gender and/or gender identity, ethnicity, sexual orientation, age, language, socioeconomic status, immigration status, geographic region, religion, and ability/disability. In doing so, we acknowledge historic and current system communal inequalities, we provide equal opportunities and support for all our students, we promote well-being in everyone, and we recognize diversity as a basic element to broaden our students' minds in our international environment.

Bibliography

Cunningham, G. B. (2021). *Strategic Sport Management*. Human Kinetics.

Covell, D., & DeSchrive, T. (2017). *Managing Sport Organizations: Responsibility for Performance*. Human Kinetics.

Milne, G. R., & McDonald, M. A. (2018). *The Business of Sport Management*. Palgrave Macmillan.

Shank, M. D., & Lyberger, M. R. (2018). *Sport Marketing: A Strategic Perspective*. Springer.

Morgan, W. J. (2020). *Ethics in Sport*. Human Kinetics.

Jarvie, G. (2018). *Sport, Culture and Society: An Introduction*. Palgrave Macmillan.

Houlihan, B. (2015). *Sport Policy in Britain*. SAGE Publications.

Shone, A., & Parry, B. (2020). *Event Management for Sport and Entertainment*. Goodfellow Publishers.

García, A. M. (2018). *Deporte y Sociedad: Tendencias Actuales y Nuevas Perspectivas*. Editorial Tecnos.

Gómez, R. (2019). *Marketing Deportivo: Estrategias y Planificación*. Editorial Sportmarketing.

Núñez, J. L. (2016). *La Gestión del Deporte*. Editorial Síntesis.

Puig, N. (2015). *El Deporte en la Construcción de la Cataluña Contemporánea: Política, Cultura y Sociedad*. Editorial UOC.

Pujadas, X., & Santacana, C. (2016). *El Deporte en Cataluña: Historia y Sociedad*. Publicacions de la Universitat de València.

García Ferrando, M. (2010). *Posmodernidad y Deporte: Entre la Individualización y la Masificación*. Alianza Editorial.

Recommended films

Beatty, Z. (Director). (2014). *Iverson*. Showtime.

Corben, B. (Director). (2012). *Broke*. ESPN Films

Gast, L. (Director). (1996). *When We Were Kings*. Gramercy Pictures.

Hancock, J. L. (Director). (2009). *The Blind Side*. Warner Bros. Pictures.

James, S. (Director). (1994). *Hoop Dreams*. Fine Line Features.

Miller, B. (Director). (2011). *Moneyball*. Columbia Pictures.

Nicoll, M. (Director). (2016). *At All Costs*. Gravitas Ventures.

Turner, B., & Turner, G. (Directors). (2018). *Sunderland 'Til I Die*. Fulwell 73 Productions.

Yakin, B. (Director). (2000). *Remember the Titans*. Walt Disney Pictures.

Zimbalist, J., & Zimbalist, M. (Directors). (2010). *The Two Escobars*. ESPN Films.

Software

SportsEngine.

Platform for managing sports teams, leagues, and events with scheduling, registration, and communication tools. SportsEngine.

<https://www.sportsengine.com>

KORE Software

A platform for managing sponsorships and partnerships, helping sports organizations track sponsor contracts, deliverables, and ROI analysis.

[KORE Software](#)