



# MASTER OF ADVANCED STUDIES IN SPORT ADMINISTRATION AND TECHNOLOGY

## 2020 SYLLABUS



LAUSANNE  
2020



## 2020 AISTS MAS Syllabus

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# THE AISTS MAS

## AISTS – ACADEMIE INTERNATIONALE DES SCIENCES ET TECHNIQUES DU SPORT

The primary mission of AISTS is to Master Sport by positively contributing to sports management through a multidisciplinary approach to education and sciences and by remaining at the forefront of the sports industry's development and the Olympic movement's evolution.

The AISTS focuses its activity around three pillars:

**Education | Applied Research | Connections**

The AISTS office is located in Lausanne – the Olympic Capital – on the shores of Lake Geneva, surrounded by a breath-taking view of the Alps. Home to the International Olympic Committee, the surrounding region hosts over 60 international sport organisations, together with a concentration of internationally renowned universities and research centres.

*The AISTS is a non-profit organisation, founded in 2000 by the International Olympic Committee (IOC), EPFL, University of Geneva (UNIGE), University of Lausanne (UNIL), IMD Business School, Ecole Hôtelière de Lausanne (EHL), City of Lausanne and Canton of Vaud.*

## AISTS MAS - MASTER IN SPORT ADMINISTRATION AND TECHNOLOGY

As an academy, the mission of AISTS is to generate rigorous and relevant knowledge and provide high quality education in order to prepare sport administrators to satisfy the needs and expectations of the sports industry. To achieve this, AISTS has offered the AISTS MAS (Master of Advanced Studies in Sports Administration and Technology) since 2003; a unique international postgraduate degree taught over 15 months in Lausanne. The AISTS MAS diploma is co-signed by EPFL, the University of Geneva and the University of Lausanne.

Sport managers today need a broad knowledge base to understand the various issues facing sport organisations and federations. With this in mind, the AISTS's primary goal is to provide a multidisciplinary approach to sports management education. To accomplish this goal, AISTS applies the following scientific disciplines to sport:

- ✓ **Management**
- ✓ **Technology**
- ✓ **Law**
- ✓ **Medicine**
- ✓ **Sociology**

The teaching approach combines relevant case studies, field observations, interactive seminars, and on-site visits organised as part of the **Transdisciplinary** topics.

An international staff of more than 100 lecturers and speakers teaches the participants. Professionals from the sports industry teach 50% of the classes, while lecturers from academic institutions lead the other 50%.

AISTS academic lecturers are professors from the leading universities in Europe and beyond, while speakers from the field are directors and project leaders from:

- ✓ **World sports organisations** such as the International Olympic Committee, Fédération Internationale des Sports Universitaires (FISU), SportAccord, International Paralympic Committee, etc.
- ✓ **International sport federations** from sports such as volleyball, skiing, football, basketball, archery, rowing, athletics, tennis, squash, modern pentathlon, gymnastics, swimming, hockey, cycling, air sports, etc.
- ✓ **Sports companies** such as Infront, European Broadcast Union (EBU), Event Knowledge Services, Sports Recruitment International, etc.
- ✓ **Sports event organisers** such as Youth Olympic Games Lausanne 2020, Rio 2016, Geneva Open, etc.
- ✓ **Governmental, intergovernmental and non-governmental organisations** such as the World Anti-Doping Agency, UNICEF, ILO, WHO, etc.

The program aims to provide participants with a 360° view of sports administration, together with tools to further develop their career and leadership.

The MAS classroom is located on the University of Lausanne campus, in the Synathlon building, which is part of a centre for sport education and research, hosting various other sporting institutions.



UNIL is located next to the EPFL Campus and its world-famous Rolex Learning Center. It is close to the scenic shores of Lake Geneva, facing the Alps.

The EPFL campus, together with the campus of the University of Lausanne, provides a modern sports centre with outdoor and indoor facilities. It offers the possibility for AISTS MAS participants to practice over 60 different sports, offered daily, and within walking distance from the classroom.



The unique concentration of international sports organisations within the immediate region provides an exceptional opportunity to engage top-level professionals from these organisations who frequently speak and lecture at the AISTS MAS program. The high clustering of international sports organisations also provides a wide variety of team projects and work placement opportunities, which is an integral part of the AISTS MAS program.

In addition, The Olympic Museum is located just 10 minutes from the campus. Its Olympic Studies Centre provides direct access to the official Olympic library, which is open to AISTS MAS participants. Participants also benefit from the AISTS's relationship with its founding member institutions, the EPFL, UNIL, IMD Business School, and EHL. Participants are able to take advantage of the library facilities of these four institutions.



For more information on accessing the campus resources and services, including the sports centre, visit [www.studying.epfl.ch](http://www.studying.epfl.ch).

## GLOSSARY

AISTS	International Academy of Sports Science and Technology
ARIFS	Association of IOC Recognised International Sports Federation
ASOIF	International Association of Summer Olympic International Federations
BASPO	Swiss Federal Office of Sport
CAS	Court of Arbitration for Sport
CHUV	Lausanne University Hospital
CIO	Comité International Olympique
EBU	European Broadcasting Union
ECTS	European Credit Transfer System
EGA	European Golf Association
EHL	International Hospitality School of Lausanne - Ecole Hôtelière de Lausanne
FAI	World Air Sports Federation
FIA	Fédération Internationale de l'Automobile
FIBA	International Basketball Federation
FIFA	Fédération Internationale de Football Association
FIG	International Gymnastics Federation
FIM	Federation of International Motorcycling
FIS	International Ski Federation
FISA	International Rowing Federation
FISU	International University Sports Federation
FIVB	International Federation of Volleyball
GAISF	Global Association of International Sports Federations
HEC	Faculty of Business and Economics at the University of Lausanne
HES	Swiss University of Applied Sciences - Haute Ecole Spécialisée
HUG	Geneva University Hospital
IAAF	International Association of Athletics Federations
IGF	International Golf Federation
ILO	International Labor Office
IMD	International Institute for Management Development Lausanne
IOC	International Olympic Committee
IPC	International Paralympics Committee
ISSUL	Institute of Sports Sciences at the University of Lausanne
ITF	International Tennis Federation
LAD	Lausanne Anti-Doping Laboratory
MED	Medicine
MGT	Management & Economics
MAS	Master of Advanced Studies in Sport Administration and Technology
SOC	Sociology
TEC	Technology
TRA	Transdisciplinary
UCI	International Cycling Union
UEFA	Union of European Football Associations
UIA	International Union of Architects
UIPM	International Union of Modern Pentathlon
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIL	University of Lausanne
UNIGE	University of Geneva
UNOSDP	United Nation Office for Sport Development
WADA	World Anti-Doping Agency
WFSGI	World Federation of the Sporting Goods Industry
WHO	World Health Organisation
WOA	World Olympians Association
WT	World Taekwondo
WWF	World Wildlife Fund



# WELCOME TO THE 2020 AISTS MAS SYLLABUS

The 2020 AISTS MAS syllabus has been designed to give participants a clear understanding of:

- ✓ The **horizontal structure** of the program over time
- ✓ The **vertical structure** of the program, from discipline to module, to topic level
- ✓ The **coherence, consistency** and **connections** across disciplines and modules
- ✓ The **relevance of lectures** from the perspective of future sports managers

The AISTS MAS Syllabus is designed to serve as an in-depth tool to help understand the program content, including topics covered during the degree, as well as the associated learning objectives.

We hope that you find the AISTS MAS 2020 syllabus a useful tool throughout the program and for your exam preparation, but also as a useful guide as you continue in your sports management career.

Enjoy your studies!

The AISTS Team and Scientific Committee

## TIMELINE

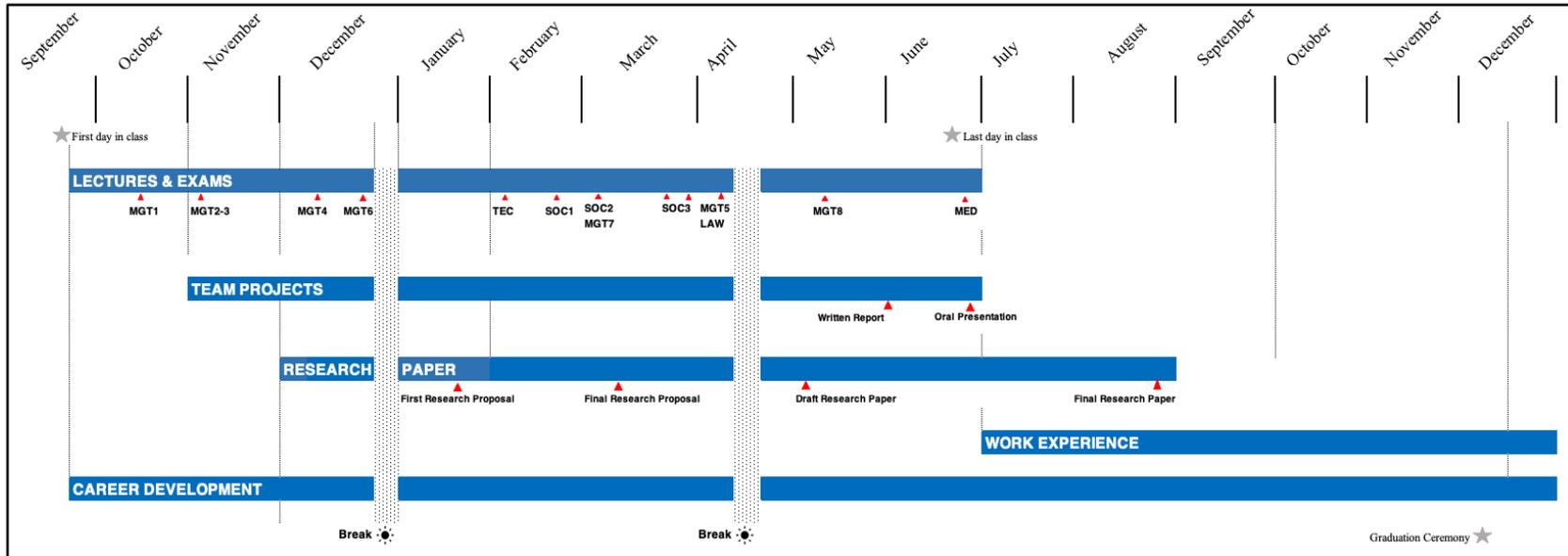
The AISTS MAS includes:

- 9 months of teaching (lectures, case studies, activities, seminars and field trips), including exams and assignments (from the end of September until the end of June)
- 8 months on the Team Project (from November to June)
- 10 months on the Research Paper (from November to August)
- A minimum of 2 months Work Experience in the sports industry (between July and December)

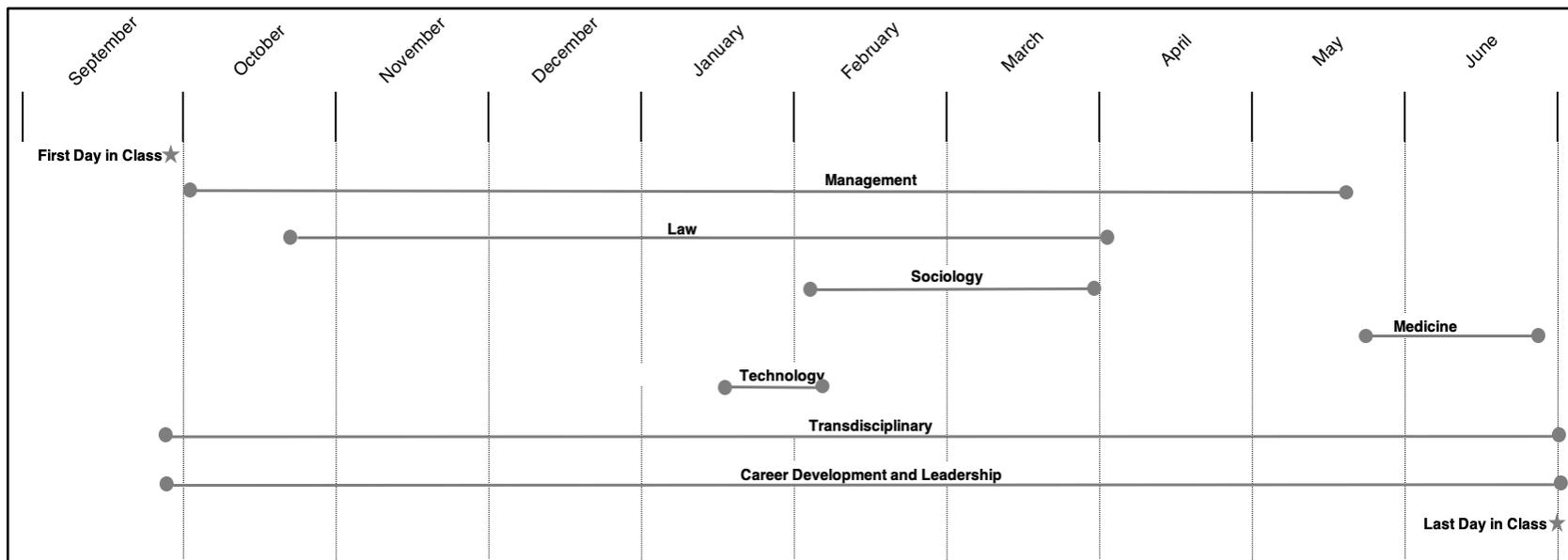
The following two timeline diagrams represent the four graded components: the Lectures, the Team Project, the Research Paper and the Work Experience.

The red triangles represent the examinations and the deadlines of the four graded components. Participants are required to successfully pass these in order to obtain the AISTS MAS diploma.

## OVERALL PLANNING



## LECTURES



# DIPLOMA

To attain the AISTS MAS Diploma, the following requirements must be fulfilled:

Successfully pass the exams,

*The exam component of the AISTS MAS is passed successfully if the weighted average of the final grades for each of the 5 disciplines (**Technology, Management, Law, Medicine, and Sociology**) is at least 4.0, with no final grade in any one discipline to be less than 3.0,*

**AND**

Attend at least 80% of each module in each of the 5 main disciplines,  
and 100% of the Transdisciplinary lectures,

**AND**

Obtain a mark of at least 4.0 for the Team Project evaluation,

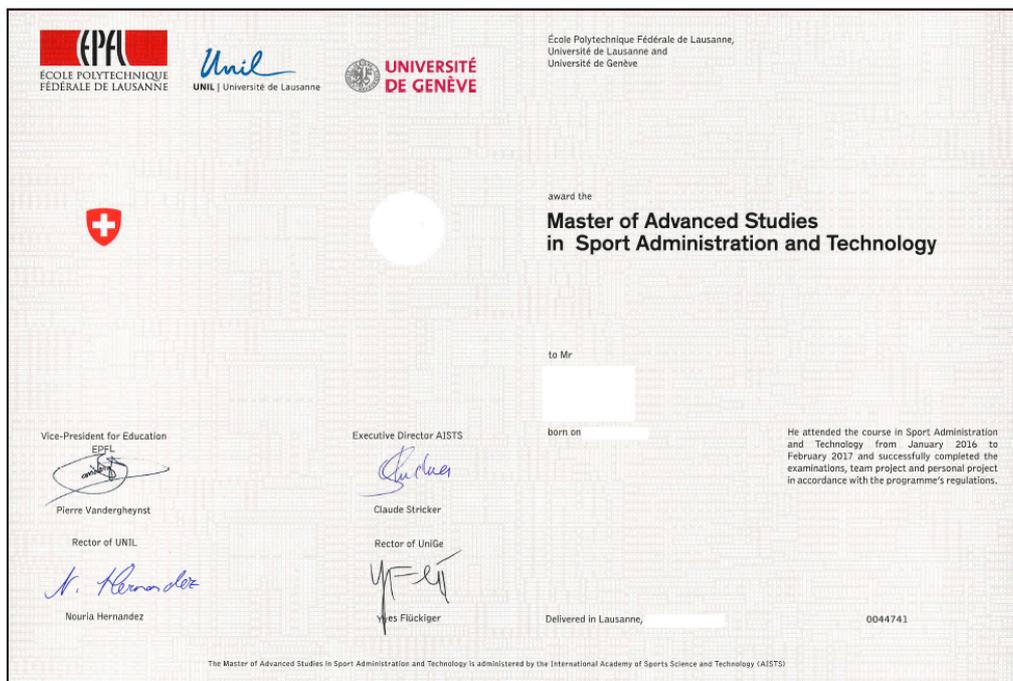
**AND**

Obtain a mark of at least 4.0 for the Research Paper evaluation,

**AND**

Successfully complete a minimum full-time (100%) two-months (8 weeks) **Work Experience** or an equivalent.

The AISTS MAS Diploma counts for 90 ECTS credits.



The AISTS Master of Advanced Studies in Sport Administration and Technology Diploma is co-signed by the following Swiss universities: EPFL, UNIGE and UNIL, as well as by the AISTS.

Successful participants are awarded their diploma at the Graduation Ceremony that takes place in December.

# AISTS MAS SCIENTIFIC COMMITTEE

The AISTS MAS Scientific Committee is made up of sports specialists and highly renowned professors from the AISTS's partner universities.

