

**1. General information****Course:** SPORTS MANAGEMENT**Type:** CORE COURSE**Degree:** 314 - DEGREE IN SCIENCES OF THE PHYSICAL ACTIVITY AND OF THE SPORT**Center:** 8 - FACULTY OF SPORT SCIENCES**Year:** 3**Main language:** Spanish**Use of additional languages:****Web site:****Code:** 39318**ECTS credits:** 6**Academic year:** 2023-24**Group(s):** 40**Duration:** First semester**Second language:** English**English Friendly:** Y**Bilingual:** N**Lecturer:** JOSÉ LUIS FELIPE HERNÁNDEZ - Group(s): 40

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**2. Pre-Requisites**

No prerequisites are necessary to take the course.

**3. Justification in the curriculum, relation to other subjects and to the profession**

Sport occupies a more prominent place every day in the use of the population's leisure time, healthy and quality leisure. The proper management of sports organizations, their resources or their offer can be decisive elements to contribute to the use of free time, the integral development of citizens and their quality of life.

In a service economy, such as that of the sports sector, in which it is required to take on challenges and new challenges, tools are required to face the changes that affect its management. The need to achieve agile organizations, have effective leadership, as well as being able to implement corporate strategies through people or technology, are some of the main challenges that can help achieve sports and business success. The course will facilitate the knowledge of the sports system and the formulas to meet the social needs of the population, to penetrate incomplete markets or to provide supply locally. It will deepen in knowing all the resources and the potential to develop business and management models in the sports sector.

**3.1. Contribution of the subject to the study plan:**

The degree in Physical Activity and Sports Sciences is structured so that students, once they finish their studies, have competencies for teaching physical and sports activity in formal areas (education), sports training, health, recreation, as well as in the organization, management and promotion of sports activities.

The subject of "Sports Management" belongs to the Health, Management and Recreation itinerary. The student will know how the sports system is organized, the different foundations on which the sports leadership and management is based, how to design plans and programs, and how to optimize the available resources of any sports entity (human resources, resources economic or sports facilities).

**3.2. Relationship with other subjects.**

The course lays the foundation for two other subjects related to sports management such as "Sports Facilities and Equipment", taught in the second semester of the 3rd year and "Physical Activity and Sport in Local Corporations", course optional of 4th year.

**3.3. Relationship with the profession.**

The subject will be very useful for all those people who, in the future, may have responsibilities regarding the direction and management of sports organizations. However, its contents can be very useful for any professional in the field of physical activity and sport.

**4. Degree competences achieved in this course****Course competences**

Code	Description
A01	Develop the ability to collect and interpret data to make judgments that include a reflection on relevant social, scientific or ethical issues.
A04	Knowing how to apply information and communication technologies (ICT) to the field of Physical Activity and sports Sciences.
A05	Develop leadership skills, interpersonal relationships and teamwork, regardless of sex, creed, race and disability.
A06	Apply the knowledge acquired to the workplace from situations where the student must solve specific problems and develop and defend arguments.
A07	Desarrollar hábitos de excelencia y calidad en el ejercicio profesional aplicando los derechos fundamentales, los principios de igualdad de oportunidades y los valores propios de una cultura democrática. Asimismo actuar conforme a los valores éticos en relación a la salud de los usuarios y al respeto sobre el medio ambiente.
A08	Understand and use common handbooks, as well as manuscripts and, in general, leading bibliography on subjects related to physical activity and sport, in order to prepare reports or solve specific problems that may arise.

A09	Develop learning skills necessary to undertake further studies with a high degree of autonomy.
B01	Know and understand the object of study of the Physical Activity and Sport Sciences.
B02	Know and understand the object of study of the Physical Activity and Sport Sciences.
B16	Plan, develop and evaluate the development of programs of physical-sport activities.
B17	Develop programs for the management of sport organizations, sport entities and sports facilities.
B18	Prepare and know how to use the sports material and equipment, suitable for each type of activity.
M811	To know the structure and evolution of the sports system and apply appropriately that knowledge in real situations occurring in the sports organizations.
M812	To develop the ability to interpret and analyze the aspects related to strategic management in any sports organization.
M813	To master the most effective and up-to-date approaches and techniques on quality management applicable to sports organizations.
M814	to apply planning and scheduling of sports events depending on the degree of organization.

