Course Handbook

MSc Sport Business Management

Academic Year 2019 – 20

Course Leader – Clint Godfrey

School of Sport & Health Sciences

Please read this Handbook in conjunction with the University's Student Handbook.

All course materials, including lecture notes and other additional materials related to your course and provided to you, whether electronically or in hard copy, as part of your study, are the property of (or licensed to) UCLan and MUST not be distributed, sold, published, made available to others or copied other than for your personal study use unless you have gained written permission to do so from the Dean of School. This applies to the materials in their entirety and to any part of the materials.

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1. Welcome to the course

I would like to welcome you to the School of Sport and Well-Being. More significantly, welcome to the MSc Sports Business Management programme. The MSc in Sports Business Management is now in its tenth academic year whilst the distance learning programme is now in its fifth year and both continue to go from strength to strength. The Sports Business Management programme is a contemporary sports programme, which is updated, frequently to reflect and meet the demands of modern-day management within the sports sector and has a dedicated and enthusiastic team of academic and administrative staff with a positive, student-centred attitude. Feedback on the course has been generally very positive, with students praising module content, the blend of theory and practice and the expertise and enthusiasm of staff. Some small changes to individual modules may have been made based on student feedback and these will be communicated to you via the e-Learn platform in Module Information that you will receive for each module.

The programme offers a detailed examination of management within sports organisations incorporating the public, commercial and not-for-profit sectors. Modules within the programme examine core sports business management functions including finance, operations, law, strategy, human resources, economics and global sports business. This, therefore, provides you with a contextual framework in which to develop a range of intellectual, professional, managerial and transferable skills which are necessary to engage in and pursue a career in the sports business management sector.

The purpose of this handbook is twofold. First, it aims to address many of the administrative questions that you may have during the early stages of the course. This may relate to enrolment or registering for the appropriate number of modules. Secondly, it addresses many academic issues including the modules that are available during the course. This handbook should be used alongside other university guides and you should refer to it as and when necessary.

The handbook has been structured and laid out in a number of sections. This is to ensure that the information is clear and accessible.

From past experiences, the first few weeks are a time to get to know other students and the course team and can also be confusing. As a team of academics and administrators, we are here to help. If you have any questions or queries, simply go to the Campus Admin Service Hub in Greenbank Building where one of the School Administrators will assist, or see your Course Leader or Personal Tutor.

We are very proud of the Sports Business Management Masters' programme and this is reflected in the quality of feedback we received from sport-industry partners and UCLan graduates. We endeavour to make sure that your experiences as a student are enjoyable and informative, as we help you achieve your potential.

I would like to take this opportunity to wish you the very best in your postgraduate studies.

Clint Godfrey
Course Leader MSc Sports Business Management
Telephone: 01772 895899
Room Greenbank GR144
Email: cgodfrey1@uclan.ac.uk

1.1 Rationale, aims and learning outcomes of the course

The MSc Sports Business Management programme has been designed to provide a high quality vocational and intellectually challenging education for existing professionals within the sports sector. Furthermore, it has been designed to cater for those with an appropriate undergraduate qualification who aspire to a career in the area of sports business management. Emphasis throughout the programme is therefore placed on developing a range of professional, managerial and transferable skills which are aligned with an extensive knowledge of management disciplines applicable to sport.

The modules that feature on the programme have been carefully devised to develop cognitive skills in a number of areas relevant to sports business management and ensure a blend of theoretical and practical issues designed to enhance and improve application to the sports industry. The programme design also considered the potential sources of employment for graduates of the programme. With this in mind, emphases on a range of skills which are applicable in the commercial arena as well as the public and voluntary areas are key foci of the programme. For those who currently hold a position within the sports sector, the programme will assist them in developing and advancing their management skills, enabling them to progress.

Students who successfully complete the MSc Sports Business Management programme will have, during the course of their studies, developed and mastered an array of cognitive and transferable skills alongside a complex array of knowledge and theories. The development of such knowledge and skills will enhance students' abilities to manage and engage in informed decision-making specifically within sports business management. However, students may also apply these to other sectors within sport, and business/management.

The outcomes of the Programme are organised at two levels: the Postgraduate Diploma and the Master of Science in Sports Business Management. The aims of the Postgraduate Diploma are to:

- Equip students to critically analyse the theories and concepts underpinning sports business management and their application to practice within the national and international sport industry.
- Enable students to critically evaluate sports business management practice and within contemporary operational and legal contexts.
- Develop students' critical awareness of the key issues and trends within the national and international sports industry.
- Enable students to reflect on and develop their personal and professional attributes in order to enhance their employability within the national and international sports industry.
- Enable students to appraise a diverse range of strategies for the management of sports organisations.
- Equip students to apply a research-informed approach to management/marketing problem-solving in sports organisations.

Finally, the aims of the Master of Science in Sports Business Management are those of the Postgraduate Diploma and furthermore, to:

- Develop the students' ability to conduct independent research in the area of sports marketing and management.

In order to fulfil those aims students will have to demonstrate that they have fulfilled a range of learning outcomes throughout the duration of the course. These can be found under section 8 of this document.

