Universidad de Navarra

Sports Management

Teaching guide 2026-27

INTRODUCTION

Course description:

This course provides an overview of the sports industry, analyzing and discussing the management principles which rule each of the areas of the sports sector from the perspective of the theory of organization.

This is an applied course mainly based on classroom discussions of real cases. Regular attendance to lectures is mandatory. Please do not register to this course if you cannot guarantee to attend lectures every day.

- **Degrees:** Degree in Business administration, Degree in Economics, Double degree in Business administration + Law, Double degree in Economics + Law
- **Module in the Degree Program**: Módulo 7: Optativas/Electives. Materia 7.1: Optativas generales/General electives
- **Number of credits:** 6 ECTS
- **Year:** 3rd, 4th (Degree in Business administration, Degree in Economics), 5th (Double degree in Business administration + Law, Double degree in Economics + Law)
- **Semester:** 1st
- **Type of course:** Elective
- **Instructor**: Javier Elizalde
- **Language:** English
- **Department:** Business. School of Economics and Business
- **Schedule of lectures:** https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios

LEARNING OUTCOMES (Competencies)

In this course there is a number of competences that the student will work on:

Basic competencies:

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students must be able to transmit information, ideas, problems and solutions to specialized and general audiences.

General competencies:

GC2. Identifying, incorporating and using acquired knowledge in argument, discussion and problem solving as they apply to economics and business

GC4. To use independent critical reasoning on relevant topics in economics and business.

GC6. Communicating results and analyses useful in economics and business, both verbally and in writing.

GC7. To analyse the process of defining and implementing goals and/or strategies in the company.

Specific Competencies for Elective Subjects:

CEO3. Understand specialized areas within applied economics, such as Development Economics or Economic Analysis of Industries.

CEO13. Understand basic tools, such as data visualization, for business communication and decision-making.

CEO16. Apply knowledge, skills, or competencies from the fields of economics and/or business in practical work settings.

CEO17. Possess complementary knowledge, skills, or abilities to the training in economics and/or business.

PROGRAM

1. An overview of the sports industry
2. Sport club management
3. Sport competitions and events
4. Sport venue management
5. Human capital management in sport intitutions
6. Leadership
7. Sports marketing
8. Sponsorship and alliances
9. Communication and media
10. Media value and branding
11. Use of technology in Sports
12. Financial management in Sports

EDUCATIONAL ACTIVITIES

1. Lectures

The course will be taught in four weekly sessions, each of them with 45 minutes.

The dynamics of the course will have a predominant applied focus by analysing and discussing the hottest topics in sports management, Students who decide to enroll must commit to attend lectures regularly and participate in the debates and activities taken place every day.

2. Wooclap quizzes

At the beginning of the first daily session, there will be a quiz that students must reply using their mobile phones containing questions corresponding to the material covered in the previous lecture. Only those students who are present in the classroom may submit answers.

Dates of quizzes are published in the time line in ADI.

The accumulated grade for this activity is worth 30% of the final course grade.

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The grade of this activity will be the average of the 20 best grades (out of 22) of the student. There will be no exceptions for justified absences, medical reports, job interviews, etc. Please do not send emails or talk to the professor under the goal of grade compensation as it won't be taken into account.

3. Debates

At the end of each unit, there will be a debate (moderated by one student) corresponding to one topic covered by the course material.

Active participation in those debates will be assessed by the professor in each debate with three available grades: 0 (student doesn't participate), 0.5 (student participates briefly or doesn't provide a relevant contribution to the debate), 1 (student participates adequately, providing a relevant contribution to the debate).

The dates of the debates are published in the time line in ADI.

The accumulated grade for this activity is worth 30% of the final course grade.

The grade of this activity will be the average of the 10 best grades (out of 12) of the student. There will be no exceptions for justified absences, medical reports, job interviews, etc. Please do not send emails or talk to the professor under the goal of grade compensation as it won't be taken into account.

4. Office hours

The lecturer will be available, at the announced time, to solve questions regarding the course both individually and in small groups.

5. Personal study

It is essential, in order to follow the explanations properly, to regularly study the lessons, as the course advances in a progressive way on the previously explained material. The lecturer will upload some readings that students should prepare previous to the debates.

