

Management, Innovation and Leadership in Sports Organisations

Code: 43784
ECTS Credits: 6

Degree	Type	Year	Semester
4316022 Sport Management	OB	0	1

Contact

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Teachers

Andreu Turro Sol

Use of Languages

Principal working language: spanish (spa)

External teachers

Carlos Cendrós
Lorenzo Muriel

Prerequisites

There are no prerequisites

Objectives and Contextualisation

The main objective is that students can start in the study of human resources management and the talent of a sports entity as well as the elements of innovation and entrepreneurship. Specifically, the objectives at the training level are:

- Identifying the development and retention of employees is key for the entity to achieve its strategic objectives, both at a sporting and management level.
- Study a Human Resources management model and different tools that enable the implementation of people management processes in any sports entity.
- Carry out people management to ensure that they feel involved and committed to the project
- Implement new business and constant innovations
- Bring participants to the main concepts and successful practices of sports organizations.

Competences

- Apply tools and methodologies which facilitate creative and innovative thinking in everyday situations related to the environment of sports business.
- Be able to reason autonomously and critically on business topics and issues applied to sports environments.

- Communicate and justify conclusions clearly and unambiguously to both specialist and non-specialist audiences.
- Continue the learning process, to a large extent autonomously.
- Identify indicators which allow for the development of the potential of the people who make up a sports company.
- Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
- Lead a team and work in multidisciplinary teams, participating actively on tasks and negotiating between diverse opinions to reach positions of consensus.
- Recognize the diversity of points of view, understand multiculturalism and be able to express their own opinions while respecting divergent opinions.
- Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

Learning Outcomes

1. Apply tools and methodologies which facilitate creative and innovative thinking in everyday situations related to the environment of sports business.
2. Be able to reason autonomously and critically on business topics and issues applied to sports environments.
3. Communicate and justify conclusions clearly and unambiguously to both specialist and non-specialist audiences.
4. Continue the learning process, to a large extent autonomously.
5. Design the profile of a work team.
6. Identify talent and align it with the organisation of the company.
7. Identify training needs.
8. Innovate and create opportunities within the organisation.
9. Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
10. Lead a team and work in multidisciplinary teams, participating actively on tasks and negotiating between diverse opinions to reach positions of consensus.
11. Recognize the diversity of points of view, understand multiculturalism and be able to express their own opinions while respecting divergent opinions.
12. Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

Content

Topic 1: The Annual Human Resources Cycle.

- Global vision of human resources management.
- Key processes in the management of people.
- Key Indicators of Human Resources.

Topic 2: Organization

- Organization of a sports entity.
- Organization charts and type of report.
- Recruitment of sports and non-sports professionals.

Topic 3: Development. Performance evaluation.

- The process of performance evaluation.
- How to give effective feedback to employees.

Topic 4: Project management.

- What is the management of projects and what is its importance.
- Types of projects
- Tools to manage and document a project.

Topic 5: Identification of Talent

- Recruitment and selection.
- Nonverbal communication
- Identification of Internal Talent and critical positions.

Topic 6: Compensation and Benefits.

- Fixed remuneration. What is and how is it determined?
- Variable remuneration Bonus models and their calculation.

Topic 7: Internal Communication.

- Objectives of the Internal Communication.
- Elements that intervene in internal communication.
- Strategic Plan for Internal Communication.

Topic 8: Strategic Plan for Human Resources

- How to make a Strategic Plan for Human Resources
- Human Resources Policies

Topic 9: Personal resilience

- How to adapt to changes.
- What i want to be great

Topic 10: Corporate innovation and entrepreneurship.

- The Innovative and Entrepreneurial Process
- Road Map: The complexity of innovating. From the idea to the resources and abilities to prosper.

Item 11: Design of innovative business models

- Opportunity or business concept? Innovation in concept, product, service and process.
- Design of innovation / business models.
- Lean startup

Topic 12: Management of Innovation in sports organizations.

- The introduction of innovation in sports organizations.
- Management of innovation in sports entities: people and profiles.
- Innovative teams and evaluation of innovation.

Methodology

Online modality

In the case of the online modality, the methodology will be adjusted in order students can achieve all the learning outcomes specified in this guide and at the same time develop the skills and abilities of the subject.

To this end, the resources available in the modle classrooms will be optimized to maximize student involvement and motivation (forums, debates, simulation games, case studies, online presentations, etc ...)

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Participatory Master Session	30	1.2	5, 8, 9, 12, 2
Problem solving, exercises in the ordinary classroom	10	0.4	1, 5, 6, 7, 8, 3, 4, 11, 12, 2
Type: Supervised			
Study cases	10	0.4	1, 8, 3, 4, 11, 2
Supervision of group work and class discussions	10	0.4	5, 6, 8, 10, 3
Type: Autonomous			
Personal Study	60	2.4	5, 6, 7, 8
Problem solving, exercises	20	0.8	5, 6, 7, 8, 9, 3, 12, 2

Assessment

Theoretical-practical tests/tasks: Submission of tasks; Presentation and defence of the exercises and works carried out (they can be individual and/or in group).

Individual theoretical and practical works: Delivery of exercises and works, as well as participation in forums and debates.

The teaching team will detail the specific activities at the beginning of the module.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Exam	30%	2	0.08	1, 8, 4, 12, 2
Individual theoretical and practical activities	40%	3	0.12	5, 6, 7, 8
Theoretical-practical tests	30%	5	0.2	8, 10, 9, 3, 11, 2

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Software

N/A