Participants have the opportunity to provide direct feedback on the content of the program to the AISTS MAS Scientific Committee a number of times during the academic year.

## **Chairman of the AISTS MAS Scientific Committee**

Daniel Oyon, Professor, HEC Lausanne, Faculty of Business and Economics, University of Lausanne

## **Members of the AISTS MAS Scientific Committee**

Davide Atienza, Associate Professor and Director, Embedded Systems Laboratory, EPFL

Margareta Baddeley, Professor, Law School, University of Geneva

Emmanuel Bayle, Professor, Institute of Sports Science, University of Lausanne

Pierre-Etienne Bourban, Dr, Senior Scientist and Co-Director, Laboratory of Polymer and Composite Technology and Discovery Learning Laboratory, EPFL

Giovanni-Battista Derchi, Professor, EHL

Boris Gojanovic, MD, Hôpital de la Tour / University Hospital of Lausanne (CHUV)

Juan Carlos Landrove, Dr, LL.M – Law School, University of Geneva

Claude Stricker, Dr, Executive Director, AISTS

Jean-Luc Veuthey, Professor, Faculty of Sciences, University of Geneva

## **Director of the AISTS MAS**

Claude Stricker, Dr, Executive Director, AISTS

## RESOURCES AND SUPPORT

An electronic version of the syllabus is available at AISTS MAS 2020 Wiki, together with:

- ✓ Monthly schedules
- ✓ Lecturers' biographies
- ✓ Lecture slides
- ✓ References

Resources are uploaded throughout the year, as soon as the lecturers provide them.

Each participant is given with a unique username and password to access the AISTS MAS 2020 Wiki.

All lecture materials and handouts from lecturers and speakers are distributed to the participants as electronic files only, including:

- ✓ Monthly schedules
- ✓ Lecturers' biographies
- ✓ Lecture slides
- ✓ References

The AISTS supports the program with a team of 10 collaborators fully dedicated to providing:

- Direction to the program
- Administrative support (together with the EPFL)
- Housing & visa process support
- Academic support
- Coordination of approximately 140 lecturers and speakers
- Project management of Team Projects and Research Papers
- Promotion of participants and alumni to our network of sports organisations
- Support for work placement and professional coaching for career development

The academic supervisors of Research Papers are carefully selected experts from the pool of more than 100 AISTS MAS lecturers.

We encourage participants to volunteer during their time at the AISTS, as a practical way to develop their network, immediately apply what they learn in the classroom, practice their French and/or contribute in their own language to the success of locally hosted sporting events. Many international sports events are hosted in the region and provide volunteering opportunities, including IAAF Athletissima, FIS Alpine Ski Worldcups, and many World championships. During this academic year, participants will be actively involved in the Lausanne 2020 Youth Olympic Games.



The AISTS also provides full career development support to participants with a dedicated module, Career Development and Leadership, in addition to one-to-one coaching sessions from the AISTS resident Professional Career Coach.

During the program, participants also have the opportunity to be mentored by a graduate through the AISTS MAS Alumni Mentorship Program. The Mentorship Program aims to enhance the experience of participants during their time at the AISTS and provide a platform for academic, professional, and social development.

For any assistance, please contact:

Mrs. Caroline Perrot - Head of Administration, AISTS

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# CODE OF CONDUCT

This Code of Conduct has been formulated to provide a clear statement of the expectations for MAS participants in respect to academic matters and personal behaviour.

Attendance and active participation in class and site visits are an essential part of the development and image of the AISTS MAS brand. It has a direct impact on participants' employment opportunities as well as the wider alumni network. In addition, regular attendance in class is necessary for participants' success and to achieve the maximum possible benefits from their educational experience.

We hope that you share the same commitment as well.

Participants are expected to follow these guidelines:

- Be in agreement with the Attendance Policy document
- Be in the classroom or at the respective location with appropriate materials, ready to work on time at the beginning of class
- Use professional, appropriate behaviour and language at all times in the classroom and during site visits, as well as, in social and digital environments
- Be polite and respect the lecturers, staff and fellow participants
- Support fellow participants and promote collaboration and team work
- Undertake all academic and professional activities with integrity and honesty
- Actively partake and contribute meaningfully to class discussion, projects and assignments to achieve the best results
- Dress appropriately to give a professional image at all times
- Represent the AISTS MAS, its current participants and alumni as proud ambassadors
- Appropriately use laptops, smartphones and other digital devices during lectures
- Maintain a clean and orderly environment conducive to learning and exchange, as well as contributing to a professional image

**NB: Not following these guidelines would lead to appropriate sanction as per the "Rules of the MAS in Sport Administration and Technology" and/or any applicable host university regulation.**

# I. MANAGEMENT

## General Overview

The Management discipline provides the participants with the knowledge and tools required to lead and manage sport administrations, as well as the global sports business and industry.

After covering the strategic perspectives of the Olympic Movement organisations (Olympic committees, sport federations, sport umbrella organisations etc.), the Management discipline subsequently examines the concepts and techniques for:

- Strategic management (MGT 100),
- Financial performance and valuation (MGT 200, MGT 300),
- Marketing and sponsorship (MGT 400),
- Organisational performance and leadership (MGT 500),
- Digital marketing (MGT 600),
- Communication and stakeholder engagement (MGT 700),
- And the businesses of football clubs (MGT 800),

The management discipline is taught via a blend of interactive lectures, real case studies of international sport organisations and businesses, reports and presentations.

## Top 10 Objectives

- 1) To understand the structure, goal, and resources of sports organisations  
MGT 100
- 2) To learn how to define a vision and a mission statement for a given sporting organisation, and to know the methodology and tools to elaborate and implement a strategic plan  
MGT 100, 300
- 3) To become familiar with financial statements, ratios analysis, and performance evaluation techniques  
MGT 200, 300, 800
- 4) To understand the management aspects of a sport club/organisation and to identify the key issues faced by managers  
MGT 300, 800
- 5) To have a hands-on experience in establishing a sports marketing plan and be able to make strategic sports marketing decisions adaptable to every situation  
MGT 400
- 6) To understand how to create value through the different revenue streams of global sport events and international sport organisations (including TV, new media, sponsorship, ticketing, hospitality, merchandising and licensing)  
MGT 400, 600
- 7) To understand how to manage human relationships at work, especially with a mixed workforce, and to improve the quality of personal decision-making in order to foster organisational performance  
MGT 500
- 8) To understand how digital media can support traditional marketing and branding initiatives and to identify the various factors that need to be taken into consideration when preparing an effective digital media strategy  
MGT 400, 600, 700
- 9) To learn how to measure and optimise internet marketing activities, including social media  
MGT 600
- 10) To understand the importance of using traditional and digital communication in order to engage with the general public and stakeholders  
MGT 700

## MGT 100 - Strategic Management of Sports Organisations

### General description

Sport is a major political, social and economic global phenomenon, which is larger than the Olympic Movement, and with new actors entering the marketplace. Strategic thinking is needed. This module describes the governance and management structure of the Olympic Movement as well as the relationships between all the major stakeholders that make up the global sports system. A strategic analysis approach is illustrated through case studies of real international sports organisations. A special focus is given to the governance and performance management of Olympic sport organisations.

### Pre-requisites

None

### Lecturers' organisations

UNIL, FEI

### Key learning and objectives

- ✓ To understand the structure, goal, and resources of old and new actors in the sports' world
- ✓ To be able to draw a map of Olympic stakeholders and be familiar with the acronyms of major sports organisations
- ✓ To be able to write a vision and a mission statement for a given sporting organisation
- ✓ To differentiate non-profit sports organisations from sports companies and agencies
- ✓ To be familiar with an example of a sports organisation's strategic plan and know the methodology to complete one
- ✓ To understand the main steps and tools of strategic analysis/management
- ✓ To have a good understanding of the special cases of WADA and CAS
- ✓ To be able to discuss the issues relating to the autonomy of sport in Europe
- ✓ To understand the Olympic governance and its application

## MGT 200 - Accounting and Finance Fundamentals

### General description

This module provides an introduction to the managerial issues that a company faces and the importance of accounting and finance. It introduces the basic concepts of accounting and finance that are needed to read and understand financial statements.

### Pre-requisites

Financial Accounting Online Course, HBS, Product #: 105708-HTM-ENG (access to the online course is provided by AISTS)

### Topic

- ✓ Introduction to accounting and financial terminology. Financial accounting and financial statement analysis
- ✓ Financial accounting exercise and in-class support

### Lecturers' organisations

HEC, UNIL

### Key learning and objectives

- ✓ To learn how to read a balance sheet, an income statement and a cash flow statement
- ✓ To understand the mechanics of accounting
- ✓ To become familiar with the analysis of financial ratios
- ✓ To know the various sources of internal and external financing

## MGT 300 - Business Strategy in Sport

### General description

This module addresses the sports industry from a strategy perspective. First, it analyses the differences between the structure of the professional sports industry in Europe and the United States. Then, it addresses the issue of competing in the industry from the perspective of a club.

### Pre-requisites

MGT 100 - Strategic Management of Sports Organisations

MGT 200 - Accounting and Finance Fundamentals

### Topic

- ✓ US vs. Europe
- ✓ Sport club decision and change

### Lecturers' organisations

HEC, UNIL

### Key learning and objectives

- ✓ To know the differences between the European and North American leagues through the study of two sport clubs and the discussion of various dimensions such as:
  - the sports structure (the structure of competitions)
  - the business factors (broadcasting, marketing, revenue sharing mechanisms, etc.)
  - the player factors (salary structure, drafts, development, etc.)
  - the league factors (ownership, decision-making, fans, etc.) and
  - the social factors (role of government and professional sports)
- ✓ To apply accounting and finance concepts to real sport situations

## MGT 400 - Sports Marketing and Sponsorship

### General description

This module examines the concept, practice and environment of sports marketing with a special emphasis on sponsorship-linked marketing. It gives participants a thorough understanding of the nature of sports marketing, and its most important processes, concepts, and tools. It describes both the role of marketing in sport business entities and the use of sport in more traditional marketing efforts. The module adopts a clear international perspective. It is taught through a blend of interactive lectures, case studies, reports, and presentations from industry speakers as well as from students.

### Pre-requisites

LAW 200 - Contracts in Sport

TRA 200 - Sport Event Management and Organisation Seminar

TRA 400 - Sport Broadcasting and TV Rights Management

### Topic

- ✓ Philosophy and fundamental concepts of marketing
- ✓ Marketing strategy
- ✓ Developing a marketing plan - Hövding case study: part 1 (Marketing environment, SWOT)
- ✓ Marketing strategy
- ✓ Sport consumer behaviour
- ✓ Developing a marketing plan - Hövding case study: part 2 (Strategy, marketing mix)
- ✓ Sport product and brand decisions
- ✓ Pricing strategies in sport
- ✓ Fundamental concepts of sport sponsorship ...
- ✓ ... sponsorship and similar communication forms
- ✓ Sponsorship strategy and management
- ✓ Sponsorship case study: property selection
- ✓ The role of sport marketing agencies: CAA11
- ✓ Sponsorship case study: property presentation
- ✓ Ambush marketing
- ✓ The marketing of sport federations
- ✓ Sponsorship impact
- ✓ Sport marketing and sponsorship control

### Lecturers' organisations

University of Lorraine

## Key learning and objectives

- ✓ To understand the main marketing philosophies, processes, and concepts
- ✓ To have a hands-on experience in establishing a marketing plan and be able to establish a sports marketing plan
- ✓ To understand the content and limits of sports marketing, and be able to differentiate sports marketing from “traditional” marketing
- ✓ To have an overview of the sports market including its actors, segments, and driving forces
- ✓ To be able to explain the different revenue streams of sports organisations and events (including TV, new media, sponsorship, ticketing, hospitality, merchandising and licensing)
- ✓ To understand the role of marketing in (international) sports federations
- ✓ To understand the nature of sponsorship, be able to integrate it into the overall communications mix or to use it as a marketing strategy platform
- ✓ To know how sponsorship works, how it should be managed and controlled
- ✓ In sum, to be able to take strategic sports marketing decisions adapted to the competitive situation

## MGT 500 - Leadership Development

### General description

In an ever-changing business environment, leaders have to constantly adapt their behaviours to remain effective and exploit new opportunities. What is then the key to successful leadership? Although there is unfortunately no one recipe to become a great leader, we will discuss state-of-the art leadership theories and empirical knowledge. We will examine abilities, skills, and competencies that have been identified as effective across various contexts, as well as how you can take ownership of your own development as a leader.

The class will be articulated around three major dimensions:

1. Leadership: What is leadership? What is good and poor leadership? How can you motivate and engage your followers to go the extra-mile?
2. Charisma: What is charisma? Why is charisma so important? How can one develop his/her charisma using verbal and non-verbal strategies?
3. Team management & Decision making: What are individuals' and groups' main biases in making decisions? How can conformity and groupthink be avoided? Which strategies can enhance group effectiveness?

Although primarily focused on a broader organisational context, we will consider relevant sport examples (e.g., Sir Alex Ferguson, Any Given Sunday) and contrast the effectiveness of the scientific knowledge for sports organisations. The aim of this class will not be to transform you; rather, it will offer you guidance and suggestions to become a great organisational sport leader. Your future is in your hands.

### Pre-requisites

MGT 100 – Strategic Management and Sport Organisations

LAW 100 – Legal Entities in Sport

LAW 200 – Contracts in Sport

## Topic

- ✓ Leadership
- ✓ Charisma
- ✓ Team management and Decision making

## Lecturers' organisations

University of Zurich

## Key learning and objectives

- ✓ To identify the main leadership theories and their associated behavioural repertoire
- ✓ To acquire distinctive competencies to lead followers and group effectively in a sport context
- ✓ To recognise what charisma is and its importance for leader's effectiveness
- ✓ To describe and be able to implement the main charismatic leadership tactics
- ✓ To recognise how individual and group decision-making may lead to biases
- ✓ To implement effective organisational strategies to improve decision making

## MGT 600 - Sports Digital Marketing

### General description

This course develops students' knowledge and skills in making informed marketing decisions, and developing marketing tactics to reach, engage, convert, and retain customers. This course introduces students to the advertising ecosystem, and develop students' competencies in incorporating advertising and content marketing on different platforms to reach marketing objectives. Furthermore, students will use marketing performance data to evaluate the effectiveness of marketing campaigns.

### Pre-requisites

MGT 400 - Sports Marketing and Sponsorship

### Topic

- ✓ Digital Marketing: Personas; Website; Customer Journey Mapping
- ✓ Introduction to Advertising
- ✓ Under Armour's Willful Digital Moves
- ✓ Measuring ROI on Sponsored Search Ads
- ✓ Content Marketing: Social Media & Videos
- ✓ Developing a Marketing campaign
- ✓ Developing of a Marketing Campaign Presentation
- ✓ Fitbit: The business about wrist

### Lecturers' organisations

EHL, IOC

### Key learning and objectives

- ✓ To develop personas, and value propositions
- ✓ To understand owned, paid, and earned channels
- ✓ To develop information architecture to answer personas' questions
- ✓ To understand how persuasive design can influence website visitors' behaviour
- ✓ To understand search engine optimisation (SEO), and the role of content marketing in SEO
- ✓ To understand the advertising ecosystem and major players
- ✓ To evaluate the effectiveness of marketing campaigns
- ✓ To understand the potential of mobile marketing

## MGT 700 - Communications and Stakeholder Engagement in Sport

### General description

The unprecedented development of digital channels and social media have fundamentally changed the way how people, organisations and institutions engage with their stakeholders and the general public.

Thus, the disruption caused by the media revolution had its effect on how organisations, individuals and companies influence and manage their image and reputation. It is often impossible for an organisation to respond to the sheer volume and speed at which information now spreads. Today, judgments are formed in seconds, frequently with a significant amount of missing or inaccurate information.

This challenging environment calls for a comprehensive and cohesive approach to communication strategies that take business and organisational agendas into account. This module will look at all aspects of communication and engagement in relation to the world of sports:

- Concepts of brand, reputation, communications, utilising traditional and digital channels
- Strategic approach to an integrated engagement concept
- Fundamentals of communicating brands in sports – from the perspective of clubs, associations and athletes
- Media and press relations
- Crisis communications and brand protection

The aim of the module is to showcase – in a practical way – how traditional and digital communications can support organisational or individual objectives across all levels of the organisation. From the business strategy to the marketing operations, strategically planned communications and engagement is the precondition for success. However, you need a comprehensive understanding of how communications is incorporated into your organisation's overall strategy to truly harness its power, be it via traditional or digital channels.

