

# Personal Skills and Competences

**Code: PRO1SP001**

**Extent: 5 ECTS**

**Timing: I year autumn – II year spring**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

## Learning Outcomes:

Upon completion of the course, the student is able to

- Prepare his own, individual study plan and first steps towards thesis
- Describe and analyze the operational environment of his/her own organization
- Use basic quantitative and qualitative research tools
- Knows Performance-Importance Matrix as a tool to plan the future
- Define nature and amount of information for individual needs.
- Choose most suitable analysis and forecasting methods for individual and organizational development
- Use main methods of information management and technology available in Haaga-Helia
- Can use Moodle as a learning platform

## Content:

- Study Plan
- Information Management and Technology
- Library Services
- Creation of Learning Communities
- Performance-Importance Matrix
- Research (quantitative and qualitative research)

**Cooperation with the Business Community:** Business communities related to this course are normally students' own organizations. Examples of other business communities are also given.

**International Dimension:** Examples and research findings of other international business or other organizations are given.

**Teaching and Learning Methods:** Activity-based learning, hands-on exercises; aimed to develop students' personal skills and competences, training Performance-Importance Matrix in practice, individual study planning

Contact sessions 30 h

Independent work 60 h

**Course Materials:** Data collected during the entrance examination, Performance-Importance Matrix international sport management curriculum development material, latest literature and research material, which will be announced during the studies. Material given during the lectures.

## Assessment criteria

<b>Grades/ Components</b>	<b>1</b>	<b>3</b>	<b>5</b>
<b>Knowledge</b>	Knows basic concepts of research and analyses of operational environment and forecasting. Understands importance of individual and organizational development.	Knows well research field and methods of rational development and forecasting of an individual and organization.	Knows exceptionally basic concepts of research and analyses of operational environment and forecasting. Understands importance of individual and organizational development extremely well.
<b>Skills</b>	Can use some research methods and analyses of operational environment and forecasting and is able to choose assisted one or two methods according to the situation and its aims.	Manages well tools of research analysis of operational environment and forecasting, and is able to choose relevant ones according to organization's situation and aims.	Manages very well tools of research analysis of operational environment and forecasting to develop own organization and industry, and can use tools in his/her own work.
<b>Competences</b>	Low activity. Limited ability to independent work.	Participates actively in group work. Can also work independently.	Participates proactively in group work. Can work independently, and take methods and information to own organization and industry.

# Sport Business Intelligence

**Code: BUS1SP001**

**Extent: 5 ECTS**

**Timing: I year autumn – II year autumn**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

## **Learning Outcomes:**

The student knows the basic theories of Business Intelligence and identifies the main concepts of Sport Business Intelligence in the context of organizational development. He/she understands the role of data driven development and the importance of Business Intelligence systems. The student is able to draft a business intelligence plan and data collection for the purposes of his/her organization.

## **Content:**

- Research (qualitative and quantitative methods, marketing research, planning, data collection, analysis, discussions, interpretation and ethics)
- New Research Data related to the Field and Project Work, Critical Data Evaluation and Interpretation
- Applied Research Management
- Data Collection and Field Studies

## **Cooperation with the Business Community:**

- Introduction to Business Intelligence software by Webropol Ltd.

## **International Dimension:**

- All material in English and all cases real international organizations

## **Teaching and Learning Methods:**

- Lectures 76 h, distance learning and independent student work including data collection plan and/or business intelligence plan  
(lectures and workshops, Webropol software case studies, assignments, exam/portfolio)

## **Course Materials:**

- Risto Rasku & Aila Ahonen (Eds.), Sport Business Intelligence, Case WRC Neste Oil Rally Finland
- Foster Provost & Tom Fawcett, Data Science for Business – What do you need to know about data mining and data-analytic thinking
- Thomas & Hodges: Designing and Managing your Research Project, Tenenbaum & Driscoll: Methods of Research in Sport Sciences, Veal & Darcy: Research Methods in Sport Studies and Sport Management.

