

## **Module Manual**

### **M.Sc. Sport Management [M.Sc. SMA]**

**Valid for first-year students: Winter term 2017/18 onward**

The M.Sc. Sport Management combines economic evaluation, analytics, conceptualization, and a strong international perspective. The program focuses on scientific problem-solving to train students as experts for top-level management positions in the knowledge intensive sport industry and offers a strong research orientation. Graduates are qualified in all areas of strategic planning including planning and development, implementation, and evaluation. A particular emphasis is placed on conceptual skills using a research-oriented focus within the degree program.

Based on a first degree from disciplines such as economics, law, finance, communication science with a major in marketing, business administration or sport sciences,, the degree program focuses initially on extending and consolidating statistical knowledge and skills to strengthen scientific problem-solving capabilities. The degree program mirrors the interdisciplinary nature of the sport management discipline in the various modules. Initially the focus lies on wider subject areas such as governance, psychology, Olympism, or sociology, which is followed by core subjects such as marketing, strategic planning, economics, and finance. Graduates have a broad and critical understanding of key issues within those subject areas.

The following learning outcomes are at the core of the entire program:

## Professional competence

### A. Knowledge

Graduates are able to

- Demonstrate a critical understanding of the interdisciplinary nature of sport management and its special features.
- Classify and structure sport management problems and find solutions to those problems.
- Evaluate the political, ecological, sociological, technological, economic, and legal environment of the sports business.
- Display a thorough understanding of theories, approaches, concepts, and models in various sport management areas such as marketing, strategy, economics, or finance.
- Independently acquire new knowledge and abilities.

### B. Skills

Graduates are able to

- Apply and transfer their knowledge to unknown situations in the broader context of sport business while identifying interdependencies of stakeholders involved.
- Decide which technique is most appropriate to investigate diverse sport management issues.
- Creatively apply knowledge and develop strategic plans (including appropriate tactics) for various management situations.
- Develop comprehensive concepts and strategic plans in all areas of sport management as well as to promote, implement, and evaluate those concepts and plans.
- Analyze large amounts of data and evaluate the data's relevance and validity
- Synthesize data and information quickly and elaborate and identify key issues relevant for the current context/situation.
- Extrapolate new approaches to practice from research.
- Work goal-oriented and effectively in groups to tackle challenges of sport management.

## Personal competence

### A. Social competence

Graduates are able to

- Assume responsibility within groups and take the lead.
- Communicate effectively their strategies which are developed based on thorough research.
- Present one's own work and group work in front of large audience and lead debates.

### B. Autonomy

Graduates are able to

- Manage own learning.
- Adopt an analytical approach to new situations based on independent judgement.

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- Reflect about and anticipate the impact of strategic decisions on organizations, their development, culture, and outputs.

Graduates of the Master's program in Sport Management are qualified for top-level management positions in all kinds of sport organizations. The program is geared specifically to providing students with the demanding knowledge base to get ahead in sport business. Students can enter into sport management leadership positions in general sport management as well as in areas such as finance, personnel, strategy, and development. They are also qualified for consulting as well as academic and commercial research.

**Module:** International Sports Governance  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2017/18 onward

Title of module	International Sports Governance
Abbreviation	SMA1
Term / Duration (Term)	1 <sup>st</sup> and 2 <sup>nd</sup> / 2
Total Workload (hrs) / Total ECTS points	270 h / 9
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	<p>a) Introduction to European and International Politics 2 / 30 h / 30 h / 1 / lecture / english / no</p> <p>b) International Sport Systems 2 / 30 h / 75 h / 1 / seminar / english / no</p> <p>c) European Integration, Common Market and Sport 2 / 30 h / 75 h / 2 / seminar / english / no</p>
Competency-based Learning Outcomes	<p>Students will be able to</p> <ul style="list-style-type: none"> <li>- show awareness of political and legal aspects in sport management</li> <li>- develop an understanding for the peculiarities of different sports systems and sport organizations</li> <li>- interpret and anticipate political and legal developments in sport management</li> <li>- apply the principles of sports systems, sport organization and legal aspects in a sport management context</li> <li>- develop an understanding for a team work</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- International sport organizations and regulations</li> <li>- National sport systems</li> <li>- Sport Politics of the European Union</li> <li>- European Networking in Sport</li> <li>- Legal aspects of sports</li> <li>- European and International Politics</li> </ul>
Teaching and Learning Methods	Lectures, seminars, workshops, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. short report). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Written examination (50%) and term paper (50%)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:** Measurement and Evaluation I  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2017/18 onward