### Pre-requisites

MGT 400 – Sports Marketing and Sponsorship

MGT 600 – Sports Digital Marketing

## Topic

- ✓ Communication and stakeholder engagement – defining the concepts
- ✓ Communicating in the times of media convergence and target audience fragmentation
- ✓ The changing role of communication in sports
- ✓ Foundation for a communications campaign – insights, research and target audiences
- ✓ Strategy Steps 1 – 4
- ✓ Implementation of a communications campaign – key components
- ✓ Strategy Steps 5 – 8
- ✓ Communication challenges from the perspective of an international organisation
- ✓ Messaging architecture – Getting key messages across with the help of tools and techniques
- ✓ Crisis communications and reputation management
- ✓ Communicating in a crisis situation- Case study and practical exercise

## Lecturers' organisations

Leidar, FISU

## Key learning and objectives

- ✓ To understand the fundamentals of traditional and digital communication in the context of engaging with the general public and stakeholders
- ✓ To embrace and use a consistent strategy development process
- ✓ To comprehend the difference between proactive and reactive communications
- ✓ To manage media relations in order to maximise coverage of news and events
- ✓ To prepare and manage a press conference including holding statements and key messages
- ✓ To plan for and manage the communications around a crisis situation

## MGT 800 - Business of Football

### General description

This module provides an introduction to financial performance by addressing the fundamental concepts of effectively managing a sports enterprise. Over the last decade, many football (soccer) clubs became for-profit organisations and went to the market to raise debt or equity financing. The very distinct features of football clubs have posed several interesting problems for financial analysts.

The module then turns attention to valuation issues in pro team sports. The initial focus is on how to value playing talent for both transfer fees and salaries. Methods of corporate valuation are reviewed to understand how football (football) clubs are valued. The valuation topic leads into a discussion of how Oakland Athletics in Major League Baseball has taken advantage of market inefficiencies in the valuation of baseball players. It also examines the valuation and financing issues through the study of a very professional football club: Liverpool Football Club.

Participants are set tasks during class such as using demand-and-supply theory to investigate ticket pricing for major sporting events. The use of company accounts to analyse financial performance is reviewed and developed, particularly financial ratio analysis. Participants apply these techniques to analyse the rise and fall of Leeds United over the period 1998 – 2004.

The module then examines how different pro sports leagues have tried to regulate the players' labour market to maintain competitive balance between teams. The operation of the players' labour market in different sports around the world is discussed with particular focus on European (association) football and the effects of the Bosman ruling.

The module concludes with a review of the use of sports analytics in elite sports. Sport analytics takes advantage of the development in data-collection technology and uses statistics in order to investigate performance. It is used: by coaches to gain a competitive advantage by informing strategic and tactical decisions, by bookmakers in the betting industry, and by marketing departments to understand fan behaviour. The module will cover developments in sports analytics in a number of sports including, amongst others, baseball, American football, soccer and rugby.

### Pre-requisites

MGT 200 - Accounting and Finance Fundamentals

MGT 300 - Business Strategy in Sport

## Topic

- ✓ Group project: kick-off
- ✓ The business of football. The landscape, its actors and its events
- ✓ Valuation Techniques
- ✓ Governance of international football federations: challenges and design issues bodies and managerial issues
- ✓ Financial Fair Play
- ✓ Group project support
- ✓ Stadium management and dynamic pricing
- ✓ Investing in stadium and players at Tottenham
- ✓ Club Management
- ✓ Introduction: The Business of Pro Team Sports
- ✓ Revenue Streams
- ✓ Wage Costs and the Player's Labour Market
- ✓ Analysing Financial Performance
- ✓ Valuing Future Performance
- ✓ Leagues and Competitive Balance
- ✓ Preparation of the Group Presentation
- ✓ Sports Analytics
- ✓ Groups presentations

## Lecturers' organisations

HEC, UNIL, LUBS

## Key learning and objectives

- ✓ To understand the attractiveness of a sector, the forces exposed in a company, and the ways to manage those forces
- ✓ To identify the stakeholders of a company and their expectations
- ✓ To understand the overall commercial structure of professional sports
- ✓ To be familiar with the main sources of revenues and costs of professional sports
- ✓ To distinguish between performance and valuation
- ✓ Performance:
- ✓ To be able to analyse the financial performance of a team by calculating the following KPIs:
  - costs (Wages-Revenue ratio)
  - profitability (Margin, Return on Investment)
  - sporting efficiency (Wage cost per point)
  - marketing efficiency (Gate per point, Revenue-Gate ratio)

### Valuation:

- ✓ To understand the reasons to evaluate a company
- ✓ To understand the limits of valuation
- ✓ To be able to proceed to a corporate valuation of a team by calculating and/or analysing the following:
  - comparative Valuation Ratios (Price/earnings ratio, market-to-book ratio, sales multiple)
  - fundamental Valuation (Discounted cash flow, Dividend discount model, Real option analysis)
- ✓ To be able to apply this methodology to the valuation of elite playing talent
- ✓ To understand how a football player's transfer works and the impact of the Bosman case
- ✓ To be able to summarise the Moneyball story
- ✓ To be able to define, measure, and question the competitive balance in professional sports leagues

### Sports Analytics:

- ✓ To understand the role of analytics in improving performance in elite sports
- ✓ To understand the required components for setting up sport analytics
- ✓ To know the best practices of sport analytics in selected sports
- ✓ To understand the opportunities and limits of sport analytics viewed from the different sport stakeholders, in particular athletes and teams, coaches, fans and spectators and the media

## II. LAW

### General Overview

The Law discipline introduces:

- the different legal forms of sport organisations (LAW 100)
- the most important contracts, together with the consequences of their breach (LAW 200) that exist in the sports business

It gives participants a clear understanding of penal/criminal and civil responsibilities pertaining to the world of sports, whether you are an athlete, a manager, or an event organiser (LAW 300). After covering liabilities in sport, the different means of settling conflicts in sport are explored, in particular the role of the Court of Arbitration for Sport (LAW 400). The ever-shrinking place of national courts in sport disputes, and the ever-growing place held by arbitration are also discussed.

Special law-related subjects in direct relation to sports and athletes are also covered: taxation and doping (LAW 500).

Throughout the discipline, a special focus is given to Swiss law, as a large majority of international sport organisations are located in Switzerland.

## Top 10 Objectives

- 1) To understand which kind of company or legal entity is more suitable for each need  
LAW 100
- 2) To be familiar with the main characteristics of contracts and the various types of contracts commonly found in a sporting context, in particular employment contracts, sponsorship and broadcast rights agreements  
LAW 200
- 3) To have a general understanding of the relationship of EU law with sport, in particular concerning freedom of movement for athlete workers, media rights sales and exclusive agreements  
LAW 200
- 4) To understand the various types of legal protection for brands, logos and other items which may be licensed in merchandising agreements  
LAW 200
- 5) To understand the duties of care towards the participants and spectators as an event organiser and situations in which the organiser can be held liable  
LAW 300
- 6) To be able to identify which instance to deal with, in the case of a sport incident  
LAW 300
- 7) To be able to discuss the issue of betting through cricket and football examples, and to be familiar with initiatives taken to tackle the issue  
LAW 300
- 8) To understand the Court of Arbitration for Sport's functioning for both mediation and arbitration cases in relation to different types of sport disputes (disciplinary and commercial)  
LAW 400
- 9) To understand what, where and who to pay taxes to as an athlete, depending on the state of residence, and the state of performance  
LAW 500
- 10) To know rights and responsibilities of an athlete in relation to doping  
LAW 500

## LAW 100 - Legal Entities in Sport

### General description

This module serves as an introduction to the different legal forms of sport organisations, with a particular focus on the Swiss Association and its legal framework since many sport organisations are based in Switzerland. Other legal entities such as foundations, which may serve as an alternative to the association, are also addressed, together with the possibility of combining several legal forms into a group of companies. Finally, the possibilities for sport organisations in the sports teams industry to raise capital by becoming public entities are studied in depth in a dedicated topic.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

### Topic

- ✓ Sports Associations
- ✓ Other Legal Entities in Sports
- ✓ Going Public
- ✓ Restructuring of Sport Organisations

### Lecturers' organisations

Landrove Law Offices, Libra Law, University of Fribourg, Kellerhals & Carrard Associates

### Key learning and objectives

- ✓ To understand the legal requirements to set up and manage a Swiss association, as well as the relationship with its members
- ✓ To understand which kind of company or legal entity is more suitable for each need
- ✓ To identify the pros and cons, and the legal requirements for a professional team to become a public entity

## LAW 200 - Contracts in Sport

### General description

This module provides participants with an overview of the most important contracts in the sports business. Among the wide array of sport contracts (e.g., work, rental, purchase, loan, lease, partnership, sponsorship, publicity, license, service, etc.) those related to employment, TV rights, sponsorship, merchandising and trademarks licensing, benefit from a specific focus. Their form and contents are studied particularly closely, together with the consequences of their breach, and competition law concerns related to contractual exclusivity issues.

### Pre-requisites

LAW 100 - Legal Entities in Sport

MGT 100 - Strategic Management of Sport Organisation

### Topic

- ✓ Introduction to Contracts
- ✓ Employment Contract in Sport
- ✓ Work Contracts in EU Law
- ✓ EU Competition Law
- ✓ TV-Rights Contracts: From the Seller's and Buyer's Point of View
- ✓ Sponsorship Agreements
- ✓ The Case of the America's Cup Sponsoring
- ✓ Merchandising and Trademarks

### Lecturers' organisations

Landrove Law Offices, UNIGE, ARD, Kellerhals & Carrard Associates

## Key learning and objectives

- ✓ To be familiar with the main characteristics of contracts and the various types of contracts commonly found in a sporting context
- ✓ To be able to read through an employment contract, and to identify the remedies available if they are breached or terminated
- ✓ To have a general understanding of the relations of EU law with sport, in particular concerning freedom of movement for athlete workers, media rights sales and exclusive agreements
- ✓ To be able to discuss the issues pertaining to the autonomy of sport in Europe
- ✓ To be familiar with the content of broadcast rights agreements from both the seller and the buyer's point of view
- ✓ To understand the concept of sponsorship, the key components of a sponsorship agreement, and its limits
- ✓ To be comfortable with a sponsorship case in the sports field, such as the America's Cup
- ✓ To understand the various types of legal protection for brands, logos and other items which may be licensed in merchandising agreements

## LAW 300 - Liabilities in Sport

### General description

This module gives participants a clear understanding of penal/criminal and civil responsibilities relating to the world of sports, whether you are an athlete, a manager, or an event organiser. Sports accidents, corporate governance, damages in sports equipment, and match fixing are successively covered and analysed through a number of concrete examples.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

TRA 200 - Sport Event Management and Organisation Seminar

### Topic

- ✓ Mid-term Wrap-up
- ✓ Penal Responsibilities
- ✓ Liabilities for Damages to Sports Equipment and Infrastructure
- ✓ Sports Accidents and Liability for Damages
- ✓ Corporate Governance and Liabilities of Managers in Sport

### Lecturers'organisation

Landrove Law Offices, UniNE, Libra Law

### Key learning and objectives

- ✓ To understand the basic principles of criminal/penal responsibilities and civil liabilities
- ✓ To understand the duties of care towards the participants and spectators as an event organiser
- ✓ To identify situations in which event organisers or athletes may be held liable for the consequences of an accident
- ✓ To be able to identify which instance to deal with in the case of a sports incident
- ✓ To identify the three basis for liability arising out of a defective product i.e. negligence, breach of warranty, and strict liability, and to know who to sue and who can be sued in each case
- ✓ To identify causes and remedies to the lack of corporate governance applied to remuneration for sports managers

## LAW 400 - Settlement of Conflicts in Sport

### General description

After covering liabilities in sport in the previous module, the three different means of settling conflicts in sport are now explored: mediation, arbitration, and national court, together with their comparative advantages. As most international sports organisations are located in Switzerland, again, a special focus is given to Swiss law and its application in the case of national jurisdiction. The Court of Arbitration for Sport is studied to illustrate the case of arbitration. Finally, the ever-shrinking place of national courts in sports disputes, and the ever-growing place held by arbitration, are discussed.

### Pre-requisites

LAW 300 - Liabilities in Sport

MGT 100 - Strategic Management of Sports Organisations

### Topic

- ✓ Mediation, Court Action and Arbitration in Sports
- ✓ Court of Arbitration for Sports, CAS, Lausanne
- ✓ Sports Mediation
- ✓ Settlement of Disputes in Court
- ✓ Final Wrap-up

### Lecturers' organisations

Landrove Law Offices, CAS, SportsLegis Lausanne

### Key learning and objectives

- ✓ To be able to draw the suitable dispute resolution clause, wherever one retains some bargaining power (either as an athlete or as a commercial entity dealing with sports)
- ✓ To be able to identify whether the by-laws of a given sport organisation provide dispute settlement through mediation, arbitration, or by default, through state jurisdiction
- ✓ To be able to assess the respective advantages of mediation or arbitration on a case by case basis
- ✓ To be familiar with the Court of Arbitration for Sport's functioning for arbitration cases, both disciplinary and commercial ones
- ✓ To be familiar with the possibility of mediating claims before the CAS in the case of commercial disputes related to sport (e.g., sponsoring)

## LAW 500 - Special Topics in Sport

### General description

This module focuses on two special law-related subjects in direct relation to sports and athletes: taxation and doping.

The participants are presented with the Swiss taxation system before elaborating on the taxation of resident and non-resident athletes. Examples are then given for athletes residing and performing in any country ruled by the OECD regulation.

Building on the previous module related to the settlement of conflict, this one addresses the role of the Court of Arbitration for Sport in doping offences. It also gives a panorama of the different institutions and disciplinary committees involved. The different offences and sanctions are covered, as well as the rights and duties for any athlete convicted of an offence.

### Module Leader

Dr Juan Carlos LANDROVE, Landrove Law Offices

### Pre-requisites

LAW 400 - Settlement of Conflicts in Sport

MGT 100 - Strategic Management of Sports Organisations

MGT 200 - Accounting and Finance Fundamentals

TRA 300 - National Sport System

TRA 600 - Health and Anti-Doping

### Topic

- ✓ Fiscal and Administrative Law and Sports
- ✓ Doping Issues in Law

### Lecturers' organisations

Oberson Avocats, Viva Sports Law Consulting

### Key learning and objectives

- ✓ To understand what, where and who to pay taxes to as an athlete, depending on the state of residence, and the state of performance
- ✓ To know the different offences that can lead to an anti-doping rule violation
- ✓ To distinguish an adverse analytical finding from an anti-doping rule violation
- ✓ To distinguish a specified substance from a non-specified substance
- ✓ To understand how the principle of strict liability applies
- ✓ To be aware of athletes' rights and duties during provisional suspension and ineligibility period

- ✓ To be aware of existing incentives to cooperate in the fight against doping

## III. SOCIOLOGY

### General Overview

The Sociology discipline introduces participants to the contributions that a sociological perspective can make to understanding and managing the cultural meaning and significance that sport has in societies.

It introduces:

- foundational concepts with special attention given to issues of stratification (SOC 100)
- contributions that socio-cultural research on consumption can offer to the question of how best to manage sport from the point of view of consumers (SOC 200)
- key contemporary themes related to concept of globalisation, sport and development (SOC 300)
- the meaning and significance of sport in local communities, nations and across the globe (SOC 100 and 300)

Seeking to equip participants with the ability to apply theoretically-informed knowledge to the real-world challenges of sports administration, the lectures focus on developing a working understanding, and operational appreciation, of the conceptual vocabulary of the socio-cultural literature on sport and physical culture. Special attention is given to such issues as:

- social class, gender, race and ethnicity, involving both spectators and participants (SOC 100)
- identity, lifestyle, authenticity and commodification (SOC 200)
- diffusion of modern sport, sport, governance and regulation; sport, foreign policy and cultural diplomacy; sport and development; and, sport, peace and conflict resolution (SOC 300)

The Sociology discipline gives participants insight into how to better integrate knowledge of socio-cultural contexts and processes when leading projects in areas such as: development through sports campaigns (SOC 200, 300), marketing plans (SOC 200), development of new sport disciplines and events (SOC 200), and educational programs (SOC 100, 300).

Case studies are used to connect theory with real world examples, and there are a number of opportunities - through group presentations and small group discussion activities - for participants to develop their ability to link theory with evidence.

## Top 10 Objectives

- 1) To have a general understanding of the emergence, the diffusion, and the meaning of sport over time and across different societies  
SOC 100
- 2) To be better equipped when facing gender-related issues in the conduct of a project or in accessing a position in a sport's governing body  
SOC 100, 200
- 3) To be better equipped when facing social class / race / ethnicity-related issues in the conduct of a project or in accessing a position in a sport's governing body  
SOC 100, 300
- 4) To be able to discuss the impact of globalisation on sport at a local and international level  
SOC 100, 300
- 5) To be better equipped to adapt management style depending on the area/country of work or event, and on the socio-cultural characteristics of members  
SOC 200, 300
- 6) To be better equipped to launch campaigns or educational programs targeted at specific groups, through critical awareness of how sport involvement/exclusion are socially patterned  
SOC 200, 300
- 7) To understand how short- and long-term sport participation is shaped by the values and tastes of particular groups, and how to translate such knowledge into a marketing plan or sports development campaign  
SOC 200, 300
- 8) To be able to discuss the positive and negative impacts of issues of governance and regulation on sport  
SOC 300
- 9) To be able to discuss the impact of issues of foreign policy and cultural diplomacy on sport and vice-versa  
SOC 300
- 10) To understand the reasons for and the limits to utilising sport for development initiatives by sporting organisations, companies or countries  
SOC 300

## SOC 100 - Generic Fundamentals of the Sociology of Sport

### General description

This module is designed to enhance and develop participants' understanding of the cultural meaning and significance which sport has in society. This understanding is based on a sociological perspective. Participants are expected to utilise a range of sociological concepts and ideas and to refer to these in their analysis of specific issues and topics. Throughout the module, reference is made to a number of competing perspectives. Participants are expected to demonstrate both a sound knowledge of these and the ability to critically evaluate their contribution to explaining the relationship between sport and society.

