

DEREE COLLEGE SYLLABUS FOR: SM 4810 STRATEGIC ISSUES IN SPORTS MANAGEMENT

(Previously SM 4710 Strategy and Strategic Issues in Sports Management)

UK LEVEL: 6
UK CREDITS: 15
US CREDITS: 3/0/3

(updated, Fall 2021)

<p>PREREQUISITES:</p>	<p>AF 2007 Financial Accounting BU 3233 Business Research Methods FN 3105 Foundations of Corporate Finance or AF 3116 Management Accounting MA 2021 Applied Statistics MG 3034 Managing People and Organizations MK 2030 Introduction to Marketing SM 3102 Sports Marketing</p>
<p>CATALOG DESCRIPTION:</p>	<p>Integration of key concepts and theories in business administration and sports management; application of strategic management and planning principles in the context of sport with an emphasis on professional sports organisations.</p>
<p>RATIONALE:</p>	<p>This module aims at integrating knowledge, theory and considerations from various business-related disciplines and sport and relating them to strategic decision-making, management and planning in the context of sport. For the purpose of this module, students carry out a written project in the field of sports, which enables them to gain in-depth insights in the strategic management of sport organizations.</p>
<p>LEARNING OUTCOMES:</p>	<p>As a result of taking this module, the student should be able to:</p> <ol style="list-style-type: none"> 1. Reflect on the strategic management and planning theory in the development of business strategy for sport organizations. 2. Assess the competitive environment at a micro and macro level in the sport industry and evaluate the strategic responses of sport organizations, taking into account ethical issues in sports and their implications for sports management. 3. Apply relevant theoretical concepts pertaining to sports strategy to formulate and assess strategic plans for sport organizations on the basis of data and facts and using appropriate theoretical tools.
<p>METHOD OF TEACHING AND LEARNING:</p>	<p>In congruence with the teaching and learning strategy of the college, the following tools are used:</p> <ul style="list-style-type: none"> ➤ Class lectures, interactive learning (class discussions, group work) and practical problems solved in class. ➤ Written Project (individual): Students will be required to complete a written project for a sport organization on a subject that directly relates to a strategic problem faced by the sport organization. ➤ Presentation of the project: Students present their project in class. ➤ Complex case studies – analyses and presentations, both orally and in writing. ➤ Exercises and primary source documents are assigned as homework, the solutions of which are reviewed in class. ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material. ➤ Use of blackboard, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.

ASSESSMENT:	<p>Summative:</p> <table border="1" data-bbox="578 111 1481 348"> <tr> <td data-bbox="578 111 1349 191"> First Assessment: In-class written examination (One-hour closed-book essay-type questions on core issues) </td> <td data-bbox="1349 111 1481 191"> 30% </td> </tr> <tr> <td data-bbox="578 191 1349 247"> Second assessment: Project Presentation (individual) </td> <td data-bbox="1349 191 1481 247"> 10% </td> </tr> <tr> <td data-bbox="578 247 1349 348"> Final Assessment: Written Project (Individual Written Project Report 3,600-4,400 words and Group Presentation) </td> <td data-bbox="1349 247 1481 348"> 60% </td> </tr> </table> <p>Formative:</p> <table border="1" data-bbox="578 407 1481 464"> <tr> <td data-bbox="578 407 1349 464"> Coursework: In-class discussion of cases, articles; Homework tasks: Project Proposal, Mock Exam </td> <td data-bbox="1349 407 1481 464"> 0% </td> </tr> </table> <p>The formative and coursework assessments aim to prepare students for the summative assessments. The first assessment tests Learning Outcomes 1 and 2. The second assessment tests Learning Outcomes 1, 2 and 3. The final assessment tests Learning Outcomes 1, 2 and 3.</p> <p>The final grade for this module will be determined by averaging all summative assessment grades, based on the predetermined weights for each assessment. If students pass the comprehensive assessment that tests all Learning Outcomes for this module and the average grade for the module is 40 or higher, students are not required to resit any failed assessments.</p>	First Assessment: In-class written examination (One-hour closed-book essay-type questions on core issues)	30%	Second assessment: Project Presentation (individual)	10%	Final Assessment: Written Project (Individual Written Project Report 3,600-4,400 words and Group Presentation)	60%	Coursework: In-class discussion of cases, articles; Homework tasks: Project Proposal, Mock Exam	0%
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Final Assessment: Written Project (Individual Written Project Report 3,600-4,400 words and Group Presentation)	60%								
Coursework: In-class discussion of cases, articles; Homework tasks: Project Proposal, Mock Exam	0%								
INDICATIVE READING LIST:	<p>REQUIRED MATERIAL:</p> <ul style="list-style-type: none"> • O' Brien, D., Parent, M., Ferkins, L., Gowthorp, L. (2019). <i>Strategic Management in Sport</i>. London: Routledge <p>RECOMMENDED READING:</p> <p>A. BOOKS</p> <ul style="list-style-type: none"> • Chadwick, S. & Arthur, D. (2008) <i>International Cases in the Business of Sport</i>, Oxford, UK: Elsevier. • Gómez, S., Kase, K. & Urrutia, I. (2012) <i>Value Creation and Sport Management</i>, Cambridge, UK: Cambridge University Press. • Li, M., MacIntosh, E. & Bravo, G. (2012) <i>International Sport Management</i>, Champaign, IL: Human Kinetics. • Pedersen, P., Parks, J., Quarterman, J. & Thibault, L. (2011) <i>Contemporary Sport Management</i>, 4th Edition, Champaign, IL: Human Kinetics. • Robson, S., Simpson, K. & Lee Tucker, L. (2013) <i>Strategic Sport Development</i>, Oxon, UK: Routledge. • Thompson, A. A., Peteraf, M., Gamble, J. E. & Strickland III, A. J. (2018) <i>Crafting and Executing Strategy: Concepts and Readings</i>, 21st ed. New York: McGraw-Hill Higher Education. <p>B. ARTICLES</p> <ul style="list-style-type: none"> • Avgerinou, V. (2007) “The Economics of Professional Team Sports: content, trends and future developments”, <i>Choregia</i>, 3(1), 5-17. • Benson, A.M. & Steven Henderson, S. (2005) “Strategic characteristics of sport and recreation provision: an application of SPACE analysis”, <i>Managing Leisure</i>, 10(4), 251-267. • Chien, P.M., Cornwell, T.B. & Pappu, R. (2010) “Sponsorship portfolio as a brand-image creation strategy”, <i>Journal of Business Research</i>, 64(2), 142-149. • Ferkins, L., Shilbury, D. & McDonald, G. (2005) “The Role of the Board in Building Strategic Capability: Towards an Integrated Model of Sport Governance Research”, 								

