

1. BASIC INFORMATION

Course	Technical and Human Resources Management
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)	English
Delivery mode	Campus-based and virtual
Semester	S7/S8
Academic year	2027-2028
Coordinating professor	Carlos Serrano Luengo

2. PRESENTATION

The course addresses the Technical Management of Sports Entities, offering a comprehensive understanding of its context. It explores the services and quality management in the field of physical activity and sports, highlighting the importance of maintaining high standards to meet users' needs. Process management is analyzed as a key methodology to improve organizational efficiency and effectiveness. Additionally, essential managerial, communicative, and leadership skills are developed for sports administration, enabling students to successfully lead teams and projects. Negotiation and conflict resolution are studied to prepare future leaders to handle disputes and reach beneficial agreements. Finally, performance analysis is conducted to continuously evaluate and improve operations and results in sports entities.

3. LEARNING OUTCOMES

Knowledge

KN5. Describes sports management initiatives based on facilities, human resources, marketing, new technologies and large events.

- Identifies the functions of the person in charge of technical and human resources management.
- Organises physical activity and sports services that comply with the required quality criteria, making use of technological tools.

Skills

SK03. Implements tools to optimise sports management.

- Develops flowcharts and information of processes in physical activity and sport services to ensure organisational efficiency.
- Communicates ideas clearly and assertively.
- Applies ethical, deontological and social justice principles to all actions and decisions of the person in charge of technical and human resources management.
- Assesses the performance of human resources. .

Competences

- CP21. Identify, organise, manage, plan, coordinate, implement and evaluate staff performance, with an emphasis on the management, coordination, planning, supervision, and technical/scientific evaluation of the activity, performance and provision of services by professionals active in the sport and physical activity sector, in all types of services and in any type of organisation, context and environment, with a focus on particular groups within the population, and in any area of professional practice within the sport and physical activity sector, while guaranteeing the safety, effectiveness and professional standards of the activity carried out in compliance with applicable regulations.
- CP22. 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.
- CP28. Be aware of and know how to apply ethical, deontological and social justice principles in the context of professional performance and engagement; develop habits of scientific and professional rigour; and uphold standards in professional practice involving the public, underpinned by improvement, excellence, quality and effectiveness.
- CP37. 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.
- CP39. Influential leadership. Influence others to guide and direct them towards specific objectives and goals, taking into consideration their points of view, especially in professional situations derived from volatile, uncertain, complex and ambiguous environments in today's world.
- CP43. Ethical-social competence. Show ethical behavior and social commitment in performance of professional activities, as well as sensitivity to inequality and diversity.

4. CONTENT

- Topic 1. Contextualisation of the technical management of sporting organisations

- Topic 2. Physical activity and sports services, and quality management
- Topic 3. Process management
- Topic 4. Management, communication and leadership skills
- Topic 5. Negotiating and conflict resolution
- Topic 6. Performance analysis

5. TEACHING-LEARNING METHODOLOGIES

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

- Lecture
- Simulation
- Problem-based learning
- Challenge-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	12
Practical application classes	18
Autonomous work /self-study	56
Debates and colloquia	8
Tutoring	12
Oral presentations of works	4
Problem solving	38
In-person evaluation tests	2
	12
TOTAL	150

Virtual mode:

Training activity	Hours
Synchronous virtual lectures	10

Synchronous virtual practical application classes	20
Problem solving	38
Synchronous oral presentations of works	4
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%
Cases/Problems	35-60%

Virtual mode:

Assessment system	Weight
In-person evaluation tests	40-50%
Oral presentations	5-10%
Cases/Problems	35-60%

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 5.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

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 5.0 in the final exam 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: Search for an article on the contextualization of the sport manager.	Week 2
Activity 2: Analysis and reflection on the regulation of sport professions	Week 4
Activity 3: Mystery shopper in sport organizations	Week 6
Activity 4: Creation of a process management programme in sport organizations	Week 8
Activity 5: Types of management in sport organizations	Week 10
Activity 6: Leadership style applied to Human Resources	Week 12
Activity 7: Creation of a job profile and HR performance programme	Week 14
Activity 8: Final activity. Creation and design of a management plan for a sports organisation.	Week 16
Activity 9: Individual assessment test	Week 17

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:

- Watt, D. (2003). *Sports Management and Administration*. Routledge.

The recommended Bibliography is:

- Aguilera, O. y Morales, I. (2011). *Guía de Buenas prácticas para la gestión por procesos en instalaciones deportivas*. Málaga: Junta de Andalucía.
- Avourdiadou, S., & García, J. (2014). How relationships between service quality and satisfaction are formed among participants from nearby cultures. *International Journal of Scientific Research*, 3, 326-328.
- Borland, J. F., Kane, G. M., & Burton, L. J. (2019). *The Art of Sport Leadership*. Human Kinetics.
- Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In* (3rd ed.). Penguin Books.
- García, M. y Pradas, M. (2017) *El gestor deportivo en la organización del deporte de la sociedad actual* (2ª edición). Sevilla: Wanceullen.
- Jeston, J., & Nelis, J. (2014). *Business Process Management: Practical Guidelines to Successful Implementations* (3rd ed.). Routledge.
- Hughes, M., & Franks, I. (2015). *Essentials of Performance Analysis in Sport* (2nd ed.). Routledge.
- Parasuraman, A., Zeithaml, V., & Berry, L. (1988). SERVQUAL: A Multi Item Scale for Measuring
- Rial, J., Varela, J., Rial, A., y Real, E. (2010). Modelización y medida de la calidad percibida en centros deportivos: la escala QSport-10. *Revista Internacional de Ciencias del Deporte*, 18, 57-73.
- Schwarz, E. C., Hall, S. A., & Shibli, S. (2015). *Managing Sport Facilities and Major Events*. Routledge.
- Theodorakis, N.D., Howat, G., Ko, Y.J., & Avourdiadou, S. (2014). A comparison of service evaluation models in the context of sport and fitness centres in Greece. *Managing Leisure*, 19, 18-35.
- Zeithaml, V.A., Berry, L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60, 31-46.

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.