

## **Module Manual**

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

**Valid for first-year students: Winter term 2022/23 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, sociology, or Olympism, which is followed by core subjects such as strategic planning, marketing, economics, and finance. Graduates have a broad and critical understanding of key issues within those subject areas.

There are four competence domains for which intended learning outcomes are formulated, these include professional competencies (knowledge), personal competences (skills), social competencies and autonomy.

## Professional competencies

It is intended that graduates will be 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 strategy, marketing, economics, or finance.
- Independently acquire new knowledge and abilities.

## Personal competencies

It is intended that graduates will be 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.

## Social competencies

It is intended that graduates will be able to

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

## Autonomy

It is intended that graduates will be able to

- Manage own learning.
- Adopt an analytical approach to new situations based on independent judgement.
- Reflect about and anticipate the impact of strategic decisions on organizations, their development, culture, and outputs.
- Adopt a critical mindset and challenge theories and applications within the sport business.

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 Description

**Module:** International Sports Governance, Legislation, and Sociology  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2022/23 onward

Module title		International Sports Governance, Legislation, and Sociology
Abbreviation		SMA1
Subject related semester / Duration		1 <sup>st</sup> / 1
Total Workload (hrs) / Total ECTS points		300 h / 10
Courses of the module		
<p><u>Title</u></p> <p>Semester hours per week / Contact time (hrs) / Self-study (hrs) / Degree semester / Type of class / Language of Instruction / Mandatory attendance</p>		<p>a) <u>1.1 Introduction to European and International Politics</u> 2 / 30 h / 30 h / 1 / lecture / English / no</p> <p>b) <u>1.2 National Sport Systems and Policies</u> 2 / 30 h / 30 h / 1 / seminar / English / no</p> <p>c) <u>1.4 Legal Aspects</u> 2 / 30 h / 30 h / 1 / seminar / English / no</p> <p>d) <u>1.5 Sociological Aspects</u> 2 / 30 h / 60 h / 1 / seminar / English / no</p>
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>- show awareness of political and legal aspects</li> <li>- interpret and anticipate political and legal developments in sport management</li> <li>- understand the historical fundamentals of the EU</li> <li>- understand how to apply and interpret legal rules pertaining to sport</li> <li>- identify different levels of sports regulations and apply the differences between autonomous, state, and international rules</li> <li>- understand the relationship between sports and the law, and of the role of law in sports governance</li> <li>- outline appropriate examples and strategies for social agents to cope with social challenges and problems</li> <li>- understand key concepts of the sociology of sport</li> </ul>
	Personal competencies (skills)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>- evaluate different sport systems and analyze their similarities and differences</li> <li>- critically discuss the sport policy of the European Union and the common market</li> <li>- examine the impact of the European Integration process for Sport</li> <li>- analyze the dynamics of European Integration</li> <li>- evaluate meaning and scope of different legal frameworks (national/ international)</li> <li>- develop sociologically informed answers and explanations of social phenomena in sport</li> <li>- assess key elements of the recursive character of social structure and social action that frame sport</li> <li>- scrutinize prevailing social challenges and problems of sport</li> </ul>

	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>- develop communication skills</li> <li>- show awareness against the other students</li> <li>- present one's own work and group work in front of a group</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>- decide about relevant aspects of a national comparison of sport systems</li> <li>- adopt a critical mindset against political processes at European and international level</li> <li>- manage the reading of relevant literature</li> </ul>
Key content areas		<p>This module mirrors the multi-disciplinary nature of management and provides knowledge about the political, legal, and social systems and how they affect management and managers. Thus, a focus on the management environment is provided.</p> <p>To understand how sport managers can operate, students discuss sport politics of the European Union and European networking in sports. This is complemented with evaluations of legal aspects of the European integration (incl. European Treaties) and international sport politics. Key issues of national and international sports law, such as doping, sports arbitration, sport sponsoring, or competition rules applicable to sports, TV, and broadcasting of sports events will be assessed. At the core, international sport organizations and their regulations and national sport systems, their structures and policies will be studied and compared.</p> <p>To round this up, the social system and how it affects sport management is studied. Emphasis is placed on sociological aspects of nonprofit sport organizations. Conflict theory, theories of modernization and social differentiation are scrutinized. Gender relations in sports and sport organizations and managing diversity in sports are deconstructed.</p>
Teaching and learning methods		Lectures, seminars, presentations, independent learning
Recommended literature		Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)		Compulsory
Prerequisites/ Admission requirements		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		<p>Portfolio with six work pieces</p> <p>A) Written term paper (3,000 words) reflecting on processes and policies of sport systems (30%)</p> <p>B) Presentation (approx. 15 minutes) on a sociological theme OR essay (1,500 words) based on the in-class discussions on the sociological theme (25%)</p>

