



**Swiss School of Business and Management Geneva
(SSBM Geneva)**

SSBM Geneva Program Outline

MBA in Sports Management

Method: Online

Duration of Program: 12 months/2 semesters

Total number of ECTS: min. 60

Avenue des Morgines 12, 1213 Genève
Switzerland

www.ssbm.ch

1. Enrollment criteria

Admission to MBA studies is granted to people who fulfil the following requirements:

- Hold a Bachelor's degree in the related field or an equivalent university degree.
 - Applicants who do not have a Bachelor's degree in the related field will have to complete at least 2 online management courses prior to being enrolled into master program and subject to the Recognition of Prior Learning policy. The Admissions Committee decides on the final number of the courses that have to be taken by the student.
- Minimum of two years' work experience
- English requirements:
 - TOEFL, IELTS or Cambridge
 - Intensive English Program certificate
 - Previous education in English speaking or Bilingual school with an official certificate
 - Test/Interview with SSBM member staff (75 EUR cost which will be deducted from tuition fees upon enrolment).
 - If a candidate is not from a majority English-speaking country, then an evidence of English language competency is required.

2. Credit Transfer and Recognition of Prior Learning

Credit Transfer and Recognition of Prior Learning are described in the "Recognition of Prior Learning (RPL) Policy" of SSBM Geneva.

3. Graduation Requirements

Upon successful completion of the MBA program in Sport Management students will be awarded with an "MBA in Sport Management" delivered by SSBM Geneva. To successfully complete the program, students must:

- Complete all program courses with a passing grade
- Have no outstanding financial obligations towards SSBM

Award of MBA with Distinction

MBA with Distinction, is awarded to students who meet the following terms:

- Complete their studies with an average grade score of minimum 90%:
 - For 6.0 grade scale minimum average grade of 5.5
 - For 4.0 grade scale minimum average grade of 4.0 (letter grade A)

4. Teaching Method and Learning Materials

This program is delivered entirely online through the SSBM Online Learning Portal used by Harvard and MIT. Modules can be completed in student's own time and pace.

Online learning is delivered through **asynchronous** and **synchronous** methods.

Asynchronous learning takes form of:

- prerecorded lectures supplemented by a variety of engaging activities such as quizzes, readings, assignments, capstone projects, knowledge checks, etc.

Synchronous learning takes form of:

- live lectures in form of Live Q&A Sessions, live seminars and webinars, guest lectures, live lectures on specific topics, one to one sessions with the lecturers, etc.

All learning materials for this program are made accessible through the SSBM Online Learning Portal.

Access to SSBM Connect is provided to all SSBM students. SSBM Connect is an online platform to socialize / exchange / engage and communicate with current students, alumni, professors and industry partners.

Access to SSBM e-Library and ESBCO (largest provider of research databases, e-journals, magazine subscriptions, e-books and discovery service) is provided to all students. SSBM Librarian is available to all students to further advance their access to literature.

5. Grading system

Grade elements are described in the course syllabus and consist of formative and summative assessments.

The numerical assessment at a module level is expressed in the following whole grade points and half-grade points in between:

- 6 = very good
- 5 = good
- 4 = sufficient
- 3 = insufficient (fail)
- 2 = weak (fail)
- 1 = very weak (fail)

A grade of 4.0 is equivalent to 60% of the minimum possible performance:

Percent Grade	6.0 Scale
95-100	6.0
90-94	5.5

85-89	5.0
80-84	4.5
60-79	4.0
50-59	3.5
40-49	3.0
30-39	2.5

Additional conversion table for 4.0 and letter grade scales (for international students):

Letter Grade	Percent Grade	4.0 Scale
A	90-100	4.0
B	80-89	3.0
C	70-79	2.0
D	60-69	1.0
F	< 60	0.0

The exam is passed if the total number of points equals to or is above 60.

6. Regular exam deadlines

If the student fails the 1st exam deadlines, he/she can attend regular examinations.

- Students who do not pass the exam in the 1st deadline take the next regular exam.
- Number of times the student can take the exam is 3+1, where the last one is considered as a commission exam. If the student fails, the commission exam he/she has to enroll in the course one more time.
- Commissions exam is held through the commission.
- Commission exam cannot be cancelled.
- Grade achieved on the exam is considered to be the final grade of the student.

