

Curriculum Sport Management

Bachelor's Degree Programme in Sport Management
Professionsbachelor i sportsmanagement

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1. FRAMEWORK

This curriculum, covering the study programme for Bachelor's Degree Programme in Sport Management hereinafter referred to as the study programme or the programme, is composed in compliance with the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*LEP-bekendtgørelsen*) by the Danish institutions of higher education approved to offer the particular programme.

Joint parts and institution specific parts of the curriculum

Parts of the curriculum have been stipulated conjointly with these institutions in the respective national education network for the business academies, whilst others have been determined by Cphbusiness alone. The joint parts are incorporated in this document and constitute the following subsections: 3.2, 3.3, 3.5.0, 5.3 and 6.1. The remaining parts are institution specific.

The joint parts have been co-created by the institutions mentioned below, which have committed themselves to ensuring national competence and qualifications.

The joint parts of the curriculum have been imposed by:

Copenhagen Business Academy

www.cphbusiness.dk/english

University College of Northern Denmark

www.ucnorth.dk

The joint parts of the curriculum have been agreed upon by the national education network for business academies during the summer of 2014.

The curriculum as a whole has been approved by Cphbusiness in compliance with the institution's internal approvals procedure on 25 August 2014.

1.1. Purpose and Objectives of the Study Programme

The objective of the programme is to prepare graduates to work in the sports, events and leisure sectors, and to equip them with knowledge of relevant business practices, theories and methodology.

Learning objectives and outcomes

The learning outcome includes the knowledge, skills and competences a bachelor in Sport Management will achieve from the programme, cf. the ministerial order no. 1032 of 3 November 2009 on the Bachelor's Degree in Sport Management, appendix 1.

Following are English translations of Danish texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid.

Knowledge

The graduate will possess knowledge of:

- theories about marketing, economics and law relevant for the sports, event and leisure industry
- the social context within which sport management is applied
- methods and ways to carry out studies in the sports, event and leisure sector, and the student is able to reflect upon the way these are applied within the profession
- the sports industry and the latter's surroundings, especially the commercial sports industry and the latter's challenges in this
- managerial and organisational theories relevant for sports management
- contractual issues and risk management
- basic laws and rules in employment and labour law

Skills

The graduate will be able to:

- use business methods and tools for the collection and analysis of the strategic, organisational and managerial problems relevant for sport companies as well as substantiate and choose relevant solutions
- assess possible marketing and branding initiatives with the sports, events and leisure sector
- assess the relevance of business and organisational strategies for sports, event and leisure companies
- plan, organise and carry out events within the sports and leisure sector

- assess and draw up sponsor strategies within the sports, event and leisure sector
- communicate managerial and commercial considerations and initiatives as well as practice-related problems and solutions to relevant stakeholders and partners

Competences

The graduate will be able to:

- identify and understand complex strategic, organisational and managerial challenges and development initiatives in the sports, event and leisure sector
- contribute to focused development of human resources, of prioritisation of assignments, of work processes, and of corporate culture
- manage the complexity in using sport marketing analyses to create new business knowledge and co-operation agreements
- independently handling the development in relation to the creation of new marketing trends, strategies and practical experiences within the areas relating to the sports, event leisure sector
- independently be part of established relevant professional networks within the sports, event and leisure sector
- identify sport economical optimisation possibilities relating to the sports, event and leisure sector
- identify own learning needs and structure own learning in relation to the sports, event and leisure sector

1.2. Title, Duration and Certificate

Title

Upon completion of the programme, graduates are entitled to use the title *Bachelor of Sport Management* (in Danish: *professionsbachelor i sportsmanagement*).

In agreement with the Danish Qualification Framework for Lifelong Learning, the programme is graded at level 6.

Duration and maximum length of study

With 60 ECTS credits (European Credit Transfer System) corresponding to one full-time year of study, cf. section 9 in the ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*BEK nr. 1521 af 16/12/2013: Bekendtgørelse om erhvervsakademiuddannelser og professionsbacheloruddannelser*), the programme amounts to 90 credits in total.

Study programmes that do not exceed 120 ECTS shall be completed within the number of years corresponding to twice the nominal length of study. Thus the maximal nominal length of study is 3 years. Under exceptional circumstances, Cphbusiness is entitled to grant exemptions from this rule, cf. subsection 1.2. (further details about exemptions at Cphbusiness can be found in subsection 6.6.).

Certificate

Upon completion of the Sport Management programme, a certificate is issued to the student by Cphbusiness.

1.3. Commencement and Interim Provisions/Transitional Arrangements

This curriculum is effective as of 1 August 2014, and the terms and conditions stated herein apply to students starting the programme in the autumn of 2014.

Students enrolled at an earlier point in time, and thus covered by curricula prior to the present, are entitled to complete their studies in line with the curricula they were covered by originally. Students covered by curricula prior to the present may however request that they be covered by these until their completion of the programme, provided that they meet the previously listed requirements regarding the maximum length of study, cf. subsection 1.2. Under special circumstances, including circumstances relevant to the individual student, Cphbusiness may grant exemptions from the rule stipulated in this subsection, cf. subsection 1.3., entailing that an otherwise repealed curriculum still applies.

As regards the release of a new curriculum, or in the event of substantial alterations to the present, transitional arrangements will be laid down in the new curriculum.

