

# BACHELOR'S DEGREE PROGRAMME SPORT MANAGEMENT

Curriculum  
2018

National Section



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## 1. Introduction

The objective of this study programme is to develop a bachelor's degree programme within the sport, event and leisure sector with an independent profile and target group as well as suitable top-up options for the Service, Hospitality and Tourism Management, Marketing Management, and Financial Management study programmes. Furthermore, the programme should enable students to continue in Danish diploma degree programmes and higher education programmes such as master's programmes in Denmark and abroad.

The programme is specifically directed towards the sport, event and leisure sector, and it focuses on the following fields of competence: market and business competences, organisation/management competences and to some extent also creative and innovative competences, as we aim to create a study programme that specifically addresses the need for qualified administrators, project managers, etc. who will perform jobs in the various organisations found in the sport, event and leisure sector.

The overall aim of the Sport Management programme is to persuade more young people to complete a higher education and at the same time ensure a sufficient number of qualified employees for the sport, event and leisure sector.

At the same time, it is the intention that, after the prescribed two years of study, students who have completed an academy profession programme should be able to continue studying for another 1.5 years to reach the bachelor's level, which will reduce the number of study programmes that cannot lead to higher education.

The bachelor's degree programme in Sport Management is a 1.5-year professional bachelor's programme that functions as a top-up<sup>1</sup> programme for graduates of Service, Hospitality and Tourism Management, Marketing Management, Financial Management and other related study programmes approved by the Ministry of Higher Education and Science and accredited by the Danish Accreditation Institution.

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<sup>1</sup> In this context, a 'top-up programme' means a 1.5-year study programme that students follow after completion of a 2-year academy profession degree programme, such as the Service, Hospitality and Tourism Management, Financial Management, and Marketing Management programmes.

## 2. Curriculum contents

This Curriculum is prepared according to the stipulations of Ministerial Order no. 1032 of 3 November 2009 on the bachelor's degree programme in Sport Management and Ministerial Order no. 1047 of 30 June 2016 on academy profession programmes and professional bachelor programmes (the Programme Order).

Within the framework of the Programme Order, the educational institution will lay down the details of the study programme in a curriculum.

This Curriculum is made up of a national section which is drawn up jointly by the providers approved to offer the study programme and an institutional part which may be prepared jointly by several institutions approved to offer the study programme. The national part of this Curriculum, which applies to all approved providers of the programme, contains rules on the below, cf. section 17(1):

- 1) Core areas, cf. sections 10(1)(1), 12(1)(1) and 13(1)(1), including
  - a) contents;
  - b) ECTS credits; and
  - c) learning outcomes.
  
- 2) Compulsory educational components, cf. sections 10(1)(1), 12(1)(1) and 13(1)(1), including
  - a) contents;
  - b) ECTS credits;
  - c) learning outcomes; and
  - d) number of exams
  
- 3) Internship, cf. sections 10(1)(1), 12(1)(1) and 13(1)(1), including
  - a) ECTS credits;
  - b) learning outcomes;
  - c) the semesters in which the component takes place; and
  - d) number of exams.
  
- 4) Final exam project requirements
  
- 5) Rules on credit transfer, cf. section 18, including indication of any credit agreements as regards educational components comprised by the national section of this Curriculum

The institutional section of this Curriculum must include rules on the following, cf. section 17(2):

1. The semesters in which compulsory educational components and internship take place, including exams
2. Description of elective educational components, cf. section 10(1) and (2), section 12(1) and section 13(3), including
  - a) content;
  - b) ECTS credits;
  - c) learning outcomes; and

d) the semesters in which the components take place.

- 3) Rules for completion of the internship, including requirements and expectations for the parties involved
- 4) Indication of any additional internal and external examinations, cf. subsection 2(4)
- 5) Indication of which parts of the programme the students may opt to complete abroad, cf. section 6, as well as the related regulations, including rules on pre-approved credit transfer
- 6) Written work and project requirements, including the final exam project
- 7) Indication of the learning and teaching methods used
- 8) Guidelines for any differentiated tuition during the study programme
- 9) Regulations on credit transfer, including indication of any credit transfer agreements, cf. section 20(3)
- 10) Regulations on the students' obligation to participate in the study programme, cf. section 5
- 11) Any requirements to the reading of texts in foreign languages and indication of the required knowledge of the foreign language in question
- 12) Transition provisions

## **2.1 Admission requirements**

As this programme is a 1.5-year top-up programme to the Service, Hospitality and Tourism Management, Financial Management, and Marketing Management programmes, graduates from these programmes will be admitted to the Sport Management programme, cf. Appendix 1 to the Admission Order.