## **Assessment Criteria:**

**5 (Excellent)** The student knows and can critically evaluate Business Intelligence systems and practices in terms of frameworks, core concepts and methods. The student can synthesize a number of different theories to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to take advantage of knowledge and to discover new creative solutions. The student shows he/she is capable of managing diverse professional tasks or projects and problem situations. The student shows his/her ability to work independently as an expert in the field of Business Intelligence related planning and management, and the ability to make decisions and innovative solutions in unpredictable business environments. The student participates in co-operation by taking part in group work interactively. He/she is committed to group work and to taking care of others success. The student has a positive attitude. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way. The student takes responsibility for the development of the individual and the group.

**4 (Very Good)** The students knows and can evaluate Business Intelligence systems and practices in terms of frameworks, core concepts and methods. The student can relate different information to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to work independently in projects or as an expert in the field of Business Intelligence related planning and management. He/she displays his/her ability to solve complex problems in the field. The student participates in co-operation by taking part interactively. He/she is committed to co-operate. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way.

**3 (Good)** The student has wide knowledge of the core concepts, theories and methods of Business Intelligence systems and practices. He/she can combine many different types of information. The student masters the practice of basic and special skills which is needed for working independently. He/she displays his/her ability to solve complex problems in the area of Business Intelligence strategies and management. The student participates in co-operation quite actively and diverse way. He/she can evaluate his/her own know-how in a realistic way.

**2 (Satisfactory)** The student partly recognizes the core concepts, theories and methods of Business Intelligence systems and practices. The student knows the basic practical skills which he/she needs in familiar circumstances. The student sometimes participates in group work. He/she has flaws in his/her self-assessment.

**1 (Sufficient)** The student partly recognizes the core concepts and/or methods of Business Intelligence systems and practices. He/she has poor knowledge needed to work in the field of Business Intelligence, so he/she needs guidance in his/her work. The student sometimes participates in group work. He/she cannot evaluate him/herself.

**0 (Fail)** The student does not perceive the core concepts, theories or methods of Business Intelligence systems and practices. The student does not have the ability to work in the field of Business Intelligence according to the know-how she or he has shown. The student is not able to fluently co-operate. He/she cannot evaluate him/herself.

# Finance and Management

**Code: FIN1SP001**

**Extent: 5 ECTS**

**Timing: I year autumn – II year spring**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

## **Finance**

### **Learning outcomes**

Upon successful completion of the course, the students will

- understand key economic terms
- understand basic connections between sport and economy
- understand the public sector, private sector and third sector economics of sport
- understand the consumer price of sport
- understand the economic impact of sport
- understand the monetary value of sport and different ways to measure it
- have knowledge of different kind of resources necessary in sport
- develop their economic and related analytical skills

### **Course contents**

The course will introduce macro- and international economics concepts and theories related to sport. Sport finance topics will be discussed related to corresponding theories. The student will be familiarized to the different sectors of society and financial connections between them. The student will be introduced to the theories related to economics of sport, effective sport organizations, financial challenges as well as financial development of sport.

The following topics will be covered:

- Current macroeconomic and microeconomic issues and related theories
- Consumer price of sport
- International sport trade
- Public, private and third sector and sport financing
- Sport finances and the EU
- Economic impact of sport

### **Cooperation with the business community**

Guest lecturers from different organizations can be invited to share their experiences and to give their insight to course related issues.

### **International dimension**

Cases and readings are from international economics contexts.

## Teaching and learning methods

Lectures 20 h, articles, group work, discussions and oral examination  
Term paper  
Independent work 40 h

**Course materials:** Gratton & Taylor: Sport and Recreation – Economical Analysis, Howard & Crompton: Financing Sport, FIBA2014 World Cup, FIVB 2014 World Cup, Sport Business Intelligence – Case WRC Neste Oil Rally Finland, material given during the lectures

## Assessment criteria

Oral examination 80 % (scale failed 1-5) and term paper evaluation 20 % (1-5).