Title of module	Measurement and Evaluation I
Abbreviation	SMA2
Term / Duration (Term)	1 <sup>st</sup> / 1
Total Workload (hrs) / Total ECTS points	420 h / 14
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	<p>a) Research Methods 2 / 30 h / 120 h / 1 / seminar / English / no</p> <p>b) Statistics Lecture Series 1 / 15 h / 15 h / 1 / lecture / English / no</p> <p>c) Advanced Statistics I 2 / 30 h / 30 h / 1 / exercise course / English / yes</p> <p>d) Academic Problem Solving 2 / 30 h / 60 h / 1 / seminar / English / no</p> <p>e) Evaluation and Research Techniques 2 / 30 h / 60 h / 1 / seminar / English / no</p>
Competency-based Learning Outcomes	<p>Students will be able to</p> <ul style="list-style-type: none"> <li>- evaluate current themes in sport management research</li> <li>- apply principles of research design and analysis to a specific project in sport management</li> <li>- evaluate appropriate research methods within a sport management research project</li> <li>- apply mathematical and statistical procedures in order to evaluate sport managerial models and solve research problems</li> <li>- assess based on the analytical approaches learned which technique is most appropriate to evaluate a management problem</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Quantitative research methods</li> <li>- Qualitative research methods</li> <li>- Sampling</li> <li>- Scientific Writing</li> <li>- Statistical procedures</li> <li>- Analysis of current themes</li> </ul>
Teaching and Learning Methods	Lectures, seminars, workshops, presentations, independent learning
Recommended Literature	<p>Bryman, A., &amp; Bell, E. (2007). Business research methods. Oxford: Oxford University Press.</p> <p>Field, A. (2013). Discovering statistics using IBM SPSS Statistics. London: Sage Publications Ltd.</p> <p>Hair, J., Black, W., &amp; Babin, B. (2006). Multivariate data analysis. New Jersey: Pearson Prentice Hall.</p> <p>Tabachnick, B. G., &amp; Fidell, L. S. (2007). Using multivariate statistics. Boston, MA: Allyn &amp; Bacon.</p>
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <u>Overview Prerequisites</u>

# Module Description

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Intermediate Assessments	Intermediate tests take place (e.g. exercises). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Written examination (75%) and term paper (25%)
Weight of module	100 %
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:** Psychological Aspects of Sport Management  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Psychological Aspects of Sport Management
Abbreviation	SMA3
Term / Duration (Term)	1 <sup>st</sup> & 2 <sup>nd</sup> / 2
Total Workload (hrs) / Total ECTS points	210 h / 7
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Psychological Aspects of Sport Management 2 / 30 h / 90 h / 1 / seminar / english / yes b) Psychological Study in Sport Management 2 / 30 h / 60 h / 2 / seminar / english / yes
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- to criticize the state-of-the-art analytically and proposing a research line</li> <li>- to write a research note ready for a journal submission</li> <li>- conducting a research note in a team</li> <li>- present one's own work and group work in front of large audience and lead debates</li> <li>- developing research proposal from the state-of-the-art literature reviews</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Knowledge on scientific arguing and writing</li> <li>- Theories of Psychology in Sport Management</li> <li>- Paradigms and Methods of Psychological Studies in Sport Management</li> </ul>
Teaching and Learning Methods	Lectures, seminars, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar, currently: Bar-Eli, M., Plessner, H., & Raab, M. (2011). Judgment, decision-making and success in sport (1 ed.). Hoboken, New Jersey: John Wiley-Blackwell.
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Report (100%; Lecturer review of the research note with option to revise)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