## 5. Objectives or Learning Outcomes

### Course learning outcomes

#### Description

Learn about quality-based management systems and their application to sports organizations  
Understand and differentiate the management models used in different sport organizations  
Acquire the ability to interpret and analyze issues related to the Strategic Management of the sport sector  
Develop management tools for continuous improvement in sport organizations.  
Know the structure and evolution of the sports system  
Being able to prepare sport projects focused on the organization of sports activities  
Know the sport marketing techniques and apply them in a specific case  
Put into practice the methods of strategic analysis through the study of the different existing organizational models and determine their strategic profiles  
Differentiate between heterogeneous management models and their trends.  
Identify and search for possible solutions in the human resources involved in the organization of sport

### Additional outcomes

## 6. Units / Contents

**Unit 1: PROFESSIONAL EXITS AND PROFILES IN SPORTS MANAGEMENT. THE SPORTS MANAGER.**  
**Unit 2: THE ORGANIZATION OF THE SPORTS SYSTEM. LEGAL ORDER AND FRAMEWORKS FOR ACTION.**  
**Unit 3: THE SPORTS MARKETS AND THEIR TRENDS.**  
**Unit 4: MODELS FOR THE DIRECTION AND MANAGEMENT OF SPORTS (PUBLIC AND PRIVATE MODELS) AND SPORTS ORGANIZATIONS.**  
**Unit 5: TECHNOLOGY, ENTREPRENEURSHIP AND INNOVATION IN SPORTS MANAGEMENT.**  
**Unit 6: THE CREATION OF COMPANIES.**  
**Unit 7: STRATEGIC PLANNING IN SPORTS MANAGEMENT AND MANAGEMENT BY PROJECTS.**  
**Unit 8: CONTRACTS AND SPECIFICATIONS. THE PROVISION OF SERVICES FOR SPORTS PRACTICE.**  
**Unit 9: BLOCK 1: HUMAN RESOURCES. LEADERSHIP AND TALENT MANAGEMENT.**  
**Unit 10: BLOCK 2: ECONOMIC RESOURCES: THE BUDGET, SPENDING AND THE SPORTS BILL.**

### ADDITIONAL COMMENTS, REMARKS

The subject is structured in three sections, for development and its logical sequence. .

I. THE BASES OF SPORTS MANAGEMENT (Topics 1, 2, 3 and 4).

II. LINES FOR DEVELOPMENT: POSSIBILITIES OF THE PROJECTS (Topics 5 and 6).

III. THE SPORTS ORGANIZATION AND ITS DEVELOPMENT. HOW TO DO IT THROUGH A PROJECT (Topics 7, 8, 9, 10, 11 and 12).

## 7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (theory) [ON-SITE]	Combination of methods	A01 A04 A05 A06 A08 B17 B18 M811 M812 M813 M814	1.12	28	N		Development of theoretical classes, including master class and debates. Travel to Madrid to discover sports facilities.
Writing of reports or projects [OFF-SITE]	Combination of methods	A01 A04 A05 A06 A08 B16 B17 B18 M811 M812 M813 M814	2.4	60	Y	N	Development of workshops and works corresponding to practical classes.
Final test [ON-SITE]	Assessment tests	A01 A08 B01 B18 M811 M812 M813 M814	0.16	4	Y	Y	Completion of a final written test and presentation and written work.
Problem solving and/or case studies [ON-SITE]	Guided or supervised work	A01 A04 A05 A07 A08 A09 B02 B16 B17 B18 M811 M812 M813 M814	1.12	28	Y	N	Workshop development and practical class work that make up the cases and problems as well as the portfolio.
Study and Exam Preparation [OFF-SITE]	Self-study	A05 B01 B02 B16 B17 B18 M811 M812 M813 M814	1.2	30	N		Study and review of the contents of the subject.
<b>Total:</b>			<b>6</b>	<b>150</b>			
<b>Total credits of in-class work: 2.4</b>			<b>Total class time hours: 60</b>				
<b>Total credits of out of class work: 3.6</b>			<b>Total hours of out of class work: 90</b>				