If the student decides to refuse the grade achieved on the exam, he/she is obligated to communicate his/her decision to the head of the course and take another exam.

7. Program Outcomes

Master's core Learning Outcomes applicable to all Masters:

- Graduating students will demonstrate fundamental knowledge of the functional areas of business
- Master students will be able to demonstrate proficiency in technical and digital literacy.
- Master students will demonstrate effective teamwork and leadership roles
- Master students will demonstrate good written and oral communications skills
- Master students will be able to communicate effectively and efficiently
- Master students will acquire analytical skills

Program-specific Learning Outcomes:

- Better understand the importance of the management in the sport context.
- Learn how to apply management theories to real-life sport situations.

8. Program Curriculum

Course ID	Course	Lecturer	ECTS
26673	Strategic Management in Sport (SPORTSMS01)	Paolo Carito	5
26676	Financial Management in Sport (FS01)	Dario Silic	8
26695	Marketing in Sport (SM01)	Burak Gurkan	6
26674	Project Management (SPORTPM01)	Mario Silic	6
26694	Facility management in sport (FMS01)	Bruce Edward	5
26704	Event Management in Sport (EMS01)	Daria Papo, Ivana Nobilo	6
26678	Public Relations in Sport (PRSP01)	Ivana Nobilo	5
26696	Law and Policy (LP01)	Petra Pocrnic Perica	7
26885	Leadership in Sport (LES01)	Marshall Goldsmith	7
26683	Entrepreneurship and Sport (EAS01)	Jaka Vadnjaj	5
TOTAL:			60

Course Descriptors

STRATEGIC MANAGEMENT IN SPORTS

Course Description

The course introduces students to sports strategic management concepts. The aim of the course is to familiarise students with knowledge, tools and techniques needed to integrate basis of sports organization concepts with sporting innovation and management processes.

Basic topics and segments of strategic sports management that students will address in this course are: sporting environment context, fundamentals of sports organizations, sports managers roles and tasks, human resources management, sport innovation and more.

Beyond mere description of theoretical lectures, the emphasis will be on practical work, where students will work on realizing papers and an example of strategic sport innovation.

Course objectives

Students will acquire the ability to understand, recognize and interact with the sporting environment by the knowledge of the sport strategic management basis. Students will communicate effectively in a manner appropriate to leadership roles in sports industry. Students will gain the ability to use the tools to play, evaluate and lead in-novation processes in sporting environment

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Lectures – videos	5	0.2
• Lectures – reading part	25	1.0
• Preparations for the lectures	25	1.0
• Reading part (literature and pre-reading links)	50	2.0
• Learning for final assignment + time for solving	25	1.0

Course materials and textbooks

Main literature:

B Slack, T. and Parent, M., Understanding Sport Organizations, 2nd ed., Human Kinetics, London, 2006.

Ratten V., Ferreira J., Sport Entrepreneurship and Innovation, Taylor & Francis, 2016.

O'Brien, D., Parent, M. M., Ferkins, L., Gowthorp, L., Parent, M. M., Ferkins, L., & Gowthorp, L., Strategic Management in Sport, Taylor & Francis, 2019.

Additional literature

- Baker R., Esherick C, Fundamentals of Sport Management, Fundamentals of Sport/Exer Sci, Human Kinetics, 2013.
- Brewster C., Cerdin J., HRM in Mission Driven Organizations: Managing People in Not-For-Profit sector, Palgrave Macmillan, 2018.
- Covell D., Walker S., Siciliano J., Hess P., Fundamentals of Sport Management Series, Managing Sports Organizations (Second Edition), Butterworth-Heinemann, 2007.
- Kotler P., K.L.Keller, M.Martinovic, Marketing Management, 14th ed. USA: Pearson, 2014..
- Potts, J. & Ratten, V., Sports innovation: introduction to the special section. Innovation: Management, Policy & Practice, 18(3), 2016.
- Scholz T., eSports is Business: Management in the World of Competitive Gaming, Palgrave Pivot, 2019
- Slack T. and Lisa M. Kikulis, "The Sociological Study of Sport Organizations: Some Observations on the Situation in Canada." International Review for the Sociology of Sport 24, 1989: 179-199.
- Taylor T., Doherty A, McGraw P., Managing People in Sport Organizations: A strategic human resource management perspective, Butterworth-Heinemann, 2007.
- Thomson J.L, Strategic Management, 1993.
- Yeh, Chien and Taylor Tracy. 2008. "Issues of governance in sport organizations: a question of board size, structure and roles." World Leisure Journal 50(1): 33-45.