Other potential students – e.g. students of education studies who have sport as their major or others with an education in sport at a similar level – will be evaluated individually with a view to possible credit transfer. Other applicants will go through an individual prior learning assessment since they may contribute in a positive way to the study programme as well as the profession later on.

Where UCN does not have the capacity to admit all applicants to the programme, the applicants are selected according to the following criteria:

- Grade achieved in Economics and final exam project
- Motivated application letter
- Study-related work experience
- Study-related stay abroad (job, internship or study visit)

### 3. Study programme core areas and ECTS credits

Cf. Ministerial Order on the bachelor's degree programme in Sport Management, the programme is made up of the following components:

- 1) Compulsory educational components worth a total of 55 ECTS credits
- 2) Internship worth 15 ECTS credits
- 3) Elective educational components worth 5 ECTS credits for each student
- 4) Final exam project worth 15 ECTS credits

The compulsory components will be organised within the core areas:

- 1) Quantitative and qualitative method worth 5 ECTS credits
- 2) Sport Marketing worth 15 ECTS credits
- 3) Sport and Event Management worth 15 ECTS credits
- 4) Sport Economics worth 15 ECTS credits
- 5) Sport Law worth 5 ECTS credits

		Compulsory educational components								
	Sport Industry	Sport Economics 1	Sport and Event Management	Quantitative and Qualitative Method	Sport Marketing 1	Sport and Event Management 2	Sport Marketing 2	Sport Law	Sport Economics 2	Total
<i>Core areas</i>										
Sport Economics 15 ECTS	5 ECTS	5 ECTS							5 ECTS	15 ECTS
Sport and Event Management 15 ECTS			5 ECTS			10 ECTS				15 ECTS
Sport Marketing 15 ECTS					10 ECTS		5 ECTS.			15 ECTS
Sport Law 5 ECTS								5 ECTS		5 ECTS
Quantitative and Qualitative Method 5 ECTS				5 ECTS						5 ECTS
<b>A total of 55 ECTS credits</b>										<b>55 ECTS</b>
<b>Examination</b>		<b>Exam – 30 ECTS credits</b>				<b>Exam – 25 ECTS credits</b>				

### **3.1 Core area: Quantitative and qualitative method**

**Weight:** 5 ECTS

#### **Objective**

The objective of the Quantitative and qualitative method core area is to qualify students to analyse, understand and assess the usability of paradigms, theories, methods and techniques in relation to sport management. Further, the students should be able to gather and process information by understanding, analysing and applying scientific work methods in relation to a given problem or issue in relation to sport management.

#### **Knowledge**

The students should

- have basic knowledge and understanding of the primary theory of science paradigms as well as their significance to and use within sport management;
- have knowledge of the methodological implications of the theory of science as well as methodological approaches that support the production of reliable and valid knowledge; and
- be able to independently use specific methods to illustrate various problems or issues within sport management.

#### **Skills**

The students should be able to

- reflect on and take part in discussions about theory of science and scientific character when studying issues within sport management;
- work methodically with professional issues when writing projects and reports;
- produce, gather, and process data as well as relate critically to existing or new empirical material; and
- prepare scientifically-based projects in a clear communication in respect of the purpose.

#### **Competences**

The students should be able to

- convert scientific-theoretical choices and methods into analysis of practice-related issues within sport management; and
- reflect on the significance of various scientific-theoretical approaches as well as design and prepare productive reports

### **3.2 Core area: Sport Marketing**

**Weight:** 15 ECTS

#### **Objective**

The objective of the Sport Marketing core area is to qualify students to independently and professionally analyse, understand and assess the usability of internal and external conditions in relation to sport marketing, including understand, analyse and use the sport industry as a context for marketing planning, implementation and evaluation on behalf of various organisations and activities within the sport, event and leisure sector. Further, the students should be able to assess the applicability of different components of the marketing mix relevant to sport marketing with a view to integrating

that knowledge in dealing with practical problems and issues. Finally, they should be able to communicate the solution of these problems and issues to relevant stakeholders.

### **Knowledge**

The students should have acquired knowledge of

- which stakeholders to associate with sport marketing activities;
- how to use sport as a marketing medium;
- concept development and implementation of new concepts related to sport marketing (e.g. understanding of how new technology can be used to facilitate sport marketing);
- the influence of various media on the exposure of persons, organisations, events, etc.; and
- practical issues and experience as well as marketing theories, concepts, strategies, and basic rules in areas relating to the sport, event and leisure sector.