The learning outcomes form an integral part of the modules within the programme and are key to their design and organisation. The exposition of these learning outcomes and their integration within the modular structure of the programme are shown in the Programme Specification document, included in the appendix to this handbook.

Successful completion of the MSc in Sports Business Management is contingent upon the successful completion of the programme learning outcomes. The aggregate rating of these modules is normally 180 credits (10 or 20 credits per module). To successfully complete the Postgraduate Diploma, a minimum rating of 120 credits is required. This normally applies to students who have successfully completed the taught element, but not the research element of the programme. For the Postgraduate Certificate in Sports Business Management a minimum credit rating of 60 would be required. The above exit awards are particularly important to those students who may wish to complete only part of the Masters programme or who may wish to study part-time.

1.2 Course Team

Clint Godfrey, Senior Lecturer Sports Business Management Course Leader - MSc Sports Business Management/Marketing Module Leader: The Sports Business and Strategic Thinking, Research Methods	Greenbank 144 Tel: 01772 895899 Email: cgodfrey1@uclan.ac.uk
Denis Pressler Associate Lecturer Sports Economics and Sports Business Management Module Leader: Sports Economics and Finance; Sports Operations and Legal Aspects of Sport	Greenbank Tel: 01772 894925 Email: dpressler@uclan.ac.uk
Anthony Keaveny, Lecturer Sports Marketing and Sports Business Management Module Leader: Principles and Practice of Sports Marketing; Integrated Marketing Communications for Sports Brands.	Greenbank Tel: 01772 894909 Email: AKeaveny@uclan.ac.uk
Leona Trimble Module Leader: Professional Development in Sport	Email: ltirmble@uclan.ac.uk

1.3 Expertise of staff

The team involved in teaching on the programme are well qualified both academically and by their work experience. You are encouraged to read the mini biographies of staff on the School web page, including information about their publications.

1.4 Academic Advisor

You will be assigned an Academic Advisor who will provide additional academic support during the year. They will be the first point of call for many of the questions that you might have during the year. Your Academic Advisor will be able to help you with personal development, including developing skills in self-awareness, reflection and action planning.

1.5 Administration details

Course Administration Service (CAS) provides academic administration support for students and staff and are located in the following hubs which open from 8.45am until 5.15pm Monday to Thursday and until 4.00pm on Fridays. The hub can provide general assistance and advice regarding specific processes such as extenuating circumstances, extensions and appeals.

Greenbank Building

Sport and Health Sciences
Management
Business
telephone: 01772 891992/891993
email: GreenbankHub@uclan.ac.uk

1.6 Communication

The University expects you to use your UCLan email address and check regularly for messages from staff. If you send us email messages from other addresses they risk being filtered out as potential spam and discarded unread.

Your course Academic team will communicate with you via your UCLan email – it is vital that you check this regularly for updates relating to your course. Other information will be available for you on your School Blackboard site; you will find this in SSTO Student Office which you will find under My Organisations.

Communicating with the Course Leader, module and personal tutors, and other students is a fundamental and important part of studying in a higher education environment.

You are encouraged to maintain regular contact with members of the course team, especially your personal tutor. This is normally the best way to deal with any academic or personal issues and these should be dealt with as soon as they emerge.

You can arrange appointments with all members of staff. All members of staff display their availability on their office door along with instructions on how to arrange appointments. You should make sure that you have a clear agenda of what you would like to discuss in order to make sure that appointments are an effective use of time.

1.7 External Examiner

The University has appointed an External Examiner to your course who helps to ensure that the standards of your course are comparable to those provided at other higher education institutions in the UK. The name of this person, their position and home institution can be found below. If you wish to make contact with your External Examiner, you should do this through your Course Leader and not directly.

Dr Dan Parnell, Senior Lecturer - Business in Sport, Centre for Business and Society, Faculty of Business and Law, Business School, Manchester Metropolitan University,
External Examiner reports will be made available to you electronically via the Course Leader.