	<p>C) Oral hearings (presentation; approx. 25minutes) using a Moot Court setting (12.5%)</p> <p>D) Drafting and submitting an „Arbitral Award“ (1,000 words) as the last and final submission in the (mock) arbitration, which is aimed at handing down the arbitral tribunal’s final decision on the case which was ligigated during the oral hearing. The students are expected to consider and weigh the arguments that were introduced during the oral hearing, and they shall decide the case based on the view they deem more convincing, together with an explanation of why they have reached their respective conclusion (12.5%)</p> <p>E) Written examination (1 hr.) assessing EU policy issues (20%)</p>
Weightings of the module grade	100%
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Measurement and Evaluation I  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Methodik und Evaluation I
Abbreviation		SMA2
Subject related semester / Duration		1. SRS / 1
Total Workload / Total ECTS points		360 h / 12
Courses of the module		
Title		a) Research Methods
Semester hours per week / Contact time /		2 SHW / 30 h / 90 h / 1. SRS / SE / English / no
Self-study / Semester of study / Type of class /		b) Statistics Lecture Series
Language of instruction / Mandatory		1 SHW / 15 h / 15 h / 1. SRS / LEC / English / no
attendance		c) Advanced Statistics I
		2 SHW / 30 h / 75 h / 1. SRS / SE / English / yes
		d) Applied Research Techniques and Methods
		2 SHW / 30 h / 75 h / 1. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• understand the difference between qualitative and quantitative research</li> <li>• understand the process of sampling</li> <li>• understand the basics of inferential statistics</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• apply principles of research design and analysis to a specific project in sport management</li> <li>• apply mathematical and statistical procedures 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> <li>• translate analytical approaches to solve policy/management issues outside of academia</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>• value writing skills</li> <li>• present and critically evaluate existing research in front of a larger group</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>• assess based on the analytical approaches learned which method(s) and/or technique(s) are most appropriate to evaluate a management problem</li> </ul>
Key content areas		In this module, students are introduced to relevant research terminology, paradigms, and designs. They are familiarized with descriptive and the basics of inferential statistics and scientific writing skills are developed. The module focus is on providing a methodological background which helps to solve policy and academic problems and critically evaluate existing research.
Teaching and learning methods		Lectures, seminars, presentations, independent learning
Recommended literature		Bryman, A., & Bell, E. (2011). Business research methods.

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	<p>Oxford: Oxford University Press.</p> <p>Field, A. (2018). <i>Discovering statistics using IBM SPSS Statistics</i>. London: Sage Publications Ltd.</p> <p>Hair, J., Black, W., &amp; Babin, B. (2014). <i>Multivariate data analysis</i>. New Jersey: Pearson Prentice Hall.</p> <p>Tabachnick, B. G., &amp; Fidell, L. S. (2014). <i>Using multivariate statistics</i>. Harlow: Pearson Education Limited.</p>
Module type (compulsory/elective)	Compulsory
Prerequisites/Admission requirements	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 / extent / share of the module grade	Written examination (2.5 hrs; 100%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*