**Module:** Olympic Movement and its Management  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Olympic Movement and its Management
Abbreviation	SMA4
Term / Duration (Term)	1 <sup>st</sup> & 2 <sup>nd</sup> / 2
Total Workload (hrs) / Total ECTS points	180 h / 6
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Olympic Governance and Olympic Policy in Transition 2 / 30 h / 60 h / 1 / lecture / english / no b) International relations and the Commercialization of the Olympic Games 2 / 30 h / 60 h / 2 / lecture / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- critically appraise the policies of organizations relevant to the Olympic Movement</li> <li>- develop an appreciation of the opportunities, challenges, and threats of top-level sport and the Olympic Movement</li> <li>- critically reflect the benefits and limits of sponsorship and marketing in the Olympic context</li> <li>- develop a critical understanding of how and why Olympic Games have changed since its re-invention by Pierre de Coubertin</li> <li>- obtain and evaluate information</li> <li>- work methodologically, conceptually, and systematically</li> <li>- evaluate the role of the media and sponsorship in the promotion of Olympic values</li> <li>- critically evaluate the impact of the Olympic Movement on international relations, and the impact of international relations on the activities of the so-called Olympic family</li> <li>- argue, present, and moderate in the context of the Olympic Movement</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Political, social, and economic influences leading to processes of continuity and transformation in the Olympic Movement</li> <li>- Different levels of Olympic Governance and the network of national and international organizations involved in the Olympic Games</li> <li>- The relationship between media, sponsors, and the Olympic organizations</li> <li>- International politics in the context of the Olympic Movement</li> <li>- The International Olympic Committee in the context of the international sport system</li> </ul>



	<ul style="list-style-type: none"> <li>- Paralympic Games and the Youth Olympic Games</li> <li>- Broadening the Olympic Movement?</li> </ul>
Teaching and Learning Methods	Lectures, seminars, presentations, independent learning
Recommended Literature	<p>Specific literature will be communicated at the beginning of each seminar. The following key readings are recommended:</p> <p>Bale, J., &amp; Christensen, M. K. (2004). Post-Olympism? Questioning Sport in the Twenty-first Century. Oxford: Berg Publishers.</p> <p>Barney, R. K., Wenn, S. R., &amp; Martyn, S. (2002). Selling the Five Rings. The International Olympic Committee and the Rise of Olympic Commercialism. Salt Lake City: University of Utah Press.</p> <p>Chappelet, J.-L., &amp; Kübler-Mabbott, B. (2008). The International Olympic Committee and the olympic system: the governance of world sport. London; New York: Routledge.</p> <p>Garcia, B., &amp; Miah, A. (2012). The Olympics: The Basics. Oxford: Routledge.</p> <p>Horne, J. (2012). Understanding the Olympics. Routledge: Abingdon, Oxon.</p> <p>Preuss, H. (2000). Economics of Hosting the Olympic Games 1972-2000. Sydney: Walla Walla Press.</p> <p>Walmsley, K., B., &amp; Young, K. (2005). Global Olympics: historical and sociological studies of the modern games. Amsterdam; Oxford: Elsevier JAI.</p>
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place. Exact details will be given for each lecture in the first session at the semester's start.
Assessment	Written examination (100%)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:** Sociological and Legal Aspects  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Sociological and Legal Aspects
Abbreviation	SMA5
Term / Duration (Term)	2 <sup>nd</sup> / 1
Total Workload (hrs) / Total ECTS points	180 h / 6
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Sociological Aspects 2 / 30 h / 60 h / 2 / seminar / english / no b) Legal Aspects 2 / 30 h / 60 h / 2 / seminar / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- understand prevailing social challenges and problems of sport</li> <li>- understand key concepts of the sociology of sport</li> <li>- develop sociologically informed answers and explanations of social phenomena in sport</li> <li>- identify key elements of the recursive character of social structure and social action that frame sport</li> <li>- outline appropriate examples and strategies for social agents to cope with social challenges and problems</li> <li>- evaluate the appropriateness of empirical techniques applied in any written reports on sport management issues</li> <li>- understand the worthiness of commitment and liability within (work) groups understand the relationship between sports and the law, and of the role of law in sports governance</li> <li>- identify potential influences/limitations of the legal framework</li> <li>- identify different levels of sports regulations and apply the differences between autonomous, State, and international rules</li> <li>- understand how to apply and interpret legal rules pertaining to sport</li> <li>- evaluate meaning and scope of different legal frameworks (national/ international)</li> <li>- comprehend the basics of the strategies to interpret laws</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Sociological aspects of non-profit organizations in sport</li> <li>- Conflict theory</li> <li>- Theories of modernization and social differentiation</li> <li>- Gender relations in sport and sport organizations</li> <li>- Social inequality / managing diversity in sport</li> </ul>

