

**Module:** 1 - Team Sport Law and Economics  
**Degree:** Certificate of Advanced Studies "European Handball Manager"  
**Valid for students as from:** 2016/17

Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses : Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>a) Economic features of team sport 0.48CP/ 4hrs/ 8hrs/ Seminar/ English</p> <p>b) Value-added models in handball 0.48CP/ 4hrs/ 8hrs/ Seminar/ English</p> <p>c) Special features of handball clubs, federations and leagues and the managerial consequences thereof 0.24CP/ 2hrs/ 4hrs/ Seminar/ English</p> <p>d) Basics of sports law 0.8 CP/ 8hrs/ 12hrs/ Seminar/ English</p>
Skills	The participants have basic knowledge of sport economics. They can understand the relationship between sport economics and law and can derive consequences for managing handball organisations. They are acquainted with the special characteristics of sporting goods, supply and demand, markets, institutions and the various sport organisations for the added value in handball.
Main content areas	<p>a) Economic features of team sport</p> <ul style="list-style-type: none"> <li>• Introduction into sport economic aspects (their economic significance, special features and state intervention)</li> <li>• Economic of sport clubs and leagues (aims, intensity of competition and regulation)</li> <li>• Sport arena and TV spectators (determinants and effects)</li> <li>• Sport events (economic significance and risks)</li> </ul> <p>b) Value-added models in handball</p> <ul style="list-style-type: none"> <li>• Handball matches services</li> <li>• Value creation in handball</li> <li>• Consequences of commercialisation</li> </ul> <p>c) Special features of handball clubs, federations and leagues and the economic consequences thereof</p> <ul style="list-style-type: none"> <li>• Characteristics and special features of non-profit organisations in sport</li> <li>• Organisational failure,</li> </ul>

	<p>transformation and related issues</p> <ul style="list-style-type: none"> <li>• Cooperation and divergence of interests between clubs, federation and league</li> </ul> <p>d) Basics of sports law</p> <ul style="list-style-type: none"> <li>• Constitutional and European law</li> <li>• Competition and anti-trust law</li> <li>• Club and association law</li> <li>• Liability law</li> <li>• Sport jurisdiction/arbitration law</li> </ul>
Key qualifications	<ul style="list-style-type: none"> <li>• Analysis skills</li> <li>• Subject-specific skills</li> <li>• Knowledge transfer</li> <li>• Systematic and conceptional work</li> <li>• Theory-practice transfer</li> </ul>
Teaching and study methods	Lecture, discussion, group work, case studies
Recommended literature	<ul style="list-style-type: none"> <li>• Covell, D. &amp; Walker, S. (2013). Managing sport organizations (3<sup>rd</sup> ed.). London: Routledge.</li> <li>• Cunningham, G.B., Fink, J.S. &amp; Doherty, A. (2016, eds.). Routledge Handbook of Theory in Sport Management. London: Routledge.</li> <li>• Downward, P., Dawson, A. &amp; Dejonghe, T. (2009). Sports Economics. Amsterdam: Elsevier.</li> <li>• Gardiner S. (2012). Sports law (4<sup>th</sup> ed.). London: Routledge.</li> <li>• Hoyer, R., Smith, A.C.T., Nicholson, M. &amp; Stewart, B. (2015). Sport Management. Principles and applications (4<sup>th</sup> ed.). London: Routledge.</li> <li>• Kesenne, S. (2014). The Economic Theory of Professional Team Sports – An Analytical Treatment (2<sup>nd</sup> ed.). Cheltenham: Edward Elgar.</li> <li>• Nafziger, J.A.R. &amp; Ross, S.F. (2011, eds.). Handbook on international sports law. Cheltenham: Edward Elgar.</li> <li>• Woratschek, H., Horbel, C. &amp; Popp, S. (2014). The sport value framework – a new fundamental logic for analyses in sport management. In European Sport Management Quarterly, 14(1), 16-24.</li> </ul>
Type of module	<ul style="list-style-type: none"> <li>• Compulsory</li> </ul>
Participation / admission requirements for the module	None
Examination	In the final written exam 25% of the

	<p>multiple choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.</p>
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**Module:** 2 - Team Sport Governance und Handball Management  
**Degree:** Certificate of advanced studies "European Handball Manager"  
**Valid for students as from:** 2016/17