2. Structure of the course

2.1 Overall structure

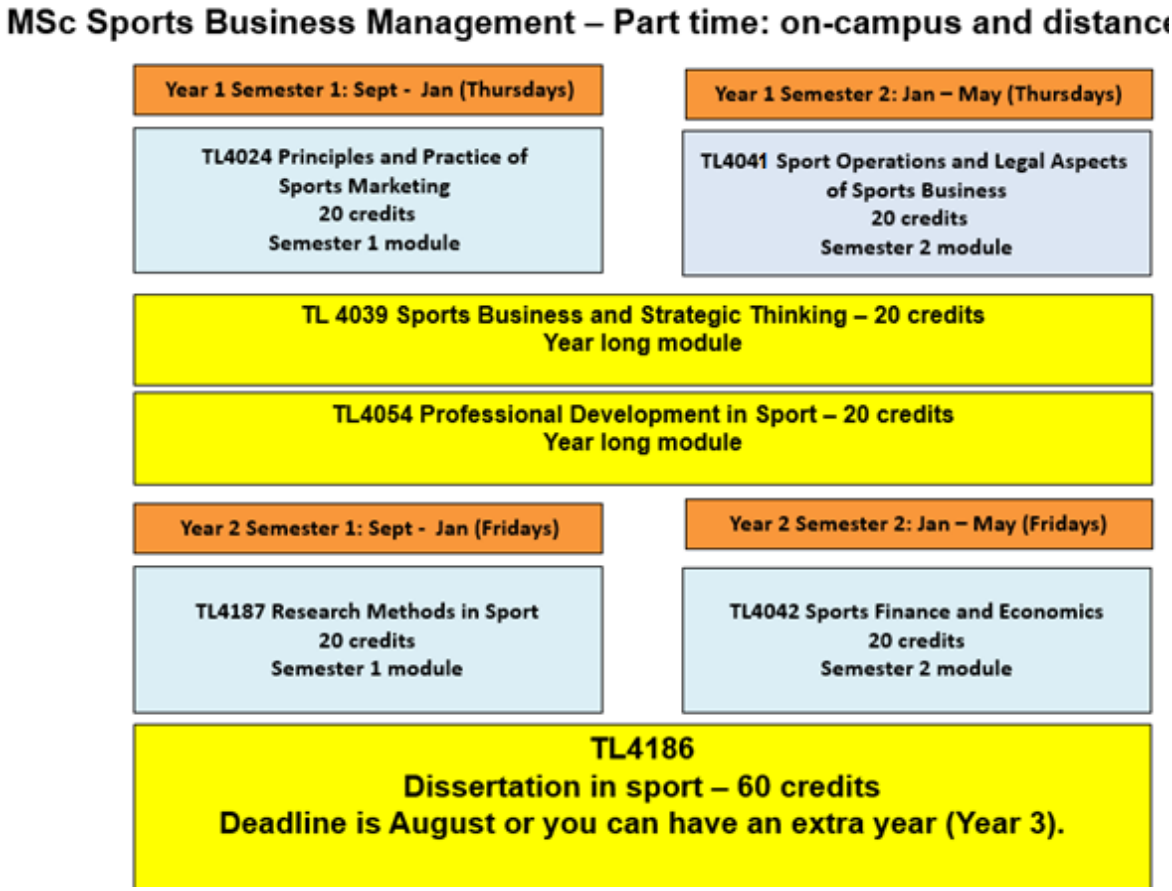
MSc Sports Business Management – Full time

Semester 1: Sept - Jan	Semester 2: Jan - May
TL4024 Principles and Practice of Sports Marketing 20 credits Semester 1 module - Thursdays	TL4041 Sport Operations and Legal Aspects of Sports Business 20 credits Semester 2 module - Thursdays
TL4187 Research Methods in Sport 20 credits Semester 1 module - Fridays	TL4042 Sports Finance and Economics 20 credits Semester 2 module - Fridays

TL 4039 Sports Business and Strategic Thinking – 20 credits
Year long module - Thursdays

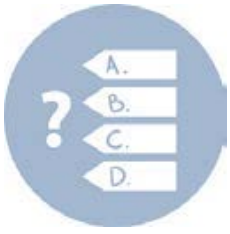
TL4054 Professional Development in Sport – 20 credits
Year long module - Thursdays

TL4186
Dissertation in sport – 60 credits
Deadline is August



2.2 Modules available

Each module is a self-contained block of learning with defined aims, learning outcomes and assessment. A standard module is worth 20 credits. It equates to the learning activity expected from one sixth of a full-time undergraduate year. Modules may be developed as half or double modules with credit allocated up to a maximum of 120 credits per module.



2.3 Course requirements

The MSc in Sports Business Management is a demanding curriculum both in terms of academic challenge and time. To take full advantage of the programme, students must demonstrate commitment to the modules, subject disciplines, staff and other members of the group. Students will be exposed to a diverse range of teaching within and across modules. In addition, students will also benefit from working in teams and groups. Hence students will have the advantage of learning from staff who are experts in their field and from each other. The role of technology is also important and whilst students will broaden their technological skills, it will also form part of the teaching process.

2.4 Module Registration Options

Discussions about your progression through the course normally take place in February each year. It is an opportunity for you to make plans for your study over the next academic year. The course team will tell you about the various modules / combinations available and you will both agree on the most appropriate (and legal) course of study for you.

2.5 Study Time

2.5.1 Weekly timetable

On-Campus Students:

A timetable will be available once you have enrolled onto the programme, through the Student Portal.

Please be aware that your timetable may vary throughout the academic year; therefore it is vital that you check your timetable on a regular basis.

Distance Learning (Online) Students:

The course is delivered entirely online and each module will have a weekly schedule listed in the relevant module information pack. The structure of modules may vary in terms of the number of sessions; therefore you should refer to the module information packs for specific detail. As the materials are available online, you are free to access them at a time convenient to you. It is important to set aside specific time for study in line with the expected hours outlined below.

2.5.2 Expected hours of study

20 credits is a standard module size and equals 200 notional learning hours.