	<ul style="list-style-type: none"> <li>- Sociological aspects of violence in sport</li> <li>- Sociological aspects of doping in sport</li> <li>- Key issues of national and international sports law, such as: doping, sports arbitration, sport sponsoring, competition rules applicable to sports, TV, and broadcasting of sports events, etc.</li> </ul>
Teaching and Learning Methods	Seminar-based teaching including class presentations
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. exercises). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Written examination (50%), Report (50%) Details will be provided at the start of the semester.
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:** Measurement and Evaluation II  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Measurement and Evaluation II
Abbreviation	SMA6
Term / Duration (Term)	2 <sup>nd</sup> / 1
Total Workload (hrs) / Total ECTS points	120 h / 4
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	<p>a) <u>Advanced Statistics II</u> 2 / 30 h / 30 h / 2 / seminar/exercise course / english / yes</p> <p>b) <u>Advanced Statistics III</u> 2 / 30 h / 30 h / 2 / seminar/exercise course / english / yes</p>
Competency-based Learning Outcomes	<p>Students will be able to</p> <ul style="list-style-type: none"> <li>- apply mathematical and statistical procedures to evaluate sport managerial models and solve research problems</li> <li>- evaluate results of statistical procedures and apply them to practice</li> <li>- assess based on the analytical approaches learned which technique is most appropriate to evaluate a management problem</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Evaluation approaches in Sport Management</li> <li>- Specific instruments in Sport Management Research</li> <li>- Multivariate methods to use in Sport Management</li> </ul>
Teaching and Learning Methods	Lectures, seminars, presentations, independent learning
Recommended Literature	<p>Will be communicated at the beginning of each seminar, amongst others, e.g.:</p> <p>Hair, J., Black, W., &amp; Babin, B. (2006). Multivariate data analysis. New Jersey: Pearson Prentice Hall.</p> <p>Tabachnick, B. G., &amp; Fidell, L. S. (2007). Using multivariate statistics. Boston, MA: Allyn &amp; Bacon.</p>
Type of module (compulsory/elective)	Compulsory
Prerequisites	See <a href="#">Overview Prerequisites</a>
Intermediate Assessments	<p>Intermediate tests take place (e.g. presentation, exercises). Exact details will be given for each seminar in the first session at the semester's start.</p>
Assessment	Written examination (100%)
Weight of module	100%
Module Commissioner	See <a href="#">Overview Module Commissioners</a>

*Subject to change*

<b>Module:</b>	<b>Research Project</b>
<b>Degree program:</b>	<b>M.Sc. Sport Management</b>
<b>Valid for first-year students:</b>	<b>Winter term 2016/17 onward</b>

Title of module	Research Project
Abbreviation	SMA7
Term / Duration (Term)	2 <sup>nd</sup> & 3 <sup>rd</sup> / 2
Total Workload (hrs) / Total ECTS points	240 h / 8
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Research Project I 2 / 30 h / 120 h / 2 / seminar / english / no b) Research Project II 2 / 30 h / 60 h / 3 / seminar / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- evaluate the sport management problem and find an appropriate theoretical and methodological approach to solve the problem</li> <li>- apply principles of research design to a specific project</li> <li>- decide which technique is most appropriate to investigate a specific sport management issue</li> <li>- apply mathematical and statistical procedures to evaluate sport managerial models and solve research problems</li> <li>- synthesize data and information quickly and elaborate and identify key issues relevant for the current context/situation</li> <li>- identify implications from your research for practitioners</li> <li>- produce a coherent and concise research report</li> <li>- provide a coherent scientific presentation</li> <li>- manage own learning</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Conducting a literature review</li> <li>- Development of a theoretical model</li> <li>- Selection of a research design</li> <li>- Discussion of results</li> </ul>
Teaching and Learning Methods	Discussions, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <u>Overview Prerequisites</u>
Intermediate Assessments	Intermediate tests take place (e.g. result presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Presentation (30%), Report (70%) Exact details will be given at the start of the semester.
Weight of module	100%
Module Commissioner	Cf. <u>Overview Module Commissioners</u>

