

## 1. BASIC INFORMATION

Course	Strategic Management
Degree program	Bachelor's Degree in Sports Management
School	Medicine, Health and Sports
Year	Fourth
ECTS	6
Credit type	Core
Language(s)	Spanish and English
Delivery mode	Campus-based/Hybrid/Virtual
Semester	S7/S8
Academic year	2025/2026
Coordinating professor	Javier del Arco

## 2. PRESENTATION

The subject introduces the student to Strategic Management within the field of Sports Management. It provides the basic tools for the future management of sports entities and services. Specifically, the subject introduces the student to one of the major areas of Business Economics. These areas are: production, marketing, organization, and finance. All of them are interrelated in such a way that decisions in one of them condition the rest. It is therefore important to understand how organizational decisions condition and are conditioned by the rest of the areas if one wants to manage a sports company properly. Sports entities, like any type of modern company, are subject to continuous change in an especially turbulent environment. The paradigm used in business management to face this challenge is the strategic management process. It is intended that the student acquires a basic training in the functioning of the company, knowing the internal scope of business organizations, and the existing methodology for the efficient management of a sports entity. The primary objective is for the student to be able to analyze the problems of the current company and find ways to act that allow them to successfully create a sports company.

## 3. LEARNING OUTCOMES

### Knowledge

CON02. Describes the design of an entrepreneurship and business development process, from its conceptualization to its implementation and evaluation, taking into account the individual and contextual characteristics of the company, as well as the historical, technical and ethical principles.

CON06. Describes the construction and operation processes of different sports facilities.

CON07. Knows the key aspects in team management, the communication and the human resources management in the sports environment.

### Skills

HAB01. Develops optimal strategic and analysis tools for sports management.

HAB07. Teamwork. Cooperates with others in shared academic or professional objectives, participating actively, empathically and exercising active listening and respect for all members.

### Competences

COMP5. Organize, direct, plan and coordinate the human resources of the different sports entities, including stress evaluation, organizational charts and other professional structures in conjunction with current regulations.

COMP13. Know, elaborate, and apply strategic analyses that propose creative solutions adapted to the situation of the sports company and its environment.

## 4. CONTENT

- Topic 1. Business and the process of strategic management
- Topic 2. Strategic analysis, competitive advantage and strategies
- Topic 3. The Legal Plan
- Topic 4. The Human Resources Plan.
- Topic 5. The Economic and Financial Plan
- Topic 6. The Business Plan

## 5. TEACHING-LEARNING METHODOLOGIES

The types of teaching-learning methodologies used are indicated below:

- Case method
- Problem-based learning
- Project-based learning
- Lecture/Web conference

## 6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

### Campus-based mode:

Learning activity	Number of hours
Lectures	31
Reading of content topic	12
Problem-solving and practical exercises	19
Case analysis	16
Resource search and information source selection	10
Oral presentations	2

Reports and writing	15
Design work for strategies and intervention plans	21
Tutoring	4
Autonomous work/Self-Study	18
In-person evaluation tests	2
<b>TOTAL</b>	<b>150h</b>

#### Online mode:

Learning activity	Number of hours
Synchronous virtual lectures	31
Reading of content topic	12
Problem-solving	19
Case analysis	16
Resource search and information source selection	10
Oral presentations through virtual seminars	2
Reports and writing	15
Design work for strategies and intervention plans	21
Virtual tutoring	4
Autonomous work/Self-Study	18
In-person evaluation tests	2
<b>TOTAL</b>	<b>150 h</b>

## 7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

#### Campus-based mode:

Assessment system	Weight
Evaluation tests	20%
Oral presentations	15%
Case analysis	25%
Design and development of practical activities	40%

#### Online mode:

Assessment system	Weight
Virtual evaluation tests	60%
Reports and writing	20%
Design and development of practical activities	20%

When you access the course on the *Campus Virtual*, you'll find a description of the assessment activities you have to complete, as well as the delivery deadline and assessment procedure for each one.

### 7.1. First exam period

To pass the course in the first exam period, you must obtain a final course grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 4.0 in the final exam and 5.0 in the Business Plan in order for it to count towards the final grade along with all the grades corresponding to the other activities.

Additionally, to be evaluated, attendance must be above 85% in the campus-based mode

### 7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 4.0 in the final exam and 5.0 in the Business Plan in order for it to count towards the final grade along with all the grades corresponding to the other activities.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

## 8. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

Assessable activities	Deadline
Activity 1: Unit 1	Week 6
Activity 2: Unit 2	Week 9

Activity 3: Unit 4	Week 12
Activity 4: Business Plan	Week 14
Activity 5: Final test	Week 15

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate.

## 9. BIBLIOGRAPHY

The main reference work for this subject is:

- GUERRAS MARTIN, L.A. y NAVAS LÓPEZ, J.E. (2015). La Dirección Estratégica de la Empresa. Madrid. Editorial Thomson Reuters,

The recommended Bibliography is:

- ALBERTO, C., HERNANDO, V. y FERNÁNDEZ J. A. (1996): Gestión y Dirección de Empresas Deportivas: Teoría y Práctica, Ed. Gymnos, Madrid
- JOHNSON, G., SCHOLLES, K. (2001): Dirección Estratégica. Análisis de la Estrategia de las organizaciones, Prentice-Hall, Madrid
- JOHNSON, G.; SCHOLLES, K.; WHITTINGTON, R. (2007): Exploring Corporate Strategy, 8th Edition, Pearson Education.
- THOMPSON, A., et al (2015): Administración estratégica. Teoría y Casos. 19ª edición. McGrawHill

Additionally, this bibliography will be complemented with various resources available on the Internet (simulators, economic and financial information pages, tools for creating companies, and preparing business plans, etc.).

## 10. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them reach their academic achievements. Other main actions are the students inclusions with specific educational needs, universal accessibility on the different campuses of the university and equal opportunities.

From this unit we offer to our students:

1. Accompaniment and follow-up by means of counselling and personalized plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made in terms of methodology and assessment for those students with specific educational needs, pursuing an equal opportunities for all students.
3. We offer students different extracurricular resources to develop different competences that will encourage their personal and professional development.

4. Vocational guidance through the provision of tools and counselling to students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students in need of educational support can write to us at:

[orientacioneducativa@universidadeuropea.es](mailto:orientacioneducativa@universidadeuropea.es)

## **11. ONLINE SURVEYS**

Your opinion matters!

The Universidad Europea encourages you to participate in several surveys which help identify the strengths and areas we need to improve regarding professors, degree programs and the teaching-learning process.

The surveys will be made available in the “surveys” section in virtual campus or via e-mail.

Your assessment is necessary for us to improve.

Thank you very much for your participation.