## Management

### Learning outcomes

The student will understand the basics of strategic management and is able to assess the strategy of an organization and plan a project to support this strategy. He /she will understand the concept of project portfolio management. The student will get familiar with the process of planning new services as well as the service design approach. He/she will be aware of the key components of modern human resource management and will understand the role of human resources in implementing change. The student will understand this HR factor to be crucial in all areas covered in this part (strategy, projects, service design and HRM).

### Content:

- Strategic Management
- Research / Development Project Management
- Service Design and New Service Development
- Modern Human Resource Management

**Cooperation with the Business Community:** Studies and all assignments are closely connected with each student's employer. Cases and material on sports business community.

**International Dimension:** Real cases and material.

**Teaching and Learning Methods:** Lectures, workshops, distance learning, group work and individual assignments to apply the theories into practice at work.

20 h contact hours (consisting of various elements: lectures, team work, workshops etc.)

45 h distance learning

### Course Materials:

K. Cameron: Positive Leadership. Strategies for Extraordinary Performance. 2<sup>nd</sup> ed. 2012. Berrett-Koehler Publishers.

P.Chelladurai: Managing Organizations for Sport and Physical Activity. A Systems Perspective. 4<sup>th</sup> Edition. 2014. Holcomb Hathaway.

J.P.Kotter: Leading Change. 2012. Harvard Business Review Press

L Robinson, P. Chelladurai, G. Bodet & P. Downward (ed.) : Routledge Handbook of Sport Management. 2012. Routledge.

& cases or other materials distributed during the course

**Assessment Criteria:**

Application of the learning outcomes in individual work-related assignments

5 Through understanding of the learning outcomes listed above and excellent ability to apply them creatively to a real case in the own organization. Very good and constructive co-operative skills in group work.

3 Fairly good understanding of the learning outcomes and ability to apply this knowledge at work although not always very innovatively. Active participation in group work.

1 Some understanding of the concepts but inability to put them into action in real cases. Input in group work limited (both scope & content)

**Creativity in Innovation Processes**

**Learning outcomes**

The student will understand not only the basics of creative methods, creative processes, innovation methods and collective creativity but also can use the methods in various sport management related planning processes.

**Content:**

- Creative methods, Improving creativity, creativity method tests, innovation methods, collective creativity, pop up innovation

**International dimension:** International cases and material

**Teaching and learning methods:** Lectures 20 h, discussion forum, group work and additional readings (Nordic Innovation Center)

**Course materials:** Provided by the teachers

**Assessment criteria:** Discussion forum presentations will be evaluated

5 Through understanding of the learning outcomes listed above and excellent ability to apply them creatively. Very good and constructive co-operative skills in group work.

3 Fairly good understanding of the learning outcomes and ability to apply this knowledge at work although not always very innovatively. Active participation in group work.

1 Some understanding of the concepts but inability to put them into action in real cases. Input in group work limited (both scope & content)

# Marketing

**Code: MAR1SP001**

**Extent: 30 ECTS**

**Timing: I year autumn – II year spring**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

## **Learning Outcomes:**

### **Content:**

- Sport Marketing, history, present and the future
- Elite and grassroots sport marketing
- Marketing Planning
- Marketing Through Sport and Modern Sponsoring
- Event Marketing
- Athlete, Branding and Brand Management
- Sport as a Media Product and Sport Event Communication
- International Sport Marketing and the Future of Sport Marketing

### **Cooperation with the Business Community:**

- Visiting lecturers and cases from local and global partners. Close co-operation and exercises with students' own job including the final paper/report for the course

### **International Dimension:**

- Visiting lecturers and cases in classroom, including 2 times international future of sport marketing seminar.