The contact time with module tutors (or duration of online learning materials, in the case of distance learning students) is not the total number of **learning hours**. The contact time is simply the number of **teaching hours** and is a fraction of the total learning hours. The total number of learning hours includes **personal study hours**.

The total number of learning hours depends on the level of study. Full-time students should at all levels expect to engage in no less than **36 hours** of learning and study each week. The following table outlines the key components of the approximate learning hours.

Full-time:

Activity	**Total number of hours**
Lectures, seminars, workshops / online learning sessions Personal learning and study, library research, writing assignments	12 hours 24 hours
Total workload per week	36 hours

Part-time:

Activity	**Total number of hours**
Online learning sessions Personal learning and study, library research, writing assignments	6 hours 6-12 hours
Total workload per week	12-18 hours

2.5.3 Attendance Requirements

You are required to attend all timetabled learning activities for each module. Notification of illness or exceptional requests for leave of absence must be made to: sstoabsence@uclan.ac.uk

For international students with a PBS visa you MUST attend your course of study regularly; under the Visas and Immigration (UKVI) Points Based System (PBS), UCLan is obliged to tell UKVI if you withdraw from a course, defer or suspend your studies, or if you fail to attend the course regularly.

If you have not gained the required authorisation for leave of absence, do not respond to communications from the University and if you are absent for four weeks or more, you may be deemed to have withdrawn from the course. If this is the case, then the date of withdrawal will be recorded as the last day of attendance.

The School of Sport and Health Sciences will monitor your attendance on a weekly basis to ensure that you are continuing to fully engage in your programme of study, if your attendance is poor than you will be referred and asked to attend a meeting with your course team, it is important that you respond to any correspondence regarding this. You will be able to check your own attendance record through your myUCLan.

3. Approaches to teaching and learning

3.1 Learning and teaching methods

On-Campus Students:

To allow students to fully engage, the teaching and learning has been organised so that students can optimise their learning time. Much of the formal teaching that takes place on the programme is concentrated on two days: Thursdays and Fridays. The concentration of teaching during these two days means that learning is highly intensive. The teaching on these days is organised as a combination of lectures, seminars, computer workshops, debates and discussions and research presentations. The teaching and learning is highly interactive and students are encouraged to take a leading role in their learning and actively participate.

Students on the part-time programme will, in their first academic session, complete the “Thursday” programme. This is followed up with the “Friday” programme the following academic session. Having successfully completed these, students may progress by undertaking the dissertation.

Distance Learning Students:

To allow students to fully engage, the teaching and learning has been organised in a flexible online format so that students can access resources from anywhere with an Internet connection and at any time. The online materials take a variety of forms, including text-based materials, audio and video resources, podcasts, directed readings, student-led research presentations and online activities. Communication within the course will be facilitated via a variety of means, including email, telephone, Skype, Blackboard (discussion boards and chat), Adobe Connect and other online communications media. The sessions are designed to be interactive and students are encouraged to engage fully with all of the activities and tasks.

3.2 Study skills

There are a variety of services to support students and these include

WISER http://www.uclan.ac.uk/students/study/wiser/index.php

3.3 Learning resources

3.3.1 Learning Information Services (LIS)

Extensive resources are available to support your studies provided by LIS – library and IT staff. Take advantage of the free training sessions designed to enable you to gain all the skills you need for your research and study.

3.3.2 Electronic Resources

LIS provide access to a huge range of electronic resources – e-journals and databases, ebooks, images and texts. Furthermore, interactive learning packages will be made available on Blackboard to support your studies.

3.4 Personal development planning

Personal development planning is undertaken during the Personal and Professional Development in Sport module.

3.5 Preparing for your career

Your future is important to us, so to make sure that you achieve your full potential whilst at university and beyond, your course has been designed with employability learning integrated into it. This is not extra to your degree, but an important part of it which will help you to show future employers just how valuable your degree is. These “Employability Essentials” take you on a journey of development that will help you to write your own personal story of your time at university:

- To begin with, you will explore your identity, your likes and dislikes, the things that are important to you and what you want to get out of life.
- Later, you will investigate a range of options including jobs and work experience, postgraduate study and self- employment,
- You will then be ready to learn how to successfully tackle the recruitment process.

You will be able to record your journey using PebblePad, the university’s e-portfolio system, which will leave you with a permanent record of all the fantastic things you have achieved during your time at UCLan.
It’s your future: take charge of it!

Careers offers a range of support for you including:-

- career and employability advice and guidance appointments
- support to find work placements, internships, voluntary opportunities, part-time
- employment and live projects
- workshops, seminars, modules, certificates and events to develop your skills

Daily drop in service available from 09:00-17:00 for CV checks and initial careers information. For more information come along and visit the team (in Foster building near the main entrance) or access our careers and employability resources via the Student Portal.

4. Student Support

The 'i' is a central Student Information Centre and your first point of contact. You can obtain information on a wide range of topics including Council Tax Exemption Certificates, Bank and Confirmation of Study Letters, Portable Financial Credits, (continuing students only, Printing and Printer Credit, UCLan Cards, the 'I' shop and UCLan Financial Support Bursary (first year students only). As part of your induction to the course, students will be provided with details on the role of the 'i' and also shown where the 'i' is located and how to access support via distance learning.