As: Assessable training activity

Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

8. Evaluation criteria and Grading System			
Evaluation System	Continuous assessment	Non-continuous evaluation*	Description
Assessment of problem solving and/or case studies	20.00%	20.00%	2 points on the final mark (2 points out of 10). In the continuous evaluation format, it will consist of the development of workshops adjusted to real or hypothetical situations. These works will have individual or group format and will be developed during the practical classes. In the non-continuous evaluation format, it will consist of the development of workshops adjusted to real or hypothetical situations. These works will have individual format.
Portfolio assessment	20.00%	20.00%	Carrying out work to put the theoretical contents into practice. 2 points on the final mark (2 points out of 10). In the continuous evaluation format, it consists of the development of a weekly practice or knowledge test, which will be carried out individually or in groups, through group dynamics, in theoretical classes. In the evaluation format does not continue, it will consist of a notebook-memory in which the student must develop a brief written work for each of the subjects of the subject. In each of these works, a review of the state of the art on the content of the topic should be developed, a summary of two related bibliographic resources and a practical application adjusted to the content of the topic should be made.
Final test	60.00%	60.00%	6 points on the final grade. Final written multiple-choice test for 40% (4 points on the total final grade for the subject) and delivery and defense of a written work (final work) for the other 20% (2 points on the total final grade for the subject) . The final written test has the same characteristics in both continuous and non-continuous assessment. The delivery and defense of the written work will be in groups in the continuous evaluation format and individually in the non-continuous evaluation format.
<b>Total:</b>	<b>100.00%</b>	<b>100.00%</b>	

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject , an ordinary and an extraordinary one (evaluating 100% of the competences).

#### Evaluation criteria for the final exam:

##### Continuous assessment:

It will be necessary for the student to achieve at least a 4 out of 10 in the final multiple choice test, so that the rest of the sections of the subject are taken into account. In the event that this score is not reached, the approved parts will be saved for the extraordinary call.  
In continuous evaluation, the evaluation tests (activities) of the portfolio section will be developed during the theoretical classes. The activities in the problem or case resolution section will be carried out both individually and in groups, during practical classes. The final work will be developed in groups.  
During the development of the subject, all evaluation activities will be scored from 0 to 10. To know the score for the final grade, it must be weighted based on the percentage of the activity, as they appear in the criteria table evaluation. The course will be passed if a total of 5 or more points is obtained among all the sections, taking into account the previous requirements.

##### Non-continuous evaluation:

It is considered that the student becomes part of the evaluation and does not continue at the same time that any of the following circumstances occurs before the end of the class period:

1. You have not submitted 50% of the portfolio activities in the continuous evaluation format.
2. You have not delivered 50% of the activities in the problem or case resolution section.

At the moment that a student goes to the non-continuous evaluation format, they must take advantage of the non-continuous evaluation version in all parts of the evaluation system.

In the case of group assignments or practices, the student will automatically cease to be part of that group (unless the rest of the members indicate otherwise). The group will not be affected in a negative way under any circumstances, being able to continue the work with the rest of the members and being able to take full advantage of all the work done so far. The student who goes to the non-continuous evaluation format will have to develop a new work individually.

In any case, it will always be necessary for the student to achieve at least a 4 out of 10 in the final multiple choice test, so that the rest of the sections of the subject are taken into account. In the event that this score is not reached, the approved parts will be saved for the extraordinary call. In this case, the final mark will only count the mark of the final multiple choice test.