### **Teaching and Learning Methods:**

- Lectures 80 h, Case studies, hands-on work with own broad marketing project (final paper/report), individual work (sport marketing report) 160 h

### **Course Materials:**

- Smith, A.C.T. 2008. Introduction to Sport Marketing. Sport Management Series. pp. 326. Andreasen, A.R. & Kotler, P. 2008. Strategic Marketing for Nonprofit Organizations. Seventh Edition. Pearson Publishers. pp. 504. Baron, S., Harris, K. & Hilton, T. 2009. Services Marketing. Text and Cases. Third Edition. Palgrave & McMillan. pp. 358. Baron, S., Harris, K. & Hilton, T. 2009. Services Marketing. Text and Cases. Third Edition. Palgrave & McMillan. pp. 358. Moore, M.E., Zemanek, J.E. & Kros J. 2011. Corporate Sport Marketing. Fetchko, Roy & Clow, 2012 Sports Marketing



## **Assessment Criteria:**

**5 (Excellent)** The student knows and can critically evaluate sport organizations marketing strategies and activities in terms of theories, core concepts and methods. The student can synthesize a number of different theories to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to take advantage of knowledge and to discover new creative solutions. The student shows he/she is capable of managing diverse professional tasks or projects and problem situations. The student shows his/her ability to work independently as an expert in the field of sport marketing, and the ability to make decisions and innovative solutions in unpredictable business environments. The student participates in co-operation by taking part in group work interactively. He/she is committed to group work and to taking care of others success. The student has a positive attitude. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way. The student takes responsibility for the development of the individual and the group.

**4 (Very Good)** The students knows and can evaluate the sport organizations marketing strategies and activities in terms of theories, core concepts and methods. The student can relate different information to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to work independently in projects or as an expert in the field of sports marketing. He/she displays his/her ability to solve complex problems in the field. The student participates in co-operation by taking part interactively. He/she is committed to co-operate. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way.

**3 (Good)** The student has wide knowledge of the core concepts, theories and methods of the sport marketing. He/she can combine many different types of information. The student masters the practice of basic and special skills which is needed for working independently. He/she displays his/her ability to solve complex problems in the area of sport organizations' marketing plans and activities. The student participates in co-operation quite actively and diverse way. He/she can evaluate his/her own know-how in a realistic way.

**2 (Satisfactory)** The student partly recognizes the core concepts, theories and methods of sports marketing. The student knows the basic practical skills which he/she needs in familiar circumstances. The student sometimes participates in group work. He/she has flaws in his/her self-assessment.

**1 (Sufficient)** The student partly recognizes the core concepts and/or methods of sports marketing. He/she has poor knowledge needed to work in the field of sport marketing in media, so he/she needs guidance in his/her work. The student sometimes participates in group work. He/she cannot evaluate him/herself.

**0 (Fail)** The student does not perceive the core concepts, theories or methods of sports marketing. The student does not have the ability to work in the field of sport marketing in according to the know-how she or he has shown. The student is not able to fluently co-operate. He/she cannot evaluate him/herself.

# Communication and Media Management

**Code: COM1SP001**

**Extent: 5 ECTS**

**Timing: I year autumn – II year autumn**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

**Learning Outcomes:**

The student knows the basic theories of communication and practices of media management and identifies the main concepts of both topics in the context of organizational development. He/she understands the role of communication and media management and the importance of them. The student is able to draft a communication plan and utilize the potential of media management.

**Content:**

- Planning and Tools
- Personal and Organizational Communication
- Internal and External Communication
- Communication plan and strategic planning

**Cooperation with the Business Community:**

- The student prepares the templates and plans for communication and media management to real organizations and companies

**International Dimension:**

- All material in English and all cases real international organizations

**Teaching and Learning Methods:**

- Lectures 20 h, distance learning and independent student work including portfolio and/or communication plan  
(lectures and workshops, communication plan case studies, assignments, exam/portfolio)

**Course Materials:**

Books;

1. George Sylvie, Jan Wicks LeBlanc, Ann Hollifield etc.; Media Management: A Casebook Approach (4<sup>th</sup> ed.)
2. Mike Friedrichsen, Wolfgang Mühl-Benninghaus (eds,); Handbook of Social Media Management