**Module:** The Governance of the Olympic Movement  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Steuerung der olympischen Bewegung
Abbreviation		SMA3
Subject related semester / Duration		1. & 2. SRS / 2
Total Workload / Total ECTS points		150 h / 5
Courses of the module		<p>a) Socio-Cultural Foundations of the Olympic Movement 2 SHW / 30 h / 30 h / 1. SRS / LEC / English / no</p> <p>b) Olympic Governance and Olympic Politics in International Contexts 2 SHW / 30 h / 60 h / 2. SRS / SE / English / no</p>
<p>Title</p> <p>Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance</p>		
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>develop a comprehensive understanding of how and why the Olympic Games have changed since its re-invention by Pierre de Coubertin</li> <li>understand the challenges that international sport has faced over time</li> <li>explain the role of the media and sponsors in the promotion of the Olympic values and discuss their impact on a global scale</li> <li>obtain knowledge about international sport movements and sporting events outside the Olympic and the Western context</li> <li>understand current challenges in international sport and the main policies that have emerged from them</li> </ul>
	Personal competencies (skills)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>identify opportunities for top-level sport that have emerged from challenges to the Olympic Movement</li> <li>develop a competency of critical appraisal on the benefits and limits of marketing in the Olympic context</li> <li>assess the policies of international, national, and regional sport organizations and the impact of global sport events</li> <li>engage in discussions on tendencies in international sport and the impact of sport's global reach on different regions</li> <li>critically evaluate the impact of sport on international relations and the impact of international relations on the activities of sport organizations</li> </ul>
	Social competencies	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>structure and present the latest developments in international sport</li> <li>discuss and moderate in the context of the Olympic Movement in a group(s) setting</li> </ul>
	Autonomy	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>work methodologically, conceptually, and systematically</li> <li>manage own learning processes</li> </ul>

	<ul style="list-style-type: none"> <li>express the gained knowledge in an assignment form</li> </ul>
Key content areas	<p>The module contents are divided into four parts:</p> <ol style="list-style-type: none"> <li>1) Within the contents of “<u>Socio-Historical Foundations of the Olympic Movement</u>” the political, social, and economic influences leading to processes of continuity and transformation in international sport are explored.</li> <li>2) In “<u>IOC Governance and Politics</u>”, different levels of Olympic Governance and the network of national and international organizations involved in the Olympic system such as the relationship with media or sponsors are analyzed.</li> <li>3) “<u>Global Dimensions</u>” deals with political influence in sport on a global scale and looks at political impact of sporting events such as the Asian Games or the Commonwealth Games.</li> <li>4) Finally, “<u>Dealing with Challenges and Broadening the Olympic Movement</u>” tackles contemporary challenges such as the Paralympic Games, eSports, and anti-doping politics.</li> </ol>
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>Bayle, R. &amp; Clastres, P. (2018). <i>Global Sport Leaders</i>. London: Palgrave Macmillan.</p> <p>Barney, R. K., Wenn, S. R., &amp; Martyn, S. (2004). <i>Selling the Five Rings. The International Olympic Committee and the Rise of Olympic Commercialism</i>. Salt Lake City: University of Utah Press.</p> <p>Chappelet, J.-L., &amp; Kübler-Mabbott, B. (2008). <i>The International Olympic Committee and the olympic system: the governance of world sport</i>. London; New York: Routledge.</p> <p>Dimeo, P. &amp; Moller, V. (2018). <i>The Anti-Doping Crisis in Sport: Causes, Consequences, Solutions</i>. London: Routledge.</p> <p>Wassong, S., Burnett, C., Roux, C. &amp; Krieger, J. (2016). <i>Historical and Contemporary Issues in Olympic Studies</i>. Johannesburg: University of Johannesburg Press.</p>
Module type (compulsory/elective)	Compulsory
Prerequisites/ Admission requirements	Cf. <u>Overview Prerequisites</u>
Intermediate assessments	Intermediate tests take place. Exact details will be given for each lecture in the first session at the semester’s start.
Assessment / extent / share of the module grade	Written examination (2 hrs; 100%)
Module Commissioner	Cf. <u>Overview Module Commissioners</u>