FINANCIAL MANAGEMENT

Course Description

The course is made of a combination of lectures and case studies. Themes are covered through small business cases, homework, real-life examples, case studies work, etc.

Students are required to follow on-site lectures and case studies and be prepared by reading the given reading materials. Students are expected to actively follow on-site lectures and case studies.

Course objectives

The Financial Management course consists of a few basic sections of key importance for Corporate finance like: basic theoretical concepts of modern corporate finance; rates of return on money market and capital market, cost of capital, risk measurement; capital structure; company valuations; short and long terms cash flow projections; Discounting etc (FCF, NPV, IRR, PBP, WACC, EPS...) etc. The course deals with traditional financial instruments and modern corporate analysis of securities on primary and secondary capital markets. Special focus will

be put on common and preferred stocks, different bonds and different types of loans. The goal of this course is, by using inputs like spread, rating, credit worthiness, Beta, cost of capital, yield, maturity, variance, standard deviation etc. to learn students how to apply such and other finance indicators in practice in foreign capital markets, in order to enable students to successfully understand and use concepts of modern corporate finance. Furthermore, emphasis will be put upon financial engineering in such a way that the student acquires knowledge necessary for creating a financial model in excel using all relevant financial excel formulas, and implementing them in the analysis of accounting reports such as the balance sheet, profit and loss account, and cash flow reporting, with the goal of calculating the rates of return of a specific investment (profitability index, NPV, IRR, etc) for the shareholders and debt providers. At same time, students will learn how to calculate the average cost of capital (WACC) and to value a company through dividends, FCF and multiples through different capital structures, scenarios analysis, break even analysis and sensitivity analysis. Many different small and big excel cases from different foreign capital markets will be used to learn students the way Financial Management should work in practice.

Course Learning Outcomes

- Students will acquire basic knowledge in financial management.
- Students will have the capacity of critical and analytical thinking.
- Students will have the capacity for adaptation which is necessary for doing business in the global environment.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Video material – PowerPoint	30	1.2
• Problem Solving Exercises – Excel	20	0.8
• Preparations for the lectures	20	0.8
• Preparations for the practical work	20	0.8
• Readings (presentations and literature)	30	1.2
• Learning for final assignment + time for solving	80	3.2

Course materials and textbooks

Main literature:

Main literature:

- Brealey, A.R., Myers C.S., Marcus, J.A. Fundamentals of Corporate Finance. McGraw Hill. (BMM)
- J. C. Van Horne, J. M. Wachowicz, Jr. Fundamentals of Corporate finance (Prentice Hall),
- J. Berk, P. DeMarzo: Corporate finance. Pearson Education.

Additional literature:

- Asquith, P., & Weiss, L. A. Lessons in corporate finance: A case studies approach to financial tools, financial policies, and valuation. John Wiley & Sons.
- Wahlen, J., Baginski, S., & Bradshaw, M. Financial reporting, financial statement analysis and valuation. Nelson Education.
- Corporate finance Raymond Am. Brooks, Pearson
- Corporate finance Sheridan Titman, Arthur aj. Keown and John d. Martin, Pearson

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

Excel

Excel is an important tool for corporate finance. All lectures by prof. Silić will be held online where every student can individually perform exercises in Excel. Students are advised to get acquainted with Excel before and during the lectures, and especially with using different financial formulas for easier understanding of the course.

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in advance of lectures so that they can be prepared to better understand the calculations in excel.

Some of the web pages are listed here:

Financ.yahoo.com Marketwatch.com Federalreserve.com Dow jones, Nasdaq etc Ecb.europa.eu

SPORTS MARKETING

Course Description

The course introduces students to sports marketing concept with actual and live examples. The aim of the course is to give sports marketing knowledge to students by providing various tools, examples and techniques.