4.1 Academic Advisors

Your course leader is also your academic advisor, if you have any concerns or queries please do not hesitate to contact him.

Academic advisor Clint Godfrey
Room Number GR144
Email address: cgodfrey@uclan.ac.uk
Telephone: 01772 895899

4.2 Students with disabilities

If you have a disability that may affect your studies, please either contact the Inclusive Support Service - inclusivesupport@uclan.ac.uk - or contact the School Disability Co-ordinator as soon as possible.

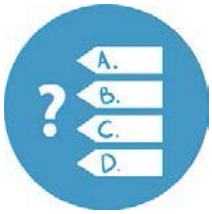
The University will make reasonable adjustments to accommodate your needs and to provide appropriate support for you to complete your study successfully. Where necessary, you will be asked for evidence to help identify appropriate adjustments.

Assessment arrangements for students with a disability
Arrangements are made for students who have a disability/learning difficulty for which valid supporting evidence can be made available. Contact the Inclusive Support Service - inclusivesupport@uclan.ac.uk for advice and information.

4.3 Students' Union

The Students' Union offers thousands of volunteering opportunities ranging from representative to other leadership roles. We also advertise paid work and employ student staff on a variety of roles. You can find out more information on our website: http://www.uclansu.co.uk/

5. Assessment



5.1 Assessment Strategy

Assignments allow you to develop your own arguments and conclusions related to set tasks as there are often many possible solutions to a particular problem. Assessment is largely based on the ability to demonstrate clearly which approach you have taken and why.
The most appropriate method of assessment for each module has been selected in order to meet the specified learning outcomes outlined in the module information pack. Assessment methods used include:

- Essays
- Reports
- Oral and multimedia presentations (individual and group)

- Consultancy activity
- Debates and Defences
- Dissertations

The course team have devised the assessment strategy with the needs of the sports industry in mind. The emphasis towards group work and presentation skills reflects the needs and abilities of the industry more adequately than conventional examinations. You would be expected therefore to have a professional approach to a wide range of assessment situations.

All MSc work is assessed against specific criteria that relate to a nationally set framework of what constitutes Masters level work. Module Information Packs will include specific assessment criteria for each piece of assessment that will complement the overall criteria.

5.2 Notification of assignments and examination arrangements

All of the hand-in deadlines for formal assessments are published in the Module Information Areas on Blackboard at the start of the academic year. It is your responsibility to manage the research, synthesis and production of your assignments throughout the year to ensure you submit within the hand-in deadlines. Lead lectures, seminars and applied practicals are designed to support your assignment submission and failure to attend any of these sessions may result in module tutors not offering additional individual tutorials.

5.3 Referencing

Learning to be an effective student is also about learning to be an effective academic. In other words, it is important to understand the ways that effective academics carry out their work. Referencing is carried out by all academics in a specific way appropriate to their discipline. Students' work becomes professional and demonstrates higher levels of academic attainment if methods and modes of referencing are learnt.

Essentially the purpose of referencing is to ensure that presented work is substantiated with and supported by appropriate theories and evidence. By referencing, presented work for the most part becomes more reliable and valid.

The need to reference occurs at either of two specific moments. If any ideas "that belong to an author" are being expressed, they must be identified as belonging to that author. If any words are being written from the words of the author, then these must be clearly identified as not the student's but the author's. There must be no doubt in the examiners mind as to when your words and ideas start and finish and where the words and ideas of others are included. Another key moment is when specific ideas that are being presented in assignments need substantiating and justifying. This can often be done by using the work of others to provide evidence and support for the ideas that are being presented.

Throughout your masters, referencing should occur in the majority of written work (and presentations too). If there is any doubt, students must seek guidance from their module tutors.

Referencing within assignments can take many different forms. The Harvard style of referencing is the style that must be adopted in your academic work unless it has been specified otherwise. The following are some of the more common approaches and techniques within the style.

A common approach is to directly or explicitly quote the work of other academic(s) or author(s). It is normal for the direct quotation to be placed in quotation marks, followed by the surname of the author(s), the year of the publication and the page number(s) where the quote may be found.

Where the extract is longer than three lines of normal text, it is convention to have the quote as a separate paragraph indented from the left and right margins without quotation marks.
An alternative is to make reference to the work of others indirectly. In this case quotations marks are not used and the page number is omitted. There are numerous sources of information in the University library on referencing.

The list of references that has been used in compiling the work follows the conclusion to a piece of academic work. Note: This is not called a bibliography. The reference list will include all the references that have been used in the study. In addition, it should NOT include additional reading that has not been referred to or referenced in the study. All entries in the reference list must be in alphabetical order.