# Module Description

**Module:** Strategic Sport Management  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Strategisches Sportmanagement
Abbreviation		SMA4
Subject related semester / Duration		1. & 2. SRS / 2
Total Workload / Total ECTS points		180 h / 6
Courses of the module		a) Fundamentals of Strategy 1 SHW / 15 h / 30 h / 1. SRS / SE / English / no b) Applied Strategic Management 3 SHW / 45 h / 90 h / 2. SRS / SE / English / no
Title Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>understand and differentiate problem-solving concepts in business, the consulting industry, and academia</li> <li>understand the roles of theory and evidence</li> <li>understanding the idea of big data and advanced analytics</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>identify appropriate theories</li> <li>assess levels of evidence</li> <li>apply academic and data-driven problem-solving techniques to strategic sport industry problems</li> <li>present solutions in a sport business environment</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>identify appropriate theories</li> <li>assess levels of evidence</li> <li>apply academic and data-driven problem-solving techniques to strategic sport industry problems</li> <li>present solutions in a sport business environment</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>manage own learning processes</li> <li>work goal-oriented and effectively</li> </ul>
Key content areas		<p>Key objective of the module is to facilitate a key understanding of evidence-based management at the cross-road of research and practice. Advanced concepts of strategy and planning in a sport management context will be applied to a real sports business case and the chosen strategies and tactics will be reflected.</p> <p>The importance of data in research for academia and its importance for practice to inform policy and programs will be assessed. Understanding, reflecting on, and being able to apply this academic approach of problem-solving enables students to sort out sport business problems on a higher level and help to differentiate them from non-academic sport managers. The main idea behind is that there is academic knowledge available to find better solutions for strategic</p>

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	problems. However, typically it is not accessed. The seminar Fundamentals of Strategy teaches different approaches how to determine strategies to solve strategic management problems. It forms the foundation for the seminar Applied Strategic Management which serves as a practical application.
Teaching and learning methods	Lectures, seminars, presentations, independent team work
Recommended literature	Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)	Compulsory
Prerequisites/Admission requirements	Cf. <a href="#">Overview Prerequisites</a>
Intermediate assessments	Intermediate tests take place. Exact details will be given for each seminar in the first session at the semester's start.
Assessment / extent / share of the module grade	Presentation (15 minutes; 50%), Report (4,500 words; 50%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Managing Sport Organizations  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Management von Sportorganisation
Abbreviation		SMA5
Subject related semester / Duration		1. & 2. SRS / 2
Total Workload / Total ECTS points		180 h / 6
Courses of the module Title Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		a) Organizational Designs and Organizational Theory 2 2 SHW / 30 h / 60 h / 1. SRS / SE / English / no b) Human Resources Management 2 SHW / 30 h / 60 h / 2. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• understand the organizational environment</li> <li>• comprehend the importance of appropriate staffing, training, and development</li> <li>• distinguish organizational theories</li> <li>• interpret the leader-follower relationship</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• identify central issues, challenges, and problems in sport organizations</li> <li>• assess organizational structures for different organizational types</li> <li>• define best practice solutions in sport management</li> <li>• apply decision-making and negotiation strategies</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>• demonstrate the capacity to take a lead in a group</li> <li>• communicate one's perspective to the group</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>• manage own learning processes</li> <li>• reflect on the sport management environment</li> </ul>
Key content areas		This module provides a foundation for an appreciation of the environment in which the sport manager works. It evaluates the appropriateness of various organizational structures and designs across different sectors and assesses their efficiency and effectiveness. Thereby the influence of managers on the organizational context is examined. Knowledge on organizational theories that assists sports managers in daily business will be facilitated. The growth in emphasis on human resources is also assessed. Staffing in for-profit and nonprofit organizations and staff retention will be addressed using an evidence-based approach. The importance of training and development, performance management, and teamwork will be scrutinized. Leadership theories will be evaluated.
Teaching and learning methods		Lectures, seminars, presentations, independent learning
Recommended literature		Will be communicated at the beginning of each seminar.