1.4. Legal Framework

The legal framework that applies to this study programme is constituted by the latest versions of the following acts and ministerial orders:

(Following are English translations of Danish texts published in the Danish Official Gazette (Lovtidende). In the event of a discrepancy between the translated version and the Danish version, the latter is valid)

- Act no. 214 of 27 February 2013 on academies of professional higher education (the Academy Profession Act) (*Erhvervsakademiloven*)
- Act no. 467 of 8 May 2013 on academy profession programmes and professional bachelor programmes (*LEP-loven*)
- Ministerial order no. 1521 of 16 December 2013 on academy profession programmes and bachelor programmes (*LEP-bekendtgørelsen*)
- Ministerial order no. 1519 of 16 December 2013 on examinations (the Examination Order) (*Eksamensbekendtgørelsen*)
- Ministerial order no. 223 of 11 March 2014 on admission and enrolment on academy profession programmes and bachelor programmes (*Adgangsbekendtgørelsen*)

- Ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (the Grading Scale Order) (*Karakterbekendtgørelsen*)
- Ministerial order no. 1032 of 3 November 2009 on the academy profession programme in Sport Management (*Uddannelsesbekendtgørelsen*)

The respective acts and orders can be obtained through *Retsinformation* at www.retsinfo.dk (in Danish).

2. ADMISSION TO THE PROGRAMME

2.1. Entry Requirements

Admission to the programme requires a qualifying examination as well as fulfilment of the programme specific entry requirements. The entry requirements are stipulated in the order on admission and enrolment on academy profession programmes and bachelor programmes in force, and should doubts arise from the formulations used in this subsection, the formulations in the order apply.

The programme specific entry requirements, cf. appendix to *Adgangsbekendtgørelsen*, include an AP degree in Hospitality and Tourism Management, in Marketing Management or in Financial Management or another Danish or foreign degree equivalent to the same educational level.

2.2. Eligibility for Admission

In order to become eligible for admission to the programme, applicants must meet the entry requirements stated in subsection 2.1. If these are fulfilled, the applicant is qualified for, however not guaranteed, admission to the programme.

Provided that the number of eligible applicants, cf. subsection 2.1., exceeds the number of spaces available, Cphbusiness may specify additional selection criteria on the grounds of which applicants are accepted as long as spaces are available.

The additional selection criteria will be published at Cphbusiness' website taking due account of the time limits provided by the Ministry of Higher Education and Science.

3. PROGRAMME CONTENT

3.1. Programme Structure

As a prerequisite for completing the study programme, students must attend and pass educational elements equivalent to a total workload of 90 ECTS credits. A full-time semester encompasses educational elements, including the internship, corresponding to 30 ECTS credits.

The programme comprises compulsory educational elements equivalent to 55 ECTS credits, electives equivalent to 5 credits, an internship equivalent to 15 credits and a bachelor project equivalent to 15 ECTS credits.

Educational Elements		1 st year	2 nd year
Key Subject Areas	Quantitative and Qualitative Method (5 ECTS)	5 ECTS	
	Marketing (15 ECTS)	15 ECTS	
	Sports- and Event Management (15 ECTS)	15 ECTS	
	Economics (15 ECTS)	15 ECTS	
	Law (5 ECTS)	5 ECTS	
Electives		5 ECTS	
Internship			15 ECTS
Bachelor project			15 ECTS
In total ECTS	(55 ECTS)	60 ECTS	30 ECTS

The sum of all educational elements and other study activities may not exceed the prescribed 90 ECTS credits. All educational elements, including the bachelor project, are assessed and evaluated according to the subsection on examinations in this curriculum, cf. chapter 5, and where the outcome of the assessment is either 'passed' or at a minimum the grade 02, the educational element concerned is perceived as passed. For more information on examinations, please read chapter 5.

3.2. Key Subject Areas and Compulsory Educational Elements

The programme covers a number of overarching subject areas to which the educational elements are related. The subject areas comprise educational elements corresponding to 55 ECTS credits. The contents of the subject areas as well as the distribution of ECTS credits have been determined collaboratively by the institutions of higher education approved to offer the particular programme. The subject areas include the following:

Educational elements distributed on semesters	1st semester	2nd semester	3rd semester	ECTS
Key Subject Areas and Compulsory Educational Elements				55
Quantitative and Qualitative Method				5
Theory of Science and Method	5			5
Marketing				15
Sports Marketing	10	5		15
Sports- and Event Management				15
Sports Management	5	10		15
Economics				15
Sports Economics	5	5		10
Sports Industry	5			5
Law				5
Sports Law		5		5
Electives				5
Electives and Themes		5		5
Internship and bachelor project				30
Internship and project			15	15
Bachelor project			15	15
Total	30	30	30	90

Theory of Science and Method
Key Subject Area: Quantitative and Qualitative Method
Timing: 1st semester
Workload: 5 ECTS
<p>Contents:</p> <p>The aim is to qualify the student to analyse, understand and assess the applicability of paradigms, theories, methods and techniques used in addition to being able to gather and process information by understanding, analysing and utilise scientific methods of work in relation to a certain issue within sports management.</p>
<p>Learning objectives for both key subject area and educational element:</p> <p><i>Knowledge</i></p> <p>The student will:</p> <ul style="list-style-type: none"> • have basic knowledge and understanding of the primary paradigms of the theory of science as well as their implication and utilisation in sports management • have knowledge of the methodical implications of the theory of science and methodical approaches leading to the creation of reliable and valid knowledge • independently be able to utilise tangible methods in the illustration of various issues within sports management