Further information regarding "How to Reference" can be found using the following link – referencing. It is strongly recommended that you visit this website.
UCLan also has a web-based reference management tool called **RefWorks** that has comprehensive details of all the referencing styles (including journal house styles) that students may want to use. It includes guidance for all types of materials that might be referenced, and covers both in-text citations and bibliographies. LIS provide group training and also one-to-one support for using this product, all of which can be organised through contacting the library. Further information on reference management and RefWorks is available from the UCLan Library:
http://www.uclan.ac.uk/students/library/reference_management.php

5.4 Confidential material

As part of your study students may be required to access confidential material in the production of assessments. Students are reminded that you have a requirement and responsibility for ensuring ethical and legal considerations are adhered to and to respect confidentiality and maintain the anonymity of individuals and organisations within your assignments.

5.5 Cheating, plagiarism, collusion or re-presentation

Please refer to the information included in section 6.6 of the University Student Handbook for full definitions. The University uses an online Assessment Tool called Turnitin. A pseudo-Turnitin assignment will be set up using the School space on Blackboard to allow students to check as many drafts as the system allows before their final submission to the 'official' Turnitin assignment. Students are required to self-submit their own assignment on Turnitin and will be given access to the Originality Reports arising from each submission. In operating Turnitin, Schools must take steps to ensure that the University's requirement for all summative assessment to be marked anonymously is not undermined and therefore Turnitin reports should either be anonymised or considered separately from marking. Turnitin may also be used to assist with plagiarism detection and collusion, where there is suspicion about individual piece(s) of work.

6. Classification of Awards

The University publishes the principles underpinning the way in which awards and results are decided in Academic Regulations. Decisions about the overall classification of awards are made by Assessment Boards through the application of the academic and relevant course regulations.

Grading - All modules at Level 7 or above have a pass mark of 50%
For taught Master's degrees the following classifications apply:

APM + Dissertation Module Award
70% or above: Distinction
60% or above: Merit

Postgraduate Awards:
The classification of postgraduate awards will be based on an APM derived from Level 7 modules only. Any Level 6 modules must be passed but will be excluded from the calculation of the APM.
Borderline APMs
Students will be considered for profiling within the following range 'borderline' APMs:
58.00 - 59.99 for the award of a MERIT
68.00 - 69.99 for the award of a DISTINCTION.

However, according to the regulations a minimum APM of x9.5 and above will be rounded up to the next classification for all awards.

Regulations state that a half out of the 6 taught modules at Level 7 and the dissertation should be in the higher classification in order to consider moving a student up.

'Profiling' Influences on Borderline Decisions in the School of Sport and Health Sciences
Three specific 'influencers' are used in creating a 'Profile' for borderline students informing the assessment board's decision. These relate to:

(i) considerable evidence of exit velocity, i.e. performance at level 7;
(ii) placement performance (where applicable);
(iii) performance on independent work at level 7.

7. Student Feedback

You can play an important part in the process of improving the quality of this course through the feedback you give.

In addition to the on-going discussion with the course team throughout the year, there are a range of mechanisms for you to feedback about your experience of teaching and learning. We aim to respond to your feedback and let you know of our plans for improvement.

Opportunities available for students to voice their opinion within the MSc Sports Business Management course include SSLCs (as noted below). There may also be additional arrangements via course management committees, timetabled sessions with whole cohort of students, on-line discussion with distance learners and Module Evaluation Questionnaires (MEQs).

7.1 Student Staff Liaison Committee meetings (SSLCs)

Details of the Protocol for the operation of SSLCs is included in section 8.2 of the University Student Handbook.

The purpose of a SSLC meeting is to provide the opportunity for course representatives to feedback to staff about the course, the overall student experience and to inform developments which will improve future courses. These meetings are normally scheduled once per semester.

Your Course Leader will facilitate the meetings using guidelines and provide a record of the meeting with any decisions and / or responses made and / or actions taken as a result of the discussions held. The meetings include discussion of items forwarded by course representatives, normally related to the following agenda items (dependent on time of year).
The course team encourage student feedback in all areas and recognise that additional items for discussion may also be raised at the meeting• Update on actions completed since the last meeting:

- Feedback about the previous year – discussion of external examiner's report; outcomes of National /UCLan student surveys.
- Review of enrolment / induction experience;
- Course organisation and management (from each individual year group, and the course overall);
- Experience of modules - teaching, assessment, feedback;
- Experience of academic support which may include e.g. Personal Development
- Planning, academic advisor arrangements and The Card;
- Other aspects of University life relevant to student experience e.g. learning resources,
- IT, library;
- Any other issues raised by students or staff

8. Appendices

8.1 Programme Specification(s)

UNIVERSITY OF CENTRAL LANCASHIRE

Programme Specification

This Programme Specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided.

