

Module code	GSM601	Level	6
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Module title	Performance and Decisions in Sports				
Status	Core				
Teaching Period	Spring				
Courses on which the module is taught	BA Business and Global Sports Management				
Prerequisite modules	NA				
Notional learning hours	200	Credit value	20	ECTS Credits	10
Field trips?	Optional subject to industry events				
Additional costs	None				
Content notes	None				

Module description

This specialist sports module brings together the areas that you have covered previously, so that you can apply your learning in a strategic manner across all aspects of sports in a business context.

The aim is to make you business-ready and prepare you for the sorts of decisions you will face. With this in mind, you will consider where and how various strategic frameworks can be used to make business, management, and also personal career decisions. You will have the opportunity to focus on a particular sport, business, region, or audience - whilst at the same time gaining a wider perspective on both the uniqueness and complexity of sport as a business.

It has now become clear that sometimes there is a disconnect between the performance in the sport field (i.e. "winning") and the financial and growth performance of the sport business. We will study this correlation and rationalise possible causations in the context of various forms of business, from international organizations like the International Olympic Committee (IOC) to private clubs and companies like Arsenal FC and Ferrari. You will use different kinds of data, annual reports, as well as non-academic and academic sources to develop decision making and problem-solving skills that can enhance the performance of sport organizations. Through the analysis of real-life case studies, you will learn the governance structure and the business models in international sports as well as the financial perspectives of a sport organization: its economics, operations, financing, and acquisitions. You will assess strengths and weaknesses of various sport entities, as well as master the major issues and challenges that threaten sport businesses today.

Learning Outcomes

Upon successful completion of this module, you will be able to:

Collaboration (MLO1)

collaborate and build networks to achieve goals together, appreciating the usefulness of the diversity of character traits, as well as the project management and leadership skills required in a professional environment.

Decision-making (MLO4)

formulate informed decisions using critical and reflexive thinking in the domain of global sports.

Discipline Knowledge (MLO7)

Critique and Synthesise theories, concepts, and factual knowledge of global sports business models, with data analysis techniques to performance evaluations.

Interdisciplinary Perspectives (MLO9)

Integrate perspectives through the lenses of international entities and across sport fields that give you an insight on the impact they have on society at large.

Learning and teaching methods, and reasonable adjustments

Your learning experience will include class activities, theoretical and practical, through the use of slide presentations and case studies. There will be group discussions and reflections, individual research based on sport businesses' disclosures, data analysis using financial statements and, where possible, traded share prices. Case studies will be discussed in a "flipped classroom": you will need to read them individually before the lecture and, by working in groups in class – with the guidance of the lecturer, you will critically analyse the problems and propose solutions. There might be external guest speakers from relevant fields that will contribute their real-life experience and enhance your class learning: in order to get the maximum impact, you will need to do research on them and their organization beforehand and be prepared with questions to ask.

Directed learning			48
Workshops/ seminars/ lead events	Supervision	Studio time	Other
48			
Guided/Self-guided learning			152

Reasonable adjustments will depend on a Student Support Agreement and will acknowledge accrediting body requirements. In urgent or serious situations, reasonable adjustments might be required before the Student Wellbeing & Disability Team has been able to complete a full assessment. This will usually be where a student has a severe or urgent condition and either communicates this condition to a member of staff or their behaviour is suggestive of an adjustment need. Staff may put temporary reasonable adjustments in place to support the student. These adjustments must then be promptly communicated to the Student Wellbeing & Disability Team by the staff member who made the temporary adjustments. The Student Wellbeing & Disability team will capture and confirm appropriate reasonable adjustments (which may include changing the temporary adjustments, adding in other adjustments and outlining the period of time for which they apply) in a Student Support Agreement ('SSA').

Assessments and weighting, reasonable adjustment, and feedback methods

Assessment component 1: Video Blog, (Group), 50% of TMM, Minimum time of 10 minutes.

In small groups, you need to produce a Video Blog (Vlog) in which you critically analyse one major international sport event (like the Olympics, World Athletics Championships, Football

World Cup, etc...) of your choice. Choose one, research and analyse it both qualitatively and quantitatively, then discuss the impact and performance it has on national and international businesses and societies. Include, but not limit yourself to, their funding process, their event organization management, their legal aspects, and official mandates, as well as their economic and technological significance.

Allocation of marks for group work will be specified in the course assignment brief.

Assessment component 2: Individual Report, 50% of TMM, 2,000 words max.

You will choose a private sport business (for example a football club or F1 team) and you will research their performance both financial and in their sport field. You will have to write a report that addresses and critically answers the questions of how well the business has performed over time, what were the reasons behind the performance achieved, whether there is a correlation between the financial and sport performance and, what can explain it. The analysis needs to be a mix of quantitative and qualitative approaches.

Mapping of assessment tasks:

Assessment components	LO1	LO4	LO7	LO9
Group Vlog	x		x	x
Individual Report		x	x	x

The above assessment components are summative. Students will have the opportunity for formative assessment and feedback before each summative assessment.

Indicative resources

International Sport Management, 2019, Li, Macintosh, and Bravo

Inside the Olympic Industry: Power, Politics, and Activism, 2020, Lenskyj

International organizations' own websites and their documentation, like annual reports.

Private clubs and companies' own websites and their documentation, like financial statements.