Basic topics and segments of sports marketing that this course addresses are: what is sports marketing, best examples from different territories and countries, sponsorships, partnerships, media rights, fun part of sports marketing, strategy in sports marketing, etc.

Course objectives

- Students will acquire basics of sports marketing for real life and sports industry.
- Students will get a certain creativity in line with sports marketing
- Students will learn about new technologies in sports marketing and will understand how to apply this knowledge in the sports marketing world
- Acquire knowledge of analysis and diagnostic tools for sports market research.
- Understand, analyze, and assess strategies for the development, launching, and positioning of new sports products.
- Analyze and assess marketing strategies for the internationalization of sports activity.
- Possess a good command of technological tools for leveraging business resources through marketing.
- Understand, analyze, and assess the role of digital communities and social media in sports business.
- Familiarity with basic digital marketing tools used in the context of sports.

Course Learning Outcomes

- Students will get basics of sports marketing with examples from all over the world rather than academic only knowledge.
- Creativity is key for all aspects of sports marketing. Students will get creativity through best examples. Their creativity will be triggered.
- Students will learn new types of technologies for all aspects of sports marketing.
- Demonstrate understanding of various analysis and diagnostic tools used in sports market research.
- Analyze and assess strategies employed in the development, launching, and positioning of new sports products.
- Evaluate marketing strategies used in the internationalization of sports activities.
- Demonstrate proficiency in utilizing technological tools to optimize business resources through marketing.
- Critically assess the role and impact of digital communities and social media in the sports business context.
- Demonstrate knowledge of fundamental digital marketing tools applied in the context of sports.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video material	2	0.1
• Readings – literature, reading assignment and literature	50	2.0
• Exercises/Case Studies	50	2.0
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

- Sports Marketing, 2nd edition, by Sam Fullerton, McGraw-Hill/Irwin, 2010. (ISBN-13 978-0-07-338111-4)
- Marketing: An Introduction, 8th edition, by Gary Armstrong and Philip Kotler, Pearson Prentice-Hall, 2007. (Note: Earlier editions purchased online should work as well but cost far less.)
- Exam Success, by David McIlroy, Sage Publications, 2005.
- Smith, A.C. and Stewart, B., 2014. Introduction to sport marketing. Routledge.
- Schwarz, E. and Hunter, J., 2010. Advanced theory and practice in sport marketing. Routledge.

PROJECT MANAGEMENT

Course Description

The course introduces students to the basic concepts of project management. Effective management of projects ensures that they are completed on time, within budget and are of high quality. The aim of the course is to familiarize students with techniques needed to achieve these three goals. Basic topics and segments of project management that students will address in this course are: quality of an effective project manager, typical responsibilities of the project manager and project selection, preparation of the detailed work schedule and budget, creating a project team, management, quality control of the project; risk management and more.

Course objectives

During the course variety of teaching methods will be used: from basic explanations of terms and concepts, exercises, working on case studies, individual work in finding the application of the presented knowledge and group/team work on the project. Beyond mere description of theoretical lectures, the emphasis will be on practical work, where students will plan and manage a project.

Course Learning Outcomes

1.	Students will acquire the ability to apply the acquired knowledge in new and unfamiliar circumstances, using understanding of the principles of project management.	Students will study the literature (books) in the fields of project management, which will help them to gain the necessary knowledge to solve tasks, tests, exercises and case studies. Students will prepare a seminar in which they will demonstrate theoretical knowledge and application to selected cases from practice.
2.	Students will communicate effectively	Students will write a project plan, and tasks will be dealt with in groups. Students will orally present their group and individual work.

	in a manner appropriate to leadership roles.	
3.	Students will gain the ability to use new technologies.	Students will use information technology in order to develop project documentation. The same technology will be used in the preparation of student papers.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
• Lectures – Video material	6,5	0.2
• Readings – literature, reading assignment and literature	70	2.8
• Video tutorials	2	0.1
• Individual study	45	1.8
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Harold Kerzner (2000): Applied Project Management. USA: John Wiley & Sons

<http://www.projectmanagement.com/>

Additional literature

Keith Goffin, Rick Mitchell. Innovation Management (2009) - Strategy and implementation using the Pentathlon Framework, Palgrave Macmillan, 2010. Also available in German language (FinanzBuch Verlag).

