

## PROGRAMME SPECIFICATION

This document describes the **Postgraduate Certificate in Sport Management**, which consists of a core set of modules in Sport and Major events with specialist coursework modules in Rugby Union, Basketball, Netball, Paralympics, Cricket, Skiing and Football, as well as a PGCert in Sport (General). This specification is valid for new entrants from **September 2011**.

The aims of the programme are:

- to encourage students to develop their own management practice in a sporting context;
- to develop students' understanding of profit and loss, balance sheets, cashflow and project finance;
- to develop students' understanding of operational strategy, design, control and improvement;
- to develop students' skills in market and environmental analysis;
- to develop students' skills in strategic planning;
- to develop advanced skills in sports' study;
- to provide training in research techniques in the field of study;
- to foster an independent learning ability required for continuing professional development;
- to develop key communications, IT and management skills relevant for postgraduate work.

The programme is delivered over 16 days (two blocks of eight days) in lecture rooms at Senate House in London. On successful completion of the programme a student should have an understanding of the area of the PGCert at a level appropriate for a postgraduate qualification. Whilst being a self-contained award in its own right, the programme provides a suitable and recognised qualification for entry to further advanced study in the same or a closely related field.

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This document provides a summary of the main features of the programme(s), and of the outcomes which a student might reasonably be expected to achieve if full advantage is taken of the learning opportunities provided. Further information is contained in the prospectus and literature issued by the World Academy of Sport and on their website. Duplicate information is also to be included in the Royal Holloway School of Management prospectus, the website, the College Regulations and in various handbooks issued to students upon enrolment by the World Academy of Sport in conjunction with Royal Holloway as the managing partner for this course. Whilst Royal Holloway and the World Academy of Sport keep all their information for prospective applicants and students under review, programmes and the availability of individual courses are necessarily subject to change at any time, and prospective applicants are therefore advised to seek confirmation of any factors which might affect their decision to follow a specific programme. In turn, Royal Holloway and the World Academy of Sport will inform applicants and students as soon as is practicable of any substantial changes which might affect their studies.

### Learning outcomes

Teaching and learning in the programme are closely informed by the active research of staff. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

#### *Knowledge and understanding*

- advanced knowledge of a variety of critical and new managerial approaches applicable to the sporting world;

- understanding of the nature of the sports environment – elite, community, government, NGOs etc.;
- the ability to articulate knowledge and to understand texts, concepts and theories relating to the chosen area of Sports Studies at an advanced level;
- understanding of the appropriate critical and technological skills required in the specific field of study;
- knowledge of advanced scholarship in the chosen area of the discipline to a level appropriate for a PGCert.

#### *Skills and other attributes*

- the ability to develop their own management practice in a sports context;
- the ability to evaluate relevant critical, theoretical and contextual research at the forefront of the field;
- the ability to analyse and critically interpret text and data;\*
- the ability to conduct library research independently at an advanced level using traditional and electronic resources;\*
- to further develop skills of reflection on reading and learning, and skills in information handling and retrieval;\*
- the ability to articulate knowledge and the understanding of texts, concepts and theories at an advanced level, demonstrating self-direction and originality;
- the ability to present logical and coherent written and oral arguments of varying lengths;\*
- the ability to comprehend and develop sophisticated concepts and original critical ideas;\*
- enhanced interpersonal skills, involving recognising and respecting the viewpoints, and interacting constructively with other people;\*
- enhanced time management and organisational skills including working to deadlines, prioritising tasks, organising work-time;\*
- in addition, the programme fosters the development of a range of personal attributes that are important in the world of work, and that strengthens our postgraduates' abilities to engage in lifelong learning and contribute to the wider community. These include personal motivation; the ability to work autonomously and with others; self-awareness and self-management; empathy and insight; intellectual integrity; awareness of responsibility as a local, national and international citizen; interest in lifelong learning; flexibility and adaptability; creativity.\*

\* transferable skills

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#### **Teaching, learning and assessment**

Teaching and learning is mostly delivered through active learning and exercises, and are based on real-life sports industry experiences, such as case studies from major international events. Guided independent research and guided independent study are key features of the specialist sport based modules in terms of the case presentations and the individual project. The basic strategies are to nurture the interest and enthusiasm of the students for sports and the management of sports and sporting events, to develop the students' critical and communication skills and to develop critical, research and creative skills. Assessment of knowledge and understanding is typically by formative assessment through case study, in class exercises and question and answer sessions. The programme is delivered through blended learning with two eight day residential modules, plus additional case work and a final project, complemented with online support. Full details of the course can be obtained from the [World Academy of Sport](#).

