



Approved 6th July 2016

PROGRAMME SPECIFICATION

1. General information

Awarding body / institution	Leeds Trinity University
Teaching institution	Leeds Trinity University
Professional accreditation body <i>(if applicable)</i>	n/a
Final award <i>(eg. BA Hons)</i>	MA
Title of programme(s)	Sport Management
Subsidiary award(s) <i>(if any)</i>	PgDip and PgCert (fallback awards)
Duration and mode(s) of study	1 year full-time, 2 years part-time
Start date <i>(this version) (month and year)</i>	September 2015
Periodic review next due <i>(acad. year)</i>	2017/18
UCAS course code & code name	-
Delivery venue(s)	Leeds Trinity University

2. Aims of the programme

Rationale and general aims
<p>The sports industry is a major contributor to the global economy and Sport Management graduates are in increasing demand. There exist exciting opportunities for students who can display an understanding of the complex sports industry along with practical financial and management skills.</p> <p>The MA Sport Management has been designed to respond to industry trends and also to provide further diversity to the postgraduate portfolio in the Sport, Health and Nutrition Department at Leeds Trinity University. In terms of academic content, the programme draws upon the disciplines of management, marketing and leadership, among others. It also incorporates a substantive applied/blended learning element, which is focused on developing reflective sport management practitioners, who are able to apply their theoretical knowledge effectively in the sport and sport management sectors.</p> <p>The programme was designed in conjunction with existing SHN students and following consultation with local sport management practitioners and also the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA). While CIMSPA currently offer no postgraduate endorsement, their input into this programme has helped shaped the content to ensure the demands of industry are met. As a result of the consultation, the programme has been designed to provide as much coherence as possible between existing modules in Management, existing modules in Sport and new modules.</p>

Programme Aims:

- a. To introduce, apply and critique theoretical understanding of the sports industry that will enable you to analyse critically sports organisations' contexts and functions both nationally and internationally.
- b. To explore current trends and key concepts in sport management.
- c. To enable you to develop further analytical and decision-making skills and to encourage reflective practice.
- d. To enable you to recognise, plan and develop appropriate management skills necessary to build contacts in the sport industry and/or gain employment in sport organisations.

3. Student learning outcomes of the programme

Learning outcomes in terms of:

- knowledge and understanding (K)
- intellectual / cognitive / 'thinking' skills (I)
- physical skills specific to the subject (P)
- employability skills (E)

The 'K1', etc codes are used in section 7c) and module descriptors to refer to each of these learning outcomes.

On successful completion of the programme, students will have developed the ability to:

- K1 Contextualise theories of business and management within the broad area of sport management and critically apply them to the current practices in sport organisations. **[Theories]**
- K2 Display a critical understanding of reflective learning and personal development with regard to professional development within the sports industry. **[Personal Development]**
- K3 Critically evaluate the relevance of management and marketing theories and the role of finance within sport management settings. **[Management and Marketing]**
- K4 Appraise the theories and concepts relating to the management of human resources and critically appraise their application to practice in the sports industry. **[Human Resources]**
- K5 Critically analyse the key trends in the global sports industry. **[Global Sport]**
- K6 Appraise a range of strategies for the implementation of management policies, structures and plans at a strategic level in sport. **[Implementation]**
- K7 Display a mastery of a specialised area of knowledge relating to sport management through an independent study. **[Independent Study]**
- I1 Demonstrate a secure use of analytical techniques appropriate to the discipline. **[Analytical Techniques]**
- I2 Critically evaluate approaches to solving problems in a sport management context. **[Problem Solving]**
- I3 Deliver effective and sustained communication of results and arguments. **[Communication of Results]**
- I4 Understand the limits of their knowledge and the consequent influence on their analysis. **[Limits of Knowledge]**
- I5 Display a critical understanding of a range of research philosophies, the research process and methods used in the study of sport. **[Current Research]**
- I6 Demonstrate a critical appreciation of the contexts in which management decisions are made within the sports industry. **[Critical Decisions]**