Mark Dogson, Davig Gann, Ammon Salter (2008). The Management of Technological Innovation, Oxford University Press

Paul Trott (2009). Innovation Management and new Product Development, Prentice Hall, 2008.

Klaus Kerth, Heiko Asum, Volker Stich, Die besten Strategietools in der Praxis, Carl Hanser Verlag,

Paul Williams (2009). The Innovation Manager's Desk Reference, Lulu.

FACILITY MANAGEMENT IN SPORTS

Course Description

The course introduces students to every aspect of facility management. The aim of the course is to describe actual facility & programming ideas and examples, some successful, some not; to provide the students with multiple ways to think about issues that arise in day-to-day facility management. Basic topics include: Start-up idea to first year in business, governance, culture, staffing, program planning, customers and customer service, budgeting, seasonal forecasting, suppliers, COVID challenges and "beyond".

Course objectives

- Students will acquire the skills to understand the many facets of facility management.
- Students will think both creatively and critically to sort through day-to-day facility/programming issues.
- Students will gain the ability to create and evaluate workable programs and present them to stakeholders.

Course Learning Outcomes

- Students will gain a broad understanding of all aspects of facility management, including programming, staffing, customer service, governance, risk assessment, budgeting, bookkeeping and forecasting.
- Students will troubleshoot some scenarios that are likely to happen during normal business operations in a variety of facilities.
- Students will create, describe, analyze and sort through multiple scenarios and programs of their choosing, to determine the project(s) that has/have the highest probability of success, measured not only financially but socially.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video material	1.3	0.1
• Readings – literature, reading assignment and literature	25	1.0
• Individual study	50	2.0
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Rondeau, E.P., Brown, R.K. and Lapides, P.D., 2012. *Facility management*. John Wiley & Sons.

Temeljotov Salaj, A. and Lindkvist, C.M., 2021. Urban facility management. *Facilities*, 39(7/8), pp.525-537. Chotipanich, S., 2004. Positioning facility management. *Facilities*.

Atkin, B. and Bildsten, L., 2017. A future for facility management. *Construction Innovation*. Roper, K. and Payant, R., 2014. *The facility management handbook*. Amacom.

Event Management in Sports

Course Description

This course is a basic introduction to Event Management that will show how the role of the Project Manager is a pivotal part of any Project. The course is based on practical knowledge with the aim of giving an overview of sections that encompass each meeting and showing how to implement them when embarking on the organization of any event. This field is one where everything is in the details with Time Management being a crucial part that ensures success.

Course objectives

The course has the following objectives:

- Give a general outline of what is Project Management
- Explain the process of Event Management from all aspects of the organizational process
- How important the role of the Project Manager is within the structure of the organizational team
- Tips and tricks from knowledge-based experience
- Provide tools, such as document templates, to help better understand the process and to use the templates in future event management

Course Learning Outcomes

Upon successful completion of this course, students will:

- Understand the process of Project Management, and all elements that are included in the process
- Basic understanding and basic knowledge in the area of finances and time management to be able to set up and event
- Spark a flame for Event Management or rather for the role of a Project Manager
- Understand the chronology and steps that need to be taken to manage any type of event

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video material	5	0.1
• Preparations for the lectures	50	2.0
• Reading part (literature and pre-reading links)	50	2.0
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Provided by email according to topics.

PUBLIC RELATIONS IN SPORTS

Course Description

Public Relations is a course designed to provide you with a complete overview of public relations opportunities. The course provides insights on understanding an organization's internal and external environment; as well as identifying and addressing public relations situations that emerge in these environments. Students will learn how to develop objectives, and design strategies and select tactics that can better serve the organization's goals. Additionally, students will learn from current public relations strategies, by analyzing and discussing good and bad practices. This course also focuses on the use of social media and other new media channels in strategic public relations, examining when and how they can be employed to better serve the organization communication and relationship building needs.