**Module:** Sport Marketing Research  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Sport Marketing Research
Abbreviation	SMA8
Term / Duration (Term)	2 <sup>nd</sup> & 3 <sup>rd</sup> / 2
Total Workload (hrs) / Total ECTS points	270 h / 9
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Sport Marketing Research 2 / 30 h / 60 h / 2 / seminar / english / no b) Sport Sponsorship Research 2 / 30 h / 60 h / 3 / seminar / english / no c) Sport Consumer Behavior Research 2 / 30 h / 60 h / 3 / seminar / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- classify and structure sport marketing problems and find solutions to those problems</li> <li>- display a thorough understanding of sport marketing theories, approaches, concepts, and models</li> <li>- apply and evaluate advanced methods and techniques in sport marketing research</li> <li>- decide which technique is most appropriate to investigate marketing issues</li> <li>- develop the capacity to produce a coherent strategic marketing plan</li> <li>- demonstrate a critical insight and understanding of development and positioning strategies as well as marketing planning in sport management</li> <li>- evaluate marketing information in the context of sport work goal-oriented and effectively in groups to tackle challenges of sport marketing</li> <li>- discuss sport marketing issues in a team</li> <li>- demonstrate the ability to argue and present marketing issues in front of large audiences</li> <li>- argue, present and moderate in the context of sport marketing.</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Current issues in research on market segmentation</li> <li>- Targeting and Positioning</li> <li>- Branding Research</li> <li>- Types of sponsorships</li> <li>- Measurement and evaluation of sponsorships</li> <li>- Consumer behavior models</li> <li>- Customer satisfaction theories</li> </ul>
Teaching and Learning Methods	Case studies, workshops, presentations, independent learning, e-learning
Recommended Literature	Will be communicated at the beginning of each seminar, amongst others, the following book is recommended in

	particular: Shilbury, D., Westerbeek H., Quick S., & Funk D. (2009). Strategic sport marketing (3rd). Sydney: Allen & Unwin.
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Oral examination (100%; a part of the exam will be presenting group work)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:**

**Strategy & Planning**

**Degree program:**

**M.Sc. Sport Management**

**Valid for first-year students:**

**Winter term 2016/17 onward**

Title of module	Strategy & Planning
Abbreviation	SMA9
Term / Duration (Term)	2 <sup>nd</sup> & 3 <sup>rd</sup> / 2
Total Workload (hrs) / Total ECTS points	270 h / 9
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	<p>a) Strategic Sport Management 2 / 30 h / 60 h / 2 / seminar / English / no</p> <p>b) Sport Project and Event Management 2 / 30 h / 60 h / 3 / seminar / English / no</p> <p>c) Sport Business Planning 2 / 30 h / 60 h / 3 / seminar / English / no</p>
Competency-based Learning Outcomes	<p>Students will be able to</p> <ul style="list-style-type: none"> <li>- apply knowledge to problems in sport management</li> <li>- interpret strategic management processes</li> <li>- understand opportunities and challenges of sport projects</li> <li>- make strategic decisions</li> <li>- assess competing business strategies</li> <li>- apply strategic planning to business cases in sport</li> <li>- define best practice solutions in sport management</li> <li>- structure and present self-developed business concept</li> <li>- work goal-oriented and effectively in groups to tackle challenges of sport management</li> <li>- discuss sport business issues in a team</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Strategic marketing planning</li> <li>- Organizational and operational planning</li> <li>- Resource Management</li> <li>- Risk Management</li> <li>- Project management and sport event organization</li> <li>- Event operations and services</li> <li>- Sport event infrastructures</li> <li>- Project management phases</li> <li>- Structuring and writing a business plan</li> <li>- Creating a sport-related business project</li> <li>- Business plan pitching and presenting</li> </ul>
Teaching and Learning Methods	Lectures, seminars, case studies, presentations, independent team work
Recommended Literature	<p>Will be communicated at the beginning of each seminar, amongst others, the following books are recommended in particular:</p> <p>Westerbeek, H., Smith, A., Tumer, P., Emery, P., Green, C., &amp; van Leeuwen, L. (2005). Managing sport facilities and major events. London: Routledge.</p> <p>Shilbury, D., Westerbeek H., Quick S., &amp; Funk D. (2009). Strategic sport marketing (3rd). Sydney: Allen &amp;</p>



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Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <u>Overview Prerequisites</u>
Intermediate Assessments	Intermediate tests take place (e.g. essay, presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Written examination (50%), Report (50%)
Weight of module	100%
Module Commissioner	Cf. <u>Overview Module Commissioners</u>

*Subject to change*

<b>Module:</b>	<b>Sport Economics</b>
<b>Degree program:</b>	<b>M.Sc. Sport Management</b>
<b>Valid for first-year students:</b>	<b>Winter term 2016/17 onward</b>

