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: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:
Lectures: These will provide students with the theoretical constructs and concepts used within the course and also to clarify content issues and application
Course-related trips: These involve activities and visits off site to see first hand the concepts discussed in class. These include RCD Espanyol, DIR Fitness Centre, Euroleague basketball.
Class debates and discussion: These serve to facilitate further understanding and application of concepts covered in class lectures and through experience gained by living and studying in Barcelona.
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 lecturers will be found on Moodle and the class discussion site through with current information can be delivered to students throughout the course and interaction is expected.

REQUIRED WORK AND FORM OF ASSESSMENT:
Class participation (25%); oral blog presentation (25%); essay (25%); final exam (25%)

Class participation is assessed according to attendance, completion of class based tasks and activities and active participation in class. Students are expected to prepare all required readings prior to class and actively contribute to class discussions.
The oral blog creation and presentation is done in teams and requires students to add to the development of knowledge in the business of sports in Europe through interactive content generation and dissemination.
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.

The presentation of the discussion created on the blog and its outcomes should be 20minutes
The essay should be a 2,000 words minimum with full academic referencing of sources and is an in depth analysis of technology and media technology applied to a sports entity.

The **final exam** is an in-class written exam on the main topics covered on the syllabus.

**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 behaviour, communication and commercialization strategies.
- Critically analyse 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.

**ATTENDANCE POLICY:**

Attendance is mandatory for all IES Abroad classes, including course-related trips. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of documented medical or family emergencies. If a student misses more than three classes in any course 3 percentage points will be deducted from the final grade for every additional absence. Seven absences in any course will result in a failing grade.

**CONTENT:**

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   FIFA case study: selected newspaper articles |
|-----------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Session 5 | Team ownership models. Cases: Football club cases (FCB, MUFC, AM); | - Chadwick, Simon and Arthur, Dave “Mes que un club (More than a club): the commercial development of FC Barcelona” in International Cases in the Business of Sport, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 1 – 12  
<table>
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<tr>
<th>Session 10</th>
<th>Major sports facility construction in Europe 2000-2014. How ICTs are enhancing event and facility management, as well as spectator experiences. Cases: London 2012 OGs; RCDE stadium; fitness sector (DiR)</th>
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<td></td>
<td>Kuper, Simon and Szymanski, Stefan “Happiness – why hosting a World Cup is good for you” in Soccernomics (New York: Nation Books 2009), pp235 – 254</td>
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<tr>
<td>Session 11</td>
<td>Course-related trip to RCDE stadium. Newspaper articles on stadium development and design in Europe</td>
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<td>Session 15</td>
<td>How sports media rights are negotiated in Europe. The owners of key sports media rights in Europe; How media rights are bought and sold; How media organizations exploit rights.</td>
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<td>Session 16</td>
<td>The impacts of media rights deals on sports management and fans. Cases: Football, basketball, Olympic Games</td>
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<td>Session 17</td>
<td>The role of ICTs in sport communication. Moving from the broadcast era to the digital era How the internet is changing sports consumption.</td>
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|           | Desbordes, Michel “The future of the Tour de France: from an independent style of organization to “A Formula One Model”? in International Cases in the Business of Sport,
Session 18  
The Playstation generation. Cases: F1, MotoGP, Tour de France, OGs, EA sports and gaming  
  

Session 19  
The European sports consumer. How sport consumer behavior is changing: fan/consumer typologies; the global sports fan. The importance of fan identity, culture and heritage  
  

Session 20  
The sport tourist  

Session 21  
Sport sponsorship and endorsement in Europe. Major sport sponsorship deals 2008-2012. From philanthropy to brand management: the search for ROI (Return on Investment) on sponsorship deals.  

Session 22  
Creating icons (from Beckham to Ronaldo). The ethics of sport sponsorship: the growth of sports betting; tobacco; alcohol.  
  

Session 23  
Managing brands in European sport and the role of merchandising. The battle of the brands in Europe: Nike v Adidas v Puma. Sport and city marketing: BCN  

Session 24  
The future of sports business in Europe. Football’s monopoly: financial sustainability and governance under the spotlight. Changing consumer trends and the future of the live event. Mediatization, globalization and competition for the sport product. Saturation and
over-commercialization: is it time for sport to return to its roots?

Final Exam

REQUIRED READINGS:

- Kuper, Simon and Szymanski, Stefan “Happiness – why hosting a World Cup is good for you” in Soccernomics (New York: Nation Books 2009), pp235 – 254
• Szymanski, Stefan ”Sports and Broadcasting” in Paybooks and Checkbooks: An Introduction to the Economics of Modern Sports (New Jersey: Princeton University Press, 2009), pp 125 -155

RECOMMENDED READINGS:
• Ferrand, Alain “Olympic marketing: the power of the five rings brand” in International Cases in the Business of Sport eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 222 -242
• Kuper, Simon and Szymanski, Stefan “The Suburban Newsagents – City Sizes and Soccer Prizes” in Soccernomics (New York: Nation Books 2009), pp133 – 156