Course objectives

- To provide an overview of the various functions of public relations and the normative process of public relations program development and implementation
- Understand key processes involved in public relations, including goal, research, planning, strategy, implementation and
- evaluation

- Gained insights into the different types of public relations industries and career
- Demonstrated proficiency in written and oral communications.
- To understand the essence of PR as a practical discipline within the organization; be aware of its functions, strategies and particular techniques.
- Develop a clear understanding of the day-to-day responsibilities of public relations professionals.

Course Learning Outcomes

- To practice developing and applying strategy and tactics based on a sound understanding of public relations concepts and practices
- Understand concepts and apply theories in the use and presentation of images and information
- To develop skills in strategic public relations management based on an analysis of current and historical case studies
- To understand, recognize, and examine the phenomenon of media transparency and its application for the public relations profession and practice in a global world.
- Think critically, creatively and independently
- Conduct research and evaluate information by appropriate methods

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video material	2	0.1
<ul style="list-style-type: none"> • Readings – literature, reading assignment and literature 	25	1.0
<ul style="list-style-type: none"> • Individual study 	50	2.0
<ul style="list-style-type: none"> • Learning for final assignment + time for solving 	50	2.0

Course materials and textbooks

Main literature:

Smith, R.D., 2020. Strategic planning for public relations. Routledge. Johnston, J. ed., 2020. Public relations: Theory and practice. Routledge. Theaker, A. ed., 2020. The public relations handbook. Routledge.
Culo, I., Tkalec, G. and Borcic, N., 2022. The role of Personal Branding in

Contemporaraz Leadership and Management. Economic and Social Development: Book of Proceedings, pp.198-207.

Dhanesh, G.S. and Duthler, G., 2019. Relationship management through social media influencers: Effects of followers' awareness of paid endorsement. Public Relations Review, 45(3), p.101765.

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in advance of lectures so that they can be prepared to better understand different chapters.

LAW AND POLICY

Course Description

This course provides a broad-based introduction to Law and Policy related to Sport. It does not matter if you are an athlete, sports administrator or a business professional with the interest in sports industry, if you are interested in sports management it is always important to know which legal framework governs sports and what are its peculiarities.

Course objectives

Law and Policy course is divided into 4 main modules.

First module teaches you about the Law governing sports. The topic of this module are the features of sports regulations and their connection with the legal instruments of public law, with the emphasis on the rules of the Olympic movement and anti-doping movement.

Second module will be about the structure of sport and dispute resolution bodies with the emphasis being put on Court of Arbitration for Sport- the CAS.

How is the sport administration structured and which legal body is on the top of the sports pyramid will be a point of interest in this module? Regarding CAS, we shall learn about the jurisdiction, types of procedure but also about the role of the CAS in sports industry when applying the law in dispute resolution process. Third module explains what happens if we come across some obstacle or problem which then becomes a dispute. How the disputes are resolved in sports, which bodies are authorized for that resolution and under what procedure will be the focus of this module.

We are going to learn about internal and external dispute resolution in sports, but also what makes the difference between those two and why is this difference important.

Finally, our fourth module will be about the World anti-doping program. First, we shall learn the historical background, which is very important for the system that we have today. Then we shall learn about the features and goals of the program itself. The core of this module will follow with the examination of the meaning doping and explanation of anti-doping rule violation as well as the procedure for the anti-doping rule violation and the consequences if the violation is established.

Course Learning Outcomes

- Students will be able to identify and describe the structural components of the pyramidal structure of Sport and Dispute Resolution forums
- Students will demonstrate an understanding of the law governing sports
- Demonstrate an understanding of the dispute resolution bodies
- Demonstrate an ability to understand how internal and external dispute resolution in sports work
- Demonstrate proficiency in World anti-doping program

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Video material – PowerPoint	3	0.1
Problem Solving Exercises – Excel	10	0.4
• Preparations for the lectures	25	1.0
• Preparations for the practical work	50	2.0
Readings (presentations and literature)	40	1.6
• Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Lewis QC, Adam; Taylor, Johathan, Sport: Law and Practice, Third Edition, England, 2014.

Mavromati, Despina; Matthieu Reeb, The Code of the Court of Arbitration for Sport – Commentary, Cases, and Materials , Netherland, 2015.