### Pre-requisites

None

### Topic

- ✓ Introduction to Sociology
- ✓ Introduction to Sociology of Sport
- ✓ Sport and Social Class
- ✓ Sport and Gender
- ✓ Sport, Race and Ethnicity
- ✓ Sport and Globalisation: Definitions, Concepts and Theories
- ✓ Sport and Globalisation: Emergence, Diffusion and Flows
- ✓ Preparation for Group Presentations
- ✓ Group Presentations

### Lecturers' organisations

Loughborough University

### Key learning and objectives

- ✓ To have a general understanding of the emergence and diffusion of sport over time and across different societies
- ✓ To understand the role (positive and negative) and the meaning of sport in the lives of people
- ✓ To be better equipped when facing gender-related issues in the conduct of a project or in accessing a position in a sport's governing body
- ✓ To be better equipped when facing social class and race / ethnicity -related issues in the conduct of a project or in accessing a position in a sport's governing body
- ✓ To be able to identify the processes of socialisation into, through, and out of, modern sport for different groups of people (e.g. children, senior citizens, etc.)
- ✓ To understand how sport responds to, or is a catalyst for, broader societal processes
- ✓ To consider the best intervention for sports-related 'problems' (i.e., approached, modified, resolved)

- ✓ To be familiar with the five-phases of diffusion of modern sport, and to be able to identify those phases for a given sport
- ✓ To be able to question the present and the future of global sports by using competing approaches

## SOC 200 - Sport in Consumer Culture

### General description

Sport in the contemporary world is inseparable from consumer culture. To understand and effectively intervene in the production, consumption and mediation of sport, sports managers must thus appreciate the values and practices of consumer culture. Drawing from sociology, anthropology, critical marketing and cultural studies, this module introduces key concepts for the study of sport in consumer culture, including consumption as a social process, consumer identity, the relationship between class, lifestyle and taste, and the implications of commodification for sport. Working in groups, participants are invited to apply the conceptual knowledge covered in the module by devising a strategy to grow participation in a given sport, for a particular group of participants, via the means of commodification, in order to accomplish a 'public good' action agenda.

### Pre-requisites

SOC 100 - Generic Fundamentals of the Sociology of Sport

MGT 400 - Sports Marketing and Sponsorship

### Topic

- ✓ Consumer Culture and Sport: Introduction
- ✓ Sport and Consumption: Concepts and Theories
- ✓ The Sport Consumer: Identity, Lifestyle and Leisure
- ✓ Lifestyle Sport and the Quest for Authenticity
- ✓ Case Study of Consumer Sport: Fitness
- ✓ Consumer Sport Case Studies
- ✓ Sport and Commodification
- ✓ Preparation for Group Presentations
- ✓ Group Presentations

### Lecturers' organisations

Sheffield Business School

### Key learning and objectives

- ✓ To understand the main characteristics of sport in consumer culture
- ✓ To be able to identify in what ways sports can promote or challenge the values of consumer culture
- ✓ To be aware of and be able to contrast major theoretical approaches to the study of sport as a field of consumption and contributor to the creation of consumer identities
- ✓ To understand the forms of capital (economic, cultural, social) that can be expected from sports by participants and spectators
- ✓ To understand how short and long-term sports participation is situated within, and shaped by lifestyle, taste and identity practices of individuals and groups

- ✓ To understand how consumer culture and commodification have shaped the development of forms of sport and physical activity
- ✓ To be aware of the pros and cons of the commodification of sport and physical activity
- ✓ To demonstrate awareness of how such knowledge as above may inform a marketing plan or sports development campaign

## SOC 300 - Sport and Globalisation

### General description

After defining the concept of globalisation, this module closely examines the five phases that lead to the diffusion of sport in our society, in light of the specific sports chosen by participants. The class is then invited to question the pros and cons of the globalisation of sport by referring to competing perspectives. A specific focus is given to key issues in globalisation including sport, governance and regulation; sport, foreign policy and cultural diplomacy; sport, peace and conflict resolution, and sport and development.

### Pre-requisites

SOC 100 - Generic Fundamentals of the Sociology of Sport

SOC 200 - Sport in Consumer Culture

### Topic

- ✓ Sport and Globalisation: Development through Sport
- ✓ Sport and Globalisation: Foreign Policy and Cultural Diplomacy
- ✓ Sport and Globalisation: Peace Building and Conflict Resolution
- ✓ Sport and Globalisation: Peace Building and Conflict Resolution
- ✓ Sport, Diplomacy and Foreign Policy: Case Study of Labour Migration
- ✓ Preparation for Group Presentations (in class)
- ✓ Group Presentations

### Lecturers' organisations

Loughborough University

### Key learning and objectives

- ✓ To be able to discuss the impact of globalisation on sport
- ✓ To be familiar with the five-phases of diffusion of modern sport, and to be able to identify those phases for a given sport
- ✓ To be able to question the present and the future of global sports by using competing approaches
- ✓ To be able to discuss the positive and negative impacts of sport on globalisation and vice-versa
- ✓ To be able to discuss the impact of globalisation on sport governance and regulation, and vice-versa
- ✓ To be able to discuss the effects of sport on foreign policy and cultural diplomacy and vice-versa
- ✓ To be familiar with the areas for which sport can be used as a tool for development
- ✓ To understand the reasons and the limits of sport in terms of peace building and conflict resolution

- ✓ To be better equipped to launch campaign or educational programs targeted at specific groups
- ✓ To be better equipped to adapt management style depending on the area/country of work or event, and on the nationality of members

## IV. MEDICINE

### General Overview

There is no performance when an athlete is unable to participate due to illness or injury. The show simply cannot go on. This discipline brings participants up to speed with the current challenges in maintaining a healthy and performing human athletic body.

The importance of physical activity and sport for health is emphasised, and the global challenges linked to the issue, and specific population segments, along with the potential ways to address it, are also presented (MED 200).

Performance is an essential component of sports and necessitates a complex interdisciplinary approach to ensure its optimal development. You will encounter lab performance testing, nutrition, monitoring of training, overtraining and recovery strategies. Balancing and fine-tuning of these elements is crucial, as is the appropriate use and understanding of the effects of challenging environments (like altitude or heat). Healthy performance is the essence of sports and governing bodies (MED 300).

Injuries are unfortunately part of the game, but their management requires a high-performing team, where managers play an important role as well. Sporting events require a complex organisation at the medical level, and the decision-making processes and coordination required are critical. The topic of prevention is a key word and concept in sports and various prevention strategies (MED 400). When injuries do occur, the timing of safe return to play is of paramount importance. Sports managers, coaching and medical staff need to be on the same page and speak the same language in order to make adequate decisions for the well-being of the athlete and the sport.

In parallel to the three modules, participants will conduct a project within the Sport Medicine Project (MED 100).

The medicine module will be illustrated by the various case studies of the "Pahud" family, a 3 generation family from Lausanne. The lectures will refer to its members, each illustrating a specific component of the course.

## Top 14 Objectives

- 1) To have a sound understanding of how the body and its organs and muscles function  
MED 200, 300, 400
- 2) To have a global understanding of the evolution of our lifestyles and diseases, and prevention  
MED 200
- 3) To understand the various issues around physical activity promotion and its relevance to public and sporting health  
MED 200
- 4) To be familiar with generic principles to apply when training a young athletic population to minimise risks  
MED 200
- 5) To acquire knowledge in modern movement analysis for injury prevention and performance optimisation purpose  
MED 200
- 6) To experience a live physiological performance assessment in the laboratory, and understand what can be measured, how, and how it pertains to performance prediction and body physiology  
MED 300
- 7) To get a glimpse into the genetics of sports, physical fitness and performance  
MED 300
- 8) To understand the goals and effects of high altitude, overtraining, and sports nutrition – including food, drinks, and dietary supplements - on performance  
MED 300
- 9) To acquire technical skills for cardiac resuscitation and to understand the issues around sudden athletic death of cardiac origin  
MED 400
- 10) To be familiar with specific sports-related injuries and related treatments  
MED 400
- 11) To understand the decision-making process and the level of coordination required in the treatment of an athlete's injury  
MED 400
- 12) To have a general understanding of medical requirements to hold a sporting event or to work as medical staff in an interdisciplinary team setting  
MED 400
- 13) To understand how rules of the game or equipment/materials can be changed to reduce injury risk  
MED 400

- 14) To apply new knowledge from the module and integrate it in complex real-life management and organisational situations in the sports setting  
Integrative Workshop

## MED 100 - Sport Medicine Project

### General description

The introduction of the medicine discipline provides an overview of the entire discipline's syllabus, and the important links between its different parts. It also highlights the key health and safety issues linked with sport and how sport and exercise can be used to the benefit of the general population. The sports medicine module brings up-to-date information in the field, as well as useful and applicable knowledge in the vast sporting environment area.

During the introduction, participants are also asked to share their thoughts on what sports medicine means in the wider world of sport and society. This interaction determines some of the topics that are addressed in class and in workshops through participant presentations. From this list of topics developed at the sports medicine module kick-off, participants will be asked to choose one and prepare a podcast following specific guidelines. This will allow them to showcase their IT, communication and comprehension skills for the benefit of a wider online audience. The best podcasts will be published on the AISTS soundcloud channel.

In the last section of the medicine discipline, participants face real-life situations (case-studies), where their medical knowledge as a manager is necessary. Small groups have limited time to prepare a short presentation around the case study, summarising relevant medical information.

### Pre-requisites

None

### Topic

- ✓ Discussion Topics, Attribution Team Presentations
- ✓ Selected sports medicine topics of interest to the class
- ✓ Participants' Presentations
- ✓ Integrative Workshop
- ✓ Wrap-up / Questions

### Lecturers' organisations

Hôpital de la Tour/CHUV

### Key learning and objectives

- ✓ To understand the key objectives of the discipline
- ✓ To allow participants to find why and how sport medicine topics are relevant to them
- ✓ To present health, activity, and sports related topics to the class in an adapted way
- ✓ To use new communication technology and apply it to a medicine related topic for education purposes
- ✓ To be able to rapidly identify and synthesise major medical/health issues linked to specific real-life managerial situations
- ✓ To do a team presentation in a short preparation time
- ✓ To present complex information in a clear and understandable way to colleagues and to

## MED 200 - Managing Health

### General description

This module introduces the fundamentals of health and disease, for which a sound understanding of how the body functions and dysfunctions is a prerequisite. The importance of physical activity for health is emphasised, and the global challenges linked to the issue along with the potential ways to address it, are also presented.

Sport and health concerns everyone and specific populations come with specific problems: children, adolescents and women. Young athletes are the stars of tomorrow and their athletic development includes numerous hours of training and early pressure to succeed. Specific populations will have specific issues and needs and these will be considered in the various lectures.

### Pre-requisites

SOC 100 - Generic Fundamentals of the Sociology of Sport

SOC 300 - Sport in Consumer Culture

TRA 800 - Sustainable Sport & Events

### Topic

- ✓ Fundamentals of Human Physiology, Health and Disease
- ✓ Physical Activity & Health Promotion
- ✓ Children's Training and Injuries
- ✓ Sports Federations and role in health promotion
- ✓ Relative energy deficiency in sport (RED-S)
- ✓ Movement analysis in sports

### Lecturers' organisations

Hôpital de la Tour, CHUV, FIMS

### Key learning and objectives

- ✓ To have a sound understanding of how the body and its organs function
- ✓ To understand how energy is produced and how the metabolism is regulated
- ✓ To understand muscle function and the events that lead to muscle contraction and how motor control and function affect health and performance
- ✓ To understand how to define health
- ✓ To have a global understanding of the evolution of our lifestyles and diseases
- ✓ To understand the link between physiology and diseases
- ✓ To be aware of the major causes of mortality and morbidity in the world
- ✓ To understand the relationship between physical activity and health
- ✓ To be familiar with global efforts to improve health and reduce chronic diseases
- ✓ To be familiar with strategies in health and physical activity promotion

- ✓ To be familiar with talent selection and identification models, pitfalls and opportunities
- ✓ To understand the stages of development of a young athlete, the risk and types of injuries, and the strategies to minimise them
- ✓ To understand most common issues related to youth sports participation
- ✓ To acquire knowledge in modern movement analysis for injury prevention and performance development

## MED 300 - Managing Performance in Sport

### General description

In this module, participants are faced with the complexity of performance and health. How is performance evaluated in the laboratory and in the field, what can best predict performance and should it be monitored? In addition, sports science helps through applied research and challenges of existing best practice to develop new innovative ways to tackle performance enhancement. Performance obviously depends on training quality and quantity, but also on optimal nutrition and adapted recovery. Balancing and fine-tuning of these elements is crucial. A glimpse into genetics in sports will help understand the current state of knowledge in the field.

Challenging environments play an important role as well, and altitude is one of the most studied and used stimuli for performance enhancement. The body's response to altitude and its potential problems are presented. Fatigue is a recurrent problem in elite sports and will be addressed specifically.

### Pre-requisites

MED 200 - Managing Health

### Topic

- ✓ Performance Evaluation
- ✓ Genetics in Sports
- ✓ Laboratory Performance Test
- ✓ Altitude and Health
- ✓ CPR Workshop
- ✓ Nutrition Optimisation
- ✓ Fatigue in Sports

### Lecturers' organisations

UNIL, ISSUL, CHUV, AISTS Alumni, Uni Spital ZH

### Key learning and objectives

- ✓ To experience a live performance assessment in the laboratory, and understand what can be measured and how it relates to performance prediction and body physiology
- ✓ To be familiar with the existing techniques (field and lab) to assess sport performance by determining physiological characteristics, assessing the effects of training, and amending training contents
- ✓ To get a glimpse into sport science research with a performance enhancement perspective
- ✓ To get a glimpse into the genetics of sports, physical fitness and performance
- ✓ To understand the causes, the prevention and the management of fatigue related to performance sports
- ✓ To understand the goals and effects of sports nutrition on performance
- ✓ To be able to choose food and drinks wisely before, during, and after exercise

- ✓ To understand the effects of dehydration on performance
- ✓ To be aware of the benefits and the limits of dietary supplements
- ✓ To understand the benefits and risks (disease) of high altitude, and their mechanisms
- ✓ To learn how to perform basic life support, CPR

## MED 400 - Managing Injury and Illness in Sport

### General description

There is unfortunately no competition and performance without injuries, but then again no injured athlete can perform unless proper and prompt treatment is initiated. This module provides a panorama of the most prominent traumatology in sports, with a particular focus on ankle, knee, and shoulder injuries. Participants are given general information regarding the characteristics, the treatment options, and recovery time for each of the conditions examined. Concussion in sport is also presented.

This is then put in perspective with a course dedicated to the preparation and the deployment of a medical team at a given sporting event, and what it means for medical staff to work with teams and clubs. The decision-making process as well as the level of coordination required in the case of the treatment of an athlete's injury, is also covered.

Prevention is nowadays a key word and concept in sport and various prevention strategies, their effectiveness and pitfalls are discussed.

### Pre-requisites

MED 200 - Managing Health

MED 300 - Managing Performance in Sport

TRA 200 - Sports Event Management and Organisation Seminar

LAW 300 - Liabilities in Sport

### Topic

- ✓ Sports and Health Prevention
- ✓ Sudden Cardiac Death
- ✓ Sport Event Management JOJ
- ✓ Major Injuries around Knee/Ankle/Tendon
- ✓ Recovery and Treatment Principles
- ✓ Concussions in Sport

### Lecturers' organisations

IOC, CHUV, Centre Médical Synergie, Clinique la Colline, Hôpital de la Tour

### Key learning and objectives

- ✓ To understand the basic anatomy of major joints (shoulder, ankle, and knee)
- ✓ To be aware of the different types of shoulder/ankle/knee injuries, and their treatment options
- ✓ To be familiar with specific sports related injuries
- ✓ To understand the decision-making process and the level of coordination required in the treatment of an athlete's injury
- ✓ To be familiar with the issues surrounding return-to-play decisions

- ✓ To have a general understanding of medical requirements to holding a sports event or to work as a member of the medical staff with a team
- ✓ To understand the basic concepts of prevention and how they can be applied in various sports settings
- ✓ To understand how injury prevention strategies can be implemented and how they should be evaluated
- ✓ To be familiar with the evidence surrounding specific measures (warm-up, stretching, taping, protective equipment)
- ✓ To understand how rules of the game or equipment/materials can be changed to reduce injury risk
- ✓ To understand the causes, mechanisms, management and consequences of sports-related concussions
- ✓ To understand the causes, management and prevention of sports-related sudden cardiac death

## V. TECHNOLOGY

### General Overview

Sport and Technology have always gone hand in hand. The ever-increasing number of records set - and broken - over the past century, can be explained by some advances in technology. The Physics in Sport (TEC 200) module presents the law of physics applied to sport and the evolution of sports equipment.