Other;

1. Workbook A – Creating a communications plan
2. British Airways Communication plan template
3. How to develop a communication plan (<http://www.hieran.com/comet/howto.html>)

## **Assessment Criteria:**

**5 (Excellent)** The student knows and can critically evaluate corporate communication strategies and Media management in terms of theories, core concepts and methods. The student can synthesize a number of different theories to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to take advantage of knowledge and to discover new creative solutions. The student shows he/she is capable of managing diverse professional tasks or projects and problem situations. The student shows his/her ability to work independently as an expert in the field of communication planning and media management, and the ability to make decisions and innovative solutions in unpredictable business environments. The student participates in co-operation by taking part in group work interactively. He/she is committed to group work and to taking care of others success. The student has a positive attitude. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way. The student takes responsibility for the development of the individual and the group.

**4 (Very Good)** The students knows and can evaluate the Communication strategies and Media management in terms of theories, core concepts and methods. The student can relate different information to each other. He /she can apply the knowledge and theories in the subject area. The student masters the broad range of practical skills, which appear as the ability to work independently in projects or as an expert in the field of corporate communication and media management. He/she displays his/her ability to solve complex problems in the field. The student participates in co-operation by taking part interactively. He/she is committed to co-operate. He/she is able to evaluate and develop his/her own know-how in a critically and diverse way.

**3 (Good)** The student has wide knowledge of the core concepts, theories and methods of the sport marketing in media. He/she can combine many different types of information. The student masters the practice of basic and special skills which is needed for working independently. He/she displays his/her ability to solve complex problems in the area of corporate communication strategies and Media management. The student participates in co-operation quite actively and diverse way. He/she can evaluate his/her own know-how in a realistic way.

**2 (Satisfactory)** The student partly recognizes the core concepts, theories and methods of corporate communication strategies and Media management. The student knows the basic practical skills which he/she needs in familiar circumstances. The student sometimes participates in group work. He/she has flaws in his/her self-assessment.

**1 (Sufficient)** The student partly recognizes the core concepts and/or methods of corporate communication strategies and Media management. He/she has poor knowledge needed to work in the field of sport marketing in media, so he/she needs guidance in his/her work. The student sometimes participates in group work. He/she cannot evaluate him/herself.

**0 (Fail)** The student does not perceive the core concepts, theories or methods of corporate communication strategies and Media management. The student does not have the ability to work in the field of sport marketing in media according to the know-how she or he has shown. The student is not able to fluently co-operate. He/she cannot evaluate him/herself.

# Optional Studies

**Code: OPT3SP001**

**Extent: 10 ECTS**

**Timing: I year autumn – II year spring**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

## **Learning Outcomes:**

**Content:** Depends on the selected way to pass the course. It is normally international seminar abroad or International Projects or studies closely related to Thesis connected with some additional tasks

For example:

An international sport management seminar abroad connected with the EASM (European Association for Sport Management) Annual Conference (<http://www.easm.net>) with preparatory work and a lecture diary and/or:

The American Model of Sport (George Mason University, Manassas, Washington D.C. USA) and/or:

Studies closely related to development of personal competencies or individual field work. Optional studies are included in the personal curriculum.

**Cooperation with the Business Community:** Depends on the optional studies selected. The aim is to network in Sport Conferences and seminars or individual work related to one's employer and get deep knowledge of the subject

**International Dimension:** Depends on the optional studies selected. Seminars abroad. Own field work either abroad or in Finland

**Teaching and Learning Methods:** Individual work (lecture diary, individual field work or other task)

**Course material:** to be advised

**Assessment Criteria:** Evaluation of lecture diary and additional tasks, scale failed/passed. Evaluation criteria for individual tasks to be agreed later since they depend on the content of the optional studies selected

# Thesis

**Code: THE1SP001**

**Extent: 30 ECTS**

**Timing: I year autumn – II year spring**

**Language: English**

**Level: Advanced Professional Studies**

**Type: Compulsory**

The Master's Thesis is a development process related to the student's current job. The planning of this work starts immediately with the guidance of tutors, professionals and employers. At the end of the studies, the field works will be presented publicly in special workshops.