### **Skills**

The students should be able to

- use tools to conduct sport marketing analyses and the different parameters in the sport marketing mix, including the ability to assess and communicate how these tools can be used to solve problems in sport marketing;
- apply concept development and implementation of new concepts commercially in relation to sport marketing;
- use various media for exposure of persons, organisations, events, etc.; and
- apply marketing theories, concepts, tools, strategies, and basic rules in areas relating to the sport industry.

### **Competences**

The students should be able to

- independently establish and take part in interdisciplinary networks as part of implementing the essence of developed sport marketing plans in practice;
- independently use sport marketing analyses to develop new business knowledge and cooperation agreements, thereby creating and continuing the long-term goals and sustainability of an organisation;
- independently apply concept development and implementation commercially in relation to sport marketing. This knowledge is used to ensure sustainable business development at the strategic level (for instance how new technology can be used to increase knowledge of sport marketing that can be used for future sustainable business development);
- independently assess, plan, and use various media for exposure of persons, organisations, events, etc.; and
- independently handle the development of new marketing trends, strategies, and practical experience (best practices) in areas that relate to the sport industry.

### **3.3 Core area: Sport and event management**

**Weight:** 15 ECTS

#### **Objective**

The objective of the Sport and event management core area is to qualify the students to analyse, understand and communicate a sport enterprise's strategic, organisational, and managerial issues. And the students should be able to involve relevant development trends and reflect on these in a strategic context.

#### **Knowledge:**

The students should have acquired knowledge of

- specific strategic, organisational, and managerial conditions in the sport, event and leisure sector;
- practise-related issues and experience concerning strategy and organisation development as well as management in the sport, event and leisure sector;
- various perceptions of strategy;
- stakeholders and how the stakeholder analysis can contribute to developing the sport enterprise and specific events;
- management concepts and tools related to the sport, event and leisure sector;
- event management;
- human resource management within sport, including the challenges of using volunteers;
- employment and labour law; law on employment contracts, the Employers' and Salaried Employees' Act, the Holidays Act, the Working Environment Act, etc.

#### **Skills:**

The students should be able to

- apply various perspectives, theories and models to illustrate a sport enterprise's strategic, organisational and managerial issues and development possibilities;
- take an interdisciplinary and holistic strategic, organisational and managerial approach and implement it in a development programme and specific development initiatives in a specific sport enterprise context, for instance in connection with planning, managing and evaluating events;
- communicate and argue for new development initiatives to various stakeholders within the sport, event and leisure sector;
- apply theoretical contributions to focused development of enterprises within the sport, event and leisure sector;
- use dialogue- and co-operative management principles within the sport, event and leisure sector; and
- understand more complex, system-theory and other related perspectives to understand the operating conditions, mode of operation and development potential of a sport organisation.

### **Competences:**

The students should be able to

- independently handle managerial challenges so that development and operation in the sport enterprise go hand in hand in an effective and appropriate way;
- independently identify strategic, organisational and managerial challenges and development initiatives in the sport, event and leisure sector;
- independently understand the complexity of strategic, organisational and managerial challenges as well as set up diverse/competing options, which should be further analysed and whose consequences should be estimated with a view to making specific strategic, organisational and managerial choices in an integrated whole;
- independently contribute to the focused development of concepts, human resources, task prioritisation, work processes, use of technology, company structure, company culture, policies, knowledge, learning, etc.; and
- optimise the management performance in a sport enterprise in an efficient collaboration context with different internal and external stakeholders.

### **3.4 Core area: Sport economics**

Weight 15 ECTS

#### **Objective**

The objective of the Sport economics core area is to analyse, understand and assess the usability of economic methods, theories and techniques in relation to sport management and the sport, event and leisure sector and, furthermore, to understand, analyse and use sport-economic issues in sport, event and leisure sector contexts.

#### **Knowledge**

The students should have acquired knowledge of

- economic theories and models concerning sport economics;
- how to reflect on the choice of specific theories and models to analyse sport economics issues in the sport, event and leisure sector; and
- sport economics related to other businesses (including the experience industry/economy).

#### **Skills**

The students should be able to

- apply economic theories and models concerning sport economics from an academic perspective and assess these in relation to practical issues in the sport, event and leisure sector;
- convey the essence of solutions to sport-economic issues in the sport, event and leisure sector to relevant stakeholders;
- argue for solutions to sport-economic problems in the sport, event and leisure sector such as how the sport economy should be understood in relation to other businesses; and
- plan, implement and follow up on meetings/negotiations to achieve the best possible outcome for the organisation.