Sources of information on the programme can be found in Section 17

1. Awarding Institution / Body	University of Central Lancashire
2. Teaching Institution and Location of Delivery	UClan Preston Campus UCLan Cyprus Campus
3. University School/Centre	School of Sport and Health Sciences – Preston School of Business and Management - Cyprus
4. External Accreditation	
5. Title of Final Award	MSc Sport Business Management
6. Modes of Attendance offered	1 Year Full Time, 2 to 3 years Part Time on Campus 1 to 2 years Full Time, 2 to 3+ years Part Time entirely online (Distance Learning)
7a) UCAS Code	N/A
7b) JACS Code	N880
8. Relevant Subject Benchmarking Group(s)	Unit 25, Hospitality, Leisure, Sport and Tourism General Business and Management National Occupation Standards / FHEQ Cyprus Agency for Quality Assurance and Accreditation in Higher Education
9. Other external influences	Chartered Institute for the Management of Sport and Physical Activity – CIMSP
10. Date of production/revision of this form	March 2017
11. Aims of the Programme	
• To equip students to critically analyse the theories and concepts underpinning sports business management and their application to practice within the national and international sport industry.	
• To enable students to critically evaluate sports business management practice and within contemporary operational and legal contexts.	
• To develop students' critical awareness of the key issues and trends within the national and international sports industry.	

- To enable students to reflect on and develop their personal and professional attributes in order to enhance their employability within the national and international sports industry.
- To enable students to appraise a diverse range of strategies for the management of sports organisations.
- To equip students to apply a research-informed approach to management/marketing problem-solving in sports organisations.
- To develop the students' ability to conduct independent research in the area of sports marketing and management.

12. Learning Outcomes, Teaching, Learning and Assessment Methods

A. Knowledge and Understanding

A1. Contextualise theories of business and management within the broad area of sport business management and critically apply to the current practices within sport organisations

A2. Critically evaluate the relevance of a range of marketing theories within sports and recreation markets and deploy strategic and tactical sports marketing solutions in a range of scenarios and opportunities.

A3. Critically appraise the internal and external influences where sport law principles impact on participation, practitioners, and governance aspects of sport and physical activity in the UK.

A4. Critically evaluate the importance of financial analysis to management decision-making within the sports industry and the relevance of economic theories and the role of economic investigations within sport.

A5. Critically evaluate contemporary sport business operations theories and techniques within the contexts of a sport business and physical activity environment and provide bespoke management solutions to a range of complex operational issues.

A6. Appraise the theories and concepts underpinning the management of human resources and critically appraise their application to practice within the sports industry.

A7. Synthesise a range of research philosophies, the research process
and methods used within sport related research.

A8. Critically analyse the key issues and trends within the global sports industry and appraise a range of strategies for the determination, implementation and control of business policies, structures and plans at a strategic level in sport.

A9. Critically analyse reflective learning and personal development with regard to professional development within the sport industry.

A10. Display mastery of a specialised area of knowledge within the sports industry through an independent study.

Teaching and Learning Methods

Full time/part time Preston/Cyprus Campus based.
Lectures, seminars, workshops, debates, discussions, presentations, guest lectures from practitioners and academics, management development activities and case studies.

Online
Computer-mediated communication generally involving text-based learning materials, online video lectures/podcasts, discussions (synchronous and asynchronous) and direct communications (e.g. email, video conferencing).

Assessment methods

Essays, reports, oral and multimedia presentations, debates.

B. Subject-specific skills

B1. Employ a critical perspective to problem solving and management decision making in complex situations within the sports industry.
B2. Undertake a business environmental analysis and business planning.

Teaching and Learning Methods

Full time/part time Preston/Cyprus Campus based.
Lectures, seminars, workshops, debates, discussions, presentations, guest lectures from practitioners and academics, management development activities and case studies.

Online
Computer-mediated communication generally involving text-based learning materials, online video lectures/podcasts, discussions (synchronous and asynchronous) and direct communications (e.g. email, video conferencing).

Assessment methods

Essays, reports, business plan, oral and multimedia presentations, debates.

C. Thinking Skills

C1. Critically evaluate the theoretical aspects of sports management and their application to the sports industry.

C2. Critically evaluate the contexts in which management decisions are made within the sports industry.

C3. Utilise the theories and concepts underpinning sports management to develop creative but credible solutions to issues within the sport and recreation industry.

Teaching and Learning Methods

Full time/part time Preston/Cyprus Campus based.
Lectures, seminars, workshops, debates, discussions, presentations, guest lectures from practitioners and academics, management development activities and case studies.

Online
Computer-mediated communication generally involving text-based learning materials, online video lectures/podcasts, discussions (synchronous and asynchronous) and direct communications (e.g. email, video conferencing).

Assessment methods

Essays, reports, business plan, oral and multimedia presentations, debates.

D. Other skills relevant to employability and personal development

D1. Appraise their personal and career development needs through self-reflection, action planning and implementation.

Teaching and Learning Methods

Full time/part time Preston/Cyprus Campus based.
Lectures, seminars, workshops, debates, discussions, presentations, guest lectures from practitioners and academics, management development activities and case studies.

Online
Computer-mediated communication generally involving text-based learning materials, online video lectures/podcasts, discussions (synchronous and asynchronous) and direct communications (e.g. email, video conferencing).

Assessment methods

Essays, reports, personal reflection, oral and multimedia presentations, debates.