Reeb, Matthieu, Digest of CAS Awards 1986-1998, Switzerland, 1998.

Reeb, Matthieu, Digest of CAS Awards II 1998-2000, Netherland, 2002.

Reeb, Matthieu, Digest of CAS Awards III 2001-2003, Netherland, 2004.

Rigozzi, Antonio; Robert-Tissot, Fabrice, Sports Arbitration: A Coach for Other Players?, Association Suisse de l'Arbitrage, ASA Special Series No.41, 2015., str.59-94

Mew, Graeme; Richards, Mary Jane, More than just a game: resolving

disputes in modern sport,
http://www.crdscsdrcc.ca/eng/documents/2.Readings5_Alternative%20Dispute%20Resolution%20in%20the%20Sports%20Field%20-%20G%20Mew.pdf

McLaren, Richard, CAS doping jurisprudence: what have we learned?, 2006

ISLR 4, International Sports Law Review 2006., https://wada-main-prod.s3.amazonaws.com/resources/files/McLaren_learn.pdf

Anderson, Jack, Leading Cases in Sports Law, Asser International sports Law Centre, Netherland, 2013.

Findlay, Hilary A., Rules of a Sport- Specific Arbitration Process as an Instrument of Policy Making, 16 Marq. Sports L. Rev. 73, 2005,
<http://scholarship.law.marquette.edu/sportslaw/vol16/iss1/7>

Foster, Ken, The Juridification of Sport (November 15, 2011),
<http://ssrn.com/abstract=1959909> ;
<http://dx.doi.org/10.2139/ssrn.1959909>; www.wada-ama.org

www.tas-cas.org

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases etc)

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in advance of lectures so that they can be prepared to better understand different chapters.

LEADERSHIP IN SPORTS

Course Description

Strong leadership is regarded as one of the best predictors of organizational success and critical human capital required for career progression in almost every organization. However, leadership is also a highly complex and often misunderstood phenomenon. It's hard to define, but we all know good and bad leadership when we see it.

This course will equip aspiring leaders with an understanding of what leadership is and how an individual can develop the skills required to become an effective leader in their organization. Taught by instructors and presenters with decades of business and not-for-profit leadership experience, you will learn the difference between leadership and management, the importance of understanding others and building empathy and relationships, and gain a better understanding of the different leadership styles you may encounter throughout your career.

In this five-parts course, I share my insight from over 4 decades of coaching. We're going to look at a proven process that you can use to develop yourself as a leader. As an executive educator and coach, I will help you understand how your beliefs and the environments you operate in can trigger negative behaviors. Through simple and practical advice, I will help you achieve and sustain positive behavioral change.

Research on coaching is clear and consistent. Coaching is most successful when it's applied to people with potential who want to improve — but not when it's applied to people who have no interest in changing. This is true whether you are acting as a professional coach, a manager, a family member, or a friend.

Course objectives

By the end of the course you will be equipped to:

- Master 'what to stop' as a leader and explore how to use 'what to stop' in coaching
- Examine the classic challenges for successful leaders, and how to use feedforward
- Explore a proven model for developing yourself as a leader, and the importance and impact on leadership effectiveness
- Discover why we all need help and structure, a new approach to employee engagement, and the daily question process.

Course Learning Outcomes

- Understand the usage of different coaching methods.
- Distinguish the five types of leadership coaching techniques and team behaviors.
- Describe the benefits of using different techniques and exercises within the team/organization.
- Apply "follow up", "feedforward" and "wheel of change". Explain how and why to use the techniques.
- Be able to conduct a basic exercise with your team as a leader and evaluate the outcome.
- Create plan for independent learning, self-study and evaluation of own progress as a leader.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	3	0.1
Lectures – reading part	50	2.0
Preparations for the lectures	20	0.8
Reading part (literature and pre-reading links)	50	2.0
Learning for final assignment + time for solving	50	2.0

Course materials and textbooks

Main literature:

Live an Earned Life Leadership as a Contact Sport

The many Faces of Corporate Leaders Try Feedforward Instead of Feedback

SSBM portal

Presentations, seminars and additional materials for class participation (case studies, etc.)