Title of module	Sport Economics
Abbreviation	SMA10
Term / Duration (Term)	2 <sup>nd</sup> & 3 <sup>rd</sup> / 2
Total Workload (hrs) / Total ECTS points	270 h / 9
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Sport Economics I 2 / 30 h / 60 h / 2 / seminar / english / no b) Sport Economics II 2 / 30 h / 60 h / 3 / seminar / english / no c) Sport Economics III 2 / 30 h / 60 h / 3 / seminar / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- understand the theoretical background on sport demand, sport supply as well as sport markets</li> <li>- evaluate findings from sport economics research concerning their relevance for current problems in the sports sector</li> <li>- identify current research problems in sport economics</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Sport Demand</li> <li>- Sport Supply</li> <li>- Sport Markets</li> </ul>
Teaching and Learning Methods	Lectures, seminars, case studies, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. project presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Oral examination (100%)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description



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**Module:** Sport Finance Research  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Sport Finance Research
Abbreviation	SMA11
Term / Duration (Term)	3 <sup>rd</sup> / 1
Total Workload (hrs) / Total ECTS points	180 h / 6
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Sport Finance I 2 / 30 h / 60 h / 3 / seminar / english / no b) Sport Finance II 2 / 30 h / 60 h / 3 / seminar / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- appraise cash flows in sports using appropriate methods and instruments</li> <li>- develop a critical understanding for the efficient and effective use of controlling tools in sport organizations</li> <li>- apply and solve a current problem of sport management</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Financing sport events</li> <li>- Financing sport organizations</li> <li>- Financial sustainability and viability in sport</li> <li>- Volatility in Sport</li> <li>- Financial Fair Play</li> </ul>
Teaching and Learning Methods	Lectures, seminars, workshops, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <a href="#">Overview Prerequisites</a>
Intermediate Assessments	Intermediate tests take place (e.g. presentation). Exact details will be given for each seminar in the first session at the semester's start.
Assessment	Written examination (100%)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

**Module:** Master's Thesis  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2016/17 onward

Title of module	Master's Thesis
Abbreviation	SMA12
Term / Duration (Term)	3 <sup>rd</sup> & 4 <sup>th</sup> / 2
Total Workload (hrs) / Total ECTS points	990 h / 33
Courses of the module <u>Title</u> Semester hours per week / Contact time (hrs) / Self-study (hrs) / Semester of study / Type of class / Language of Instruction / Mandatory attendance	a) Colloquium 4 / 60 h / 30 h / 3 / seminar / english / no b) Master's Thesis - / 0 h / 900 h / 4 / - / english / no
Competency-based Learning Outcomes	Students will be able to <ul style="list-style-type: none"> <li>- demonstrate a critical understanding of sport management problems</li> <li>- produce a master thesis</li> <li>- independently analyze and evaluate an issue of the sport business environment</li> <li>- display a thorough understanding of appropriate theories, concepts and approaches for a specific sport management problem</li> <li>- begin, continue and finish an independent research dissertation</li> <li>- search for, retrieve and synthesize information</li> <li>- exercise an enquiring and critical capacity in developing and conducting research in sport management</li> <li>- consider the methodological and ethical issues relating to a piece of research and report on the issues where necessary</li> <li>- apply principles of research to sport management problems</li> <li>- find a relevant research topic and identify implications for practice</li> </ul>
Central contents	<ul style="list-style-type: none"> <li>- Develop a research problem</li> <li>- Evaluate a theoretical framework and conduct a literature review</li> <li>- Develop a theoretical model (and hypotheses)</li> <li>- Apply a adequate methodology to the research issue</li> <li>- Analysis and discussion of results</li> <li>- Conclusion</li> </ul>
Teaching and Learning Methods	Group work, presentations, independent learning
Recommended Literature	Will be communicated at the beginning of each seminar
Type of module (compulsory/elective)	Compulsory
Prerequisites	Cf. <u>Overview Prerequisites</u>
Intermediate Assessments	Intermediate tests take place (e.g. presentation). Exact details will be given for each seminar in the first session at

# Module Description

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Deutsche  
Sporthochschule Köln  
German Sport University Cologne

	the semester's start.
Assessment	Thesis (100%)
Weight of module	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*