Presentations from academic and field experts provide participants with the fundamentals and knowledge in each of the following three modules:

- Material & Equipment for Sport (TEC 300)
- Sport Infrastructure (TEC 400)
- Information and Communication Technologies in Sport (TEC 500)

The overarching goal of these three modules is to understand the key elements of developing technological solutions for equipment, infrastructure and communication technologies used in sport.

The Technology part of the AISTS MAS in Sport Administration and Technology program benefits from the competences of EPFL, a global leader in many engineering and technology research domains.

In parallel to these three modules, participants conduct their own projects within the Sport Technology Project (TEC 100) by researching, describing and presenting a technological solution in one of the three above fields. Examples of projects include: developing new functional textiles, sensors for body performance analysis, temporary and sustainable stadiums, and fan web portals.

The projects require participants to take into account a new technology and its compatibility with the ethical standards of maintaining fair play and minimising the unfair advantages of technology. At the same time, participants must also consider the interests of multiple stakeholders. From recreational purposes to elite performance, each stakeholder has its own separate set of goals, which can blur, at times, the line between right and wrong, advancement and stagnation.

The Sports Technology Project provides participants with the understanding that sport is a laboratory for innovation and development where stakeholders can play a significant role.

## Top 10 Objectives

- 1) To understand which steps and which actors are required to progress from the idea to the needed product  
TEC 100
- 2) To be aware of the importance of physics in sport for the different actors in sport (administrators, athletes, coaches, equipment suppliers, etc.)  
TEC 200
- 3) To gain knowledge in specific technologies and understand the limits and opportunities of their use in sport  
TEC 100, 200, 300
- 4) To understand the major challenges of the sporting goods industry  
TEC 300
- 5) To understand how the governing institutions of major sports analyse the impact of technological change on their disciplines  
TEC 300
- 6) To understand the main architectural trends for stadiums and the latest technologies used for their construction, operations, and maintenance  
TEC 400
- 7) To learn how to plan and integrate the legacy of a sport infrastructure  
TEC 400
- 8) To understand the ICT infrastructure and the Internet of Things (IoT) technology components supporting the functions of large sport events and their stakeholders, as well as the needs of sports federations  
TEC 500
- 9) To understand the ICT emerging trends, as well as solutions and applications that will impact broadcasting and media industries and spectators' experience  
TEC 500
- 10) To understand how measurement and AI sciences respond to the needs of analysing the biomechanics of movement and athletes' performance monitoring, as well as developing technology solutions and understanding the limits of data capture (what, how, and why) in sport  
TEC 500

## TEC 100 - Sport Technology Project

### General description

The first part of the module focuses on the roles of the different actors in a technology development process. The different steps required for a product to exist are given.

Keynote lectures on sport equipment, infrastructure and ICT will give a state of the art in technology and perspectives on sport applications.

In the second part of the module, participants have the opportunity to work in groups, on various projects related to sport technology.

Each Sport Technology Project aims to deliver a presentation on a specific innovative sports product and its related technologies. There are three categories of products: (i) sports equipment (e.g. running shoes or tennis racquets), (ii) sports infrastructure (e.g. sports temporary venue), and (iii) information and communication technologies for sports (e.g. sports measurement and analysis products – hardware, software and related services). In each category, two to three products, will be selected by the class, followed by a discussion of each individual's particular interest in one or more specific products. Products in development by selected start-up companies and novel products will be considered.

Presentations delivered by each group are divided into several chapters and provides a 360°view of the creation, development, usage and future of the product, and of its related technologies. Each participant is expected to present at least one chapter of the group, supporting his or her work with research and interviews with experts.

Participants also have the opportunity to gain key knowledge from lectures in the other Technology modules, namely: (i) Materials for Sport Equipment, (ii) Infrastructure for Sport, and (iii) Information and Communication Technology for Sport.

Every participant is required to give an oral presentation of his or her own chapter of the Sport Technology Project, in order to allow the class an understanding of what each group discovered through their research.

### Pre-requisites

TRA 200 - Sports Event Management and Organisation Seminar

### Topic

- ✓ Introduction and Sport Technology Projects
- ✓ Workshops 1, 2, 3 – project & product idea by group
- ✓ Technology Projects – Group Work
- ✓ Group presentations

### Lecturers' organisations

EPFL

### Key learning and objectives

- ✓ To identify the different challenges related to the development of a technology product
- ✓ To understand which steps and which actors are needed to progress from the idea to the product
- ✓ To synthesise and present a work linking all aspects, occupations and challenges related to a sports product development
- ✓ To gain knowledge in specific technologies and understand the limits and opportunities of their use in sport

## TEC 200 - Physics of Sport

### General description

The content of all the Technology modules is introduced and the activities of an EPFL research lab are presented to illustrate the links between research and sport technologies.

Participants learn about sport and motions as explained by the laws of physics. Sketches and live demonstrations by the lecturer illustrate each of the major laws of physics applied to sport and motion, followed by a general discussion about what drives the evolution of sport: athletes, society, regulations or technology?

### Pre-requisites

TEC 100 - Sport Technology Project

### Topic

- ✓ Physics of Sport

### Lecturers' organisations

EPFL

### Key learning and objectives

- ✓ To be aware of the importance of physics in sport for the different sports actors (administrators, athletes, coaches, equipment suppliers, etc.)
- ✓ To have a general understanding of the cycle of sport's evolution, and to be able to illustrate this cycle with examples
- ✓ To be able to identify physical phenomena and their relationship with sports equipment technologies

## TEC 300 - Materials and Equipment in Sport

### General description

Prof. Jan-Anders Månson, former President of the AISTS: *“Scientists create new materials by changing their chemical composition and structure, in order to improve the performance of computers, cars, medical and sports equipment. In a way, they share the motto of Olympic athletes: Citius, Altius, Fortius (faster, higher, stronger). Thanks to functional materials, such as silicon, electronic components can be used to make computers work faster. High-strength concrete and metals, wood laminates and composites offer architects new ways of building longer bridges and higher buildings. The aerospace industry builds more cost-efficient spacecraft by using lighter, stronger materials, such as carbon fiber reinforced composites and metallic super alloys. Nowadays, these unique structural and functional characteristics are used in many different types of sport equipment. For example, modern tennis racquets and skis combine several very different types of materials in order to reconcile rigidity, lightness and damping.”*

This module covers the fundamentals of materials in the sports equipment context. Material types (polymer, metals, composites...) and processes (moulding, forming, 3D printing...) to transform them into products will be presented with a visit of the Discovery Learning Labs of EPFL.

### Pre-requisites

TEC 100 - Sport Technology Project

TEC 200 - Physics of Sport

### Topic

- ✓ Sports Equipments
- ✓ EPFL Discovery Learning Labs: visit
- ✓ Life Cycle Engineering
- ✓ From sport equipment to other industries
- ✓ Innovation and homologation procedures
- ✓ POMOCA Climbing Skins Tech. –
- ✓ On site visit

### Lecturers' organisations

EPFL, Greene, Tweed & Co, POMOCA

### Key learning and objectives

- ✓ To understand the concept of efficiency in materials technology and its measurement through examples of various sport equipments
- ✓ To be aware of current developments in advanced manufacturing
- ✓ To be familiar with the selection criteria of a given material and its effects on the performance of a piece of sporting equipment

- ✓ To understand the properties of composites to better understand their limits of use in sport
- ✓ To have a general understanding of the life cycle for materials i.e. raw materials, manufacture, transport, service and recycling, including substitution
- ✓ To understand the major challenges of the sporting goods industry
- ✓ To understand how the governing institutions and the federations of major sports analyse the impact of technological change and how they implement new homologation procedures

## TEC 400 - Sport Infrastructure

### General description

This module gives the overview of what Architecture is and how the design process moves from initial thought to the last brick. It will be important to develop the right thought process to encompass all the elements that are in the entourage of every project, especially a major sports stadium or a multi-sport event like the Olympic Games. Looking at the temporary structures and design is an important aspect of the future of sports architecture. Technology is everywhere and it even influences the design process and architecture itself. How these elements might play out in the future will also be shown during the module. The main emphasis will be placed on the design thought process and the implications of choices on an infrastructure level.

A visit to a sport construction site of latest generation will be organised in order to facilitate a better understanding (throughout a tangible experience) of the strategic role and the organisational complexity of technology usage in a sport infrastructure.

### Pre-requisites

TEC 200 - Physics of Sport

TEC 300 - Materials and Equipment in Sport

TRA 200 - Sports Event Management and Organisation Seminar

TRA 400 - Sport Broadcasting and TV Rights Management

### Topic

- ✓ Sport Infrastructure
- ✓ Introduction to architecture and the developing the design process
- ✓ The changing needs of the invisible Architecture
- ✓ Visit to sport construction site
- ✓ Venue planning from a Bid Committee perspective
- ✓ Venue planning for the Olympic Games from the OCOG perspective
- ✓ Venue planning for the Olympic Games from the IOC perspective
- ✓ Legacy and Impact of the Sports Infrastructure Technologies
- ✓ Temporary Infrastructure
- ✓ Technology and future sports infrastructure / architecture
- ✓ Conclusion and Design Exercise

### Lecturers' organisations

IOC, EKS, Paris 2024, Populous, qiip

## Key learning and objectives

- ✓ To learn a first approach to architecture and the design process
- ✓ To understand the need for an integrated approach during all stages of a project, from the first idea to the final brick
- ✓ To understand the complexity of spaces in any project especially in sports infrastructure integrating the idea of “invisible architecture”
- ✓ To understand the rationale behind temporary infrastructure and to learn how to plan and budget for the construction of temporary venues
- ✓ To understand the difference needs and approaches from Bid Committee, to Organising Committee, to Event Owner
- ✓ To learn how to plan, budget and integrate the construction of large sporting infrastructure
- ✓ To learn about potential changes that Venue Infrastructure is looking at in the future and technological changes impacting design

## TEC 500 - Information and Communication Technologies in Sport

### General description

The ICT (Information and Communication Technology) in Sport module provides an overview of the technology challenges, solutions and innovation trends in the upcoming Internet-of-Things (IoT) era through presentations of real case studies by experts.

The selected case studies represent the key ICT applications that cover the essential needs of the main sports stakeholders: event organisers, sport administrations, coaches and athletes, media providers and consumers.

### Pre-requisites

MGT 600 - Sports Digital Marketing

TEC 200 - Physics of Sport

TEC 300 - Materials and Equipment in Sport

TEC 400 - Sport Infrastructure

TRA 200 - Sports Event Management and Organisation Seminar

TRA 400 - Sport Broadcasting and TV Rights Management

### Topic

- ✓ ICT In Sports in the Internet of Things (IoT) Era
- ✓ Visit to Embedded Systems Laboratory
- ✓ Smart Wearables and IoT Systems, Secure Communication to Cloud Infrastructures, and Machine Learning Technologies for Sport Monitoring
- ✓ Connectivity and Big Data Computing Infrastructures for Data Storage in Sports
- ✓ Data Security, Privacy and Blockchain technologies for sports
- ✓ Embedded Machine Learning and Predictive Analytics in Sports
- ✓ Energy scavenging and storage in wearables for Sports
- ✓ Analytical systems for monitoring of physiological parameters relevant in sport activities
- ✓ Predictive Analytics and Machine Learning Based Data Analysis in Sports
- ✓ Information Technology for Sport Events (Olympic Channel, Future of Broadcasting Technology)
- ✓ Wearable Technology for Sports and Health Monitoring

### Lecturers' organisations

EPFL, GaitUp, Olympic Broadcasting Services; IMEC-NL

## Key learning and objectives

- ✓ To learn about the latest research development in Information and Communication Technologies (ICT) to build complete monitoring infrastructures with multi-parametric wearable monitoring systems and cloud computing backend solutions in the Internet-of-Things (IoT) era
- ✓ To learn what emerging technologies and materials in flexible electronics can enable in wearable sensors for athletes and coaches. To learn about current solutions to enable different levels of security and privacy in ICT systems for sport data
- ✓ To learn how machine learning and predictive analytics can answer the needs for monitoring and understanding of human physiological response in different areas of sport.
- ✓ To understand the set of ICT components that can support the digital experience of large sporting events, in particular the case of the Olympic Games, and to critically be able to select the most appropriate ones from the event's organisation perspective
- ✓ To understand modern Information System infrastructures that can be used by international sports federations, types of IT services that can be included in strategic partnerships with ICT suppliers, and the services that can be delivered to all their stakeholders (members, media, event organisers, fans, etc.)
- ✓ To understand how ICT innovation and IoT communication technology improvements impacts the sports media industry and the role of sports journalists, in particular the emerging technologies on content mining and content enrichment

## VI. TRANSDISCIPLINARY

### General Overview

More and more sport has become a complex and multidimensional industry. This transdisciplinary discipline gives future managers a holistic view of sport, with a wide range of topics covered.

International sport associations play a key role as there are the global governing bodies of their sport and of multi-sport games and world championships (TRA 100).

The athlete's entourage is no longer centralised, with the family and the coach. Now it extends to: team doctors, agents, mental trainers, physiotherapists, sponsors, nutritionists, etc. (TRA 500). Furthermore, doping is a threat to the health of the athletes, to the credibility of the sport and its future. Sport governing bodies, anti-doping agencies and public authorities must collaborate to the fight against doping (TRA 600). Sport is not only threatened by doping, but also by corruption, cheating, challenges to board members' integrity and conflicts of interest. Therefore, transparency and accountability in sport governance is required (TRA 700).

Similarly, the organisation of sporting events has become more than organising a sport competition. With the focus on the athlete's performance, it requires the involvement of many other stakeholders and functions (TRA 200, 400, 600, 800).

There is no better example than the organisation of the Olympic Games and Paralympic Games to symbolise the evolution of sport and the growing need for cooperation between stakeholders and the different areas of expertise. With more than 60 different functions, 6'000 full-time staff, 70'000 volunteers, and 120'000 contractors, the first-ever integrated London 2012 Olympics and Paralympics epitomised the collaboration of sports managers. In order to ensure that large-scale operations run smoothly, sport managers must be in a position to make links across disciplines, from management to marketing, to technology, to transport, to medicine, to security, etc (TRA 200, 800, 2020). In their future careers, participants will no longer be able to work in silos.

At the macro-level, in a more and more globalised sports world, sports managers not only need to learn from different disciplines, but also from different national systems (TRA 300), different cultures, different sports (TRA 100), and different industries.

Innovation has always been a key factor of sport development. It offers opportunities for entrepreneurship, where creativity can be transformed into new value propositions for sport consumers, fans and stakeholders (TRA 900).

Last but not least, the job market in sport is very broad, but at the same time very specific, depending on the types of organisations (sport administrations, agencies, events organisations, sports industry, governments etc.). Developing a career of managers in the sports sector requires adequate tools, leadership skills and knowledge of the human resources of such organisations (TRA 1100, 1101, 1102).

## Top 12 Objectives

- 1) To be familiar with the structure, the functioning, and the challenges faced by the different categories of organisations in the Olympic movement and in the sports industry: international and national federations, Olympic Committees, other international sports organisations  
TRA 100
- 2) To understand the characteristics and key strategic aspects to take into consideration when organising a sport event, including the fundamentals of project management  
TRA 200
- 3) To experience the Youth Olympic Games (YOG) from the inside and learn from a live case study. To observe how the concepts learned in the course are materialised in a real event, in particular in the areas of event management and organisation, sustainable sport event, legacy, winter sports, Olympic education and values  
TRA 2020
- 4) To be familiar with the structure, the functioning, and the challenges faced by the national organisations of the Olympic movement (through the example of Switzerland)  
TRA 300
- 5) To know the process of tendering for media and broadcasting rights and the key elements of partnerships  
TRA 400
- 6) To provide participants with a 360° understanding of the major issues faced by elite athletes during their career  
TRA 500
- 7) To understand the roles and responsibilities of athletes, entourage, and different governing bodies in the fight against doping  
TRA 600
- 8) To understand the evolution of governance in the context of international sports federations  
TRA 700
- 9) To understand how sustainability and social responsibility can be integrated into strategic planning and execution of any given sports event  
TRA 800
- 10) To stimulate the thinking about business development and opportunities in the sports area, to understand the main principles of entrepreneurship, to learn how to design business models and innovation and to bridge the gap between innovation and marketing  
TRA 900

- 11) To know the main international organisations in charge of the governance of disabled sports and to understand the main challenges in the development of disabled sport disciplines  
TRA 1000
- 12) To equip participants with new tools, knowledge and support in their search for jobs in sport and to develop their leadership skills for a successful career development  
TRA 1100

## TRA 100 - Olympic Movement Organisations

### General description

This module provides participants with the opportunity to familiarise themselves with the structure, the functioning and the challenges currently faced by International Sports Federations and umbrella bodies such as the IOC. A special focus is given to organisations that belong to the Olympic Movement. The module involves a wide spectrum of speakers and visits to headquarters including: the IOC, NOCs, other umbrella bodies (e.g. ASOIF), summer Olympic IFs, Winter Olympic IFs, non-Olympic IFs, continental federations, national federations, event organisers, clubs, intergovernmental organisations, and non-governmental organisations. Whenever possible, guest speakers are invited to share their approach or challenges in relation to a specific discipline covered in the AISTS MAS, namely Management, Law, Technology, Sociology, and Medicine.

