DESCRIPTION:
During the 20th century the sports industry grew exponentially from its origins as an amateur pastime to a complex phenomenon that moves billions of dollars on a global scale. While sports have been affected by and simultaneously contributed to accelerated globalizing tendencies, some important distinctions can be made between sports industry models in the US and Europe (Symanski, 2009). Focusing on the European sports industry, this course highlights the structures and systems of governance, and the ownership, financing and management of leagues, teams, facilities and events. Case studies examined include Euroleague Basketball, FC Barcelona, the English Premier League, London 2012 Olympic Games, and innovations in new stadium developments in Europe.

The comparison continues with an analysis of media rights negotiations and commercialization processes for major sports such as Cricket, F1 and Moto Sports. The role of sports marketing, in particular the management of endorsement deals and brands by leading sports apparel companies such as Nike, Adidas and Puma in US and European markets are compared. Throughout the course critical analysis of key issues and controversies affecting the sports industry in Europe is undertaken, including the over commercialization of sports, ethical scandals involving sports betting, and the sustainability of team and league business models and changing technological innovations in sport.

CREDITS: 3 credits

CONTACT HOURS: Students are expected to commit 20 hours per week in order complete the course

LANGUAGE OF INSTRUCTION: English

INSTRUCTOR: Dawn Hiscock

VIRTUAL OFFICE HOURS: Students will have access to virtual office meetings with the instructor. Office hours are by appointment.

PREREQUISITES: None

METHOD OF PRESENTATION:
• Weekly Synchronous Discussion: This course includes a weekly synchronous discussion. Though faculty will be available to interact and engage during the scheduled discussion period, the synchronous discussion is an optional component of the course for students.
• Online Lectures: These will provide students with the theoretical constructs and concepts used within the course and to clarify content issues and application.
• Class Debates and Discussion: These serve to facilitate further understanding and application of concepts covered in class lectures and reading material / case studies.
• Analysis of Audio-visual Materials: Use of a variety of audio and web-based materials brings concepts and issues to life and allows for students to fully appreciate the issues being discussed throughout the course
• Moodle and Course Discussion Sites: Additional materials to back up the class lectures will be found on Moodle and the class discussion site through which current information can be delivered to students throughout the course and interaction is expected.

REQUIRED WORK AND FORM OF ASSESSMENT:
• Class participation and completion of weekly challenges - 25%
• Blog creation and presentation - 25%
• Technology applied essay - 25%
• Final exam - 25%
Class Participation
Class participation is assessed according to viewing online lectures, completion of class tasks and activities, completion of the weekly Challenges and active participation online. Students are expected to prepare all required readings prior to class and actively contribute to class debates and online interactions.

Blog Creation and Presentation
The blog creation and oral presentation requires students to add to the development of knowledge in the business of sports in Europe through interactive content generation and dissemination. The presentation of the discussion created on the blog and its outcomes should be 20 minutes long.

Objectives of the blogs:
- Create content that critically analyzes a given theme related to the business of sports in Europe;
- Diffuse those contents through online networks;
- Generate informed discussion about the theme;
- Participate actively in the blogs created by other teams.

Technology Applied Essay
The essay should be 2,000 words, but with an infographic style to the delivery and design. With full academic referencing of sources and is an in-depth analysis of technology and media technology applied to a sports entity.

Final Exam
The final exam is an online exam covering each of the main topics on the syllabus.

This is an online class. Students will have regular contact with faculty and other students via several communication methods, including online announcements, forums, email, virtual office hours, recorded lectures and optional synchronous weekly discussions.

LEARNING OUTCOMES:
By the end of the course, students will be able to:
- Articulate the complexities of the European sports industry and its economic, social and cultural importance.
- Compare and contrast the US and European sports industries in terms of governance systems, ownership and business models, competitive strategies, financial management, technology and innovation management, fan behavior, communication and commercialization strategies.
- Critically analyze the key issues and controversies facing the European sports industry as part of accelerated globalizing processes.
- Accurately identify and rationally evaluate established and emerging trends in the current and future management of sports entities, facilities and events in Europe.

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<th>Week</th>
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| Week 1 | **Sport Media, Sport Governance, and a history of Sports in Europe**<br>Inside the European sports system. The sport media cultural complex – the relationship between sport producers, the media, commercial organizations and the sport fan. The globalization of sport and its governance in Europe. **Case**: Cricket and its development into a major sport business. From amateurism to professionalism: a very brief history of sports in Europe and their fan base expansion.  
• Understand the relationship between the key players in the sport business  
• Understand the development from local to international business  
• Apply business models to develop sport | • Follow Sports Pro: https://podcasts.apple.com/gb/podcast/sportspro-podcast/id6689306502  
• Follow Unofficial Partner: https://podcasts.apple.com/si/podcast/unofficial-partner-podcast/id1459630823  
• Complete Challenge 1  
• Start the Blog site construction  
• FIFA case study: selected newspaper articles  
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| Weeks 2 & 3 | **Professional Leagues and Clubs: Ownership, Structure and Financing**  | • Watch: Covid-19 and Football Clubs  
  https://youtu.be/vIPqe93rW2c?t=10  
  • Complete Challenge 2  
  • Bloomberg Business of Sport -  
  • Follow class blogs  
  Marcotti, G (2020) Soccer continues to favor super clubs. If we can’t redistribute wealth, why not the players? ESPN |
|           | How professional leagues and clubs operate in Europe.  
  Organizational and competition structures.  
  **Cases:** Leagues (EPL, La Liga, Champions League, Euroleague)  
  Team ownership models.  
  **Cases:** Football club cases (FCB, MUFC, Manchester City. RB Leipzig, Forest Green Rovers).  
  Financial regulation of sports organizations.  
  UEFA Financial Fair Play  
  **Cases:** Football and Basketball finances  
  • Understand the different ownership models within Europe and to compare with the USA  
  • Apply these models to European sports  
  • Analyze the effect of ownership models on financial stability of the business and sporting success  
  • Evaluate the effectiveness of FFF on European sport and addressing the imbalance of power |
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<td>Week 6</td>
<td><strong>Sponsorship, Branding and Endorsement</strong></td>
<td>• Complete Final Essay</td>
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<td>Sport sponsorship and endorsement in Europe.</td>
<td>• Complete the online exam</td>
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<td>Creating icons (from Beckham to Ronaldo).</td>
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<td>The ethics of sport sponsorship: the growth</td>
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<td>of sports betting; tobacco; alcohol.</td>
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<td>Managing brands in European sport and the</td>
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<td>role of social media and brand love</td>
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<td>The future of sports business in Europe.</td>
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<td>Saturation and over-commercialization: is it</td>
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<td>time for sport to return to its roots?</td>
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<td>• Understand the role of the commercial</td>
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<td>• Evaluate the importance of social media</td>
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**REQUIRED READINGS:**

RECOMMENDED READINGS:


INSTRUCTOR BIOGRAPHY:
Dawn Hiscock studied Leisure, Recreation and the Environment at Leeds Carnegie Metropolitan University and received her master’s degree in Recreation Management from the University of Maryland in the United States where she also managed programs for Let’s Play to Grow and Special Olympics in Washington DC. On returning to England she worked for The Children’s Society and Croydon Borough Council in developing sport and recreational activities for young people before overseeing the educational program for the Football Association in South London. Now a faculty member of La Salle, Ramon Llull University in Barcelona and IES Abroad she has shared her interest and experience through such courses as Sport and Society in Spain and The Business of Sport in Europe.