## Competences

The students should be able to

- account for, analyse and assess relevant sport-economic aspects;
- provide best practises in a sport-economic context, which may create the foundation for future organisational sustainability in the sport, event and leisure sector; and
- use methods and tools to gather and analyse information that can contribute to solving sport-economic issues.

### 3.5 Core area: Sport law

**Weight:** 5 ECTS

#### Objective

The objective of the Sport law core area is to qualify students to independently and professionally analyse, understand and evaluate the basic legal system, the associated terminology, and legal principles related to the sport, event and leisure sector (in the context of professional as well as recreational sport). There is emphasis on students being able to analyse, identify, understand, and assess legal issues and their ramifications as well as being able to use this to prevent and operationalise the legal responsibility of organisations in the sport, event and leisure sector.

#### Knowledge

The students should have acquired knowledge of

- the organisation of sport locally, nationally, and globally seen from a legal perspective;
- the legal basis for Danish sport – such as the Act on Non-formal adult education activity, the Advancement of Elite Sports Act, the Gaming Act and Gaming Duties Act, regulations from the Sports Confederation of Denmark (DIF), etc.;
- resolution of disputes in the sport community (the sport community's own 'court of law') – such as suspensions, fines, bans, DIF's Appeals Committee, the Anti Doping Tribunal etc.;
- the ordinary courts of law and their structure;
- special sport legislation;
- the sport enterprise's responsibility regarding injuries within as well as outside of contractual relations;
- the sport enterprise's insurance needs; which kinds of insurance are mandatory and which should a sport organisation have to protect itself against financial ruin in the event of serious accidents or substantial injuries;
- the tax regulations to which a 'sport enterprise' is subject. This means its own fiscal status as well as regulations and duties when paying out salaries, fees, remuneration, etc., to staff and others;
- the VAT regulations related to sport. The VAT regulations cover a range of special rules particular to sport, individual events and letting of real property (such as sport facilities);
- current doping regulations, including Anti Doping Denmark's efforts and work in fighting the use of drugs in sport;
- the EU competition regulations and Danish competition legislation, including the applicability of these rules in television broadcasting agreements;

- what 'sport enterprises' can do to prevent sexual harassment or abuse of children and young people (typically members) and adults (typically staff), including knowledge of regulations governing the field and the duty to obtain a child protection certificate for trainers and coaches and others working with children under the age of 15;
- contractual liability and regulations pertaining to the formation of contracts, such as sponsorship agreements, and who are liable for the financial transactions made on a day-to-day basis in a 'sport enterprise'; and
- intellectual property rights and sport, marketing law, the Danish Copyright Act, the Danish Trademark Act etc.

### **Skills**

The students should be able to

- plan, set up and ensure that procedures in the organisation comply with legislation and other sets of rules in respect of employees, volunteers, public authorities, athletes, organisations, etc.

### **Competences**

The students should be able to

- assess and adapt procedures in the organisation so that they comply with the legislation and set of rules in force at the time in question, which are relevant to the enterprise within the sport, event and leisure sector.

## **4. Compulsory educational components within the study programme's core areas**

The compulsory educational components are closely related to the core areas of the programme. They are:

Quantitative and qualitative method:

1. Quantitative and qualitative method (5 ECTS)

Sport marketing:

2. Sport Marketing 1 (10 ECTS)
3. Sport Marketing 2 (5 ECTS)

Sport and event management:

4. Sport and event management 1 (5 ECTS)
5. Sport and event management 2 (10 ECTS)

Sport economics:

6. Sport industry (5 ECTS)
7. Sport economics 1 (5 ECTS)
8. Sport economics 2 (5 ECTS)

Sport law:

9. Sport law (5 ECTS)

A total of 55 ECTS credits

The compulsory educational components are assessed in two exams, cf. table in section 8.

#### **4.1 Compulsory educational component: Quantitative and qualitative method**

Weight: 5 ECTS

**See section 3.1 for a description of content and learning outcomes.**

Exam: See table in section 8.

#### **4.2 Compulsory educational component: Sport marketing 1**

**Weight:** 10 ECTS

##### **Objective**

The objective of the Sport Marketing compulsory educational component is to qualify students to independently and professionally analyse, understand and assess the usability of internal and external conditions in relation to sport marketing, including understand, analyse and use the sport industry as a context for marketing planning, implementation and evaluation on behalf of various organisations and activities within the sport, event and leisure sector.

