



Postgraduate Diploma in Sports Management

MQF/EQF Level 7

Course Outline

Duration: 9 months

Overall Course Objectives

The learning outcomes presented below have been defined in line with the descriptors for the Level 7 of the Malta Qualification Framework.

Knowledge:

- Has comprehensive specialised knowledge and understanding of how cultural, economic, political, and technological frameworks affect management practices and how they can be managed effectively;
- Identifies and evaluates theoretical approaches necessary for planning and decision-making in business. These include ideas that support the modelling and management of the decisions across the broad range of functional areas;
- Has relevant knowledge of organisations, and their role in pursuing sustainable business in the context in which they operate and how they are managed in compliance with codes of ethics and Corporate Social Responsibility;
- Has a comprehensive and critical understanding of the principal current research issues in management.

Skills:

- Performs critical evaluation and analysis of business environment and of the main concepts, structures and approaches of strategic business management with incomplete or limited information;
- Demonstrates capability in using specialised skills to make decisions and create global strategies in different business operations, digital transformation, and finance in order to adapt to fast-changing business environment;
- Demonstrates leadership skills necessary to empower, inspire and manage teams, innovation and creative problem-solving while managing a business;
- Develops new skills in response to emerging knowledge and techniques in the domain of business management including digital skills and use of modern technologies;
- Demonstrates capability in using knowledge and skills of management to conduct research, taking into account the need for synthesis, setting objectives, methodological process and application of strategies;
- Develops an ability to identify and assess risks relating to the business, digital and financial environment and to design strategies to mitigate specific managerial risks;
- Monitors and maintains compliance with appropriate business regulations and formulates practical responses to the legal and external environment challenges associated with operating a business;
- Demonstrates capability in using data referring to business analytics to better forecast and execute business strategies and operations;
- Demonstrates specialised knowledge of management that includes reflecting on social and ethical responsibilities linked to execution of the managerial function;
- Demonstrates capability in using knowledge and skills of management to conduct research within a specific industry or functional area of a personal professional interest, taking into account the need for synthesis, setting objectives, methodological process and application of strategies.

Competencies:

- Demonstrates the ability to respond to the main political, economic, social, and technological variables and to formulate the priorities and strategies necessary for an organisation to succeed considering the global outlook and trends;
- Manages business projects by establishing a global vision that incorporates every facet of business development and constructs innovation and cultural diversity as an advantage in business contexts that are complex and unpredictable and require new strategic approaches;
- Is accountable for managing people and practicing management with commitment to democratic values and sustainability adopting the practices based on learning, service and social inclusion;
- Demonstrates autonomy in the direction of personal development and lifelong learning applicable to the business environment;
- Engages in critical analysis in the area of management and demonstrates independent thought, evaluation and problem-solving underpinned by evidence-based arguments;
- Takes responsibility for contributing to professional knowledge in management or a specific industry/functional area of a personal professional interest by identifying an existing business problem and by conducting original research.

COURSE OUTLINE

Sports Business Management and Strategy

The module takes an in-depth examination of functional management and business practices within the contemporary environment of the multibillion-dollar sports industry. It also presents a comprehensive discussion of strategic management and its components as they apply to sports organisations. Upon completion of the module, students will demonstrate capability in using sport management knowledge and skills to manage people and projects efficiently within sports organisations and to develop competitive business strategies for a sports business.

Competencies

- Manage people and projects in sports organisations and transform sports businesses contexts that are complex and unpredictable and require new strategic approaches;
- Take responsibility for reviewing and creating guiding principles to help navigate functional and strategic business decisions in sports organisations;
- Have the learning skills to allow continuation to specialise further in sport management and develop practical skills of strategic management applied within the sport business industry.

Global Sports Business and Industry

This module provides an overview of the contemporary issues in the global sports business with the focus on the issues and new challenges within the changing and more complex global sports industry environment, covering such aspects as ethics and integrity, international sport business activities, and cross-cultural context of sport, and examines the role and impact of sport in various regions of the world. Upon completion of the module, students will demonstrate specialised knowledge of the global sports industry that includes reflecting on social and ethical responsibilities linked to execution of the sports management profession and will be able to professionally research global sports business and industry issues.

Competencies

- Demonstrate the ability to respond to the fast-changing global sports industry environment by comprehensively interpreting and reacting to emerging cultural, economic, and political trends and phenomena affecting the industry;
- Take responsibility for contributing to professional knowledge and practice of sports management by creating a research-based diagnosis to problems in the global sports industry and by integrating knowledge from new or interdisciplinary fields such as eSports, digitalisation, and globalisation studies;
- Demonstrate autonomy in the direction of learning by conducting a professional research on global sports business and industry issues of personal interest;
- Contribute to the management of projects within the global sports industry relying on theoretical approaches necessary for planning and decision-making in sport business, including aspects of ethics and governance that come into attention of sport managers at various levels of responsibility.

Strategic Marketing

This module examines major forces impacting marketing strategy, such as external environment, consumer behaviour, changing target markets and digital developments, and provides students with knowledge, skills and competencies in a range of techniques required to direct the strategic marketing planning process such as strategic analysis, implementation and marketing control. Topics include diagnosing marketing challenges, identifying opportunities and developing a marketing strategy. Upon completion of the module students will demonstrate capability in using knowledge and skills of strategic marketing to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.