During the development of the subject, all evaluation activities will be scored from 0 to 10. To know the score for the final grade, it must be weighted based on the percentage of the activity, as they appear in the criteria table evaluation. The subject will only be considered passed if a total of 5 or more points is obtained among all the sections, taking into account the previous requirements.

#### Specifications for the resit/retake exam:

The grade of the sections approved in the ordinary call will be saved for the extraordinary call (exclusively for that same academic year).

It will be necessary to repeat only the suspended sections in extraordinary call.

In any case, it is mandatory to obtain at least a 4 out of 10 in the final multiple choice test, so that the rest of the sections are taken into account for the final grade. In this case, the final mark will only count the mark of the final multiple choice test.

#### Specifications for the second resit / retake exam:

There will be a single theoretical-practical exam of the contents that make up the subject.

## 9. Assignments, course calendar and important dates

### Not related to the syllabus/contents

<b>Hours</b>	<b>hours</b>
Final test [PRESENCIAL][Assessment tests]	4
<b>Unit 1 (de 10): PROFESSIONAL EXITS AND PROFILES IN SPORTS MANAGEMENT. THE SPORTS MANAGER.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 04-09-2023	<b>End date:</b> 09-09-2022
<b>Unit 2 (de 10): THE ORGANIZATION OF THE SPORTS SYSTEM. LEGAL ORDER AND FRAMEWORKS FOR ACTION.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 11-09-2023	<b>End date:</b> 22-09-2023
<b>Unit 3 (de 10): THE SPORTS MARKETS AND THEIR TRENDS.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 25-09-2023	<b>End date:</b> 29-09-2023
<b>Unit 4 (de 10): MODELS FOR THE DIRECTION AND MANAGEMENT OF SPORTS (PUBLIC AND PRIVATE MODELS) AND SPORTS ORGANIZATIONS.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 02-10-2023	<b>End date:</b> 13-10-2023
<b>Unit 5 (de 10): TECHNOLOGY, ENTREPRENEURSHIP AND INNOVATION IN SPORTS MANAGEMENT.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 16-10-2023	<b>End date:</b> 27-10-2023
<b>Unit 6 (de 10): THE CREATION OF COMPANIES.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 30-10-2023	<b>End date:</b> 03-11-2023
<b>Unit 7 (de 10): STRATEGIC PLANNING IN SPORTS MANAGEMENT AND MANAGEMENT BY PROJECTS.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	2
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 06-11-2023	<b>End date:</b> 10-11-2023
<b>Unit 8 (de 10): CONTRACTS AND SPECIFICATIONS. THE PROVISION OF SERVICES FOR SPORTS PRACTICE.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 13-11-2023	<b>End date:</b> 24-11-2023
<b>Unit 9 (de 10): BLOCK 1: HUMAN RESOURCES. LEADERSHIP AND TALENT MANAGEMENT.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	3
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8

Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 27-11-2023	<b>End date:</b> 08-12-2023
<b>Unit 10 (de 10): BLOCK 2: ECONOMIC RESOURCES: THE BUDGET, SPENDING AND THE SPORTS BILL.</b>	
<b>Activities</b>	<b>Hours</b>
Class Attendance (theory) [PRESENCIAL][Combination of methods]	2
Writing of reports or projects [AUTÓNOMA][Combination of methods]	6
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	2.8
Study and Exam Preparation [AUTÓNOMA][Self-study]	3
Group 40:	
<b>Initial date:</b> 11-12-2023	<b>End date:</b> 22-12-2023
<b>Global activity</b>	
<b>Activities</b>	<b>hours</b>
Final test [PRESENCIAL][Assessment tests]	4
Class Attendance (theory) [PRESENCIAL][Combination of methods]	28
Writing of reports or projects [AUTÓNOMA][Combination of methods]	60
Problem solving and/or case studies [PRESENCIAL][Guided or supervised work]	28
Study and Exam Preparation [AUTÓNOMA][Self-study]	30
<b>Total horas:</b> 150	