6. Exams

In the ordinary course assessment, there is a mid-term exam (on October 20th), wich is worth 20% of the final grade, and a final exam (on December 10th), which is worth 20% of the final grade.

Mid-term exam (October 20th):

- Includes questions of **units 1-6**
- The exam has two parts:
  - The first part is a **multiple-choice test** with **20 questions** regarding the topics of units 1-6, each with four choices and one valid answer. Each correct answer adds one point and each incorrect answer deducts one quarter of a point. This part is worth 60% of the exam grade
  - The second part consists of **two open questions** regarding the topics of units 1-6. This part is worth 40% of the exam grade.

Final exam (December 10th):

- Includes questions of **units 7-12**
- The exam has two parts:
  - The first part is a **multiple-choice test** with **20 questions** regarding the topics of units 7-12, each with four choices and one valid answer. Each correct answer adds one point and each incorrect answer deducts one quarter of a point. This part is worth 60% of the exam grade
  - The second part consists of **two open questions** regarding the topics of units 7-12. This part is worth 40% of the exam grade.

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Extraordinary exam (June exam period):

- Includes questions of **units 1-12**
- The exam has two parts:
  - The first part is a **multiple-choice test** with **30 questions** regarding the topics of units 1-12, each with four choices and one valid answer. Each correct answer adds one point and each incorrect answer deducts one quarter of a point. This part is worth 60% of the exam grade
  - The second part consists of **one open question** regarding the topics of **units 1-6** and **one open question** regarding the topics of **units 7-12**. This part is worth 40% of the exam grade.

ASSESSMENT

ORDINARY ASSESSMENT

- Wooclap quizzes (at beginning of each lecture): 30%.
- Participation in debates (at the end of each lecture): 30%.
- Mid-term exam (October 20th): 20%.
- Final exam (December 10th): 20%.

There are no alternative activities for obtaining points for students missing lectures. This is an elective course: if students cannot commit to attend lectures regularly, they must choose other courses.

EXTRAORDINARY ASSESSMENT

- Wooclap quizzes (at beginning of each lecture): 10%.*
- Participation in debates (at the end of each unit): 10%.*
- Extraordinary exam (June exam period): 80%.

*These grades are those obtained during the ordinary period of lectures (September-November) and there are no extra assignments to change those grades once the period of lectures is over.

HONESTY IS THE BEST POLICY

(Ethics Committee Provisions Against Plagiarism and Copying)

We value honesty. Without it, there can be no trust or any meaningful social relations. Therefore, the School expects honesty and fairness from all of its members: professors, non-academic staff, and students.

Dishonest behaviours will be sanctioned in accordance with the University Norms on Student Academic Discipline of August 2015, and include lying, cheating in exams, and plagiarism in written work. We take such violations seriously. Depending on their gravity, these offences will be dealt with by the Professor in charge of the subject, by the Dean of Students, and in very severe cases, by the Vice President for Student Affairs.

Sanctions include:

- formal warnings
- prohibition from entering University premises for a given period
- loss of admission rights to exams
- loss of scholarships
- A failing grade for the piece of work or the whole course

OFFICE HOURS

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The timetable of office hours is:

- Mondays, 10.00-11.00
- Tuesdays, 10.00-11.00
- Thursdays, 10.00-11.00

The venue is Office 2190 in Edificio Amigos, sector hilera.

- As professors have many tasks, it is likely that, if you don't previously book an appointment, you may not find the professor in the office even during office hours. Therefore, **you should always send an e-mail in advance to jelizalde@unav.es to book an appointment.**

BIBLIOGRAPHY AND RESOURCES

The books which are recommended for this course are:

ROUTLEDGE HANDBOOK OF SPORT MANAGEMENT. Edited by Leigh Robinson, Packianathan Chelladurai, Guillaume Bodet and Paul Downward

SPORT MANAGEMENT: PRINCIPLES AND APPLICATIONS. Russell Hoye, Aaron Smith, Matthew Nicholson and Bob Stewart

The lecturer uses slides in the lectures as an auxiliary material for the explanations and publishes them in the ADI page, but **the knowledge required will never be restricted to the content of the slides**. The lecturer expects the student to learn **everything which is explained in the lectures**.