<p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • reflect upon and participate in discussions regarding theory of science and scientific conduct in relation to troubleshooting within sports management • work methodically with professional issues in connection with project and report writing • produce, collect and process data, as well as relate critically to available or new empirical material • produce science-based projects and communicate these clearly and proportionately and fit to purpose <p><i>Competences</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • translate choices and methods of the theory of science to the analysis of empirical issues in the field of sports management • reflect upon the importance of different approaches towards the theory of science and to design and produce value-adding reports <p>Examination:</p> <ul style="list-style-type: none"> - After 1st semester: 1st semester exam
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<p>Sports Marketing</p> <p>Key Subject Area: Marketing</p> <p>Timing: 1st and 2nd semester</p> <p>Workload: 15 ECTS</p> <p>Contents:</p> <p>The purpose of the subject area is to enable the student to work independently and professionally when analysing, understanding and evaluating the usability of internal and external aspects in relation to sports marketing. This includes comprehending, analysing and applying relevant marketing planning, implementation and evaluation for organisations and activities related to the sports industry. Furthermore, the student must be able to assess the suitability of different components in the marketing mix relevant to sports marketing. The student must be able to integrate his/her knowledge in connection with solving practical problems and communication solutions to relevant stakeholders.</p> <p>The key subject area takes the form of a compulsory educational element Sports Marketing, which consists of the courses Sports Marketing 1 and 2.</p> <p>Learning objectives for key subject area</p> <p><i>Knowledge</i></p> <p>The student will possess knowledge of:</p> <ul style="list-style-type: none"> • which stakeholders may be associated with sports marketing activities. • how sports can be used as a medium for marketing? • concept development and implementation of new concepts in the commercial sense of the term with association to sports marketing (e.g. understanding of
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- how new technology can be used to facilitate sports marketing)
- the influence of various media on the exposure of individuals, organisations, events, etc.
 - practice-related issues and experiences as well as marketing theories, concepts, strategies and basic rules in areas relating to the sports, event and leisure industry

Skills

The student will be able to:

- use tools for sports marketing analyses as well as the various parameters within the sports marketing mix. This includes being able to assess and convey how this can be applied to the solution of problems in sports marketing
- apply concept development and implementation of new concepts in the commercial sense of the term with association to sports marketing
- use various media for the exposure of individuals, organisations, events, etc.
- apply marketing theories, concepts, tools, strategies and basic rules in areas related to the sports industry

Competences

The student will be able to:

- independently establish and participate in interdisciplinary networks as part of implementing and realising the essence of developed sports marketing plans in practice.
- independently make use of sports marketing analyses to develop new business knowledge and cooperation agreements. Thus creating and further build organisations' long term goals and sustainability.
- independently apply concept development and implementation of these in a commercial sense in relation to sports marketing. A knowledge that is used to ensure sustainable business development at strategic level (e.g. how new technology can be used to provide increased knowledge about sports marketing for use in future sustainable business development).
- independently assess, plan and make use of various media for exposure of persons, organisations, events, etc.
- independently cope with the development in relation to the creation of new marketing trends, strategies and practical experience ("best practices") within areas that relate to the sports industry

Sports Marketing 1

Workload: 10 ECTS

Timing: 1. semester

Contents:

The aim is to qualify the student to independently and professionally to be able to

analyse, understand and assess the applicability of the internal and external conditions in relation to sports marketing. Including understanding, analysing and using the sports industry as a context for marketing planning, implementation and evaluation of various organisations and activities in the sports, event and leisure sector.

Knowledge

The student possess knowledge of:

- what the concept of sports marketing covers as well as what activities can be included in sports marketing
- the stakeholders, which are relevant in relation to activities within the field of sports marketing.
- the difference of sports marketing and marketing with sport as a platform

Skills

The student will be able to:

- apply theory and knowledge to the concept and product development in the intersection between events, products, people, organisations, services and experiences within sports marketing.
- apply theory and knowledge about the behavior of consumers, fans and other stakeholders in relation to sports marketing.
- apply theory and knowledge of branding, experience economy and sponsorships within sports marketing.

Competences

The student will be able to:

- independently evaluate and engage in strategic partnerships in sports marketing
- independently create a competent basis for decision-making within sports marketing activities based on competences in stakeholder management, consumer and fan relations as well as concept and product development within the sports and experience industry
- independently create a competent basis for decision-making within sports marketing based on skills in branding, experience economy and sponsorships within the sports and experience industry in order to establish a better sports marketing strategy

Sports Marketing 2

Workload: 5 ECTS

Timing: 2nd semester

Contents:

The aim is that the student must be able to assess the applicability of the various

components of the marketing mix appropriate for sports marketing in order to be able to integrate this knowledge in connection with the solution of practical problems. In addition, the student must be able to communicate the solution of these issues to relevant stakeholders.

Knowledge

The student will possess knowledge of:

- how sports marketing can be part of an event-oriented context
- the interaction between sport, communications, PR and media.
- new business methods and business development within the field of sports marketing
- sales planning and management within sport

Skills

The student will be able to:

- apply CSR theories and knowledge to take advantage of the commercial aspect of CSR within sports marketing
- apply theory and knowledge in relation to hybrid sports branding in order to create added value in brand development and brand management within sports marketing
- apply knowledge of sales planning and management within sports and event marketing
- apply knowledge about sports, communication, media and PR as image-generating activities

Competences

The student will be able to:

- independently integrate hybrid branding processes in order to strengthen the strategic sports marketing work.
- independently capitalise on the use of new business practices and business development within the field of sports marketing.
- independently make use of strategic communication and media platforms as well as planning of communication initiatives
- independently assess how events can be integrated as an active part of the sports marketing process

Examination:

