

COURSE SPECIFICATION DOCUMENT

Academic School/Department:	Richmond Business School
Programme:	Master of Arts Degree in International Sports Business
FHEQ Level:	7
Course Title:	Strategic Management in Sport
Course Code:	SPT 7102
Total Hours:	200
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
Credits:	20 UK CATS credits 10 ECTS credits 4 US credits

Course Description:

This course is a core requirement and introduces students to the key concepts of strategic planning and management. It includes environmental analysis, resource-based view of the organisation, basic financial aspects of strategic decision making and leadership, and discusses their applicability to sports organisations. The course covers the core strategic analysis models, and uses a series of sports management case studies to analyse the relationship between a firm's internal organisation and the environment in which it operates.

Prerequisites: MA International Sports business students only

Aims and Objectives:

- Analyse strategic planning and management for an international sport organisation;
- Critically review organisational theory and behaviour in relation to international sport organisations;
- Comment critically and constructively on the management of sport, focusing on different organisational structures and organisational cultures;
- Identify and analyse the primary influences on the management of sport at an international level and the need to implement organisational change.

Programme Outcomes:

A1, A2, A3, A5
B1, B2, B3, B4, B5
C1, C2, C3, C4,
D1, D3, D4,

A detailed list of the programme outcomes are found in the Programme Specification. This is found at: <https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

Knowledge and Understanding

- Critically analyse the key contemporary features of the strategic sports management environment.
- Describe the various models of the strategic planning process and discuss the relevance of these models to particular circumstances;
- Critically evaluate strategic choices facing managers in sports organisations.
- Understand the problems and opportunities faced by sports organisations in implementing their chosen strategy

Cognitive skills

- Evaluate empirical evidence in terms of strategic planning and management for an international sport organisation.
- Apply strategic management concepts and knowledge to a range of sports business and international situations.

Subject specific, practical and professional skills

- Work together as members of a team, in group work that will require rational, and analytical approaches

General/transferable skills

- Develop analytical skills and communicate their findings effectively to others.

Indicative Content:

- Policy and Strategy Appraisal
- Critical Issues in Sports Management
- Marketing and Communications
- Strategic Financial Management
- Strategic Human Resource Management
- New Business Development
- Strategic Planning in Sport
- Organisational Theory
- Power & Politics
- Organisational Effectiveness
- Change Management in international sport organisations
- Organisational Design and implementation

- Structures, Efficiency & Effectiveness
- Organisational Culture
- Strategic Management of Sport Volunteers
- Managing Organisational Conflict

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

The course will be taught through a combination of lectures, seminars, tutorials, directed and independent tasks and guided reading. Independent study will be strongly encouraged through the provision of reading lists and tasks to undertake in preparation for upcoming taught sessions. Together, the learning strategies of taught sessions and independent study aim to develop conceptual knowledge of international sport management.

Bibliography:

Required texts

Chappelet, J. & Bayle, E. (2005) *Strategic and Performance Management in Olympic Sport Organisations*, Champaign, IL: Human Kinetics.

Carpenter, M.A. & Sanders, G. (2009) *Strategic Management: Concepts and Cases* (2nd Edition), Upper saddle River, New Jersey: Pearson Education.

Lussier, R., & Kimball, D. (2009) *Applied Sport Management Skills*. Leeds, Human Kinetics

Masteralexis, L., Barr, C. & Hums, M. (2005) *Principles & Practice of Sport Management* (2nd Edition). London: Jones & Bartlett Publishers.

Slack, T. & Parent, M. (2006) *Understanding Sport Organisations. The Application of Organisation Theory*. Champaign, IL: Human Kinetics.

Torkildsen, G. (2005) *Leisure & Recreation Management* (5th Edition). London: E & FN Spon.

Indicative Text(s):

Grant, R. (2012). *Contemporary Strategy Analysis: Text and Cases*, 8th edition, London: John Wiley & Sons.

De Wit and Meyer (2010). *Strategy: Process, Content, Context*, 4th edition, London: Thomson Learning.

Johnson, G. Scholes, K. and Whittington (2011). *Exploring Strategy*, 9th edition, London: Financial Times Prentice Hall.

Lynch, R. (2012). *Strategic Management*, 6th.edition, London: Pearson.

Saloner, G., Shepard, A. & Podolny, J. (2001). *Strategic Management*, London: John Wiley & Sons.

Journals

European Journal for Sport Management

Harvard Business Review International

International Journal of Sport Management and Marketing

Leisure Management; Managing Leisure

Mintel Reports

Web Sites

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body	Change Actioned by Academic Registry
Annual update	June 2023	
Total hours updated	April 2024	