### Pre-requisites

MGT 100 - Strategic Management of Sports Organisations

### Topic

- ✓ The Administration of the Olympic Movement – IOC. On site visit
- ✓ GAISF
- ✓ International University Sports Federation
- ✓ WDSF
- ✓ European Athletics
- ✓ World Archery: Presentation of WA & Initiation
- ✓ On site visit
- ✓ International Golf Federation
- ✓ World Federation for the Sporting Goods Industry

### Lecturers' organisations

IOC, GAISF, FISU, WDSF, EA, World Archery, IGF, WFSGI, FAI, FIS, EGA, UEFA, UNICEF, UNHCR, UNOSDP, WHO, FIBA, UCI, WCC

## Key learning and objectives

- ✓ To be aware of the diversity of existing organisations in the sports field
- ✓ To be familiar with the structure, the functioning, and the challenges faced by the different categories of organisations in the Olympic movement and in the sports industry: international and national federations, Olympic Committees, other international sports organisations, etc.
- ✓ To get a better understanding of the staffing in those organisations
- ✓ To be familiar with the acronyms and jargon of sports organisations
- ✓ To meet key personalities in sport administration
- ✓ To create opportunities for networking

## TRA 200 - Sports Event Management and Organisation Seminar

### General description

The Sports Event Management and Organisation Seminar (SEMOS) module provides a holistic view of the organisation and management of sporting events. It offers an overview of the key tasks that sports managers need to successfully plan, communicate and operate, when delivering sports events. Specific areas are covered from venue management, ticketing, sponsorship, etc., combining both a theoretical and a practical approach. The module also provides an opportunity for the class to organise its own sporting event.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

### Topic

- ✓ SEMOS Introduction
- ✓ From Strategy to Operations
- ✓ Sport Competition
- ✓ Venue Management
- ✓ Event Costs and Revenues
- ✓ Business Development Cases
- ✓ Sponsorship & Sales - FIVB
- ✓ Sponsorship from Client Perspective
- ✓ Panel Discussion
- ✓ Technology, Media and VIP's
- ✓ Press & Broadcast
- ✓ Protocol & Hospitality
- ✓ Ticketing
- ✓ Accreditation
- ✓ Security
- ✓ Operational Readiness Exercise
- ✓ Logistics
- ✓ Transport & Accommodation OR Spectator Experience
- ✓ Spectator Experience
- ✓ Wrap-Up Session

## Lecturers' organisations

AISTS, IOC, Lausanne 2020, ARC Event Consultancy, Chassot Concept, Freeride World Tour, FIVB, Independent Consultant, R3S Global Ltd, EHL

## Key learning and objectives

- ✓ To understand the importance of putting athletes at the heart of event planning
- ✓ To understand the crucial role of the venue management team in the coordination of the different functions (e.g. sports competitions, transport, logistics)
- ✓ To get a general understanding of the process of Operational Readiness (also referred to as "Risk Management") to ensure the safety of spectators and athletes, and to help in the decision-making process when faced with adverse and risky situations
- ✓ To understand the various dynamics of logistics, safety and security, as well as the importance of engaging local authorities while ensuring a high standard of service when interacting with fans and spectators
- ✓ To be able to balance budget and sustainability, and to provide a safe, secure and reliable supply chain for all clients when managing logistics
- ✓ To identify the main revenue streams and expenses of an event and learn how to balance them in a budget
- ✓ To understand how to market an event with the objective of attracting sponsors, while ensuring a top spectator experience, as well as the services around managing and treating sponsors
- ✓ To understand how IT can support event operations from ticketing, result management to Press and Broadcast
- ✓ To identify the relevant client groups and characteristics for protocol and hospitality, as well as to understand how it impacts on the related planning, development and operations
- ✓ To be able to describe the processes involved in designing, planning and operating accommodation for a group event while setting up a framework for success and efficiency
- ✓ To be able to reduce risks and increase revenue in ticketing and hospitality through innovative pricing and revenue plans
- ✓ To gain a better understanding of the management of volunteers and accommodation including organisation, motivation, and the importance of creating long lasting relationships with volunteers
- ✓ To be aware of the importance of knowledge management in events to ensure organisational sustainability and continual improvement of the quality of an event
- ✓ To be able to apply the basics of event management and organisation in the field of sport

## TRA 2020 - Lausanne 2020 YOG

### General description

Lausanne will become an Olympic City when it hosts the 3rd edition of the Winter Youth Olympic Games from January 10th to 22nd 2020. The world's best athletes (aged 15 to 18) will travel to Switzerland to participate in this event. The Youth Olympics combine sports performance, culture and education in an authentic celebration of sport, and aim to encourage young people to adopt and represent the positive values of sport – respect for others, for themselves and for our environment. It is one of the largest multisport events held in winter, second only to the Winter Olympic Games.

This module will give you the opportunity to live a multi-sport event with a vision of the Pre, On-site and Post-Games, with a focus on youth, as well as the concepts of sustainability and legacy.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

TRA 200 - Sports Event Management and Organisation Seminar Outline

### Topic

- ✓ Introduction to the Module
- ✓ Introduction to YOG Lausanne 2020 (SEMOS)
- ✓ Introduction to Volunteering
- ✓ Integrative case study: YOG Lausanne 2020
- ✓ Volunteering
- ✓ Feedback and observation on your Pre-, On-site and Post-Games experience
- ✓ Integrative case study:
- ✓ Debriefing with the results of students' observations and research

### Lecturers' organisations

AISTS, Lausanne2020, IOC

### Key learning and objectives

- ✓ To learn from a live case study
- ✓ To observe how the concepts learned in the course are materialised in a real event, in particular in the areas of event management and organisation, sustainable sport event, legacy, Winter sports, Olympic education and values
- ✓ To gain a solid understanding of the delivery of a multi-sport Event
- ✓ To learn the benefits of and experience volunteering
- ✓ To incorporate the knowledge learned in the MAS transdisciplinary approach to a real case study
- ✓ To understand how a multi-sport event impacts the environment and society

- ✓ To learn the benefits of reporting and how to be effective in your reporting cycle: data collection, communication, and responses
- ✓ To gain first-hand insights into the goal of the Olympic Movement - educating youth through sport: against discrimination, for mutual understanding, spirit of friendship, solidarity and fair play
- ✓ To be aware of the innovations in the disciplines that are proposed by the international federations developed for the games

## TRA 300 - National Sport Systems

### General description

While the international sports bodies (federations, International Olympic Committees and other international sport administrations) are key agents in the globalisation of sports, and of a sustainable development of international sporting events, the national sports associations are the ones who act on the ground. National federations, National Olympic Committees and sport governmental administrations are closer to the sport fields, striving to achieve their national team's objectives, supporting grassroots initiatives to develop and sustain youth sport, and developing sport infrastructure and venues.

This module presents Swiss sports organisations by presenting the cases of a national federation and of the National Olympic Committee of Switzerland.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

TRA 100 - Olympic Movement Organisations

### Topic

- ✓ Swiss Olympic
- ✓ Swiss National Federation

### Lecturers' organisations

Swiss Olympic, Swiss Volley

### Key learning and objectives

- ✓ To be familiar with the structure, the functioning, and the challenges faced by the national organisations of the Olympic movement
- ✓ To get a better understanding of the staffing in those organisations
- ✓ To understand the specificities of the sports system in Switzerland, in comparison to other countries

## TRA 400 - Sport Broadcasting and TV Rights Management

### General description

Unlike other type of televised entertainment, the unique nature of sport lies in the potential simultaneous reach to a global audience of billions. At a time when the emergence of new technologies is changing the way we consume sports, media rights has been and will remain the main source of revenue for most sports federations. Rights owners adopt different business models, always aiming at reaching new audiences, developing the sport and increasing revenues.

This module aims to provide an overview of each step from the tendering of the media rights and host broadcasting rights by the federation, to the moment the content arrives on your screen(s). It gives participants a thorough understanding of the various key elements to be considered by the federations and the agencies or broadcasters when entering a partnership.

### Pre-requisites

LAW 200 - Contracts in Sport

MGT 400 - Sports Marketing and Sponsorship

TRA 200 - Sports Event Management and Organisation Seminar

### Topic

- ✓ Media Market Overview: The Key Players
- ✓ Business Models: What is Best for My Sport
- ✓ The Right Content to the Right Platform for the Right Audience
- ✓ Financing by Agencies and Broadcasters
- ✓ Production and Host Broadcasting: In-House v. External
- ✓ Tendering Process: General Rules and Objectives
- ✓ Special Focus on Media Rights Negotiations
- ✓ Key Legal Precedents that Reshaped the Marketing of Media Rights in the EU and Worldwide
- ✓ Life-Cycle of a Contract: Putting it all Together
- ✓ On-Site Broadcast Operations as an Agency or a Broadcaster
- ✓ Exercise: Mock Negotiation Federation vs Agency/Broadcaster
- ✓ Q&A session and Closing Remarks

### Lecturers' organisations

EBU

### Key learning and objectives

- ✓ To understand what makes sport a unique entertainment experience
- ✓ To understand why a certain sport is consumed in a certain way
- ✓ To be familiar with the roles of each stakeholder involved in the marketing, sales, production, and distribution of media rights and content

- ✓ To gain some practical media rights negotiation experience

## TRA 500 - Athlete Career Development

### General description

Elite athletes face many complex challenges during their sporting career: how to perform while preserving their health in the long term, how to maintain financial sustainability, how to communicate adequately in a very political environment, how to ensure a positive career transition and to capitalise on the skills they have acquired during their sporting career, etc. They have tough choices to make, are sometimes not well prepared to manage their careers or suffer from insufficient support.

Athletes are, and should be, at the core of sport and events organised by managers. This module offers the opportunity for participants to familiarise themselves with the athlete career's path. A career optimisation must take into account multiple facets of the athlete's life: e.g. their relationships with their entourage (family, coach, sponsors, media, etc.), their education, the financial aspects, and their mental health and performance level. The main issues, as well as the challenges, opportunities and solutions are presented and discussed in an interactive way with former elite athletes and specialised experts.

To better understand the challenges faced by athletes in their career development, this module also introduces participants to basic topics in sports psychology and illustrates its applications at different stages of an athlete's development.

### Pre-requisites

None

### Topic

- ✓ Inside the life of a professional athlete
- ✓ Olympians & professional athletes
- ✓ The ACP at IOC
- ✓ Sports Psychology: Mental Preparation

### Lecturers' organisations

AISTS MAS 2020 Class, AC&T Sport Consulting,

### Key learning and objectives

- ✓ To be able to define sport psychology
- ✓ To understand the process and the links between research, field intervention, and teaching/training
- ✓ To become familiar with key psychological risk factors in the sports field
- ✓ To get a better understanding of the challenges faced by athletes throughout their careers
- ✓ To be aware of career opportunities available for athletes and of specific existing initiatives
- ✓ To provide participants with a 360° understanding of the major issues faced by elite athletes during their career

- ✓ To understand how the specificity of the environment (which country, which sport, which organisation) and how the entourage (family, coach, friends, schools, etc.) influence an athlete's career
- ✓ To understand the IOC Athlete Career Program (ACP) as an example of support provided by one of the major governing bodies in sport
- ✓ As a sports manager, to know what would be ideal support and solutions offered to elite athletes by the sports organisations and stakeholders

## TRA 600 - Health and Anti-Doping

### General description

This transdisciplinary module covers the enduring issue of doping from a medical, scientific, legal, and management perspective. Experts from a wide range of backgrounds provide participants with an in-depth understanding of past, current, and future challenges in the fight against doping. The module gives future sports managers the necessary tools to approach the issue whether they are directly involved with athletes, with the organisation of an event, or with the management of a sporting body.

### Pre-requisites

None

### Topic

- ✓ Introduction to the Module
- ✓ Anti-doping: How, Who, What
- ✓ The Doping Control Process
- ✓ ITA
- ✓ Doping: Health and Medical Issues, TUEs
- ✓ The Athlete Biological Passport and prevalence of doping
- ✓ Athlete's Physiology and the Passport of Performance
- ✓ Focus: The Role of a WADA Accredited Laboratory
- ✓ Recent trends in anti-doping: Use of forensic investigations
- ✓ Investigations at CADF
- ✓ Scientific Management of cases at ITA
- ✓ LAD visit (optional)
- ✓ Legal treatment of antidoping rule violations
- ✓ Recent trends in anti-doping: the Athletic Integrity Unit
- ✓ CADF, Independent Anti-Doping Unit : How it works
- ✓ Anti-doping in football
- ✓ Round table AIU, CADF, UEFA, FIBA, REDs

### Lecturers' organisations

REDs / UNIL, WADA, ISU, ITA, IOC, LAD, CADF, ITA, FIBA, AIU, UEFA

### Key learning and objectives

- ✓ To be aware of the medical and legal risks of prohibited substances/methods, and of nutritional supplements
- ✓ To be aware of the recent trends in doping, and in anti-doping
- ✓ To be aware of sports and culture similarities and specificities
- ✓ To understand the roles and responsibilities of different governing bodies in the fight against doping

- ✓ To be aware of the existing anti-doping means (education, testing, fight against trafficking) available for sports organisations and managers
- ✓ To be familiar with the organisation of the anti-doping unit in a sporting body
- ✓ To be familiar with the anti-doping requirements when organising a competition
- ✓ To gain an understanding of how to optimize the doping control process
- ✓ To become familiar with anti-doping jargon, including ABP, ADAMS, AAF, ADO, ADRV, CAS, DCO, NADO, OOC, ICT, PL, RTP, TUE, WADA

## TRA 700 - Governance of International Sport Organisations

This short module offers insights on the strategic importance and evolution of governance in the context of international sport federations (IFs). Topics include integrity, transparency and accountability, as well as ways to address conflicts of interest and corruption. An interactive lecture will be followed by a panel session comprised of governance experts, in particular members of the ASOIF Governance Task Force – an entity mandated with establishing governance indicators for IFs and helping them promote and ensure a culture of sound governance within their structures.

### Pre-requisites

MGT 100 - Strategic Management of Sports Organisations

MGT 300 - Business Strategy in Sports

LAW 300 - Liabilities in Sport

TRA 100 - Olympic Movement Organisations

### Topic

- ✓ The evolution of governance in the context of international sport federations
- ✓ The nature of conflicts of interest in sport organisations and how best to handle them
- ✓ Panel: The role of the ASOIF Governance Task Force and the future of governance in sport

### Lecturers' organisations

ITA

### Key learning and objectives

- ✓ To appreciate the importance of better governance in sport organisations
- ✓ To develop a detailed understanding of evolving good sport governance practices, including what comprehensive, adequate and what effective solutions look like
- ✓ To acknowledge how stakeholders have different perceptions of critical governance issues and solutions

## TRA 800 - Sustainable Sport & Events

### General description

Over two days, the Sustainable Sport & Events Open Module provides an understanding of the current challenges and opportunities of sustainability in sport. This understanding will be reinforced through a number of case studies, which offer concrete examples of what leading sports organisations, the IOC, The Ocean Race and North-American leagues such as NFL and NBA are doing.

During two days of presentations, groupwork and debate, participants will gain inspiration from real life case studies and will learn about the increasingly crucial role of sustainability in both sport events and sports leagues.

### Pre-requisites

MGT 100 - Strategic Management of Sports Organisations

SOC 300 - Sport and Globalisation

TRA 200 - Sports Event Management Organisation Seminar

### Topic

- ✓ Introduction to Sustainability
- ✓ Youth at the Heart of Sustainable Cities
- ✓ "Managing" nature as a sport venue
- ✓ Climate Change and the IOC
- ✓ Formula E
- ✓ Panel discussion
- ✓ Workshop: The Lifecycle of Sport Events
- ✓ Group Work: Event Sustainability Plan
- ✓ The Future of Ski Resorts
- ✓ Sustainability in the Major Leagues: a US perspective

### Lecturers' organisations

AISTS, InsPoweredby, The Ocean Race, IOC, Formula E, Quantis, NHL

### Key learning and objectives

- ✓ To incorporate the concept of legacy as the first step into a sustainable event
- ✓ To gain a solid understanding of the fundamental ideas behind sustainability and corporate social responsibility
- ✓ To understand how sporting events positively or negatively impacts society
- ✓ To understand how to balance social equity, environmental integrity and economic efficiency in a sports event
- ✓ To gain first-hand insights into the challenges and opportunities of sustainability and CSR for an organising committee or an international federation

- ✓ To understand how sustainability and CSR can be integrated into strategic planning for any given sports organisation
- ✓ To further develop participants' familiarity with the best practices in the field of sustainable events
- ✓ To develop the capability to build and implement a sustainability or CSR initiative for a sporting event using the five phases of the GRI sustainability reporting process
- ✓ To develop knowledge of how to prepare a sustainability report for a small to medium-sized event

## TRA 900 - Strategic Innovation & Business Design

### General description

Once understood as an isolated event, punctually altering periods of relatively long stability and converging towards new wave of relative stability, perception on innovation has been shifting.