- After 1st semester: 1st semester exam
- After 2nd semester: 2nd semester exam

Sports Industry

Key Subject Area: Economics

Timing: 1st semester

<p>Workload: 5 ECTS</p>
<p>Contents: The purpose of the subject area is that the student acquires insight into and understanding of the significance of the sports, events and leisure industry in relation to the development of society. Furthermore, the student must acquire knowledge and understanding of the significance of sports in relation to popular culture in the 21st century seen from a local, regional, national and global perspective. In addition to this, it is necessary to acquire knowledge of the social significance of sports and to apply a sociological perspective in order to understand sports from a broad society perspective.</p>
<p>Learning objectives for part of the key subject area and the educational element:</p> <p><i>Knowledge</i> The student will possess knowledge of:</p> <ul style="list-style-type: none"> • the organisation of sport at all levels • correlations between sports, event and development of society • future developments within sports and leisure sector <p><i>Skills</i> The student will be able to:</p> <ul style="list-style-type: none"> • use a pool of knowledge founded in industry-related knowledge at macro level for the collection of further information about sports, event and leisure industry and be able to analyse this information • use knowledge of the organisation of sport – at the local (municipal), regional, national and global level – to analyse issues in sports, event and leisure industry • evaluate theoretical and practice-oriented issues on the basis of knowledge about the industry from a macro perspective in order to be able to substantiate selected actions and solutions <p><i>Competences</i> The student will be able to:</p> <ul style="list-style-type: none"> • independently apply and establish knowledge about relevant stakeholders within the sports, event and leisure industry • independently use a pool of knowledge and integrate aspects regarding for example: the future of sport, the importance of mass sport for health development, the importance of culture and sport policy and characteristics of the experience economy
<p>Examination: - After 1st semester: 1st semester exam</p>
<p>Sports and Event Management</p>
<p>Key Subject Area: Sports and Event Management</p>
<p>Timing: 1st and 2nd semester</p>

Workload: 15 ECTS

Contents:

The aim is to qualify the student to be able to analyse, understand and convey the strategic, organisational and management related issues of a sports enterprise. The student must also be able to incorporate relevant development trends and reflect upon this in a strategic context.

The key subject area takes the form of the compulsory educational element Sports and Events Management, which consists of the courses Sports and Event Management 1 and 2.

Learning objectives for the key subject area:

Knowledge

The student will possess knowledge of:

- specific strategic, organisational and management-related conditions within the sports, event and leisure sector
- practice-related issues relating to strategy development, organisational development and management in the field of the sports, event and leisure sector
- various perceptions of strategy
- stakeholders and how the analysis of stakeholders can contribute to the development of a sports company and specific events
- management concepts and tools related to the sports, events and leisure sector
- event management
- human resource management within sport. Including the challenges in connection with the use of volunteers
- employment and labour laws. The Consolidation Act on the Employer's Obligation to Inform Employees of the Conditions Applicable to the Employment Relationship, The Consolidation Act on the Employers and Salaried Employees (Legal Relationship), The Holiday Act and The Consolidation Act on the Working Environment

Skills

The student shall be able to:

- use different perspectives, theories and models for illustrating the strategic, organisational and management related issues as well as development opportunities of a sports company
- use an interdisciplinary and holistic strategic, organisational and management-related approach, and translate this into a development programme and specific development initiatives in a context relating to a specific sports enterprise. E.g. in connection with planning, management and evaluation of events
- communicate and substantiate new development initiatives to various stakeholders in the field of sports, event and leisure sector
- apply theoretical contributions to a focused development of enterprises in the field of sports, events and leisure sector

- use dialogue and cooperation-oriented management principles in the field of sports, event and leisure sector
- have an understanding of more complex system theories and other perspectives to understand the function terms, operation and development opportunities of a sports enterprise

Competences

The student will be able to:

- independently handle management-related challenges, so that the development and day-to-day operation of the sports enterprise go hand in hand in an efficient and expedient manner.
- independently identify strategic, organisational and management-related challenges and development initiatives within the sports, event and leisure sector
- independently understand the complexity according to the strategic, organisational and management-related challenges and run diverse/competing courses of action, the details of which must be analysed and the impact assessed, with a view on the specific choice of strategic, organisational and management-related courses of action in an integrated whole
- independently contributing to the focused development of: concepts, human resources, task-priority, workflows, application of technology, business structure, corporate culture, policies, knowledge, learning, etc.
- optimise management efforts of the sports enterprise in an effective collaborative context with the company's various internal and external stakeholders.

Sports And Event Management 1

Workload: 5 ECTS

Timing: 1st semester

Contents:

The aim is to qualify the student to be able to analyse, understand and develop the strategic issues of a sports, event or leisure business and involve, among others, social, sports political, ethical, health and cultural trends.

Learning Objectives:

Knowledge

The student will possess knowledge of:

- specific strategic and organisational conditions within the sports, event and leisure sector
- practice-related issues relating to strategy development, organisational development within the sports, event and leisure sector
- various perceptions of strategy
- stakeholders and how the analysis of stakeholders can contribute to the development of the sports enterprise and specific events

Skills

The student shall be able to:

- use different perspectives, theories and models for illustrating the strategic and organisational issues and opportunities for development of a sports enterprise.
- apply theoretical contributions to a targeted development of companies in the field of sports, events and leisure sector
- have an understanding of more complex system theories and other perspectives to understand the function terms, operation and development opportunities of a sports enterprise

Competences:

The student shall be able to:

- independently identify strategic and organisational challenges and development initiatives within the sports, event and leisure sector

Sports and Event Management 2

Workload: 10 ECTS

Timing: 2nd semester

Contents:

The aim is to qualify the student to be able to analyse, understand and convey the strategic, organisational and management-related issues of a sports enterprise. Understanding must go beyond a traditional functional and operational analytical approach and involve relevant development trends and aspects seen in a strategic context.