Employability skills

- E1 **Self-management** – the ability to plan and manage time; readiness to accept responsibility and improve their own performance based on feedback/reflective learning; the ability to take initiative and be proactive, flexible and resilient.
- E2 **Teamworking** – the ability to co-operate with others on a shared task and to recognise and take on appropriate team roles; leading, contributing to discussions and negotiating; contributing to discussions; awareness of interdependence with others.
- E3 **Business and sector awareness** – an understanding of the key drivers for business success, including the importance of customer/client satisfaction and innovation; understanding of the market/sector in which an organisation operates; the ability to recognise the external context and pressures on an organisation, including concepts such as value for money, profitability and sustainability.
- E4 **Problem-solving** – a capacity for critical reasoning, analysis and synthesis; a capacity for applying knowledge in practice; an ability to retrieve, analyse and evaluate information from different sources.
- E5 **Communication** – the ability to present information clearly and appropriately, both orally and in writing, and to tailor messages to specific audiences and purposes.
- E6 **Application of numeracy** – a general awareness of mathematics and its application in practical contexts; the ability to carry out arithmetic operations and understand data, to read and interpret graphs and tables and to manage a budget.
- E7 **Application of information technology** – the ability to identify the appropriate IT package for a given task; familiarity with word-processing, spreadsheets and file management; the ability to use the internet and email effectively.
- E8 **Entrepreneurship/enterprise** – the ability to demonstrate an innovative approach and creativity, to generate ideas and to identify and take opportunities.
- E9 **Social, cultural & civic awareness** – embracement of an ethos of community and civic responsibility; an appreciation of diversity and ethical issues; an understanding of cultures and customs in the wider community.
- E10 **Personal Reflection** - Appraise their personal, career and development needs through self-reflection, action planning and implementation.

See also the generic learning outcomes for subsidiary awards set out in section 4 below.

3 External benchmarks

Statement of congruence with the relevant published subject benchmark statements

(including appropriate references to the FHEQ and any PSRB, employer or legislative requirements)

All new programme submissions should be accompanied by copies of external advisory and regulatory documents relevant to the programme.

Currently, the QAA does not set benchmark statements for Master's degrees in Sport, so, instead, reference here is made to the existing benchmark statements for degrees in business and management. According to this benchmark statement, Master's provision in management typically

adheres to one or a combination of three types: specialist master's degrees; generalist master's degrees and MBAs. The MA Sport Management occupies a position of a specialist degree, in that it focuses on the sporting aspects of management, but also the generalist degree, as it does not feed to a specific vocational outcome. Hence, reference below is made to both benchmark statements.

Usually, these degrees are designed for a degree in a particular career or as preparation for an academic career in this subject area. Modules in Strategic Sport Management and Sports Marketing certainly adhere to these principles, but the programme also offers broader modules in financial and human resources management to enable students to develop more general management skills. The programme also fits under the QAA 'generalist' master's degree statement, in that it develops students' ability to make contributions to their current employer or their scope for seeking general management positions. In keeping with this, it is anticipated that prospective students will come from a diverse range of backgrounds, including graduates from Sport Management and related degrees, current practitioners in the area, or from other subject areas who are considering careers in sport.

4. Learning outcomes for subsidiary awards

Postgraduate certificates and postgraduate diplomas are located at the same academic level as master's degrees in national qualification frameworks.

Generic Learning Outcomes for the Award of Postgraduate Certificate of Higher Education

On successful completion of 60 credits students will have demonstrated an ability to have successfully completed three 20-credit modules (one from SHN7112 and SHN7122; one from MBA7022 and MBA7002 and one from SHN7142 and SHN7152) and will have had specific opportunities to display transferable skills relevant to employment related to the sport management discipline.

Generic Learning Outcomes for the Award of Postgraduate Diploma of Higher Education

On successful completion of 120 credits students will have demonstrated, **in addition to the outcomes for a certificate**, an ability to successfully complete six 20-credit modules and will have had the opportunity to develop skills relevant to employment in the sport management sector.

Generic Learning Outcomes for the Award of a Master's Degree

On successful completion of 180 credits students will have demonstrated, **in addition to the outcomes for a diploma**:

- 1) advanced practice skills based on the ability to reflect critically on current research and theory, applying these to sport management;
- 2) originality in the application of knowledge and the ability to promote developments in sport management;
- 3) the effective communication of results of their work in a variety of forms.