Workload in total (h) / ECTS points in total	50 / 2.0
Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>e) Team sport governance 0.96CPs/ 8hrs/ 16hrs/ Seminar/ English</p> <p>f) Strategic handball management 0.72CPs/ 6hrs/ 12hrs/ Seminar/ English</p> <p>g) Labour law in sport 0.32CPs/ 4hrs/ 4hrs/ Seminar/ English</p>
Skills	The participants have knowledge of team sport governance and the resulting strategies on club, league and federation level. They are able to weigh up sporting as well as economic interests and take these into consideration in further development of analysis, planning, implementation and control.
Main content areas	<p>a) Team sport governance:</p> <ul style="list-style-type: none"> <li>• International sport organisations and regulations</li> <li>• European sport systems</li> <li>• Sport policy in Europe and the European Union</li> <li>• Governance structures in European handball</li> <li>• Sport governance in handball organisations</li> <li>• Current issues of sport governance (e.g. social responsibility, match-fixing, doping, corruption) and their consequences for handball</li> </ul> <p>b) Strategic handball management:</p> <ul style="list-style-type: none"> <li>• The process of strategic sport management</li> <li>• Analysis of internal and external strategic factors of success in handball</li> <li>• Planning sporting success in handball</li> <li>• Managing change in handball</li> <li>• Human resource management</li> </ul> <p>c) Labour law in sport</p>
Key competences	<ul style="list-style-type: none"> <li>• Analysis skills</li> <li>• Subject-specific skills</li> <li>• Knowledge transfer</li> <li>• Systematic and conceptional work</li> </ul>

	<ul style="list-style-type: none"> <li>• Theory-practice transfer</li> </ul>
Teaching and study methods	Lecture, discussion, group work, case study
Recommended literature	<p>Covell, D. &amp; Walker, S. (2013). Managing sport organizations (3<sup>rd</sup> ed.). London: Routledge.</p> <p>Cunningham, G.B., Fink, J.S. &amp; Doherty, A. (2016, eds.). Routledge Handbook of Theory in Sport Management. London: Routledge.</p> <p>Gardiner S. (2012). Sports law (4th ed.). London: Routledge.</p> <p>Hoye, R. &amp; Cuskelly, G. (2007). Sport governance. Amsterdam: Elsevier.</p> <p>Nafziger, J.A.R. &amp; Ross, S.F.(2011, eds.). Handbook on international sports law. Cheltenham: Edward Elgar.</p> <p>Robinson, L., Chelladurai, P., Bodet, G. &amp; Downward, P. (2012, eds.). Routledge handbook of sport management. London: Routledge.</p> <p>Sotiriadou, P. &amp; Bosscher, V. De (2013, eds.). Managing High Performance Sport. London: Routledge.</p>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 "Team sport law and economics"
Examination	In the final written exam 25% of the multiple choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.

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**Module:** 3 - Sports Marketing & Sponsorship  
**Degree:** Certificate of Advanced Studies „European Handball Manager“  
**Valid for students as from:** 2016/17

Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses : Title Hours per week/ Contact time (hrs)/ Self-study (hrs)/ Type/ Course language	<p>h) Consumer behaviour in handball 0.48CPs/ 4hrs/ 8hrs/ Seminar/ English</p> <p>i) Management of team sport brands 0.48CPs/ 4hrs/ 8hrs/ Seminar/ English</p> <p>j) Sport sponsorship management 0.64CPs/ 6hrs/ 10hrs/ Seminar/ English</p> <p>k) Relationship management in sports 0.24CPs/ 2hrs/ 4hrs/ Seminar/ English</p> <p>l) Sponsorship law 0.16CPs/ 2hrs/ 2hrs/ Seminar/ English</p>
Skills	<p>The participants can understand the motives and behaviour of handball sport consumers better and derive consequences for (event-)marketing and team sport management. In addition they have knowledge of the basic concept of identity-based brand management and can transfer that knowledge to sport and develop a brand concept. The participants are also acquainted with the life cycle of sponsorships and can create management tasks in sponsoring on that basis. They are able to transfer the basic concept of relationship management to sport.</p>
Main content areas	<p>a) Consumer behaviour in handball</p> <ul style="list-style-type: none"> <li>• Motives and behaviour of active and passive sport consumers</li> <li>• Distinctive features of team sport consumption</li> <li>• Satisfaction and loyalty of fans, spectators and club members</li> </ul> <p>b) Management of team sport brands</p> <ul style="list-style-type: none"> <li>• Basic concepts of identity-based brand management</li> <li>• Brand management challenges</li> <li>• Brand management controlling</li> </ul> <p>c) Sport sponsorship management</p> <ul style="list-style-type: none"> <li>• Sponsorship management (acquisition, development and termination of partnerships)</li> <li>• Activation and congruence of sponsorships</li> </ul>