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Module type (compulsory/elective)	Compulsory
Prerequisites/Admission requirements	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 / extent / share of the module grade	Report (5,000 words; 100%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Measurement and Evaluation II  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Methodik und Evaluation II
Abbreviation		SMA6
Subject related semester / Duration		2. SRS / 1
Total Workload / Total ECTS points		210 h / 7
Courses of the module		
Title		a) Advanced Statistics II
Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		2 SHW / 30 h / 30 h / 2. SRS / SE / English / yes
		b) Advanced Statistics III
		2 SHW / 30 h / 30 h / 2. SRS / SE / English / yes
		c) Scientific Writing and Communication
		2 SHW / 30 h / 60 h / 2. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>understand the concept, measurement, and analysis of latent constructs and manifest variables</li> <li>be able to estimate and assess multivariate models using confirmatory factor analysis and structural equation modelling</li> <li>describe various reliability and validity measures</li> <li>understand the role and limitations of advanced econometric analyses in sport management (including an evaluation of various types of regression analyses and assessments of endogeneity and instrumental variables)</li> </ul>
	Personal competencies (skills)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>evaluate results of statistical procedures using latent and manifest variables</li> <li>apply mathematical and statistical procedures to evaluate sport managerial models and solve research problems</li> <li>apply results based on statistical results to practice</li> <li>assess the quality of research outputs</li> </ul>
	Social competencies	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>value writing skills</li> <li>practice research ethics and integrity</li> <li>provide feedback in a structured way</li> </ul>
	Autonomy	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>reflect how reviewing can enhance your own writing</li> </ul>
Key content areas		In this module, students are familiarized with different statistical procedures that are used in sport management research, the context of their use, and interpretation of estimates. Contents are geared to create an understanding that in all applied research many trade-offs and elements of judgement are required to identify a good analysis. The module focuses on deepening the knowledge of academic writing; regarding the process and scientific writing itself.
Teaching and learning methods		Lectures, seminars, group work, presentations, independent

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Recommended literature	Will be communicated at the beginning of each seminar, amongst others, e.g.: Hair, J., Black, W., & Babin, B. (2014). Multivariate data analysis. New Jersey: Pearson Prentice Hall. Tabachnick, B. G., & Fidell, L. S. (2014). Using multivariate statistics. Harlow: Pearson Education Limited.
Module type (compulsory/elective)	Compulsory
Prerequisites/Admission requirements	Cf. <u>Overview Prerequisites</u>
Intermediate assessments	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.
Assessment / extent / share of the module grade	Written examination (2 hrs; 100%)
Module Commissioner	Cf. <u>Overview Module Commissioners</u>

*Subject to change*



# Module Description

**Module:** Research Project  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Wissenschaftliches Projekt
Abbreviation		SMA7
Subject related semester / Duration		2. & 3. SRS / 2
Total Workload / Total ECTS points		240 h / 8
Courses of the module		
Title		a) Research Project I
Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		2 SHW / 30 h / 90 h / 2. SRS / SE / English / no
		b) Research Project II
		2 SHW / 30 h / 90 h / 3. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>understand the research process</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>evaluate a sport management problem and find an appropriate theoretical and methodological approach to address it</li> <li>apply mathematical and statistical procedures to evaluate sport managerial models and solve research problems</li> <li>identify implications from your research for practitioners</li> <li>produce a coherent and concise research report and presentation</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>present one's own work and group work in front of a larger group</li> <li>value writing skills</li> <li>practice research ethics and integrity</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>manage own learning processes</li> </ul>
Key content areas		During this module, students conduct their own research in small groups. Each group identifies a research problem and evaluates theories that can underpin the proposed relationships and identifies an appropriate methodological approach to solve the research problem. Data are collected and analyzed. Students interpret the outcomes and prepare a poster presentation/an enlightening talk and a written report (like a research paper).
Teaching and learning methods		Discussions, presentations, independent learning
Recommended literature		Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)		Compulsory
Prerequisites / Admission requirements		Cf. <a href="#">Overview Prerequisites</a>
Intermediate assessments		Intermediate tests take place (e.g., result presentation). Exact details will be given for each seminar in the first session