5. Content

Summary of content by theme	
<u>Sport Management</u>	
SHN 7112	Strategic Sport Management *
SHN 7122	Sports Marketing *
<u>Management</u>	
MBM 7022	Financial Strategy and Business Operations
MBA 7002	Leadership and Professional Development
<u>Employability, Professional Practice and Research Skills</u>	
SHN 7142	Applied Professional Practice
SHN 7152	Researching Sport Management*
SHN 7136	Dissertation
<p>The content of the programme is organised into the above three strands and modules are taken from the existing provision of Management and new modules in Sport (indicated with an asterisk *).</p>	

6. Structure

MA Sport Management			
Duration:	1 year FT/ 2years PT		
Total Credit Rating:	180 credits		
Award Aim:	MA		
Full-time:			
Core:	Candidates are required to take:		
SHN 7112	Strategic Sport Management	Term 1	20 credits
MBA 7022	Financial Strategy and Business Operations	Term 1	20 credits
SHN 7122	Sports Marketing	Term 2	20 credits
MBA 7002	Leadership and Professional Development	Term 2	20 credits
SHN 7125	Researching Sport Management	Term 2	20 credits
SHN 7142	Applied Professional Practice	Term 3	20 credits
SHN 7136	Dissertation	Term 3	60 credits
Part-time:			
<u>Year 1</u>			
Candidates are required to choose 20 credits from:			
SHN 7112	Strategic Sport Management	Term 1	20 credits
MBA 7022	Financial Strategy and Business Operations	Term 1	20 credits
<u>and</u> are required to choose 20 credits from:			
SHN 7122	Sports Marketing	Term 2	20 credits
MBA 7002	Leadership and Professional Development	Term 2	20 credits
<u>and</u> are required to take:			
SHN 7142	Applied Professional Practice	Term 3	20 credits

Year 2

Note the same modules taken in Year 1 cannot be taken in Year 2

Candidates are required to choose 20 credits from:

SHN 7112	Strategic Sport Management	Term 1	20 credits
MBA 7022	Financial Strategy and Business Operations	Term 1	20 credits

and are required to choose 20 credits from:

SHN 7122	Sports Marketing	Term 2	20 credits
MBA 7002	Leadership and Professional Development	Term 2	20 credits

and are required to take:

SHN 7125	Researching Sport Management	Term 2	20 credits
SHN 7136	Dissertation	Term 3	60 credits

7. Learning, teaching and assessment

7a) Statement of the strategy for learning, teaching and assessment for the programme

The MA Sport Management draws upon Leeds Trinity's Learning, Teaching and Assessment Strategy in a number of ways, although broadly in valuing the the emphasis of student-centred approaches and active learning.

Most class sizes are projected at below 20 and are delivered in a range of formats, both tutor facing and online, including: lectures, workshops, seminars, small group work, student-led enquiry and debates. There are also opportunities for you to gain individual help through face-to-face meetings or online support. Use is made of the VLE in order to share programme information on materials and offer a forum for discussion. Dissertations projects are supervised through individual tutorials and students on the Applied Professional Practice module are supervised by tutors. A concerted effort has been made to select modules with a range of delivery methods.

A range of assessment modes includes essays, reports, reviews, briefing papers, policy papers, evaluations, case studies and presentations, in order to offer the broadest possible opportunity for you to excel, with an ultimate aim of achieving the Leeds Trinity LTA Strategy 2015-19 aim of achieving 75% of delivery in the form of small group work and embedding peer and programme assessment throughout the course. Due to some modules being shared across degree programmes, it is anticipated that these objectives will be fulfilled gradually throughout the lifespan of the strategy. As the course has been designed in conjunction with relevant employers, partnership working with the local and national sport management industry will go beyond the Applied Professional Practice module. Employers will be involved in designing and carry out assessment tasks in the Sport Management and Sport Marketing modules.

Partnerships with local employers ensures the currency of the programme and this will also be ensured in other ways. Staff will work closely with the University's Media Department to ensure availability of resources that facilitate the tracking of an increasingly important social media platform in Sport Management. In addition, the programme team will embed their own up-to-date research practice into their teaching.

7b) Module details

Module number and name <i>Include both as shown below</i>	Learning and teaching methods <i>These must be easily classifiable into the three KIS categories of Scheduled learning and teaching activities, Guided independent study & Placement/study abroad.</i>	Assessment				Teaching staff (Module co-ordinator shown as first name, in bold script)	Venue (if not Leeds Trinity premises)
		Component form <i>Each must be easily classifiable into one of the three KIS categories of Written exams, Coursework & Practical exams.</i>	Magnitude (eg. 2,000 words or 2 hours)	Weighting and/or Pass/Fail	Timing (Semester & indicative teaching week)		
SHN 7112 Strategic Sport Management	Workshops	Essay	4,000 words	100%	End of Term 1	Paul Salisbury	
MBA 7022 Financial Strategy and Business Operations	Lectures/seminars/workshops	Company report	4,000 words	100%	End of Term 1	Andy Gilliland	
SHN 7122 Sports Marketing	Workshops	Group Presentation Report	20 minutes Eq 2,000 words	50% 50%	Mid-Term 2 End of Term 2	Paul Salisbury	
SHN 7125 Researching Sport Management	Lectures/workshops and online distance learning	Research Critique Data Analysis	2,000 words 2,000 words	50% 50%	Mid-Term 2 End of Term 2	Paul Salisbury	
MBA 7002 Leadership and Professional Development	Lectures/seminars/workshops	Presentation 15 minutes + 15 minutes discussion	Eq. 4,000 words	100%	End of Term 2	Emma Roberts	
SHN 7142 Applied Professional Practice	Workshops and placement	Report	4,000 words	100%	End of Term 2	Paul Salisbury	
SHN 7136 Dissertation	Lectures/workshops and online distance learning tasks	Dissertation	10,000-12,000 words	100%	End of Term 3	Nina Quinlan	