	<ul style="list-style-type: none"> <li>• Crisis management in sponsorship relations</li> <li>• Controlling of sponsorship</li> <li>d) Relationship management in sports</li> <li>• Basic concept of relationship management and its relevance for sports</li> <li>e) Sponsorship law</li> </ul>
Key qualifications	<ul style="list-style-type: none"> <li>• Analysis skills</li> <li>• Subject-specific skills</li> <li>• Knowledge transfer</li> <li>• Strategy and planning skills</li> <li>• Systematic and conceptional work</li> <li>• Theory-practice transfer</li> <li>• Treative and innovative problem-solving skills</li> </ul>
Teaching and study methods	Lecture, discussion, group work, case studies, role plays
Recommended literature	<ul style="list-style-type: none"> <li>• Bouchet, P., Hillairret, D. &amp; Bodet, G. (2013). Sport brands. London: Routledge.</li> <li>• Cornwell. B.T. (2014). Sponsorship in marketing. Effective communication through sports, arts and events. London &amp; New York: Routledge.</li> <li>• Ferrand, A. &amp; McCarthy, S. (2009). Marketing the Sports Organizations. Building networks and rekationships. London: Routledge.</li> <li>• Funk, D.C. (2008). Consumer Behaviour in sport and events. Amsterdam: Butterworth-Heinemann.</li> <li>• Gardiner S. (2012). Sports law (4<sup>th</sup> ed.). London: Routledge.</li> <li>• Kahle, L.R. &amp; Close, A.G. (2011). Consumer Behavior Knowledge for Effective Sports and Event Marketing. New York: Routledge.</li> </ul>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 "Team sport law and economics"
Examination	In the final written exam 25% of the multiple choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.

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## Sport consumer behaviour

Funk, D.C. (2008). Consumer Behaviour in sport and events.

Amsterdam: Butterworth-Heinemann.

Kahle, L.R. & Close, A.G. (2011). Consumer Behavior Knowledge for Effective Sports and Event Marketing. New York: Routledge.

Schwarz, E.C., Hunter, J.D. & Lafleur, A. (2013). Advanced Theory and Practice in Sport Marketing (2nd ed.). London: Routledge.

Shilbury, D., Westerbeek, H., Quick, S. & Funk, D. (2009). Strategic Sport Marketing (3<sup>rd</sup> ed.). Crows Nest: Allen & Unwin.

Smith, A.C.T. (2008): Introduction to sport marketing (pp. 33-50). Amsterdam: Butterworth-Heinemann.

## Management of team sport brands

Bouchet, P., Hillairret, D. & Bodet, G. (2013). Sport brands. London: Routledge.

## Sport sponsoring managemet

### Relationship management in Sport

Bühler, A. & Nufer, G. (2010). Relationship Marketing in sports. Amsterdam: Butterworth-Heinemann.

Ferrand, A. & McCarthy, S. (2009). Marketing the Sports Organizations. Building networks and rekatationships. London: Routledge.

Shilbury, D. & Rowe, K. (2010). Sport relationship management. In M. Hopwood, P. Kitchin & J. Skinner (eds.), Sport Public Relations and Communication (pp. 33-54). Amsterdam: butterworth-Heinemann.



**Module:** 4 - Financing and Licensing  
**Degree:** Certificate of Advanced Studies „European Handball Manager“  
**Valid for students as from:** 2016/17

Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses : Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>m) Accounting in sport corporations 0.48CPs/ 4hrs/ 8hrs/ Seminar/ English</p> <p>n) Sport-specific financing options 0.24CPs/ 2hrs/ 4hrs/ Seminar/ English</p> <p>o) Financial analysis of handball corporations 0.24CPs/ 2hrs/ 4hrs/ Seminar/ English</p> <p>p) Controlling of professional handball organisations 0.64CPs/ 6rs/ 10hrs/ Seminar/English</p> <p>q) Licensing procedures in handball 0.40CPs/ 4hrs/ 6hrs/ Seminar/ English</p>
Skills	The participants gain deeper knowledge of accounting and financing of sport corporations and additional specific matters. They also know how to lead and steer sport corporations. The participants know the demands placed on the licensing processes and about the possibilities and limitations of the processes.
Main areas of content	<p>a) Accounting in sports corporations:</p> <ul style="list-style-type: none"> <li>• Financial reporting and accounting obligations</li> <li>• Sport specific financial reporting obligations</li> <li>• Balancing and evaluation of active and passive positions</li> <li>• The impacts of Basel III on sports corporations</li> </ul> <p>b) Sport-specific financing options:</p> <ul style="list-style-type: none"> <li>• External financing through bonds and asset-backed securities</li> <li>• External financing through private investors/strategic partnerships</li> <li>• Going public on the capital market</li> <li>• Financing of sports venues (incl. subsidies and public funding)</li> <li>• Crowdfunding</li> </ul> <p>c) Financial analysis of handball corporations:</p> <ul style="list-style-type: none"> <li>• Financial indicators for the evaluation of sports corporations</li> <li>• Evaluation of player assets</li> </ul>

