

COURSE SPECIFICATION DOCUMENT

Academic School/Department:	Richmond Business School/RIASA
Programme:	MSc in International Sports Management and Football Industries
Level:	7
Course Title:	Strategic Sport Management
Course Code:	SPT 7200
Total Hours:	200
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
Semester:	Fall
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 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:

MSc International Sports Management and Football Industries students only

Aims and Objectives:

At the end of the course, students should be able to:

- Understand the fundamental concepts and theories of strategic management as applied to sports.
- Analyse the internal and external environments of sports organizations to identify strategic opportunities and challenges.
- Develop and evaluate strategic plans tailored to the unique characteristics of sports organisations.
- Implement and monitor strategic initiatives to achieve long-term goals and competitive advantage.
- Adapt to the evolving landscape of sports management and anticipate future strategic trends.

Programme Outcomes:

At the end of this course, the students will have achieved the following programme outcomes.

A1; B1-B4; C1-C2; D1-D2; D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located 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 (A)

- Critically analyse the key contemporary features of the strategic sports management environment.
- 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 (B)

- Apply strategic management ideas and knowledge to a range of sports business and international situations.

Subject specific, practical and professional skills (C)

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

General/transferable skills (D)

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

Indicative Content:

- The Process of Strategic Management in Sport
- Internal Environmental Analysis
- External Environmental Analysis
- Strategic Leadership and Governance
- Strategic Direction
- Multi-Level Strategy Formulation
- Strategy Evaluation and Selection
- Strategy Implementation and Organisational Change
- Strategic Control Systems and Change Management
- Strategic Planning
- Case Studies in Strategic Management of Sports Organisations

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and are 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:

- Johnson, J., Whittington, R., Regnér, P., Angwin, D. and Scholes, K. (2023) *Exploring strategy*. 13th edn. Harlow: Pearson.
- O'Brien, D., Parent, M., Ferkins, L., and Gowthorp, L., (2019) *Strategic Management in sport*. Abingdon, Oxon: Routledge.
- Preuß, H., Schallhorn, C., and Schütte, N., (2022) *Olympic sport organisations in times of crisis and change: guide for strategic management and good governance*. Baden-Baden: Academia Verlag.
- Varmus, M., Kubina, M., Adámik, R., (2021) *Strategic sport management: sustainability of sports clubs*. Cham: Springer.

Academic Journals:

- *European Sport Management Quarterly.*
- *Journal of Applied Sport Management.*
- *Journal of Global Sport Management.*
- *Journal of Sport Management.*
- *Sport Management Review.*

Websites:

- Sport Business. Available at: <https://www.sportbusiness.com>
- Harvard Business Review (HBR). Available at: <https://hbr.org>
- Global Institute of Sport. Available at: <https://gis.sport/>
- SportsPro. Available at: <https://www.sportspromedia.com/>
- The Aspen Institute. Available at: <https://www.aspenprojectplay.org/>
- The Institute for Sport and Social Justice (ISSJ). Available at: <https://www.sportandsocialjustice.org/>
- Sport Management Association of Australia and New Zealand (SMAANZ). Available at: <https://smaanz.org/>
- The Sport Journal. Available at: <https://thesportjournal.org/>

Change Log for this CSD:

Major or Minor Change ?	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic Registry
	Total Hours Updated	April 2024	