##### **Knowledge**

The students should have acquired knowledge of

- what is covered by the concept of sport marketing as well as which activities may be included in sport marketing;
- the stakeholders relevant to sport marketing activities; and
- the difference between sport marketing and marketing with sport as its platform.

##### **Skills**

The students should be able to

- apply theory and knowledge for concept and product development in the cross field between events, products, persons, organisations, services, and experiences within sport marketing;
- apply theory and knowledge of the behaviour of consumers, fans, and other stakeholders in relation to sport marketing; and
- apply theory and knowledge of branding, experience economy and sponsorships within sport marketing.

## **Competences**

The students should be able to

- independently evaluate and enter into strategic partnerships within sport marketing;
- independently create a qualified basis for decisions within sport marketing activities based on competences within stakeholder management, consumer and fan relations as well as concept and product development within the sport and experience industry; and
- independently create a qualified basis for decisions within sport marketing based on competences within branding, experience economy and sponsorships within the sport and experience industry in order to be able to establish a better sport marketing strategy.

### **4.3 Compulsory educational component: Sport Marketing 2**

**Weight:** 5 ECTS

#### **Objective**

The objective of the Sport Marketing 2 compulsory educational component is for the students to be able to assess the applicability of different components of the marketing mix relevant to sport marketing with a view to integrating that knowledge in dealing with practical problems and issues. Further, they should be able to communicate the solution of these problems and issues to relevant stakeholders.

#### **Knowledge**

The students should have acquired knowledge of

- how sport marketing can be included in an event context;
- the interaction between sport, communication, PR, and media;
- new business methods and business development within sport marketing; and
- sales planning and management within sport.

#### **Skills**

The students should be able to

- use CSR theories and knowledge to utilise the commercial aspect of CSR within sport marketing;
- use theory and knowledge in relation to hybrid sports branding to create added value in brand development and brand management within sport marketing;
- use knowledge of sales planning and management within sport and event marketing; and
- use knowledge of sport, communication, media, and PR as image-creating activities.

#### **Competences**

The students should be able to independently

- integrate hybrid branding processes to strengthen the strategic sport marketing work;
- capitalise on the use of new business methods and business development within sport marketing;

- make use of strategic communication and media platforms as well as planning of communication initiatives; and
- assess how events can be integrated as an active part of the sport marketing process.

#### **4.4 Compulsory educational component: Sport and event management 1**

**Weight:** 5 ECTS

##### **Objective**

The objective of the Sport and event management 1 compulsory educational component is to qualify the students to analyse, understand and develop a sport, event or leisure enterprise's strategic issues and include societal, sports-policy, ethical, health, and cultural development trends, etc.

##### **Knowledge:**

The students should have acquired knowledge of

- specific strategic and organisational conditions in the sport, event and leisure sector;
- practical issues concerning strategy and organisational development within in the sport, event and leisure sector;
- various perceptions of strategy; and
- stakeholders and how the stakeholder analysis can contribute to developing the sport enterprise and specific events.

##### **Skills:**

The students should be able to

- apply various perspectives, theories, and models to illustrate a sport enterprise's strategic, organisational, and managerial problems and development potential;
- apply theoretical contributions to focused development of enterprises within the sport, event and leisure sector; and
- understand more complex, system-theory and other related perspectives to understand the operating conditions, mode of operation and development potential of a sport organisation.

##### **Competences:**

The students should be able to

- independently identify strategic and organisational challenges and development initiatives in the sport, event and leisure sector.

#### **4.5 Compulsory educational component: Sport and Event Management 2**

**Weight:** 10 ECTS

##### **Objective**

The objective of the Sport and Event Management 2 compulsory educational component is to qualify the students to analyse, understand and communicate the strategic, organisational, and managerial issues of a sport enterprise. The understanding must go beyond the traditional functional and operational research approach and involve relevant development trends and aspects in a strategic context.

##### **Knowledge:**

The students should have acquired knowledge of

- management concepts and tools related to the sport, event and leisure sector;
- event management;
- human resource management within sport, including the challenges of using volunteers; and
- employment and labour law, law on employment contracts, the Employers' and Salaried Employees' Act, the Holidays Act, the Working Environment Act, etc.

##### **Skills:**

The students should be able to

- take an interdisciplinary and holistic strategic, organisational and managerial approach and implement it in a development programme and specific development initiatives in a specific sport enterprise context, for instance in connection with planning, managing and evaluating events;
- communicate and argue for new development initiatives to various stakeholders within the sport, event and leisure sector;
- use dialogue- and collaboration-oriented management principles within the sport, event and leisure sector; and
- understand more complex, system-theory and other related perspectives in order to understand the operating conditions, mode of operation and development potential of a sport organisation.