Competencies

- Demonstrate the ability to respond to the fast-changing business environment by designing appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts;
- Create a research-based diagnosis to problems in strategic marketing by using evidence-based data mining techniques and making judgements about organisational external environment with incomplete or limited information;
- Take responsibility for contributing to professional practice by proposing creative marketing programmes and comprehensively exploring the emerging practices in digital marketing and in using technology to conduct marketing research.

Talent Development and Management

This unit covers the building blocks organisations use to manage talent management strategies. Students will learn how to create an organisational environment that enables people to thrive and will explore the major facets of talent management from developing core competencies to assessing and developing talent, and to driving employee engagement and retention. Upon completion of the unit, students will demonstrate specialised problem-solving skills needed to meet strategic business objectives by maximising people's potential and performance through well-designed talent management approaches.

Competencies

- Manage and transform professional contexts that are complex and unpredictable and require new strategic approaches by using talent management principles to maximise people's potential and performance at work;
- Manage people and projects that require professionals with specific skills by using talent management strategies to attract, engage, develop, and retain global talent and to respond to the fast-changing global labour market environment;
- Create a research-based diagnosis to problems in people management and organisational performance by integrating knowledge from interdisciplinary fields such as strategic management, finance, and human resources management and make judgements on people engagement and performance with incomplete or limited information.

Sports Marketing, Promotion, and Event Management

This module critically examines various techniques and strategies used in meeting the wants and needs of consumers in the sports industry and focuses on the uniqueness of sports marketing in comparison with traditional marketing and provides a comprehensive overview of marketing approaches and its applicability within various sports industry segments, including an in-depth study of sponsorship, media relations, and promotion within the sports industry. Students learn about sports marketing through a comprehensive examination of what it takes to produce a successful sport event and also learn about the necessary foundations of event management, including conceptualisation, staffing, budgeting, and managing sport events. Overall, this module provides students with the comprehensive and specialised knowledge and new developments in the field of sports marketing, promotion, and event management, and examines the influence they have in accomplishing business objectives for sports organisations.

Competencies

- Demonstrate the ability to respond to marketing challenges within the sport industry;
- Take responsibility for contributing to professional knowledge by developing marketing and promotion solutions in sports based on sports marketing principles;
- Manage projects in the sports event industry demonstrating the ability to respond to complex and unpredictable situations;
- Have the learning skills to allow continuation to study sport marketing and sport event management in a manner that may be largely self-directed or autonomous.

Digital Transformation, Innovation and Technology

This unit will equip students with a fundamental knowledge of the new digital economy and will provide an understanding of how the digital economy is shaping strategic options for managers, including the new technological driving forces, digitalisation, and the new challenges. Students will analyse the impact of digital transformation on society and businesses and assess to what extent technology can be used to create meaningful and positive innovative solutions to different issues. Upon completion of the unit, students will have knowledge and skills of digital transformation, innovation and technology and will be able to find solutions to the challenges of leading and managing innovative and transformational processes in modern organisations.

Competencies

- Manage and transform work contexts that are complex and unpredictable and require new strategic approaches based on innovation and digital transformation, understanding of technology, and analysis of internal and external environment;
- Demonstrate the ability to respond to the fast-changing business environment by analysing emerging and disrupting technologies and by having a vision to detect technologies that are yet in an early maturity stage but have a potential to become disruptive;
- Demonstrate autonomy in the direction of learning of digitalisation and innovation processes by conducting independent research and analysis of economic data, articles, news, and expert opinions.

Effective Teamwork and Project Management

This unit focuses on the issues surrounding the management of teams and projects. This is achieved by providing a specialised knowledge of organisational behaviour and factors that influence people's behaviour at work and how these factors link to performance in projects. The unit discusses an integrated approach to managing teams and projects as well as explores both technical and managerial challenges. Upon completion of the unit students will demonstrate capability in analysing workplace scenarios with the purpose to improve workforce and organisational performance and will develop applied project management skills and an ability to plan, implement, manage, and successfully achieve project objectives.

Competencies

- Take responsibility for transforming work or study contexts by leveraging individual differences, group dynamics and organisational culture and design and by balancing multiple objectives in ways that are accountable and achievable;
- Take responsibility for adapting the management of people and projects reflecting on the dynamic nature of the environment in which one operates;
- Effectively manage teams and projects and demonstrate the ability to respond to the fast-changing business environment when managing project risks, project execution, and project control.

Final Project (Capstone)

A Final Project (Capstone) is a multifaceted assignment that serves as a culminating academic and intellectual experience for Master students. Students take what they have learned throughout the course of their Master's programme and apply it to examine a specific idea/problem within their area of specialisation. A Final Project involves the identification of an existing problem in a real-world setting and the application of learned skills and methods to develop a solution that addresses the problem directly. There are several options among which students can choose for developing their Final Project: either it may be geared toward research or may be more oriented toward problem-solving. Solutions offered by students are usually interactive and realistic, meaning they can be implemented and used either in professional life or in further research and study.

Competencies

- Create a research-based diagnosis to problems by integrating knowledge from new or interdisciplinary fields and make judgements with incomplete or limited information;
- Take responsibility for contributing to professional knowledge in a specific industry or functional area of a personal professional interest by identifying an existing business management problem and by developing theoretical approaches to possible solutions;
- Demonstrate autonomy in the direction of learning and a high level of understanding of learning processes in a specific industry or functional area of a personal professional interest;
- Have the business research skills to allow continuation to study a specific business management problem in a manner that may be largely self-directed or autonomous.