Learning Objectives

Knowledge

The student will possess knowledge of:

- management concepts and tools related to the sports, events and leisure sector
- event management
- human resource management within sport. Including the challenges in connection with the use of volunteers
- employment and labour laws. The Consolidation Act on the Employer's Obligation to Inform Employees of the Conditions Applicable to the Employment Relationship, The Consolidation Act on the Employers and Salaried Employees (Legal Relationship), The Holiday Act and The Consolidation Act on the Working Environment

Skills

The student shall be able to:

- use an interdisciplinary and holistic strategic, organisational and management-related approach, and translate this into a development programme and specific development initiatives in a context relating to a specific sports enterprise E.g. in connection with planning, management and evaluation of events.
- communicate and substantiate new development initiatives to the various stakeholders in the field of sports, event and leisure sector
- use dialogue and cooperation-oriented management principles in the field of sports, event and leisure sector
- have an understanding of more complex system theories and other perspectives to understand the function terms, operation and development opportunities of a sports enterprise

Competences:

The student shall be able to:

- independently identify strategic and organisational challenges and development initiatives within the sports, event and leisure sector

Examination:

- After 1st semester: 1st semester exam
- After 2nd semester: 2nd semester exam

Sports Economy

Key Subject Area: Economics

Timing: 1st and 2nd semester

Workload: 10 ECTS

Contents:

Analyse, understand and assess the applicability of the operation economic methods, theories and techniques in relation to sports management and the sports, event and leisure sector. Furthermore understand, analyse and use sports economic issues in contexts relating to the sports, event and leisure sector.

The key subject area take the form of educational element Sports Economy, which consists of the courses Sports Economy 1 and 2, as well as in the course Sports Industry, which is described above.

Learning objectives for part of the key subject area:

Knowledge

The student will:

- have an understanding of the economic theories and models relating to the sports economy
- be able to reflect upon the choice of specific theories and models for the analysis of issues concerning sports economy within the sports, event and leisure sector
- have knowledge of sports economy in relation to other industries (including, among others, the experience industry/economy)

Skills

The student will be able to:

- apply economic theories and models relating to sports economy from an academic perspective, as well as being able to evaluate these in relation to practice-related issues within the sports, event and leisure sector
- communicate the essence of solutions on sports economic issues within the sports, event and leisure sector to relevant stakeholders
- substantiate solutions of sports economic issues related to the sports, event and leisure sector, for example how sports economy must be understood in relation to other industries
- plan, implement and subsequent follow up on meetings/negotiations in order to achieve the best result possible for the organisation

Competences

The student will be able to:

- explain, analyse and evaluate relevant sports economic aspects
- come up with "best practices" within a sports economic context, which can create a foundation for future organisational sustainability within the sports, event and leisure sector
- apply methods and tools for the collection and analysis of information, which can help to solve sports economic issues.

Sports Economy 1

Workload: 5 ECTS

Timing: 1st semester

Contents:

The aim is that the student can analyse, understand and assess the applicability of the operation economic methods, theories and techniques in relation to sports management and the sports, event and leisure sector. Furthermore the student must be able to analyse and apply sports economic issues in contexts relating to the sports, event and leisure sector.

Learning Objectives:

Knowledge

The student will:

- have knowledge of accounting analysis, calculations and other business economic tools within the world of sports
- have knowledge of basic consumer and producer theory.
- have a basic understanding of the media's impact on sports economy
- have knowledge about globalisation and the importance of professionalisation to the sport sector

Skills

The student will be able to:

- analyse, understand, apply and convey the economic impact of various activities within the sports, event and leisure sector
- analyse the economic impact on sport by commercial business activities within the sports, event and leisure sector
- analyse the economic effects of various activities concerning the sports, event and leisure sector as well as being able to substantiate the chosen solutions and related actions

Competences

The student will be able to:

- independently use economic tools for the development of industry-specific analyses in connection with the establishment of a strategic basis for decision-making
- independently assess the economic impact on sport by commercial business activities within the sports, event and leisure sector
- independently collect and process relevant economic information and convey these to relevant stakeholders

Sports Economy 2

Workload: 5 ECTS

Timing: 2nd semester

Contents:

The aim is that the student can analyse, understand and assess the applicability of business economic methods, theories and techniques in relation to sports management and the sports, event and leisure sector. Furthermore the student must be able to analyse and apply sports economic issues in contexts relating to the sports, event and leisure sector.

Learning Objectives

Knowledge

The student will have:

- knowledge of competition and competitive balance in accordance with a sports economic context.
- basic knowledge of geographically-based sports economic issues, for example league design and competitiveness in sports economic context in Europe vs. United States
- knowledge of competition policy, privatisation and regulation
- knowledge of market structures and the impact of competition

Skills

The student will be able to:

- analyse, understand, apply and communicate sports economic aspects of com-

petitive conditions and the competitive balance in relation to the sports, event and leisure sector

- understand and analyse the price formation, including price formation in various market forms, the importance of different sizes of elasticities on the price-setting behaviour, as well as the effect of the introduction of various types of taxes on price formation
- analyse, understand and communicate the impact of competition policy, privatisation and adjustments

Competences

The student will be able to:

- independently collect and process relevant macro-economic information and communicate these to relevant stakeholders
- independently use macro-economic knowledge for the development of industry-specific sports economic analyses

Examination:

- After 1st semester: 1st semester exam
- After 2nd semester: 2nd semester exam

Sports Law

Key Subject Area: Law

Timing: 2nd semester

Workload 5 ECTS

Contents:

The purpose of the subject area is to qualify the student to independently and professionally analyse, understand and evaluate the basic juridical system, the related terminology and the legal principles related to the sports, event and leisure sector. (Both in relation to professional and amateur sports) The focus is on the student's ability to analyse, identify, understand and determine legal problem areas and to use this knowledge to prevent and make operational the legal liability for organisations in the sports, event and leisure sector.