ENTREPRENEURSHIP IN SPORTS

Course Description

This course provides a broad-based introduction to entrepreneurship. The main focus of this course is to lay out the foundations to form a new venture. The new venture may be a startup business or a new profit center within an existing business. You will form teams to develop the product and/or service concepts, evaluate the commercial potential of the idea and opportunity, research its market and competition, understand the importance of patents and copyrights, develop a pitch to investors, learn steps to acquire resources, avoid pitfalls, and finance the venture. Participants in the course will explore the mindset, considerations, realities, and real-world methods associated with the process of launching a new venture. Though the course focus is on the entrepreneurship process, the design of the course is to provide know-how and tools to be more effective in developing and articulating your ideas in all aspects of your career.

Course objectives

	General course objectives	Specific course objectives
1.	Enhance the 'entrepreneurial Intentions' of the students by improving their natural willingness to start a business or to undertake new ventures in an existing firm	Develop students' knowledge and understanding of entrepreneurship theories, concepts, and principles. Foster students' ability to identify and evaluate entrepreneurial opportunities in various industries and sectors. Enhance students' skills in formulating effective business ideas and developing comprehensive business plans. Equip students with the knowledge and tools to assess the feasibility and viability of a new venture.

2.	Inspire the students to seek 'alternative' career opportunities	<p>Expand students' awareness and understanding of non-traditional career paths and alternative employment opportunities beyond traditional job roles.</p> <p>Inspire and motivate students to explore and pursue unconventional career paths that align with their interests, skills, and aspirations.</p>
3.	Understand the process nature of entrepreneurship and learn the ways to manage it	<p>Develop students' understanding of the iterative and dynamic nature of the entrepreneurial process, including idea generation, opportunity recognition, resource acquisition, and venture growth.</p> <p>Provide students with knowledge and skills to effectively manage the entrepreneurial process, including setting goals, creating action plans, and adapting strategies based on market feedback and changing circumstances.</p>
4.	Develop the analytical skills of the students with regard to various stages of the entrepreneurship process, starting from opportunity identification and idea generation to business model development and managing venture growth	<p>Enhance students' analytical skills in identifying and evaluating entrepreneurial opportunities by conducting market research, industry analysis, and competitor assessments.</p> <p>Foster students' ability to generate and refine innovative business ideas through systematic ideation techniques, feasibility analysis, and market validation. Develop students' analytical capabilities in designing and developing effective business models that align with the identified opportunities, considering revenue streams, cost structures, and value propositions.</p>
5.	Educate the students about the theoretical underpinnings of the entrepreneurship subject with the aid of practical assignments and projects	<p>Introduce students to the foundational theories and frameworks in entrepreneurship, including theories of opportunity recognition, resource acquisition, innovation, and entrepreneurial behavior.</p> <p>Provide students with practical assignments and projects that allow them to apply and demonstrate their understanding of theoretical concepts in real-world entrepreneurial contexts.</p> <p>Foster students' ability to critically analyze and evaluate the applicability and relevance of entrepreneurship theories in different industries, sectors, and cultural contexts.</p> <p>Enhance students' research skills by engaging them in literature reviews, case studies, and empirical investigations to explore and understand the theoretical underpinnings of entrepreneurship.</p>

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – videos	7,5	0.3
Readings – literature, reading assignment and literature	32.5	1.3
• Video tutorials	2.5	0.1
Individual study	45	1.8
• Learning for final assignment + time for solving	37.5	1.5

Course materials and textbooks

Main literature:

Barringer, Bruce R., and R. Duane Ireland, *Entrepreneurship: Successfully Launching New Ventures*. (Boston): 4th Edition, 2011. Pearson Prentice Hall. ISBN 978-0-13-255552-4.

RECOMMENDED REFERENCES:

Business Idea Websites: <http://www.springwise.com/>

- <http://www.kickstarter.com/>
- <http://smeda.org.gov>

Supplementary Websites: <http://www.sethgodin.com/sg/>

- <http://www.entrepreneur.com/>
- <http://www.effectuation.org/>

SSBM web platform

Presentations, seminars and additional materials for class participation (case studies, excel cases, etc.)