SYLLABUS 2025-2026

Elective: UK Sports Management

MODULE SPECIFICATION

Module Code	2526_STG_1_EN_010
Campus	Oxford
Department(s)	Strategy and Entrepreneurship
Level / Semester	Undergraduate Year 2 (U2); Equivalent to FHEQ level 5 Semester 03
Language of Instruction	English
Teaching Method	☒ In-person (face-to-face) ☐ Distance learning (live online) ☐ e-Learning (asynchronous) ☐ Hybrid: _____
Pre-requisite(s)?	None
ECTS *Reminder: 1 ECTS = between 20 and 30hr- student workload*	5
Equivalent FHEQ credits	10
Study Hours	100 hours which comprise of 30 directed learning and 70 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	Students explore how the UK sports industry operates within national and international contexts. The module covers business principles applied to sport, including strategy, finance, and leadership. Emphasis is placed on navigating post-Covid challenges and developing cross-sector management skills.

Teaching Arrangement	Students will follow a programme of lectures that will cover the framework of the module. They will be encouraged to research and present case studies in their own particular area of interest, and identify transferrable skills and approaches. It is hoped that the module will also include a field trip to a UK sports club*. *This option is dependent on the outcome of discussions with an external UK sports club. Whilst discussions with external sports clubs are often positive, it is important to note that some curriculum content might need adapting (e.g. the order of teaching content changed, some content included/omitted etc.) if it is not possible for a field trip to take place.*
Learning Outcomes	By the end of this module, students should be able to: 1. Analyse the structure, administration, and economic impact of Sports Management in the UK within a national and international context. 2. Evaluate the application of core business principles - including leadership, strategic planning, financial management, and ethics - within the sports industry. 3. Assess the challenges and opportunities for sports entrepreneurship in a post-Covid landscape and their implications for strategic decision-making. 4. Apply transferable management strategies from successful sports organisations to business and leadership contexts beyond the sports industry.
Competency Goals *(Knowledge, expertise and interpersonal skills)*	PGE_U_CG06 - Evolve in a globalised world
Alignment with Programme Learning Goals	PGE_U_CG06_LO01 - Work in a multicultural team and/or environment
	PGE_U_CG06_LO02 - Address the economic challenges of your organisation within a globalised world
	PGE_U_CG06_LO04 - Expand an activity internationally

SESSION TOPICS / MODULE SCHEDULE
(Please note, a session/sequence may be more than one scheduled class)

Session 1: Introduction, Understanding Sport in the UK
Content:
- The UK sports landscape
- Importance to the UK economy
- The range of different business models

Assignments:
- Grix, J. and Houlihan, B. (2014) 'Sports mega-events as part of a nation's soft power strategy: The cases of Germany (2006) and the UK (2012)', *The British Journal of Politics and*

International Relations, 16(4), pp. 572–596. doi:10.1111/1467-856x.12017.

Session 2: The Sports "Product"
Content:
- Understanding sport as a "product" and how it performs
- Field trip should be incorporated into these classes

Assignments:
- Mackreth, K. and Bond, A.J. (2020) 'Changing the sport product: Marketing implications for Championship Rugby League clubs in the United Kingdom', *Managing Sport and Leisure*, 26(6), pp. 559–574. doi:10.1080/23750472.2020.1773298.
- Watkins, L. and Cox, L. (2020) 'The limits of loyalty to professional football teams and the attraction of non-league football: A case study of Worcester City FC', *Soccer & Society*, 22(7), pp. 716–731. doi:10.1080/14660970.2020.1835652.

Session 3: The Sports "Product"
Content:
- Understanding sport as a "product" and how it performs
- Field trip should be incorporated into these classes

Assignments:
- Mackreth, K. and Bond, A.J. (2020) 'Changing the sport product: Marketing implications for Championship Rugby League clubs in the United Kingdom', *Managing Sport and Leisure*, 26(6), pp. 559–574. doi:10.1080/23750472.2020.1773298.
- Watkins, L. and Cox, L. (2020) 'The limits of loyalty to professional football teams and the attraction of non-league football: A case study of Worcester City FC', *Soccer & Society*, 22(7), pp. 716–731. doi:10.1080/14660970.2020.1835652.

Session 4: Sports Audiences
Content:
- Audience categories
- Marketing
- Broadcasting rights

Assignments:
- Ogbonna, E. and Harris, L.C. (2013) 'Organizational cultural perpetuation: A case study of an English Premier League football club', *British Journal of Management*, 25(4), pp. 667–686. doi:10.1111/1467-8551.12037.

Session 5: Legal and Regulatory Considerations for Sport in the UK
Content:
- UK regulatory frameworks
- First continuous assessment

Assignments:
- Goodlad, F. (2021) 'Why the United Kingdom should look to Switzerland's immigration system to protect the English Premier League after Brexit', *Emory International Law Review*, 35(4).