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	at the semester's start.
Assessment / extent / share of the module grade	Presentation (5 minutes plus documentation; 30%), Report (6,500 words; 70%) in form of a research report. Exact details will be given at the start of the semester.
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Sport Marketing Research  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Sportmarketing- Forschung
Abbreviation		SMA8
Subject related semester / Duration		2. & 3. SRS / 2
Total Workload/ Total ECTS points		360 h / 12
Courses of the module		
Title		a) Sport Marketing Research
Semester hours per week / Contact time / Self-study/ Semester of study / Type of class / Language of instruction/ Mandatory attendance		2 SHW / 30 h / 60 h / 2. SRS / SE / English / no
		b) Sport Sponsorship Research
		2 SHW / 30 h / 60 h / 2. SRS / SE / English / no
		c) Social Media Management
		1 SHW / 15 h / 45 h / 3. SRS / SE / English / no
		d) Sport Consumer Behavior Research
		2 SHW / 30 h / 90 h / 3. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>demonstrate a critical understanding of sport marketing, its components of sponsorship and consumer behavior, and its challenges</li> <li>comprehend the concept of relationship marketing in the context of sports</li> <li>understand the benefits and limitations of social media in sport marketing</li> </ul>
	Personal competencies (skills)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>display a thorough understanding of appropriate theories, concepts, and approaches in the field of sport marketing</li> <li>produce a coherent and concise strategic sport marketing plan</li> <li>analyze marketing opportunities for sustainable competitive advantage</li> <li>develop strategies to (re-)position sport organizations based on profound market research</li> <li>apply research findings to overcome challenges in sports marketing</li> </ul>
	Social competencies	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>discuss marketing issues in a team</li> <li>demonstrate a capacity to persuade others of your strategic perspective</li> <li>work goal-oriented and effectively in groups to tackle challenges in sport marketing</li> <li>present group work in a marketing pitch situation</li> </ul>
	Autonomy	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>manage own learning processes</li> </ul>
Key content areas		This module deals with the multifaceted and crucial role of marketing in sports. In particular, the concept of relationship marketing is critically reflected and core contents of Sport Sponsorship and Consumer Behavior are conveyed. At the

	<p>same time the module considers also recent developments as e.g., the growing importance of Social Media in the area of sport marketing.</p> <p>Students will learn how a strategic sport marketing plan can be structured and which components need specific consideration in the context of sports. They will present an own marketing plan in a form of a pitch as one part of the module examination.</p>
Teaching and learning methods	Case studies, workshops, presentations, independent learning, e-learning
Recommended literature	<p>Will be communicated at the beginning of each seminar, amongst others, the following book is recommended in particular:</p> <p>Chadwick, S., Chanavat, N., &amp; Desbordes, M. (2016). Routledge Handbook of Sports Marketing. London: Routledge.</p> <p>Cornwell, T. B. (2014). Sponsorship in marketing: Effective communication through sports, arts and events. London: Routledge.</p> <p>Schiffman, L. G., &amp; Wisenblit, J. L. (2015). Consumer behavior. Boston et al.: Pearson.</p> <p>Shilbury, D., Westerbeek, H., Quick, S., Funk, D., &amp; Karg, A. (2014). Strategic Sport Marketing (4<sup>th</sup> ed.). Sydney: Allen &amp; Unwin.</p>
Module type (compulsory/elective)	Compulsory
Prerequisites/ Admission requirements	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 / extent / share of the module grade	Oral examination (20 minutes group presentation plus 10-15 minutes individual questioning; 100%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Sport Business Management and Planning  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2022/23 onward