Awareness has been on the rise in order for companies to compete effectively but also other types of organisations must innovate, not just once, but constantly and in many aspects. This push towards innovation as a usual, daily practiced business activity has raised awareness of the importance of entrepreneurial skills and skills related to the design of innovative offerings, business models and, ultimately, entire businesses.

Existing businesses as well as other types of organisations adapt their processes for innovation, acquire start-ups, get involved in startup competitions to scout emerging technologies and opportunities, train and/or hire young talent with entrepreneurial skills and create their own incubators. And this phenomenon is spanning the boundaries of several industries, not only traditionally innovative ones, such as computers or telecommunication, but also traditionally more conservative ones, such as TV broadcasting. The sport industry itself is venturing into a wave of innovation, whose potential is perhaps still to be revealed. According to commentators, this innovation effort can change the structure of the industry in the near future. Today innovation is witnessed everywhere in the sport industry, from stadium management, to sponsorship, medicine or media, just to mention a few.

The challenge comes with making all this effort work. Critiques note that entrepreneurship (or intrapreneurship) and innovation are neither techniques nor theories. They take creativity, opportunity sensing, departure from the status-quo, recombination of (often distant) resources and the ability to neutralise or navigate within a context infested with innovation and change antibodies. Ultimately, innovation and entrepreneurship are more an art than a science. However, this does not mean that these more ambiguous processes cannot be managed, at least in some way.

Building on these premises, this short module focusing on strategic innovation and business design has been designed to offer participants an exposure to the entrepreneurial/innovation processes as well as the tools and techniques that subtend this process. While there is no substitute for experiential learning, this module will offer to set the basis for identifying and analysing opportunities for innovation in the sport industry in a structured way. Furthermore, identifying opportunities, thinking about how to structure innovation efforts and ultimately manage them, whether within the confines and structures of an existing organisations, or in pure entrepreneurial plays are seen.

In order to achieve these goals, this module combines the use of educational case studies and class discussion together with team based project work in applying modeling tools and methodologies of entrepreneurship and innovation. During the module, participants will be divided in teams and will work on an opportunity and progressively apply tools and methods to refine it.

### Module Leaders

Prof. Lorenzo MASSA, EPFL and University of Bologna

Prof. Marc GRUBER, Vice-President Innovation, EPFL

## Pre-requisites

MGT 200 - Accounting and Finance Fundamentals

MGT 300 - Business Strategy in Sport

MGT 400 - Sports Marketing and Sponsorship

TEC 100 - Sport Technology Project

## Topic

- ✓ Business model and business model design/innovation
- ✓ Case Study: Quirky (Stanford Case Study) - Analysis of different tools for business modeling
- ✓ Behind conventional business model frameworks – from customers to users and payers to orchestrating multiple value propositions
- ✓ Ideation and opportunity recognition – where to play
- ✓ 'Concepting': Bridging the gap between innovation and marketing
- ✓ Customer Value proposition design
- ✓ Analysis of Business Decisions – Sport case – Street Leagues Skateboarding
- ✓ Tools for Business Model Analysis
- ✓ Group work
- ✓ Team Pitches and Feedback
- ✓ Reflection: learned lessons and plan ahead

## Lecturers' organisations

EPFL, University of Bologna, Nordic Outdoor Experience

## Key learning and objectives

- ✓ To understand the elements of opportunity recognition and analysis by applying the tools and frameworks offered in Where to Play
- ✓ To learn how to conduct business model analysis and how to use tools for business models design and innovation. The designing of business models will help participants think through value proposition design, customer segments, delivery channels, monetisation mechanisms, or resources and activities needed and more
- ✓ To understand the main elements at the background of a structured analysis of business decisions – decision making in innovation plays
- ✓ To learn how to bridge the gap between innovation and marketing by applying a concepting approach to sport products

## TRA 1000 - Disabled Sports

### General description

Sports for athletes with disabilities are organised into the three following groups: sports for people with physical disabilities, sports for people with intellectual disabilities, and sports for the deaf.

Several of the major multi-sport events include competitions for disabled athletes: e.g. Paralympic Games following the Olympic Games, and Para-Sports competitions during the Commonwealth Games.

There are several international organisations for disabled sports. Each one governs the sports and competitions in one of the three groups of disabilities: International Paralympic Committee for those with physical disabilities, Special Olympics for those with intellectual disabilities, and Deaflympics for the deaf.

Disabled sport is a growing movement that contributes to the development of an inclusive society in all countries. It is also a highly complex field for management, requiring multidisciplinary knowledge in medical sciences, biomechanics, engineering etc.

The objective of the module is to learn about the main international organisations in charge of the governance of disabled sports and the main challenges associated with the development of disabled sports disciplines.

### Pre-requisites

MGT 100 - Strategic Management of Sports Organisations

TRA 100 - Olympic Movement Organisations

TRA 200 - Sports Events Management and Organisation Seminar

TRA 800 - Sustainable Sport & Events

### Topic

- ✓ IPC

### Lecturers' organisations

IPC

## Key learning and objectives

- ✓ To be aware of the disabled sports movement, its needs and challenges
- ✓ To learn about the technological aspects of disabled sports
- ✓ To understand the roles of the different sporting governing organisations in disabled sports: International Paralympic Committee, international and national sports federations, Special Olympics organisations, etc.
- ✓ To understand the classification system, its issues, solutions and the disabled sports disciplines
- ✓ To listen to athletes competing in disabled sports

## TRA 1100 - Career Development

### General description

The module aims to support participants in developing an efficient career strategy to increase their chances of finding a fulfilling job post-graduation, as well as an interesting internship, in *the seemingly impermeable world of sports administration*.

It helps participants to create a clearer vision of who they are, what they want to do and how they can achieve it with powerful self-marketing tools. It is a highly interactive module that allows time for group discussions as well as for one-to-one sessions for a customised approach. Experts in career services have been chosen to deliver the module. The one-on-one sessions are conducted by our AISTS in-house Professional Career Coach.

The Career Development module is not only a tool for short-term career development, but also aims to guide participants all along their future professional life.

The subject of networking is also covered. Networks are essential to finding a job, discovering new ideas, completing complex tasks, and to even finding a partner and enjoying life. How well we work at improving our networking skills, and increasing the value of our network, is a question for each of us. Are we proactive and focused, or do we just let it happen? This topic sensitises participants to some of the ways we might all improve our efforts and the value and effectiveness of our networks.

### Topic

- ✓ Introduction to career strategy development
- ✓ Developing your network
- ✓ Get career inspiration and tips from the former Secretary General of IAAF & IOC First Head of the YOG Department
- ✓ Knowing yourself
- ✓ How your sport activities and volunteering can make you stand out towards potential employers?
- ✓ Knowing your market
- ✓ Designing your career strategy
- ✓ CV writing
- ✓ LinkedIn
- ✓ Pitching yourself
- ✓ Cover letter writing
- ✓ Acing your interview
- ✓ Your personal narrative
- ✓ Simulating interviews with alumni

### Lecturers' organisations

AISTS, IMD, Outdooria

### Individual sessions:

4 sessions of 30 minutes per participant in the first 9 months, and additional ones on request, and on a needs-basis afterwards, with a professional career coach, AISTS.

### Key Learning and objectives

- ✓ To develop stronger self-awareness, identifying values, motivators and natural talents which make a 'personal brand'
- ✓ To outline a career development strategy including a concrete action plan with target companies and the type of roles sought after
- ✓ To write a highly professional and relevant CV and cover letter
- ✓ To develop an efficient pitch / personal narrative to introduce you effectively at an interview and when networking
- ✓ To be able to create a storyline to structure ideas so that they are more meaningful and memorable
- ✓ To know how to design an effective LinkedIn profile, develop your digital leadership and professional network
- ✓ To know how to make the most of networking for career development opportunities
- ✓ To be well prepared and confident for an interview
- ✓ To be able to identify the key contacts, groups, and events to target for each of us and for each of our objectives
- ✓ To know how to make the most of networking for career development opportunities
- ✓ To know how to use our networks and networking skills to advance the strategic goals of our company or association

## TRA 1101 - Intercultural Skills

### General description

This interactive module teaches participants about multicultural work (perceptions, cultural differences, etc.) and intercultural communication models to work successfully across differences.

### Module Leader

Ms Ariane CURDY, Ctrl Culture Relations

### Topic

- ✓ Intercultural effectiveness @ work

### Lecturers' organisations

Ctrl Culture Relations

### Key learning and objectives

- ✓ To gain a better understanding of participants' own approach to intercultural relationships
- ✓ To appreciate how culture impacts perception, communication, work processes and team efficiency
- ✓ To raise the participants' awareness about the cultural differences and orientations existing within this international study group
- ✓ To strengthen the international work effectiveness of the participants by developing their intercultural competence

## TRA 1102 - Presenting in an International Environment

### General description

Throughout the AISTS MAS, participants have to create and deliver presentations to different audiences. Hard work and good ideas are wasted if they fail to connect to the audience. This 3-day module aims to equip participants with proven techniques for creating and delivering concise, results and audience-driven presentations. In this course participants will “learn-by-doing” - how to give an effective presentation in a variety of different contexts and to a variety of different audiences. The course will focus on how to get your message across, achieve your aim and inspire your audience. We will look at the importance of structure, of a powerful introduction and conclusion, how to connect with your audience, how to look and sound confident and convincing.

Participants will focus on how to work effectively as a team in preparing their Team Project presentations later in the year. Moving beyond the MAS, they will take with them a skills set to communicate messages effectively and make a professional presentation in a variety of contexts.

### Module Leader

Ms Jane EVERETT, Own Voice

### Topic

- ✓ How to make an effective, memorable and dynamic presentation
- ✓ Voice work, Non-verbal communication, Creating and presenting effective visuals
- ✓ Handling audience questions & challenges. Team presentation practice, coaching, support
- ✓ Team presentations delivery & feedback

### Lecturers' organisations

Own Voice

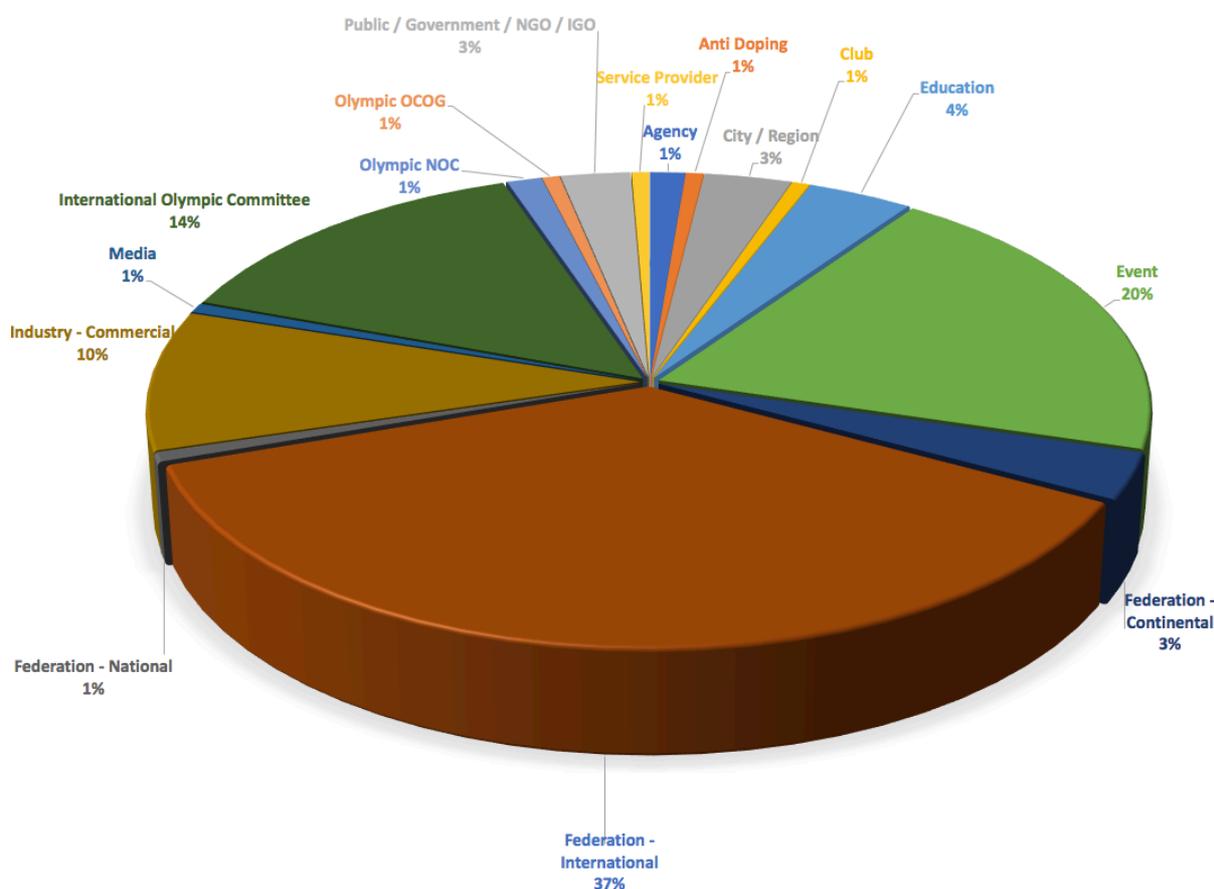
### Key learning and objectives

- ✓ To define messages that are relevant to your aim as well as meet the audience's needs and expectations
- ✓ To be able to structure your ideas into a storyline so that they are more meaningful and memorable
- ✓ To be able to use visual aids to support your messages and deliver them compellingly
- ✓ To apply non-verbal and rhetorical techniques to make the messages memorable and the performance dynamic
- ✓ To be aware of how to adjust your style and content to meet the needs of a culturally diverse audience
- ✓ To enable the participants to prepare effectively as a team for their team project presentations

## VII. TEAM PROJECT

### General description

Team Projects are submitted by sport organisations to the AISTS. A Team Project aims to provide a low cost, high quality project resource to sports organisations in order to propose new ideas and feasible solutions that are relevant in the practical context. The Team Projects allow participants to work on a real case, apply the concepts learned in the program and understand how to work with a client in a service delivery environment. From 2003 to 2019, a total of 155 Team Projects were completed for diverse organisations, on a variety of topics.



Team Projects per organisation type (n=155)

This module provides participants with the most important skills needed for the completion of their Team Project, as well as for their future personal and professional development. The module examines topics such as project management and consultancy. Participants work in teams of 3 – 5 on their own Team Project during this module. Each Team Member (i.e. AISTS MAS participant) contributes approximately 175 hours to the end result of the Team Project, which culminates in a public presentation and defense of the project.

Recent examples of Team Projects include:

- Development of a working policy level document as the starting point for the FEI (equestrian) sustainability strategy (client: FEI)
- Research on live-user generated content in sport coverage (client: Agence France Presse)
- Creation of a long-term strategy for the use of legacy case studies in the knowledge transfer process from one Olympic Games to another (client: IOC)
- Proposal for the introduction of a new competition to the competitions calendar (client: WTF)
- Development of a Generic Volunteer Program Toolkit for SportAccord's World Multi-Sport Games (client: SportAccord)

### Pre-requisites

None

### Topic

- ✓ Team Project process, teams & team objectives
- ✓ Team Project: Experiences from Alumni
- ✓ Team Project mandate (meeting with team and AISTS supervisor)
- ✓ The fundamentals of project management
- ✓ Insights discovery - from ME to YOU to WE
- ✓ Service delivery and managing your client
- ✓ Performance & client delivery
- ✓ Role play kick-off meetings with TP clients
- ✓ Kick-off meetings with clients

### Lecturers'organisation

AISTS, Johan Cruyff Inst.

### Key learning and objectives

- ✓ To develop skills needed to produce a targeted result of agreed quality within a given timeframe
- ✓ To develop the capability to write a high-quality paper in a client/deliverer-relationship
- ✓ To obtain knowledge of relevant tools and theoretical frameworks
- ✓ To be equipped to handle the dynamics of working in a cross-cultural team
- ✓ To professionally represent the AISTS to their clients

## VIII. RESEARCH PAPER

The Research Paper requires the AISTS MAS participant to carry out in-depth research on a sports related issue and deliver a short paper (20-25 pages) that meets specific academic criteria. Conducting high-quality research on current issues in sport represents a key asset of the program. Besides its academic value, the Research Paper is one of participants' flagships as it combines participants' past experiences, knowhow and curiosity with individual career aspirations, as well as new knowledge acquired through the AISTS MAS. In the fast-changing environment of national and international sport, sport organisations particularly value high-quality knowledge and unique expertise in decision-making. A good and original Research Paper may therefore promote significantly the future career of an AISTS MAS participant.