##### **Competences:**

The students should be able to

- independently handle managerial challenges so that development and operation in the sport enterprise go hand in hand in an effective and appropriate way;
- independently understand the complexity of strategic, organisational and managerial challenges as well as set up diverse/competing options, which should be further analysed and whose consequences should be estimated with a view to making specific strategic, organisational and managerial choices in an integrated whole;
- independently contribute to the focused development of concepts, human resources, task prioritisation, work processes, use of technology, company structure, company culture, policies, knowledge, learning etc.; and

- optimise the management performance in a sport enterprise in an efficient collaboration context with different internal and external stakeholders.

#### **4.6 Compulsory educational component: Sport industry**

**Weight:** 5 ECTS

##### **Objective**

The objective of the Sport industry compulsory educational component is for the students to gain an insight into and understanding of the sport, event and leisure sector's influence on the development of society. Furthermore, students should gain an understanding of the significance of sport to popular culture in the 21st century as seen from a local, regional, national, and global perspective. Finally, students should gain an understanding of the social factor in sport and thereby the use of a sociological perspective to understand sport from a broader social angle.

##### **Knowledge**

The students should have acquired knowledge of

- the organisation of sport at all levels;
- connections between the development of sport, events and society; and
- future developments of sport within the sport and leisure sector.

##### **Skills**

The students should be able to

- use a toolbox based on trade-related knowledge at macro level to gather further information on the sport, event and leisure sector and to analyse this information;
- use knowledge of the organisation of sport – at local, regional, national, and global level – to analyse issues within the sport, event and leisure sector; and
- assess theoretical and practical issues based on trade-related knowledge from a macro perspective in order to be able to argue for selected actions and solutions.

##### **Competences**

The students should be able to independently

- use and establish knowledge of relevant stakeholders within the sport, event and leisure sector; and
- use the knowledge toolbox and integrate aspects of, say, the future of sport, the significance of mass sport for health developments, and the significance and characteristics of culture and sports policy in experience economy.

#### **4.7 Compulsory educational component: Sport economics 1**

**Weight:** 5 ECTS

##### **Objective**

The objective the Sport economics 1 compulsory educational component is for the students to analyse, understand and assess the usability of economic methods, theories and techniques in relation to sport management and the sport, event and leisure sector. Further, the students should be able to analyse and use sport-economic issues in sport, event and leisure sector contexts.

##### **Knowledge**

The students should have acquired knowledge of

- financial analysis, calculation, and other operational economic tools within the world of sport;
- basic consumer and producer theory;
- the significance of the media to sport economy at a basic level; and
- the significance of globalisation and professionalisation to the sport sector.

##### **Skills**

The students should be able to

- analyse, understand, use, and communicate the economic impact of various activities within the sport, event and leisure sector;
- analyse the sport-economic consequences of commercial business activities within the sport, event and leisure sector; and
- analyse the economic impact of various activities in respect of the sport, event and leisure sector as well as substantiate the chosen solutions and related actions.

##### **Competences**

The students should be able to independently

- use economic tools to draw up sector-specific analyses on establishing a strategic basis for decisions;
- assess the sport-economic consequences of commercial business activities within the sport, event and leisure sector; and
- gather and process relevant economic information and communicate this to relevant stakeholders.

#### **4.8 Compulsory educational component: Sport economy 2**

**Weight:** 5 ECTS

##### **Objective**

The objective the Sport economy 2 compulsory educational component is for the students to analyse, understand and assess the usability of economic methods, theories and techniques in relation to sport management and the sport, event and leisure sector. Further, the students should be able to analyse and use sport-economic issues in sport, event and leisure sector contexts.

##### **Knowledge**

The students should have acquired knowledge of

- competitive conditions and competitive balance in relation to a sport-economic context;
- geographically-based sport-economic issues (basic level), such as league design and competition in a sport-economic context in Europe as opposed to the USA;
- competition policy, privatisation, and regulation; and
- market structures and the competitive impact.

##### **Skills**

The students should be able to

- analyse, understand, use, and communicate sport-economic aspects of competitive conditions and competitive balance in relation to the sport, event and leisure sector;
- understand and analyse pricing, including pricing in various market structures, the importance of the size of different elasticities to pricing as well as the effect of introducing various taxes on pricing; and
- analyse, understand, and communicate the effect of competition policy, privatisations and regulations.