German module title		Sport Business Management und Planung
Abbreviation		SMA9
Subject related semester / Duration		2. & 3. SRS / 2
Total Workload / Total ECTS points		270 h / 9
Courses of the module		
Title		a) Current Issues in Sport Management
Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		2 SHW / 30 h / 30 h / SRS 2 / SE / English / yes
		b) Sport Project and Event Management
		2 SHW / 30 h / 60 h / SRS 3 / SE / English / no
		c) Sport Business Planning
		2 SHW / 30 h / 90 h / SRS 3 / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>understand a range of appropriate theoretical concepts and frameworks to a sport organisation and its stakeholders</li> <li>explain the impact of change within sport organization</li> <li>express the need for leadership in in the context of strategic development</li> <li>interpret strategic management processes</li> <li>explain opportunities and challenges of sport (event) projects</li> <li>comprehend the peculiarities of eSports and its management</li> </ul>
	Personal competencies (skills)	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>identify central issues, challenges and problems in sport organizations</li> <li>develop a range of individual judgements about corporate strategy</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>critically evaluate similarities and differences of sport management approaches in the field of eSports</li> </ul>
	Social competencies	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>discuss sport business issues in a team</li> <li>demonstrate a capacity to persuade others of your strategic perspective</li> <li>structure and present self-developed business plans</li> </ul>
	Autonomy	<p>It is intended that students will be able to</p> <ul style="list-style-type: none"> <li>manage own learning processes</li> <li>work goal-oriented and effectively</li> </ul>
Key content areas		This module focuses entirely on the sport business industry. For any sport organization to be successful in the long-term, whether at a global, national, regional, or local level, appro-

	<p>appropriate strategies and tactics need to be implemented to ensure that competitive advantage is maintained. These approaches will be applied dealing with business plans and project management and further discussed and evaluated against the background of up-to-date topics such as traditional sport businesses' sustainability and integrity aspects as well as the seminal sport business industry of eSports.</p>
Teaching and learning methods	Lectures, seminars, workshops, case studies, presentations, independent team work
Recommended literature	Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)	Compulsory
Prerequisites/ Admission requirements	Cf. <a href="#">Overview Prerequisites</a>
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 / extent / share of the module grade	Written examination (1.5 hrs 50%), Report (6,000 words 50%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Sport Economics  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Sportökonomie
Abbreviation		SMA10
Subject related semester / Duration		2. & 3. SRS / 2
Total Workload / Total ECTS points		270 h / 9
Courses of the module		
Title		a) Economic Concepts, Theories, and Methods
Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		2 SHW / 30 h / 30 h / 2. SRS / LEC / English / no
		b) Economics of Sport Participation, Health, Events, and Elite Sports
		2 SHW / 30 h / 90 h / 3. SRS / SE / English / no
		c) Economics of Professional Team Sports
		2 SHW / 30 h / 60 h / 3. SRS / SE / English /
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• understand economic thinking and behavior</li> <li>• understand differences between the sport sector and other sectors</li> <li>• understand economic methods and evaluate results obtained with different methods</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>• evaluate sports economics findings with respect to evidence-based policy making</li> <li>• evaluate the effectiveness of economic regulations</li> <li>• propose research designs to advance sport economics and inform policy making</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>• present one's own work in front of smaller groups</li> <li>• present group work in front of larger groups</li> <li>• engage in group discussions</li> <li>• practice the presentation of arguments to support one's standpoint</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>• manage own reading and understanding of the relevant literature</li> <li>• manage the extraction of relevant knowledge and information from research papers</li> </ul>
Key content areas		The module gives an overview of economic concepts, theories, and methods that are relevant to understand the demand, supply, and market for sports from an economic perspective. It covers a range of topics, including economics of sport participation, health, events, elite sport, and professional sports leagues. Students learn to evaluate how different methods yield different results and how this affects managerial and policy implications. Moreover, students learn to assess the effectiveness of policies and regulations and how sports economics research can inform policy and managerial