Learning objectives for the key subject area and educational element:

Knowledge

The student will possess knowledge of:

- the organisation of sport – at the local (municipal), nationally and globally – as seen in legal perspective.
- Danish Sports legal framework
- dispute processing of sport (the "judicial system" of the sport) – for example, suspensions, fines, exclusion, DIF's Appeal Committee, Anti-Doping Committee etc.
- the ordinary courts and their organisation
- specific legislation within sport
- liability of the sport enterprise in connection with damage both inside and outside the contractual relationship

- sports insurance needs. Which assurances are statutory, and which should it have in order to guard itself against financial ruin in the event of a serious accident or major damage?
- the tax laws and regulations of which the sports enterprise is subject. This is to say its own fiscal status/conditions and rules and obligations at disbursement of salaries, fees, remuneration, etc. to employees and others
- the VAT law in relation to sport. The VAT law contains a number of special procedures in relation to sport, isolated events and letting of immovable property (e.g. sports facilities)
- applicable rules and doping regulations. Including Anti-Doping Denmark's business and work to combat doping
- EU competition law and the Danish Competition Act – including the application of the rules in relation to broadcasting agreements
- What the sports enterprise can do to prevent sexual abuse of children and young people (typically members) and of adults (usually employees). Including having knowledge of the legislation in this area and the obligation to obtain children's certificates on instructors and coaches who are dealing with children under 15 years old
- the contractual liability and rules of conclusion of agreements, for example. sponsorship deals, and who shall be liable for the financial transactions which are carried out in daily life in the sports enterprise
- Immaterial rights and sport. The Marketing Practices Consolidation Act, the Consolidation Act on Copyright, the Danish Trademark Act, etc.

Skills

The student shall be able to:

- plan, prepare and ensure procedures in the organisation so they adhere to the law and other set of rules in relation to both employees, volunteers, public authorities, athletes, organisations etc.

Competences

The student shall be able to:

- evaluate and customise procedures in the organisation so that they at all times comply with the applicable legislation and set of rules that are relevant for the company within the field of sports, event and leisure sector

Examination:

- After 2nd semester: 2nd semester exam

3.3. Electives

In addition to the compulsory elements, the programme comprises elective study activities corresponding to 5 ECTS credits. Information on the available electives is available in the the Electives Catalogue.

3.4. Internship

The Sport Management programme includes both theory and practical experience with the purpose of supporting the students' continuous learning process and contributing to the fulfilment of the learning objectives specified for the study programme. During the internship, students are faced with professionally relevant issues, just as they become familiarised with relevant job functions. The student actively and independently seeks a placement with one or more private or public companies, and Cphbusiness ensures that the internship settings are satisfactory.

The internship is unpaid.

Internship
Timing: 3rd semester
Workload: 15 ECTS
<p>Contents:</p> <p>The business internship aims to give the student the opportunity to test the learning outcomes of the first two semesters on the issues of the profession in practice. The internship must therefore be in a relevant business and job function for the profession.</p> <p>The internship of the education must create coherence between the learned theory and professional relationship of the profession. The internship must ensure a practice-relation and the development of professional and personal competences towards the independent executive.</p> <p>The internship process supports that the students translate the learned knowledge to practical exercise.</p>
<p>Learning Objectives:</p> <p><i>Knowledge</i></p> <p>The student will</p> <ul style="list-style-type: none"> • have knowledge of the theory and methodology of the specialty field as well as on the practice • be able to understand concepts and methods, as well as reflect over the application • have experience from participation in the solution of practical work tasks <p><i>Skills</i></p> <p>The student will be able to:</p> <ul style="list-style-type: none"> • translate the acquired knowledge into practice in the industry • assess the theoretical and practical problems and suggest solutions • apply and communicate relevant theories for solution of problems in the internship company

Competences

The student will be able to:

- see his/her own professional role in relation to the specific work tasks
- participate in professional - as well as interdisciplinary collaboration

Based on the learning goals for the internship, the student and the two supervisors determine the goals for the student's learning outcome of the internship period together. These afterwards work as guidelines for the organisation of the student's work in the internship period.

Assessment:

Oral examination based on written work (report). Details of examination and assessment of the internship can be found in the "Catalogue for exams and other tests for Sport Management".

3.5. Rules Regarding the Internship

Requirements for the parties involved

The hosting company, offering the internship, provides a contact person who must be at the student's disposal for the duration of the internship. The contact person and the student must draw up an internship agreement in collaboration, and this agreement, which must be in writing, should outline the types of tasks and assignments the student will face during his/her internship period. The internship agreement must take into account not only the learning objectives of the internship stipulated in this curriculum but also the student's prior knowledge, training and qualifications.

The internship agreement should afterwards be submitted for approval at Cphbusiness.

Close contact will be established between the student and one of the Cphbusiness appointed internship supervisors, who will act as the student's sparring partner for the entire duration of the internship and in addition hereto the examiner on the report.