	<ul style="list-style-type: none"> <li>Evaluating brands of sports corporations</li> </ul> <p>d) Controlling of professional handball corporations:</p> <ul style="list-style-type: none"> <li>Challenges and strategies of risk management in team sports</li> <li>Basics of controlling in sports</li> <li>The Balanced Scorecard as a controlling instrument tool</li> </ul> <p>e) The licensing process in handball:</p> <ul style="list-style-type: none"> <li>Financial criteria and financial reporting</li> <li>Possibilities and limitations of the licensing process</li> <li>Financial Fair Play</li> </ul>
Key qualifications	<ul style="list-style-type: none"> <li>Analysis skills</li> <li>Subject-specific skills</li> <li>Knowledge transfer</li> <li>Systematic and conceptional work</li> <li>Theory-practice transfer</li> </ul>
Teaching and study methods	Lecture, discussion, group work, case study
Recommended literature	<ul style="list-style-type: none"> <li>Stewart, B. (2015). Sport funding and finance (2<sup>nd</sup> ed.). London: Routledge.</li> <li>Wilson, R. (2001). Managing sport finance. London: Routledge.</li> </ul>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 "Team sport law and economics"
Examination	In the final written exam 25% of the multiple choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.
Module representative	

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**Sport specific financing options**

Born, J.L., Mohr, S. & Bohl, M. (2004). Financing the Game - Erfolgsfaktoren, Strategien und Instrumente zur Finanzierung eines Profifußballklubs - dargestellt am Beispiel von Werder Bremen. In K. Zischang & C. Klimmer (Hrsg.), Unternehmensführung im Profifußball (S. 199-212). Berlin: Erich Schmidt.

**Module:** 5 - Media and Communication Training

**Degree:** Certificate of Advanced Studies „European Handball Manager“

**Valid for students as from:** 2016/17

Module title	Media and Communication Training
Abbreviated title	
Semester / Length of study	
Workload in total (hrs) / ECTS points in total	50 / 2.0
Taught courses : Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>r) Media strategies in the sports media sector 0.36CPs/ 3hrs/ 6hrs/ Seminar / English</p> <p>s) Logic and processes of journalistic production 0.36CPs/ 3hrs/ 6hrs/ Seminar/ English</p> <p>t) Conflict management 0.48CPs/ 4hrs/ 8hrs/ Seminar/ English</p> <p>u) Media training 0.56CPs/ 6hrs/ 8hrs/ Seminar/ English</p> <p>v) Media and personality law 0.24CPs/ 2hrs/ 4hrs/ Seminar/ English</p>
Skills	In this module, students become acquainted with the new media strategies of media companies and sports clubs. They acquire knowledge about the journalistic production processes and logic (e.g. Print/HF/TV productions) and can derive optimal means of dealing with journalists. In addition the participants are able to deal with conflicts in the everyday working of a manager and they know of the legal and medial rights.
Key qualifications	<p>a) Media strategies in the sports media sector:</p> <ul style="list-style-type: none"> <li>• strategy development of media corporations</li> <li>• strategy development of sport federations</li> </ul> <p>b) Logic and processes of journalistic productions:</p> <ul style="list-style-type: none"> <li>• editorial patterns of processing</li> <li>• journalistic selection criteria</li> </ul> <p>c) Media training:</p> <ul style="list-style-type: none"> <li>• interview training</li> <li>• non-verbal communication, rhetoric</li> </ul> <p>d) Conflict management:</p> <ul style="list-style-type: none"> <li>• strategies of conflict resolution</li> <li>• internal and external communication</li> </ul>

	means and possibilities
	e) Media law and personality law
Key qualifications	<ul style="list-style-type: none"> <li>• Analysis skills</li> <li>• Strategic skills</li> <li>• Development skills</li> <li>• Practical media competence</li> </ul>
Teaching and learning methods	Lecture, discussion, group work, practice, role play, case studies
Recommended literature	
Type of module	Compulsory
Participation / admission requirements	None
Learning success checks	Learning success checks will take place. The lecturers will provide details at the beginning of the semester.
Examination	Questions in the final oral exam can relate to the content of this module.
Module representative	Dr. Christoph Bertling

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## **Strategies of conflict resolution**

Edwards, A. & Usher, W. (2010). Crisis communication and sport public relations. In M. Hopwood, P. Kitchin & J. Skinner (eds.), *Sport Public Relations and Communication* (pp. 123-138). Amsterdam: Butterworth-Heinemann.