

1. BASIC INFORMATION

Course	Strategic Management and Entrepreneurship
Degree program	Bachelor´s Degree in Physical Activity and Sport Sciences
School	School of Sport Sciences and Physical Activity
Year	Fourth year
ECTS	6
Credit type	Optional
Language(s)	Spanish and English
Delivery mode	Campus-based and virtual
Semester	S7
Academic year	2027-2028
Coordinating professor	Javier del Arco

2. PRESENTATION

This course 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 course introduces the student to one of the major areas of Business Economics. These areas include production, marketing, organization, and finance. All of these are interrelated in such a way that decisions in one area affect the others. Therefore, it is important to understand how organizational decisions affect and are affected by the other areas in order to properly manage a sports company.

Sports entities, like any modern business, are subject to continuous change in an especially turbulent environment. The paradigm used in business management to face this challenge is the process of strategic management. The aim is for the student to acquire a basic understanding of business operations, knowing the internal scope of business organizations and the existing methodology for efficient administration of a sports entity. The primary objective is for the student to be capable of analyzing the problems of the current company and finding ways to successfully create a sports company.

3. LEARNING OUTCOMES

Knowledge

KON5. Describes sports management initiatives based on facilities, human resources, marketing, new technologies and large events.

- Defines a company´s focus (mission, vision, values and goals)
- Formulates the strategy of a company in line with the strategic analysis of said company.
- Determinates the most suitable legal form for a company.

Skills

AB03. Implements tools to optimise sports management.

- Builds the organisational structure of a company.
- Assesses the economic viability of a company or business.
- Develops a business plan.

Competences

- COMP19. Identify, analyse and evaluate the components, structure, status and features of all types of physical activity and sporting organisations, as well as the legislation and legal aspects related to physical activity and sport.
- COMP22. Identify, organise, manage, plan, coordinate and implement various types of physical activity and sports—and conduct technical/scientific evaluations of them—tailored to the development, characteristics and needs of individuals and the type of activity, space, and entity, in all types of physical activity and sports services, including sporting events, and in any type of organisation, population group, context and environment, with an emphasis on particular groups such as senior citizens (the elderly), schoolchildren, people with disabilities and people with diseases, health problems or similar conditions (diagnosed and/or prescribed by a physician), in any area of professional activity within the sport and physical activity sector (formal and informal physical education and sports instruction; physical and sports training; health-focused exercise; physical activity and sports management), while guaranteeing the safety, effectiveness and professional standards of the activity carried out in compliance with applicable regulations.
- COMP23. Develop and draw on the expertise needed to offer advice, issue certification and conduct technical and scientific evaluations in relation to physical activities, sports and resources in all physical activity and sports services, contexts, environments and areas of professional activity within the sport and physical activity sector, as well as to prepare and produce technical reports in all physical activity and sport services.
- COMP37. Strategic communication. Transmit messages (ideas, concepts, feelings, arguments), both orally and written, strategically aligning the interests of the different stakeholders involved in the communication in the academic and professional environment.
- COMP40. Teamwork. Cooperate with others in shared academic or professional objectives, participating actively, empathically and exercising active listening and respect for all members.
- COMP41. Critical analysis. Integrate analysis with critical thinking in a process of evaluating different ideas or professional possibilities and their potential for error, based on evidence and objective data that lead to effective and valid decision-making.

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

Below are the types of teaching-learning methodologies that will be applied:

- Lecture
- Case method
- Project-based learning
- Cooperative learning

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:

Training activity	Hours
Lectures	6
Practical application classes	24
Autonomous work /self-study	56
Debates and colloquia	8
Tutoring	12
In-person evaluation tests	2
Report writing	16
Oral presentations of works	6
Design work for strategies and intervention plans	20
TOTAL	150

Virtual mode:

Training activity	Hours
Synchronous virtual lectures	10
Synchronous virtual practical application classes	20
Report writing	16
Synchronous oral presentations of works	6
Design work for strategies and intervention plans	20
Autonomous work	56

Synchronous virtual tutoring	12
Virtual forums	8
In-person evaluation tests	2
TOTAL	150

7. ASSESSMENT

The evaluation systems and their weight on the overall grade of the course are listed below:

Campus-based mode:

Assessment system	Weight
In-person evaluation tests	40-50%
Oral presentations	5-10%
Reports and writings	5-10%
Design work for strategies and intervention plans	30-40%
Cases	5-5%

Virtual mode:

Assessment system	Weight
In-person evaluation tests	40-50%
Oral presentations	5-10%
Reports and writings	5-10%
Design work for strategies and intervention plans	30-40%
Cases	5-5%

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 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 eligible for evaluation, attendance must be greater than 85%.

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 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:

Assessment 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

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

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.