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
Joan Celma Giménez	Management para gestores del deporte. manual de referencia para los profesionales de la gestión deportivas.	Bubok Publishing	Barcelona	978-84-685-2357-6	2018	
Robinson, L., Packianathan, C., Bodet, G., & Downard, P.	Routledge Handbook of Sport Management	Routledge			2011	
García-Unanue, J.; Gallardo, L. y Felipe, J.L.	Herramienta de ayuda para la gestión económica de los servicios deportivos <a href="http://www.diegomarin.net/uclm/es/otros/1243-herramienta-de-ayuda-para-la-gestion-economica-de-los-servicios-deportivos-9788490440537.html">http://www.diegomarin.net/uclm/es/otros/1243-herramienta-de-ayuda-para-la-gestion-economica-de-los-servicios-deportivos-9788490440537.html</a>	Ediciones UCLM			2013	
Campos, C.	Dirección y Marketing de servicios deportivos.	Gestión y Promoción Edit.	Barcelona.		2004	
Celma, J.	ABC del gestor deportivo.	Inde.	Barcelona.		2004	
Celma, J.	Management fundamental para gestores del deporte.	Optimus marketing and management.	Barcelona.		2016	
Hontangas, J., Mestre-Sancho, J.A., y Orts, F.	La gestión participada en el deporte local.	Reus.	Valencia.		2014	
Luna-Arocas, R.	Bases para la dirección de entidades deportivas.	Promolibro.	Valencia.		2000	
Mestre Sancho, J. A., y García Sánchez, E.	La gestión del deporte municipal.	Inde.	Barcelona.		1999	
Blanco, E.; Burriel, J.C.; Camps.; A.; Carretero, J.L.; Landaberea, J.A. y Montes, V.	Manual de organización institucional del deporte.	Paidotribo.	Barcelona.		1999	
Soucie, D.	Administración, Organización y Gestión Deportiva.	Inde.	Barcelona.		2002	
Solar, L. V.	Deporte: El gigante virtual.	Centro de Estudios Olímpicos. Universidad del País Vasco.	Bizkaia.		2007	
Cabrera, J.M.; Gallardo, L. y Dorado, A.	Los sistemas de contratación Pública en el deporte	Circulo de Gestores	Madrid.		2010	
Dorado, A. y Gallardo, L.	La gestión del Deporte a través de la calidad	Inde.	Barcelona.		2005	
Gallardo, L. y Jiménez, A.	La gestión de los servicios deportivos municipales : vías para la excelencia.	Inde.	Barcelona.		2004	
Gallardo, L.; Cabrera, J.M. y Dorado, A.	Características de los pliegos en la contratación del deporte	Circulo de Gestores	Madrid.		2010	
Hoye, R., Smith, A.C.T., Nicholson, M., & Stewart, B.	Sport Management: Principles and Applications	Emerald			2005	
Puig-Barata, N.; Camps-Povill, A.	Diálogos sobre deporte (1975-2020)	Inde	Barcelona	978-84-9729-387-7	2020	
Rayner, M., & Webb, M.	Sport Management Education: Global Perspectives and Implications for Practice	Routledge	Londres		2022	
Añó, V	Organización de eventos y competiciones deportivas	Universitat de València	Valencia		2011	

Parent, M., & Chappelet, J.-L.	Routledge Handbook of Sports Event Management	Routledge	Londres	2017
Naraine, M., Hayduk III, T., & Doyle, J. P.	The Routledge Handbook of Digital Sport Management	Routledge	Londres	2023
Chadwick, S., Widdop, P., Anagnostopoulos, C., & Parnell, D.	The Business of the FIFA World Cup	Routledge	Londres	2022
Abeza, G., O'Reilly, N., Sanderson, S., & Frederick, E.	Social Media in Sport. Theory and Practice. Emerging Issues and Trends in Sport Business	World Scientific	Singapur	2021
Zimbalist, A. S.	Circus maximus. El negocio económico detrás de la organización de los Juegos Olímpicos y la Copa del Mundo de fútbol	Akal	Madrid	2016