##### **Competences**

The students should be able to independently

- gather and process relevant macro-economic information and communicate this to relevant stakeholders; and
- use macro-economic knowledge to draw up trade-specific sport-economic analyses.

#### **4.9 Compulsory educational component: Sport law**

**Weight:** 5 ECTS

##### **Objective**

**See section 3.5 for a description of content and learning outcomes.**

## **5. Number of exams in the compulsory educational components**

The nine compulsory educational components are concluded with two exams. See an overview of the study programme exams in the "Overview of exams" paragraph.

## **6. Elective educational components**

**Weight:** 5 ECTS

The elective educational components are laid down in the institutional section of this Curriculum.

Exam: Separate exam in the 2<sup>nd</sup> semester graded according to the 7-point grading scale, internal assessment.

## **7. Internship**

### **Objective**

The objective of the internship is to enable students to put the learning outcomes of the first two semesters to a practical test in respect of the issues of the profession. Therefore, the internship must take place in a business and job function relevant to the profession. The internship is to create coherence between the theory learned and the business conditions of the profession. The internship should ensure a practice orientation and the development of professional and personal competences.

The internship supports the students in converting the knowledge learned into practice.

### **Knowledge**

The students should

- have knowledge of the theory and method of the profession as well as practice;
- understand concepts and methods as well as be able to reflect on the use; and
- have experience of participating in doing practical tasks.

### **Skills**

The students should be able to

- convert the knowledge learned into practice within the trade;
- assess theoretical and practical issues and set up solution proposals; and
- use and communicate relevant theories for doing tasks at the internship enterprise.

### **Competences**

The students should be able to

- see their own specialist role in relation to specific tasks; and
- be part of discipline-specific as well as interdisciplinary cooperation.

The students' ability to reflect on actions and identify their own learning needs and training areas is thus quite central to the learning outcomes at the bachelor's degree level. One definition of reflection is, "Reflection is defined as a (more or less) conscious and a (more or less) comprehensive deliberation on and analysis of the relationship between actions and their consequences" (B. Wahlgren in Refleksion og læring (Reflection and Learning)) – that is, a systematic and targeted form of reflection connected with action and learning.

## 8. Overview of the exams

### 8.1 Number of exams in the compulsory educational components

The nine compulsory educational components are tested in two final exams.

The below table gives an overview of ECTS credits across the core areas, the compulsory educational components, and the examination.

	Compulsory educational components									
	Sport Industry	Sport Economics 1	Sport and Event Management 1	Quantitative and Qualitative Method	Sport Marketing 1	Sport and Event Management 2	Sport Marketing 2	Sport Law	Sport Economics 2	Total
<i>Core areas</i>										
Sport economics 15 ECTS	5 ECTS	5 ECTS							5 ECTS	15 ECTS
Sport and Event Management 15 ECTS			5 ECTS			10 ECTS				15 ECTS
Sport Marketing 15 ECTS					10 ECTS		5 ECTS			15 ECTS
Sport Law 5 ECTS								5 ECTS		5 ECTS
Quantitative and Qualitative method 5 ECTS				5 ECTS						5 ECTS
<b>A total of 55 ECTS credits</b>										<b>55 ECTS</b>
<b>Examination</b>	<b>Exam – 30 ECTS credits</b>					<b>Exam – 25 ECTS credits</b>				

### **8.1.1 Assessment**

There will be one common exam for the educational components Sport industry, Sport economics 1, Sport and event management 1, Sport marketing 1, and Quantitative and qualitative method. The exam is graded according to the 7-point grading scale and is worth 30 ECTS.

There will be one common exam for the educational components Sport economics 2, Sport and event management 2, Sport Marketing 2, and Sport law. The exam is graded according to the 7-point grading scale and is worth 25 ECTS.

Please see the institutional section of this Curriculum for exam form and procedure.

## **9. Final exam project**

The final exam project is worth 15 ECTS credits.

### **9.1 Final exam project requirements**

The objective of the final exam project is to link the knowledge, skills and competences of the students in respect of the study programme's overall objectives to a practical, specifically formulated issue in the development field of the student.

The problem statement is defined based on the enterprise or organisation in which the student has been in internship.

The final exam project may be done individually or by two or three persons jointly.

The final exam project may not exceed:

For one student: 100,000 characters

For two students: 150,000 characters

For three students: 200,000 characters

Characters are inclusive of spaces, footnotes, figures and tables, but exclusive of cover page, table of contents, reference list and appendices.

### **9.2 Writing and spelling skills**

Writing and spelling skills form part of the final exam project. The assessment is expressed as an overall assessment of the professional and academic content as well as the students' writing and spelling skills.

