

Degree programme	Type	Course
Sports Management	OB	1

Contact lecturer

Name : Ricard Esparza Masana

Email : ricard.esparza@uab.cat

Teaching staff

Andreu Turro Sol

Teaching staff (external to UAB)

Lorenzo Muriel

Galia Dvorak

Group languages

You can consult this information at the [end](#) of the document.

Prerequisites

There are no prerequisites

Objectives

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.

Learning outcomes

- CA03 (Apply an entrepreneurial mindset and encourage the design and implementation of innovative projects.) Apply an entrepreneurial mindset and encourage the design and implementation of innovative projects.
- CA04 (Form critical thoughts based on information that includes reflections on the social and ethical responsibilities involved in business leadership.) Form critical thoughts based on information that includes reflections on the social and ethical responsibilities involved in business leadership.
- KA07 (Identify business models that may lead to entrepreneurial innovation projects.) Identify business models that may lead to entrepreneurial innovation projects.
- KA08 (Understand the processes and procedures involved in creating new companies in the sports sector.) Understand the processes and procedures involved in creating new companies in the sports sector.
- SA09 (Assess the needs of businesses in the sports sector regarding human resources and talent.) Assess the needs of businesses in the sports sector regarding human resources and talent.
- SA10 (Lead a team and work in multidisciplinary teams, actively participating in tasks and knowing how to manage dissenting opinions.) Lead a team and work in multidisciplinary teams, actively participating in tasks and knowing how to manage dissenting opinions.
- SA11 (Designing work team profiles by identifying talent and aligning it with the organisation of a company or organisation.) Designing work team profiles by identifying talent and aligning it with the organisation of a company or organisation.
- SA12 (Create new opportunities for business and/or organisational development within a company or organisation.) Create new opportunities for business and/or organisational development within a company or organisation.

Contents

Human Resources Management and Organization

- The Annual Human Resources Cycle.
- Global vision of human resources management.
- Key processes in people management.
- Key Human Resources indicators.
- Organization of a sports entity.
- Organizational charts and types of reporting.
- Recruitment of sports and non-sports professionals.

Talent, Development, and Performance

- Recruitment and selection.
- Identification of internal talent and critical positions.
- Non-verbal communication.
- Performance evaluation.
- Effective feedback to employees.

Compensation, Communication, and HR Strategy

- Fixed remuneration: what it is and how it is determined.
- Variable remuneration: bonus models and calculation.
- Objectives of internal communication.
- Elements involved in internal communication.
- Strategic plan for internal communication.
- Strategic Human Resources Plan.
- Human Resources policies.

Project Management and Personal Resilience

- What project management is and why it matters.
- Types of projects.
- Tools to manage and document a project.
- How to adapt to change.
- Personal development and resilience goals.

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.

Design of innovative business models

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

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.

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Study cases	10	0.4	KA07, KA08, SA09, SA10, SA11, SA12
Problem solving, exercises	20	0.8	KA07, KA08, SA09, SA10, SA11, SA12
Problem solving, exercises in the ordinary classroom	10	0.4	SA09, SA10, SA11, SA12
Supervision of group work and class discussions	10	0.4	CA03, CA04, SA09, SA10, SA11, SA12
Personal Study	60	2.4	KA07, KA08, SA11
Participatory Master Session	30	1.2	SA09, SA10, SA11, SA12

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.

Assessment

Continuous assessment activities

Title	Weight	Hours	ECTS	Learning outcomes
Exam	30%	2	0.08	KA07, KA08
Theoretical-practical tests	30%	5	0.2	KA07, KA08, SA09, SA10, SA11, SA12
Individual theoretical and practical activities	40%	3	0.12	CA03, CA04, SA09, SA10, SA11, SA12

Theoretical-practical tests/tasks: Submission of assignments; presentation and defense of the exercises and papers completed, either individually and/or in groups.

Individual theoretical and practical work: Submission of exercises and papers, as well as participation in forums and debates.

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

Bibliography

- Alzate, Ramon (1988). Análisis y resolución de conflictos: una perspectiva psicológica. Universidad País Vasco.
- Covey, S. (1989). Los siete hábitos de la gente altamente efectiva. Paidós Plural.
- Cubeiro, J. y Gallardo, Leonor (2008). Liderazgo, empresa y deporte. Ed. LID.
- Fisher, Roger, Ury, William, Patton, Bruce (2012). Obtenga el sí. Como negociar sin ceder. Grupo Planeta nueva edición.
- Goleman, D. (1989). La práctica de la inteligencia emocional. Kairos.
- Ismail, Salim (2014). Organizaciones exponenciales. BUBOK (2016).
- Kahneman, Daniel (2011). Pensar rápido, pensar despacio. Editorial DEBATE.
- Kotler, P. y Trias de Bes, (2012). *Innovar para ganar: El modelo a-f*.
- Méndez Rial, Belia (2015). *El directivo deportivo del siglo XXI. Áreas de Análisis*. Revista Española de Educación Física y Deportes -REEFD- ISSN: 1133-6366 y ISSN-e: 2387-161S. Número 410, págs. 41-55, año LXVII 3er trimestre, 2015.
- Osterwalder A., Peigner Y. (2010) Business Model Generation: a handbook for visionaries, game changers and challengers. Wiley published.
- Peiró, JM; Ramos, J.; González, P (2003). Análisis funcional del puesto de gerente de instalaciones deportivas. Revista de Psicología del Deporte.
- Pin, José Ramon (2006) Consistencia. La estrategia de la empresa es la estrategia sobre sus personas. Ed. PEARSON EDUCACIÓN, SA (2007).
- Ries, E. (2011). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. New York Times Best Sellers.
- Rosenthal, S.R. and Capper, M. (2006). Ethnographies in the Front End: Designing for Enhanced Customer Experiences. Journal of Product Innovation Management 23(3):215-237
- Taylor, W. (2002) Hazlo distinto y triunfa. Ediciones gestión 2000
- Urpi, M. (2004). Aprender comunicación no verbal: La elocuencia del silencio. Barcelona: Paidós Ibérica.
- Van Der Pijl P., Lokitz J., Solomon L.K (2016) Design a better business. Wiley published.

Software

N/A

Course groups and languages

The information provided is provisional until November 30. After this

date, you will be able to consult the language of each group through this [link](#). To access the information, you will need to enter the course CODE

Type of teaching	Group	Language	Semester	Shift
(TEm) Theory (master)	1	Spanish	first semester	afternoon
(TEm) Theory (master)	5	English	first semester	afternoon
(TEm) Theory (master)	10	Spanish	first semester	morning-mixed
(TEm) Theory (master)	50	English	first semester	morning-mixed