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7c) Programme learning outcomes covered

<i>Adjust LO codes as necessary. → These must match module descriptors.</i>	K1	K2	K3	K4	K5	K6	K7	I1	I2	I3	I4	I5	I6		E1	E2	E3	E4	E5	E6	E7	E8	E9	
Lighter or hatched shading indicates modules that are not core, ie. not all students on this programme will undertake these.	Theories	Personal Development	Management and Marketing	Human Resources	Global Sport	Implementation	Independent Study	Analytical Techniques	Problem Solving	Communication of Results	Limits of Knowledge	Current Research	Critical Decisions		Self-management	Teamworking	Business & sector awareness	Problem-solving	Communication	Application of numeracy	Application of IT	Entrepreneurship / enterprise	Social, cultural & civic awareness	
SHN 7112 Strategic Sport Management																								
MBA 7022 Financial Strategy and Business Operations																								
SHN 7125 Researching Sport Management																								
SHN 7122 Sports Marketing																								
SHN 7142 Applied Professional Practice																								
SHN 7136 Dissertation																								
MBA 7002 Leadership and Professional Development																								

8. Entry requirements

Postgraduate programmes

Applicants should normally have achieved the following prior to registration for the programme:

A good honours degree (minimum 2:2 classification and satisfactory references) in a relevant subject (or equivalent).

For students whose first language is not English, a pass in an approved test in English is needed, e.g. the International English Language Testing Service (IELTS) and the Test of English as a Foreign Language (TOEFL).

Applications are welcome from those with few or no formal qualifications. Any previous relevant work experience and learning will be assessed and, where appropriate, accredited as part of the application process. Please see Leeds Trinity's Principles and Guidelines for the Recognition of Prior Learning.

9. Progression, classification and award requirements

Details of requirements for student progression between levels and receipt of the award(s)

(A certain level of attainment which must be achieved in a specific module; any modules exempted from condonement, any deviation from the standard institutional stipulations for award classification, eg. exclusion of Level 4 module marks from Foundation Degree classification)

Students will receive the MA after successfully completing 180 credits.

Students can achieve the MA at Pass, Merit or Distinction. The final award classification will be determined in accordance with Leeds Trinity University's Taught Course Academic Regulations for Postgraduate Study.

Students will be eligible to receive a Postgraduate Certificate (PGCert) after successfully completing 60 credits, if they are not continuing on the programme.

Students will be eligible to receive a Postgraduate Diploma after successfully completing 120 credits, if they are not continuing on the programme.

10. Prerequisites

Details of modules which must be passed before enrolment on a module at a higher level

Include the rationale which justifies imposition of the prerequisite(s) and the mark/grade required.

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11. External examining arrangements

External examining arrangements

(eg. joint with another programme – extended duties for someone already in post – or separate, single/multiple examiners; if multiple examiners, which subjects / types of module are to be allocated to each; any PSRB requirements)

External examining of this programme will be built into the module and programme allocations of the Sport, Health and Nutrition and Management external examiners.

12. Additional information

Details regarding arrangements in respect of any special features of the programme/scheme, (eg. a non-standard delivery pattern, study abroad, a field course, specific work placement, opportunities for onward progression from foundation degrees, constraints on out-of-programme optional module choices)

Leeds Trinity Postgraduate Taught Course Regulations apply.

13. Additional support needs

Arrangements made to accommodate students with additional support needs and any unavoidable restrictions on their participation in the programme/scheme

There are no particular factors that necessitate bespoke arrangements for this programme. The programme team links with institutional services, including an independent Student Support department and the Student Achievement Advisors' team, to support all students appropriately.