A manual describing the internship process in greater detail is available.

Upon completion of the internship period, both the student and the hosting company will have to participate in an evaluation of the internship period. The student must complete the evaluation in order to attend the exam.

Roles and responsibilities of the parties involved

Student	Company	Cphbusiness
Seeks a placement with a company	Provides a contact person	Ensures satisfactory internship settings Appoints a Cphbusiness internship supervisor

The student and hosting company collaboratively draw up an internship agreement that takes into account the learning objectives of the internship		Discusses the internship agreement Approves the submitted internship agreements that meet Cphbusiness' demands
The student and hosting company cooperate during the internship The contact person and the internship supervisor support the student for the duration of the internship		
(Prepares for the internship examination)		
Participates in an evaluation of the internship	Participates in an evaluation of the student and the internship	
(Attends the exam)		(Conducts the exam)

3.6. Teaching and Working Methods

At Cphbusiness, various teaching methods are practised. Among these are lectures, cases, assignments, practical and theoretical exercises, laboratory work, oral presentations, homework/study assignments, excursions/field trips, etc.

The teaching may be thematised, just as it may be divided into different courses.

The purpose of the varied teaching methods is that students, by means of the selected teaching modes, acquire knowledge, skills and competences within the programme's key subject areas, and that students apply these in accordance with the programme's learning objectives.

3.7. Language of Instruction

Sport Management is an English taught programme, and all teaching is in English. In some cases, students may be able to choose electives in Danish, and students are

free to enter into an internship agreement with a company in which the spoken language is Danish.¹

4. INTERNATIONALISATION

4.1. Study Abroad

All full-time studies at Cphbusiness shall be organised in a manner that allows students the opportunity to take at least one of the study programme components abroad within the nominal length of study.

The possibility of studying abroad pertaining to the Sport Management programme include:

- Entire 2nd semester
- The internship

Educational elements taken abroad can be approved for credit transfer provided that they are compatible with and meet the requirements regarding contents and level stipulated in this curriculum.

Students wishing to study abroad have to apply for credit transfer before the period is initiated in due time to receive a pre-approval of credit transfer. The decision as to whether the educational elements can be approved for credit transfer rests on Cphbusiness' evaluation of the contents and standards offered by the educational institution or host company.

When the period abroad is completed, students who have received a pre-approval of credit transfer have to document that they have successfully completed the pre-approved educational elements. As part of the pre-approval process, students shall concur that Cphbusiness has the right to obtain information relevant to the final credit transfer following the period of study abroad. A pre-approved educational element will be regarded as successfully completed, if the student has passed the element in accordance with the regulations in effect at the hosting educational institution.

5. EXAMINATION AND ASSESSMENT

5.1. General rules regarding the exam

¹ The Sport Management is offered as a Danish taught programme as well. For a description of the study programme with Danish as the language of instruction, please consult the Danish version of this curriculum (Studieordning for sportsmanagement).

For exams at Cphbusiness, the following rules apply:

- The ministerial order no. 1519 of 16 December 2013 on examinations (the Examination Order), as well as
- The ministerial order no. 262 of 20 March 2007 on the grading scale and other forms of assessment (the Grading Scale Order) (*Karakterbekendtgørelsen*)

In addition, the Cphbusiness rules and regulations regarding examination in effect at the time in question apply to examinations.

5.2. Description of assessment of educational elements

In the following, an overview of the examinations at the Sport Management programme is provided. Requirements and details on the specific examinations, including examination period, form and materialities, the use of aid during examination, etc., are available in the "Catalogue of examinations and other tests for Sport Management".

The student is tested in the educational elements by the means of XX examinations. The student will be tested in several educational elements at each examination. Each examination will appear with one grade on the final diploma. See the table below for an outline of the examinations of the study programme.

Diagrammatic outline of the connection of the examinations, the educational elements and the structure of the study programme

Semester	Name of examination	Educational Element	In-ternal/ external	Noted on the final diploma	ECTS
1. semester	1st semester exam	Sports Industry, Sports Economy 1, Sports and Event Management 1, Sports Marketing 1, Theory of Science and Method	Internal	One grade	30
	2nd semester exam	Sports and Event Management 2, Sports Marketing 2, Sports Law, Sport Economy 2	External	One grade	25
3. semester	Electives exam	Electives	Internal	One grade	5
	Internship exam	Internship	Internal	One grade	15
	Bachelor project exam	Bachelor project	External	One grade	15

5.3 Other requirements for completion of activities

Besides the examinations mentioned above, students are required to attend and have a number of obligatory study activities approved in order to attend the exam and continue their studies, cf. the Examination Order section 9 and section 5, subsection 2.

5.3.1 Mandatory activities: Requirements for Participation and Submissions

In order to attend some of the exams, students must have a number of mandatory learning activities approved. In case the mandatory learning activity is not approved, the student cannot attend the exam, which counts as an attempt at the exam. The student is automatically signed up for the re-examination; however, the student must still pass the mandatory learning activity, as it is the prerequisite for attending the exam.

The mandatory learning activities vary, depending on the educational elements. Examples of mandatory learning activities include requirements for participation, presentations, assignments, etc. The mandatory learning activities for the programme can be found in the "Catalogue of Examinations and other Tests at Sport Management".

5.3.2 The study start test

Cphbusiness conducts study starts test on all full time study programmes. A student must fulfil the study start test requirement in order to stay enrolled at the study programme, cf. the ministerial order about exams section 9.