Students who can document a relevant specific disability may apply for exemption from the requirement that writing and spelling skills are included in the assessment. The application is to be submitted to the study programme and directed to the attention of the programme director not later than four weeks before the exam is to be held.

### **9.3 Learning outcomes**

The final exam project must substantiate that the students have achieved the final level of the study programme, cf. appendix 1 in Ministerial Order of 3 November 2009 on the bachelor's degree programme in Sport Management

#### **Goals for learning outcomes for the bachelor's degree programme in Sport Management**

The goals for the learning outcomes comprise the knowledge, skills and competences that Sport Management graduates must achieve during their education.

#### **Knowledge**

Graduates should have achieved knowledge of

- theory about marketing, economy and law targeted at the sport, event and leisure sector;
- the societal context within which the sport management concept operates;
- methods and study designs within the sport, event and leisure sector as well as be able to reflect on the profession's use of these;
- the sport industry and its surroundings, in particular the commercial sport sector and its challenges;
- managerial and organisational theories and methods related to sport management;
- contractual issues and risk management; and
- basic laws and rules within employment and labour law.

#### **Skills**

Graduates should be able to

- apply commercial methods and tools to gather and analyse the strategic, organisational and managerial issues of sport enterprises as well as substantiate and choose relevant solutions;
- assess potential marketing and branding initiatives within the sport, event and leisure sector;
- assess the relevance of commercial and organisational strategies to sport, event or leisure enterprises;
- plan, build up and conduct events within the sport and leisure sector;
- assess and draw up sponsorship strategies within the sport, event and leisure sector; and
- communicate managerial and commercial considerations to relevant stakeholders and collaborators.

#### **Competences**

Graduates should be able to

- identify and understand complex strategic, organisational, and managerial challenges and development initiatives in the sport, event and leisure sector;
- contribute to the targeted development of human resources, task prioritisation, work processes and corporate culture;
- handle the complexity in relation to utilising sport marketing analyses to create new commercial knowledge and cooperation agreements;

- independently handle developments related to creating new marketing trends, strategies and practical experience in areas relating to the sport, event and leisure sector;
- independently enter into and establish relevant professional networks within the sport, event and leisure sector;
- identify sport-economic optimisation opportunities and handle the sport-economic complexity within activities that concern the sport, event and leisure sector; and
- identify own learning needs and structure own learning in relation to the sport, event and leisure sector.

#### 9.4 Assessment

The exam is externally assessed and graded according to the 7-point grading scale.

The exam is made up of a project and an oral examination. One individual overall grade is given. The exam will not take place until the students have passed the final internship exam as well as the other exams of the programme.

See the institutional section of this Curriculum for exam form, exam procedure, etc.

### 10. Overview of the exams

Overview of all study programme exams.

Exam	90 ECTS distributed across the exams	Assessment
1. 1st semester exam	30	7-point grading scale
2. 2nd semester exam	25	7-point grading scale
3. Elective component exam	5	7-point grading scale
4. Internship examination	15	7-point grading scale
5. Final exam project	15	7-point grading scale

### 11. Credit transfer

Passed educational components are equivalent to the corresponding educational components offered by other educational institutions that offer the programme.

The students must provide information on completed educational components from another Danish or international further education and on employment assumed to result in credit transfer. In each

case the educational institution approves credit transfer based on completed educational components and employment that match up to subjects, educational components, and internship components. The decision is made based on a professional assessment.

### **11.1 Pre-approved credit transfer**

The students can apply for pre-approved credit transfer. Upon pre-approval of a study period in Denmark or abroad the students must, after conclusion of their study, document the completed educational components of the approved study. In connection with the pre-approval the students must give their consent to the institution obtaining the necessary information following completed study.

For the final approval of pre-approved credit transfer, the educational component is considered completed if it is passed in accordance with the regulations applying to the study programme.

### **11.2 Credit agreements**

None at present.

## **12. Exemption**

The institution may grant exemption from the rules in this national section of the curriculum that are laid down solely by the institutions, when found substantiated in exceptional circumstances. The institution cooperates on a uniform exemption practice.

## **13. Effective date and transition provisions**

This national section of the curriculum enters into force on 1 September 2017 with effect for all students who are and will be registered for the study programme and for exams commenced on said date or thereafter.

The national section of this Curriculum of September 2016 is revoked with effect from 31 August 2017.

However, exams started before 1 September 2017 will be carried out according to this national section of the curriculum not later than 1 December 2017.