Session 6: UK Sports Revenue Streams
Content:
- Financial models, big and small

Assignments:
- Berry, R. and Manoli, A.E. (2018) 'Alternative revenue streams for centrally funded Sport Governing Bodies', *International Journal of Sport Policy and Politics*, 10(3), pp. 429–450. doi:10.1080/19406940.2017.1387587.

Session 7: Sports Sponsorship
Content:
- Aims of sponsorship, data & measurement
  - How effective is it?
- Development of sponsorship in sport

Assignments:
- Purves, R.I., Critchlow, N., Morgan, A., Stead, M. and Dobbie, F. (2020) 'Examining the frequency and nature of gambling marketing in televised broadcasts of professional sporting events in the United Kingdom', *Public Health*, 184, pp. 71–78. doi:10.1016/j.puhe.2020.02.012.

Session 8: Sport England and UK Sport
Content:
- Structure and strategy

Assignments:
- Bostock, J., Breese, R., Ridley-Duff, R. and Crowther, P. (2020) 'Challenges for third sector organisations in Cutback Management: A sporting case study of the implications of publicness', *Public Management Review*, 22(2), pp. 184–205. doi:10.1080/14719037.2019.1577911.
- Dowling, M. (2021) 'Uniting the movement? A critical commentary on Sport England's new strategy', *Managing Sport and Leisure*, 28(5), pp. 578–582. doi:10.1080/23750472.2021.1942170.

Session 9: Innovative Practices in UK Sport
Content:
- New ideas
- Future strategy

Assignments:
- Mori, K., Morgan, H., Parker, A. and Mackintosh, C. (2021) 'Examining the impact of austerity on community sport development workers and their professional environment', *Journal of Global Sport Management*, 8(3), pp. 557–572. doi:10.1080/24704067.2021.1871803.

Session 10: Group Presentations
Content:
- Presentations of group work

KEY TEXTS

1. Ogbonna, E. and Harris, L.C. (2013) 'Organizational cultural perpetuation: A case study of an English Premier League football club', *British Journal of Management*, 25(4), pp. 667–686. doi:10.1111/1467-8551.12037.

SUPPLEMENTARY TEXTS

1. Grix, J. and Houlihan, B. (2014) 'Sports mega-events as part of a nation's soft power strategy: The cases of Germany (2006) and the UK (2012)', *The British Journal of Politics and International Relations*, 16(4), pp. 572–596. doi:10.1111/1467-856x.12017.
2. Berry, R. and Manoli, A.E. (2018) 'Alternative revenue streams for centrally funded Sport Governing Bodies', *International Journal of Sport Policy and Politics*, 10(3), pp. 429–450. doi:10.1080/19406940.2017.1387587.
3. Mackreth, K. and Bond, A.J. (2020) 'Changing the sport product: Marketing implications for Championship Rugby League clubs in the United Kingdom', *Managing Sport and Leisure*, 26(6), pp. 559–574. doi:10.1080/23750472.2020.1773298.
4. Watkins, L. and Cox, L. (2020) 'The limits of loyalty to professional football teams and the attraction of non-league football: A case study of Worcester City FC', *Soccer & Society*, 22(7), pp. 716–731. doi:10.1080/14660970.2020.1835652.
5. Goodlad, F. (2021) 'Why the United Kingdom should look to Switzerland's immigration system to protect the English Premier League after Brexit', *Emory International Law Review*, 35(4).
6. Purves, R.I., Critchlow, N., Morgan, A., Stead, M. and Dobbie, F. (2020) 'Examining the frequency and nature of gambling marketing in televised broadcasts of professional sporting events in the United Kingdom', *Public Health*, 184, pp. 71–78. doi:10.1016/j.puhe.2020.02.012.
7. Bostock, J., Breese, R., Ridley-Duff, R. and Crowther, P. (2020) 'Challenges for third sector organisations in Cutback Management: A sporting case study of the implications of publicness', *Public Management Review*, 22(2), pp. 184–205. doi:10.1080/14719037.2019.1577911.
8. Dowling, M. (2021) 'Uniting the movement? A critical commentary on Sport England's new strategy', *Managing Sport and Leisure*, 28(5), pp. 578–582. doi:10.1080/23750472.2021.1942170.
9. Mori, K., Morgan, H., Parker, A. and Mackintosh, C. (2021) 'Examining the impact of austerity on community sport development workers and their professional environment', *Journal of Global Sport Management*, 8(3), pp. 557–572. doi:10.1080/24704067.2021.1871803.

MODES OF ASSESSMENT

Continuous Assessment (40% - equal weighting between assessments)	Report
	Group work
	Group presentations
Final Exam (60%)	Written exam

MODULE DESIGN TEAM

- Author: *Peter Dickenson*
- Reviewer: *Estelle Mouden*
- External Reviewer: *Ashish Gupta*