13. Programme Structures*				14. Awards and Credits*
Level	**Module Code**	**Module Title**	**Credit rating UK/ECTS**	
Level 7	TL4039	Sport Business and Strategic Thinking	20/10	**Masters Degree** Requires 180 credits at Level
	TL4042	Sport Economics and Finance	20/10	**Postgraduate Diploma** Requires 120 Credits at Level 7
	TL4024	Principles and Practice of Sports Marketing	20/10	
	TL4054	Professional Development in Sport	20/10	**Postgraduate Certificate** Requires 60 Credits at Level 7
	TL4041	Sport Operations and Legal Aspects of Sport Business	20/10	
	TL4187	Research Methods for Sport	20/10	
	TL4186	Dissertation for Sport	60/30	

15. Personal Development Planning

Personal Development Planning is a crucial element of the course and students are provided the opportunity to develop and learn through self-determined reflection and action planning. This dimension of the programme, through Professional Development in Sport, gives students the opportunity to develop professional and personal skills in an attempt to enhance future career developments. Students will evaluate their core skills and attributes and assess their personal, academic and professional competencies with the view of developing appropriate strategies to enhance these. Students are able to apply techniques of reflective learning to the consultancy experience in order to ensure that learning is based upon both a sound theoretical basis and a robust practical application**.**

16. Admissions criteria *
(including agreed tariffs for entry with advanced standing)
**Correct as at date of approval. For latest information, please consult the University's website.*

An Honours Degree from a British University (or overseas equivalent). It would normally be expected that this degree be awarded at the level of lower second class or above (or overseas equivalent). The programme is designed for graduates who have not previously studied sports business/management or marketing, including those who have gained a non-related degree but have some experience in the sport industry.

Students where English is not the first language need to demonstrate their ability in the English language through obtaining an IELTS score of 6.5 or above or equivalent**.**

17. Key sources of information about the programme

- **University website (www.uclan.ac.uk) http://uclancyprus.ac.cy/en/**
- **Factsheet**
- **University Prospectus**
- **Listing on external websites, e.g. Prospects, Leisure Opportunities**
- **Post-Graduate Advice Events**

18. Curriculum Skills Map

Please tick in the relevant boxes where individual Programme Learning Outcomes are being assessed

Level	Module Code	Module Title	Core (C), Compulsory (COMP) or Option (O)	Programme Learning Outcomes																
				Knowledge and understanding										Subject-specific Skills			Thinking Skills			Other skills relevant to employability and personal development
				A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	B1	B2	B3	C1	C2	C3	D1
LEVEL 7	TL4042	Sport Economics and Finance	COMP	√			√							√	√	√	√	√	√	√
	TL4024	Principles and Practice of Sports Marketing	COMP	√	√	√			√					√			√	√	√	
	TL4039	Sport Business and Strategic Thinking	COMP	√					√		√			√			√	√		
	TL4054	Professional Development in Sport	COMP	√								√		√			√	√		√
	TL4041	Sport Operations and Legal Aspects of Sport Business	COMP	√	√	√		√						√			√	√	√	
	TL4187	Research Methods for Sport	COMP	√						√				√				√		
	TL4186	Dissertation for Sport	COMP	√									√				√	√	√	

Note: *Mapping to other external frameworks, e.g. professional/statutory bodies, will be included within Student Course Handbooks*

19. LEARNING OUTCOMES FOR EXIT AWARDS:

For **each exit award available**, list learning outcomes relating to the knowledge and understanding, subject specific skills, thinking, other skills relevant to employability and personal development that a typical student might be expected to gain as a result of successfully completing each level of a course of study.

For example, for a standard BA/BSc (Hons) award the exit award learning outcomes for CertHE (Level 4) and DipHE (Level 5), BA/BSc (Level 6) should be included; for a postgraduate Masters, this would normally be PGDip and PGCert.

Learning outcomes for the award of: Postgraduate Certificate

A1. Contextualise theories of business and management within the broad area of sport business management and critically apply to the current practices within sport organisations

A9. Critical analyse of reflective learning and personal development with regard to professional development within the sport industry.

C2. Critically evaluate the contexts in which management decisions are made within the sports industry.

D2. Appraise their personal and career development needs through self-reflection, action planning and implementation.

Learning outcomes for the award of: Postgraduate Diploma

A3. Critically appraise the internal and external influences where sport law principles impact on participation, practitioners, and governance aspects of sport and physical activity in the UK.

A4. Critically evaluate the importance of financial analysis to management decision-making within the sports industry and the relevance of economic theories and the role of economic investigations within sport.

A5. Critically evaluate contemporary sport business operations theories and techniques within the contexts of a sport business and physical activity environment and provide bespoke management solutions to a range of complex operational issues.

A6. Appraise the theories and concepts underpinning the management of human resources and critically appraise their application to practice within the sports industry.

A7. Synthesise a range of research philosophies, the research process and methods used within sport related research.

A8. Critically analyse the key issues and trends within the global sports industry and appraise a range of strategies for the determination, implementation and control of business policies, structures and plans at a strategic level in sport.

B1. Employ a critical perspective to problem solving and management decision making in complex situations within the sports industry.

B2. Undertake a business environmental analysis and business planning.

C3. Utilise the theories and concepts underpinning sports management to develop creative but credible solutions to issues within the sport and recreation industry.