**Learning Outcomes:** Unique expertise in the thesis area

Content: Leadership, marketing, financing, communication – the thesis is a concrete development project. Students take part in the real activities of the organization, they participate also in seminars. Individual tutoring is available as well. Collecting relevant information and regular reporting is part of the work.

**Cooperation with the Business Community:** Thesis topic relates to the organization, where the student is working

**International Dimension:** Literature review

**Teaching and learning methods:** Individual and group tutoring, Thesis Seminar twice a year

**Assessment Criteria:**

	<b>Satisfactory (1)</b>	<b>Good (3)</b>	<b>Excellent (5)</b>
<b>1. Topic and objective</b>			
a) Significance and currency	The topic is ordinary and not current. The objective and/or scope have been defined ambiguously. The connection between the topic and working life development is narrow.	The topic involves some new perspectives and is useful for the organisation. The objective and scope have been defined clearly. The topic is related to working life development.	The topic involves innovative perspectives and it is important for the organisation. The objective and scope have been defined excellently. The topic is strongly related to working life development.
b) Objective and scope			
c) Working life orientation			
<b>2. Conceptual framework (theory)</b>			
a) Literature review	The literature available about the topic has been explored narrowly or some of the sources are not current. The conceptual framework does not support the study well. The key concepts have been defined incompletely.	The literature available about the topic has been explored well and the sources are current. The conceptual framework supports the study well. The key concepts have been defined well.	The literature available about the topic has been explored widely and critically. The sources are current, international and diversified. The conceptual framework is creative and focuses on the study excellently. The key concepts have been defined excellently.
b) Conceptual framework			
c) Definition of concepts			

<b>3. Methods</b>			
a) Planning and implementing c) Evaluating outcomes	The development study has been planned and implemented applying research and development methods satisfactorily. The selection of the methods has been justified incompletely and not all methods are suitable for the study. The evaluation of the outcomes is weak.	The development study has been planned and implemented applying research and development methods well. The selection of the methods has been justified well and they are suitable for the study. The outcomes have been evaluated well using appropriate measurement methods.	The development study has been planned and implemented applying research and development methods excellently. The selection of the methods has been justified excellently and they are suitable for the study. The outcomes have been evaluated excellently using appropriate measurement methods.
<b>4. Outcomes</b>			
a) Correspondence between objectives and outcomes b) Value contribution	The outcomes correspond to the objectives partially weakly. The value contribution of outcomes is minor. The conclusions remain inadequate or unjustified. Suggestions for further development are insufficient or not very valuable for the organisation.	The outcomes correspond to the objectives well. The value contribution of outcomes is good. The conclusions are well justified. Suggestions for further development are valuable for the organisation.	The outcomes correspond to the objectives excellently. The value contribution of outcomes is excellent. The conclusions are justified excellently. Suggestions for further development are very valuable for the organisation.
<b>5. Reporting</b>			
a) Structural consistency b) Clarity and readability	The structure of the thesis is inconsistent. Clarity and readability are partially poor. Argumentation and critical viewpoints are missing. Reporting instructions have not been followed sufficiently.	The structure of the thesis is consistent. Clarity and readability are at a good level. Reporting instructions have been followed well.	The structure of the thesis is highly consistent and the thesis forms a balanced whole. Clarity and readability are at an excellent level. Reporting instructions have been followed excellently.
<b>6. Project management</b>			
a) Planning b) Implementation c) Analysis and reflection	The thesis project has been planned, implemented and managed partially weakly. The reflection on one's personal learning is incomplete.	The thesis project has been planned, implemented and managed well. The reflection on one's personal learning is conducted well.	The thesis project has been planned, implemented and managed excellently. The reflection on one's personal learning is conducted excellently.