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#### **Details of the programme structure(s)**

The programme is delivered online together with two eight-day residential modules, all complemented with online support. The brief outline of the programme is shown below; however, students can obtain further details from the Programme Handbook.

Students take:

MN5951	Finance and Operations Management
MN5952	Marketing and Strategy
MN5953	Management challenges in Sport

MN5954 Sport Event Management  
MN5950 Individual project - to be completed in the area of specialisation chosen by the candidate (i.e. Basketball, Cricket, Football, Netball, Paralympics, Rugby, Skiing or Tennis)

### **Progression and award requirements**

The **Postgraduate Certificate** may be awarded if a student achieves an overall weighted average of at least 50.00%, with no mark in any taught element which counts towards the final assessment falling below 50%.

The Postgraduate Certificate with Merit may be awarded if a student achieves an overall weighted average of 60.00% or above, with no mark in any element which counts towards the final assessment falling below 50%.

The Postgraduate Certificate with Distinction may be awarded if a student achieves an overall weighted average of 70.00% or above, with no mark in any element which counts towards the final assessment falling below 50%. A Distinction will not normally be awarded if a student re-sits or re-takes any element of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

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### **Student support and guidance**

- The Programme Director meets with the students on a regular basis to advise on academic, pastoral and welfare issues. The Programme Director acts as a point of contact for pastoral support and any questions about the programme throughout the six months.
- Course tutors and project supervisors provide a back-up system of academic, pastoral and welfare advice.
- Induction programmes for orientation and introduction to the World Academy of Sport and Royal Holloway will be provided by the CEO of the World Academy of Sport, and the Deputy Dean of Faculty, Director of External and Executive Programmes. Department and College inductions will be provided by the Director of Graduate Studies.
- Detailed Postgraduate Certificate course Handbook and course booklets.
- Computing equipment and office space at Bedford Square.
- Extensive supporting materials and learning resources in College libraries and Computer Centre.
- College Careers Service and Departmental Careers Service liaison officer.
- Access to all College and University support services, including Student Counselling Service, Health Centre and the Educational Support Office for students with special needs.
- Representation on the Student-Staff Committee.

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### **Admission requirements**

Admission to the programme normally requires a Bachelor's Degree. However, the World Academy of Sport also has considerable flexibility in admission and offer policy, and strongly encourages applications from students with other appropriate qualifications such as an accounting qualification, or with appropriate high-level industry experience of five years or more. Students whose first language is not English may also be asked for a qualification in English Language at an appropriate level. For further details please refer to the [World Academy of Sport](#) web page. It may also be helpful to contact the [Admissions Officer](#) at Royal Holloway for specific guidance on the entrance requirements for the programme.

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### **Further learning and career opportunities**

The aim of the programme is to provide students working in the sports industry or planning to do so with the opportunity to acquire the knowledge and expertise necessary to advance their career in the sports world and to give them the skills to deal with the challenges of management in a range of sporting environments. It will also contribute 60 UK credits to a Masters qualification for those wishing to achieve further academic honours. For more details on further learning and career opportunities please refer to the [Careers Service](#).

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### **Indicators of quality and standards**

The programme will be delivered principally by the World Academy of Sport under the supervision of Royal Holloway staff. The World Academy of Sport was part of the Manchester Business School for five years, and is the official education arm for the following International Federations:

- FIS, International Ski Federation
- IRB, International Rugby Board
- FIBA, International Basketball Federation
- IFNA, International Federation of Netball Associations
- IPC, International Paralympic Committee
- ICC, International Cricket Council

The World Academy of Sport has delivered education programmes for a number of countries and cities including Dubai, Thailand, and Manchester City.

To ensure that academic standards are of the highest quality, the course content and delivery will be subject to supervision by Royal Holloway. They will also overview the admission process to make certain that the requirements of Royal Holloway are met.

Royal Holloway's position as one of the UK's leading research-intensive institutions was confirmed by the results of the most recent Research Assessment Exercise (RAE 2008) conducted by the Higher Education Funding Council (HEFCE). The new scoring system for the RAE 2008 measures research quality in four categories, with the top score of 4\* indicating quality that is world-leading and of the highest standards in terms of originality, significance and rigour. 60% of the College's research profile is rated as world-leading or internationally excellent outperforming the national average of 50%. The College is ranked 16th in the UK for research of 4\* standard and 18th for 3\* and 4\* research.

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### **List of programmes with details of awards, teaching arrangements and accreditation**

The programme is taught by specialist Visiting Lecturers, and the Postgraduate Certificate leads to an award of Royal Holloway and Bedford New College. Programmes in Sport Management are not subject to accreditation by a professional body. The Banner programme code is given in parentheses.

#### **Postgraduate Certificate programme in Sport Management**

PGCert Sport Management (2482)

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