Study start test

Timing: The study start test must be conducted no later than two months after the commencement of the study programme

Form: Details about the study start test are described in the "Catalogue for examinations and other test for Sport Management"

Assessment: Approved/Not approved.

Admission requisite: None

Consequences of not passing: If the student does not fulfil the study start test requirements in the first attempt, it is possible to participate in a "re-examination". This new test must be conducted no later than three months after the commencement of the study programme. If the new test is not approved, the student cannot continue on the study programme and his/her enrolment will consequently be cancelled, cf. the ministerial order about exams section 9.

Specific for the study start test: The study start test is not covered by the regulations about examination complaints; cf. the ministerial order about examinations

section 9, subsection. 4. Cphbusiness can grant a dispensation from the appointed time required to fulfil the study start test requirement. Dispensations can be granted in cases of serious illness, child birth or unusual circumstances. Such cases must be documented.

5.3. The Bachelor Project

The bachelor project concluding the Sport Management programme must document the students' abilities to understand and analyse a practice-based problem related to their respective fields of study by means of relevant theory and methodology. Thus, central subjects from the programme should be covered by the project, and a problem statement, which must be key to not only the programme but also the respective type of industry/profession, has to be formulated by the student and if desired in cooperation with a private or public company. Cphbusiness will subsequently approve the problem statement.

The bachelor project is conducted as an external examination, which, together with the internship report and other programme examinations, should document that the programme's learning objectives and requirements are met. The examination comprises a written part and an oral part that result in a single joint grade. The examination can only take place after the student has passed all other educational elements (the internship report as well as all other programme examinations). For more about the bachelor project, see the manual for the bachelor project.

Bachelor project
Timing: 3rd semester
Work load: 15 ECTS
<p>Contents:</p> <p>The purpose of the bachelor project is to link the student's knowledge, skills and competences in relation to the overall objectives of the study programme and constituent educational elements to a practical and complex topic in the student field of development.</p> <p>The topic is defined with the business or organization where the student was an intern.</p> <p>The bachelor project can be completed individually or by 2-3 people in collaboration.</p>
<p>Learning Objectives:</p> <p>The bachelor project examines the learning objectives of the education:</p> <p><i>Knowledge</i></p> <p>The graduate will possess knowledge of:</p> <ul style="list-style-type: none"> • theories about marketing, economics and law relevant for the sports, event and leisure industry • the social context within which sport management is applied • methods and ways to carry out studies in the sports, event and leisure sector , and the student is able to reflect upon the way these are applied within

the profession

- the sports industry and the latter's surroundings, especially the commercial sports industry and the latter's challenges in this
- managerial and organisational theories relevant for sports management
- contractual issues and risk management
- basic laws and rules in employment and labour law

Skills

The graduate will be able to:

- use business methods and tools for the collection and analysis of the strategic, organisational and managerial problems relevant for sport companies as well as substantiate and chose relevant solutions
- assess possible marketing and branding initiatives with the sports, events and leisure sector
- assess the relevance of business and organisational strategies for sports, event and leisure companies
- plan, organise and carry out events within the sports and leisure sector
- assess and draw up sponsor strategies within the sports, event and leisure sector
- communicate managerial and commercial considerations and initiatives as well as practice-related problems and solutions to relevant stakeholders and partners

Competences

The graduate will be able to:

- identify and understand complex strategic, organisational and managerial challenges and development initiatives in the sports, event and leisure sector
- contribute to focused development of human resources, of prioritisation of assignments, of work processes, and of corporate culture
- manage the complexity in using sport marketing analyses to create new business knowledge and co-operation agreements
- independently handling the development in relation to the creation of new marketing trends, strategies and practical experiences within the areas relating to the sports, event leisure sector
- independently be part of established relevant professional networks within the sports, event and leisure sector
- identify sport economical optimisation possibilities relating to the sports, event and leisure sector
- identify own learning needs and structure own learning in relation to the sports, event and leisure sector

Assessment:

Grade according to the 7-point grading scale. At the external exam, an appointed external examiner is present.

Description of Exam:

Please refer to "Catalogue for exams and other tests on Sport Management" as well as other guidance material on the bachelor project of the study programme.

6. OTHER RULES

6.1. Credit Transfer and change of study programme

In some cases, Cphbusiness may be able to transfer credits for educational elements, or parts hereof, completed at other educational institutions, provided that the elements in question correspond to elements included in this curriculum.

Cphbusiness bases the decision about a possible credit transfer on an assessment of the element's content, level etc.

An educational element transferred from a stay abroad is considered for completed, if it has been passed according to the rules of that study programme. Students are obliged to notify Cphbusiness of any previously passed educational elements at a higher educational level, which includes both Danish and foreign higher educations, presumed to be transferable. Cphbusiness handles all applications for credit transfer after these rules.

Change of study programme

Change of study programme to the same or to another educational institution is regulated by the rules of the new study programme.

Change of study programme to the same education at Cphbusiness or another institution cannot, unless special circumstances apply, take place until the student has passed examinations corresponding to the first year of studies on the study programme potentially receiving the student; cf. the ministerial order of admission and enrolment section 35, subsection 2. Change of study programme prerequisites availability on the relevant level of the study programme potentially receiving the student.

6.2. Exemptions from the Curriculum

Under special circumstances, Cphbusiness is entitled to grant exemptions from rules stipulated in this curriculum laid down by Cphbusiness. Students will have to submit a request for exemption, which must specify and document the reasons for exemption. Cphbusiness will subsequently process the request and notify the student of the decision once it is made.