# Module Description

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	decision making and vice versa.
Teaching and learning methods	Lectures, seminars, case studies, presentations, independent learning
Recommended literature	Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)	Compulsory
Prerequisites/ Admission requirements	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 / extent / share of the module grade	Oral examination (20 minutes; 100%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*



# Module Description

**Module:** Sport Finance  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Sportfinanzierung
Abbreviation		SMA11
Subject related semester / Duration		3. SRS / 1
Total Workload / Total ECTS points		180 h / 6
Courses of the module Title Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		a) Financial Management 2 SHW / 30 h / 60 h / 3. SRS / SE / English / no b) Sport Finance Research 2 SHW / 30 h / 60 h / 3. SRS / SE / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>understand financial concepts and theories and apply them to sport</li> <li>appraise cash flows of sport organizations and events using appropriate methods and instruments</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <li>evaluate how different financial methods yield different results</li> <li>evaluate financial goals and means in different types of organizations/events</li> <li>propose solutions for current financial problems in sport management</li> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>present one's own work in front of smaller and larger groups</li> <li>engage in group discussions</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>manage own reading and understanding of the relevant literature</li> <li>manage the extraction of relevant knowledge and information from academic publications</li> </ul>
Key content areas		The module gives an overview of financial concepts and methods that help understanding and conducting financial planning and research in the context of sport organizations and sport events. It includes aspects of both applied financial management, including case study applications, and a range of financial research topics that help assessing the financial condition of sport organizations and events. Students learn to analyze financial statements, conduct financial planning, evaluate financial conditions, and understand financial consequences of organizational behavior.
Teaching and learning methods		Lectures, seminars, presentations, independent learning
Recommended literature		Will be communicated at the beginning of each seminar.
Module type (compulsory/elective)		Compulsory

# Module Description

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Prerequisites/Admission requirements	Cf. <a href="#">Overview Prerequisites</a> ; additionally: SMA6
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 / extent / share of the module grade	Written examination (2 hrs; 100%)
Module Commissioner	Cf. <a href="#">Overview Module Commissioners</a>

*Subject to change*

# Module Description

**Module:** Master's Thesis  
**Degree program:** M.Sc. Sport Management  
**Valid for first-year students:** Winter term 2019/20 onward

German module title		Master's Thesis
Abbreviation		SMA12
Subject related semester / Duration		4. SRS / 1
Total Workload / Total ECTS points		900 h / 30
Courses of the module Title Semester hours per week / Contact time / Self-study / Semester of study / Type of class / Language of instruction / Mandatory attendance		a) Master's Thesis - / 0 h / 900 h / 4. SRS / - / English / no
Intended Competency-based Learning Outcomes	Professional competencies (knowledge)	It is intended that students will be able to <ul style="list-style-type: none"> <li>find a relevant research topic</li> <li>demonstrate a critical understanding of sport management problems</li> </ul>
	Personal competencies (skills)	It is intended that students will be able to <ul style="list-style-type: none"> <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>assess the quality of research outputs</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> </ul>
	Social competencies	It is intended that students will be able to <ul style="list-style-type: none"> <li>value writing skills</li> <li>practice research ethics and integrity</li> </ul>
	Autonomy	It is intended that students will be able to <ul style="list-style-type: none"> <li>manage own reading, understanding of the relevant literature, and apply it to a research project</li> </ul>
Key content areas		This module focuses on the master's thesis and its completion. Students are individually supervised and conducted independently their empirical research.
Teaching and learning methods		Independent learning
Recommended literature		n/a
Module type (compulsory/elective)		Compulsory
Prerequisites / Admission requirements		Cf. <u>Overview Prerequisites</u> ; having at least 75 ECTS points completed (incl. SMA2, SMA6, and SMA7)
Intermediate assessments		None
Assessment		Thesis (max. 30,000 words excl. references and appendices; 100%)
Module Commissioner		Cf. <u>Overview Module Commissioners</u>