During the Research Paper module, various elements of academic research will be taught, and participants will be asked to perform some exercises. The module includes:

- An introduction to research methods (qualitative, quantitative, mixed methods research designs)
- A step-by-step guide on how to write a Research Paper (e.g. research schedule, research design, structure of the research paper, tips and tricks)
- Shared experiences from several alumni (e.g. challenges, opportunities, utility of the Research Paper for the professional career)
- Group and individual work sessions (e.g. formulate a research question, establish a research plan)
- Coaching sessions (e.g. formulate a research proposal)

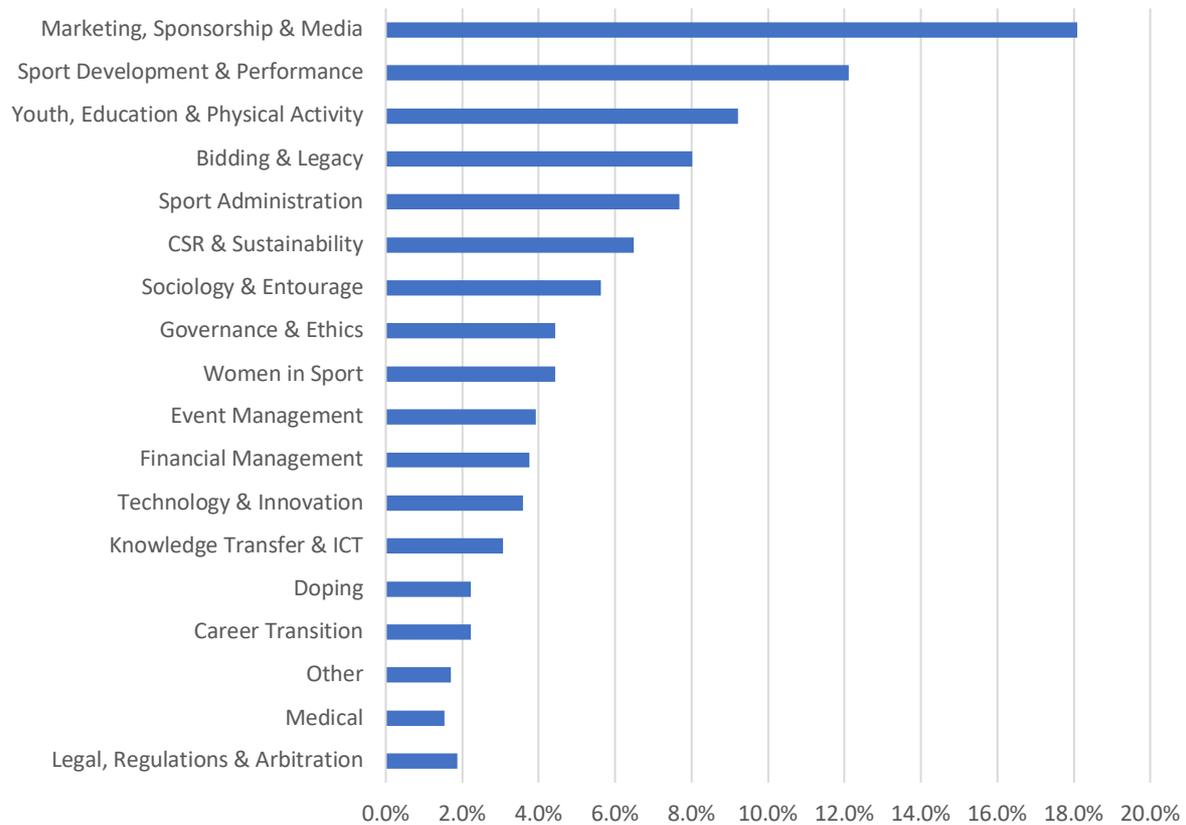
Preparatory reading is required and will be communicated during the kick-off presentation in November.

Following the Research Paper module, participants propose a research topic to an Academic Supervisor. Under the supervision of the Academic Supervisor, participants explore existing literature on the selected topic, formulate intriguing, as well as relevant research questions, and collect empirical data to enable them answering the proposed research questions with scientific rigour. The final Research Paper is submitted for evaluation to the Academic Supervisor.

Since the start of the AISTS MAS program (2003), nearly 600 Research Papers have been completed in the domains of sport management, sociology, medicine, technology and law. To foster the value of the Research Paper, a selection of the best papers is edited for publication in a bi-annual volume of the AISTS-book "Collected Insights from the Field of Sport" and an electronic copy is made available at the Olympic World Library for public consultation. Moreover, each year the IOC officially rewards the best research paper with a special prize and public recognition.

The graph below gives an overview of the topics between 2003 and 2019.

Research Paper 2003 – 2019 by topic (n=586)



The Research Paper module provides a solid introduction to academic research. It covers main research methods, academic report writing, and several related skills that participants need for a successful completion of their Research Paper and the Team Project, as well as for their future personal and professional development. During this module, participants work on designing their own Research Paper and have the opportunity to visit the libraries of the IOC Olympic Studies Centre.

### Pre-requisites

MGT 100 - Strategic Management of Sport Organisations

MGT 300 - Sport Business Strategy

MGT 400 - Sports Marketing and Sponsorship

## Topic

- ✓ Kick-off presentation
- ✓ Olympic Studies Centre. Site visit
- ✓ Fields of research in sport
- ✓ Individual coaching & group work sessions
- ✓ How to write a Research Paper: a step-by-step guide
- ✓ Qualitative Research Design
- ✓ Example: RP using a qualitative approach
- ✓ Quantitative Research Design
- ✓ Example: RP using a quantitative approach
- ✓ Mixed-methods Research Design
- ✓ Example: RP using a mix-methods approach
- ✓ How to conduct an interview
- ✓ Presentation of supervisors
- ✓ Format of the final paper
- ✓ Introduction to data analysis and Statistics
- ✓ Web-based and library resources
- ✓ How to frame your research paper

## Lecturers' organisation

AISTS, Olympic Studies Centre, IOC, UEFA, Shankai Sports, Rütter Soceco AG, Alumni 2019, Alumni 2018, ISSUL, BCUL, UNIL, EHL

## Key Learning Objectives

- ✓ To develop high-quality knowledge and unique expertise on a relevant subject in the fields of sport management
- ✓ To learn how to access and use efficiently information and data resources provided by AISTS through its partners, as well as collected through various additional sources
- ✓ To develop the skills of participants to write a high-quality academic paper (from defining the research questions to delivering the final report)
- ✓ To learn how to gather empirical data efficiently, to conduct interviews and focus groups effectively, and to analyse findings with scientific rigour
- ✓ To benefit from the experience and expertise of past AISTS MAS participants

## IX. WORK EXPERIENCE

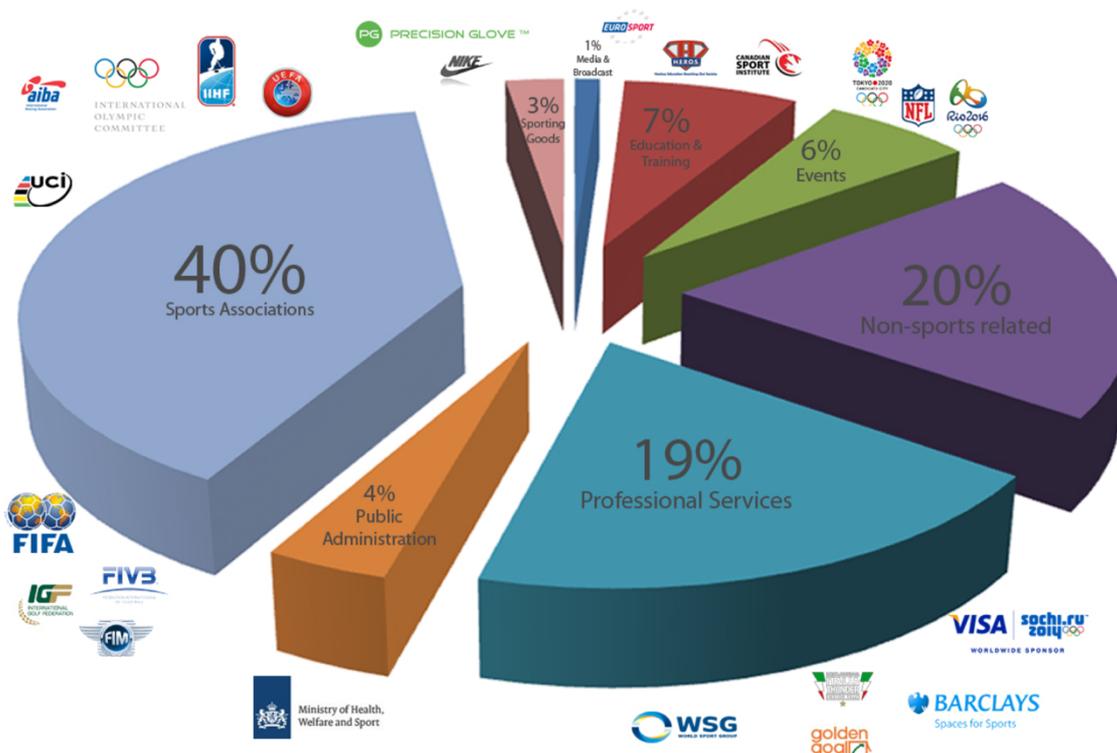
### General description

Participants are required to fulfil at least 8 weeks' full-time work experience in sports management and related areas as part of their Master of Advanced Studies degree.

Examples of work experience opportunities gained by participants include:

- ✓ International Olympic Committee - IOC
- ✓ International Ski Federation - FIS
- ✓ Union of European Football Associations - UEFA
- ✓ International Equestrian Federation - FEI
- ✓ International Federation of Volleyball - FIVB
- ✓ International Federation of Basketball - FIBA
- ✓ Federation of International Motorcycling - FIM
- ✓ World Rowing - FISA
- ✓ International Cycling Federation - UCI
- ✓ International Hockey Federation - FIH
- ✓ International Fencing Federation - FIE
- ✓ International Modern Pentathlon Union - UIPM
- ✓ World Archery - WA
- ✓ World Taekwondo - WT
- ✓ SportAccord
- ✓ InFront Sports & Media
- ✓ European Golf Association - EGA
- ✓ Adidas
- ✓ Lagardère Sports
- ✓ Fédération Internationale de Football Association - FIFA
- ✓ Lausanne 2020 Winter Youth Olympic Games

Work placement opportunities can – and sometimes do – translate to full-time work after graduation. Approximately 80% of the AISTS MAS in Sport Administration and Technology alumni are working in the sports industry in over 30 different countries in all continents. Below is a breakdown of where are alumni are currently working, by industry sector.



The AISTS is very proud to have:

- ✓ Over 100 alumni working in international sports organisations in the Lausanne region, Switzerland
- ✓ Among these 100 alumni, 18 are working for the International Olympic Committee, 18 at UEFA, and the rest at diverse sports federations, including the International Boxing Association (AIBA), World Rowing (FISA), FIFA, World Archery (WA), World Rowing (FISA), the International Ski Federation (FIS), the International Equestrian Federation (FEI), the International Basketball Federation (FIBA), the International Volleyball Federation (FIVB), etc.
- ✓ More than 10 alumni are working in sports agencies for example InFront, Lagadère Sports, CAA Eleven, IMG, etc.

The AISTS is also proud of developing the industry’s current and future leaders, including:

- ✓ Anne Gripper, Executive Director, Sport and Recreation at NSW Office, Australia, and former Head of UCI Anti-Doping Service. Graduate from AISTS MAS 2006
- ✓ Richard Heath, Secretary General, European Golf Association. Graduate from AISTS MAS 2005
- ✓ Ralph Stoeckli, Head of Mission, Head of Department for Sport Performance & Lead Support for Federations, Swiss Olympics. Graduate from AISTS MAS 2007
- ✓ Mario Medeiros Azevedo, Sponsorships Sales Director, International Federation of Volleyball (FIVB). Graduate from AISTS MAS 2009

- ✓ Benjamen Cohen, Director, ITA, former Director of WADA (European Regional Office) and former Head of Governance & Legal Affairs, FIBA. Graduate from AISTS MAS 2008
- ✓ Matthias Kaestner, Head of Candidature Services, IOC. Graduate from AISTS MAS 2004
- ✓ Yu ZHANG, Business Development, Infront Sports & Media. Graduate from AISTS MAS 2011
- ✓ Li Neo TAY, Sport Entries and Qualifications Expert, Buenos Aires 2018 Youth Olympic Games
- ✓ Carola SCHOCH, Founder & Director, Swiss City Boot Camp

And proud having alumni who were or still are international or professional athletes as well as Olympians, including:

- ✓ Oliver Wirz, International, Track and Field, AISTS MAS 2004
- ✓ Jennifer Button, Olympian, Swimming, AISTS MAS 2006
- ✓ Nasiru Sarkin Tudu, Professional, Football, AISTS MAS 2006
- ✓ Liza Bracht-Tishchenko, Olympic Medallist, Volleyball, AISTS MAS 2007
- ✓ Carine N'Koué, International, Track and Field, AISTS MAS 2007
- ✓ Ralph Stoeckli, Olympic Medallist, Curling, AISTS MAS 2007
- ✓ So Hee Kim, Olympic Medallist, Speed skating, AISTS MAS 2008
- ✓ Sandra Kühni, International, Alpine skiing, AISTS MAS 2008
- ✓ Wanda Rozwadowska, International, Football, AISTS MAS 2008
- ✓ Rico Litscher, International, Speed skating, AISTS MAS 2011
- ✓ Julianne Zussman, International, Rugby, AISTS MAS 2011
- ✓ Kamila Hajkova, Olympian, Figure skating, AISTS MAS 2013
- ✓ Olivia Aya Nakitanda, Olympian, Swimming, AISTS MAS 2013
- ✓ Luis Rosas, Professional, Football, AISTS MAS 2013
- ✓ Toni Wilhelm, Olympian, Windsurfing, AISTS MAS 2013
- ✓ Slaven Dizdarevic, Olympian, Track and Field, AISTS MAS 2014
- ✓ Enee Udo-Obong, Olympic Medallist, Track and Field, AISTS MAS 2014
- ✓ Junoh Lee, International, Floorball, AISTS MAS 2014
- ✓ Neha Maheshwari, International, Sailing, AISTS MAS 2014
- ✓ Maria Ntanou, Olympian, Nordic skiing, AISTS MAS 2014
- ✓ Hisham Shehabi, Olympian, Swimming, AISTS MAS 2014
- ✓ Nikki Symmons, International, Hockey, AISTS MAS 2014
- ✓ Scott Richardson, Olympian, Road Cycling, AISTS MAS 2015
- ✓ Anne-Sophie Thilo, Olympian, Sailing, AISTS MAS 2015
- ✓ Wilson Kipketer, Olympic Medallist, Athletics, AISTS MAS 2015
- ✓ Tamar Maoz, International, Basketball, AISTS MAS 2015
- ✓ Christine Jennings, International, Swimming, AISTS MAS 2016
- ✓ Karen Dolphin, International, Karate, AISTS MAS 2016
- ✓ Otonye Iworima, International, Track and Field, AISTS MAS 2016
- ✓ Kvåle Hans Jørgen, International, Orienteering, AISTS MAS 2016
- ✓ Lukas Gerber, Professional, Ice Hockey, AISTS MAS 2017
- ✓ Sylvia-Line Lamaro, International, Karate, AISTS MAS 2017
- ✓ Patrice Remarck, International, Taekwondo, AISTS MAS 2017
- ✓ David Wardle, International, Squash, AISTS MAS 2017
- ✓ Dimitrios Balomenos, International, Taekwondo & Athletics, AISTS MAS 2018

- ✓ Yiting Cao, International, Volleyball, AISTS MAS 2018
- ✓ Pedro Cunha, Olympian, Beach Volleyball, AISTS MAS 2018
- ✓ Andrei Krasilnikau, International / Professional Cyclist, AISTS MAS 2018
- ✓ Rita Pivoriunaite, International Karate, AISTS MAS 2018
- ✓ Thomas Roos, International Triathlete, AISTS MAS 2018
- ✓ Surbhi Kuwelkar, International, Ultimate, AISTS MAS 2019
- ✓ Pavel Orozco, International, Fencing, AISTS MAS 2019
- ✓ Roberto Pitta, International, Beach Volleyball, AISTS MAS 2019
- ✓ Peter Marlette, Professional, Football Player, AISTS MAS 2019



**Your notes:**

# ABOUT THE AISTS

The AISTS is an academic centre of excellence for education and applied research in sport. It forms a unique network of multi-field expertise in technology, management, economics, medicine, law, and sociology.

The mission of the AISTS is to master sport by positively contributing to sports management through a multi-disciplinary approach to education and sciences and by remaining at the forefront of the sports industry's development and the Olympic Movement.

The AISTS was founded in 2000 by the International Olympic Committee (IOC), EPFL, IMD Business School, the University of Lausanne, the University of Geneva, EHL (Ecole Hôtelière de Lausanne), the City of Lausanne and the Canton of Vaud.

The AISTS responds to the needs of the sports industry by focusing its activity on three key pillars:



## EDUCATION

Educating leaders in sports management through adapted education programmes.



## CONSULTING SERVICES

Providing knowledge and expertise in relevant fields applied to the sports environment.



## NETWORK

Acting as a strategic connector in the world of sport.

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## AISTS Founders