	<p><i>Sport Management Review</i>, 8(3), 195-225.</p> <ul style="list-style-type: none"> • Jensen, J. A., Cobbs, J. B., & Turner, B. A. (2016). Evaluating sponsorship through the lens of the resource-based view: The potential for sustained competitive advantage. <i>Business Horizons</i>, 59(2), 163-173. • Kriemadis, T. & Theakou, E. (2007) “Strategic Planning Models in Public and Non-Profit Sport Organizations”, <i>Choregia</i>, 3(2), 27-37. • Millar, P., & Doherty, A. (2018). “You Can’t Just Start and Expect It to Work”: An Investigation of Strategic Capacity Building in Community Sport Organizations. <i>Journal of Sport Management</i>, 32(4), 348-361. • Pfeffer, J. (1995) “Producing sustainable competitive advantage through the effective management of people”, <i>Academy of Management Executive</i>, 9(1), 55-69. • Porter, M. E. (1996) “What is strategy?”, <i>Harvard Business Review</i>, 74(6), 61-78. • Shilbury, D. & Ferkins, L. (2011) “Professionalisation, sport governance and strategic capability”, <i>Managing Leisure</i>, 16(2), 108-127. • Taks, M., Chalip, L., & Green, B. C. (2015). Impacts and strategic outcomes from non-mega sport events for local communities. <i>European Sport Management Quarterly</i>, 15(1), 1-6. • Trendafilova, S., Babiak, K. & Heinze, K. (2013) “Corporate social responsibility and environmental sustainability: Why professional sport is greening the playing field”, <i>Sport Management Review</i>, 16(3) 298-313. • Walker, M. & Parent, M. M. (2010) “Toward an integrated framework of corporate social responsibility, responsiveness, and citizenship in sport”, <i>Sport Management Review</i>, 13(3), 198-213. • Wolfe, R., Meenaghan, T. & O’Sullivan, P. (2002) “The sports network: insights into the shifting balance of power”, <i>Journal of Business Research</i>, 55(7), 611-622. • Woratschek, H., Horbel, C., & Popp, B. (2014). The sport value framework—a new fundamental logic for analyses in sport management. <i>European Sport Management Quarterly</i>, 14(1), 6-24.
COMMUNICATION REQUIREMENTS:	Students are expected to use the internet at their own discretion to select information on the individual project. Useful sources include:
SOFTWARE REQUIREMENTS:	
WWW RESOURCES:	<p>Students are expected to use the internet at their own discretion to select information on the ‘individual project’. Examples of interesting internet sources include:</p> <p>www.easm.net http://ec.europa.eu/sport/news/20120703-eu-xg-gg-rpt_en.htm http://www.olympic.org/ www.uefa.com</p>
INDICATIVE CONTENT:	<ol style="list-style-type: none"> 1. The Process of Strategic Management in Sport 2. Internal Environmental Analysis 3. External Environmental Analysis 4. Strategic Leadership and Governance 5. Strategic Direction 6. Multi-Level Strategy Formulation 7. Strategy Evaluation and Selection 8. Strategy Implementation and Organisational Change 9. Strategic Control Systems and Change Management 10. Strategic Planning