



UNIVERSITY OF
LIVERPOOL



Sports Business and Management

Postgraduate online programme booklet **2021/22**

The University of Liverpool works with partner, Kaplan Higher Education Hong Kong, to process applications and admissions.

Sports Business and Management

Programme overview

Study mode: Online and part-time

Qualification: MSc / PG Dip / PG Cert Sports Business and Management

Programme start dates: 10 August and 12 October 2021

Indicative programme duration: 30 months / 20 months / 10 months

Fees: £18,000⁺ / £12,000⁺ / £6,000⁺ (scholarships and discounts available)

Entry requirements: Applicants should possess either:

- A minimum of a 2:1 class degree in an appropriate subject, equivalent to a UK bachelor's degree, or
- Professional work experience in a related field and/or other prior qualifications will be considered on a case-by-case basis.

All applicants must have reached a minimum required standard of English language and are required to provide evidence of this.

What will I study?

This programme consists of the following modules. You are required to complete 180 credits to achieve a full Master of Science, 120 credits to achieve the postgraduate diploma (PG Dip), and 60 to achieve the postgraduate certificate (PG Cert).

	MSc	PG Dip	PG Cert
Global Context of Sports Business (15 credits)	x	x	x
Sports Marketing and Sponsorship (15 credits)	x	x	x
Leadership in Sport (15 credits)	x	x	x
Sports Strategy and Governance (15 credits)	x	x	x
Sports Business Analytics (15 credits)	x	x	
Sports Finance (15 credits)	x	x	
Sports Operations and Events (15 credits)	x	x	
Sports Business in Practice (15 credits)	x	x	
One elective module (60 credits): Work Based Project / Futures Research for Sport Industries	x		

Teaching and assessment

The programme is delivered using the latest and most innovative online teaching techniques and includes a range of interesting and thought-provoking activities and exercises. Core information is developed by subject-leading experts in the field and closely aligned with both industry and academic best practice. Contemporary issues will be explored and analysed using a range of theoretical perspectives and relevant examples and cases from industry. Leading-edge materials are supported by specially trained lecturers, who are not only professionals in the discipline, but who also have an exceptional knowledge of supporting online students. Teaching activities consist of specially designed lecturecasts, synchronous seminars, carefully curated reading lists, and asynchronous discussions to enhance peer-to-peer learning opportunities.

Assessment is by coursework only – there are no examinations. Assessments align with the University of Liverpool commitment to have relevant, authentic and varied activities and are designed to lead directly to enhanced professional and personal objectives as well as being appropriate to the academic discipline.

⁺ All tuition fees shown are net of any applicable sales tax payable by you in your country of residence. Where we are required to add sales tax at the local statutory rate, this will be added to the tuition fees shown and confirmed during the payment process.

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Programme structure

Module code	MGTK701	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Global Context of Sports Business

Module aims

The module aims to:

- Provide students with a detailed understanding of the context of the 'global' sports business environment, its determinants, challenges, and future trajectory.
- Help students develop critical thinking skills in the global sports business context from perspectives of governance, ethics and sustainability.
- Help students develop as independent learners, comfortable with taking responsibility and being accountable for their actions, choices and outcomes

Learning outcomes

Students will be able to:

- Think critically about contemporary challenges in sports business.
- Critically apply broader concerns of ethics and sustainability in a global sports business context.
- Evaluate the future challenges and developments of the sports business and comment on implications for management practice.
- Appreciate wider conceptualisations of stakeholder theory and critically evaluate implications for sports and sports businesses.
- Appraise the global/local challenges and debates inherent in the sports business environment, in such a way as to inform management decision-making.

Syllabus

- Globalisation of sport
- Sport and politics
- Commercialisation of sport
- Sport and society
- Technology and the future of sport
- Governance and ethics
- Sustainability
- Stakeholders in sport
- Emerging markets

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. These will consist of podcasts covering key topics and will include one scheduled synchronous seminar (if there are issues with time zones another seminar will be provided). Individual online tasks and discussion boards will be used to develop and apply learning with regard to the sport industry in general and the students' own work contexts. These will be moderated by the module tutor. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK707	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Marketing and Sponsorship

Module aims

The module aims to:

- Introduce students to concepts within sports marketing management and sponsorship.
- Introduce students to the characteristics of sports markets and their constituent stakeholders.
- Develop critical understanding of sports markets, and to nurture commercially relevant and socially impactful sports marketing practice.
- Enable students to identify, understand and analyse sports brands.
- Introduce students to 'marketing intelligence' (digital data analytics and digital technologies) in a sports marketing context.

Learning outcomes

Students will be able to:

- Differentiate between different perspectives on sports marketing (i.e. management, social, marketing-through-sport).
- Demonstrate an ability to collect, analyse, and use secondary data to inform marketing decision-making at an executive level (e.g. overseas segmentation and positioning strategy).
- Evaluate suitability of different research and communication techniques through reflective verbal discussion and written tasks.
- Demonstrate a critical awareness of the unique nature of 'sponsorship' and the key considerations for a sports marketing manager.
- Evidence a critical awareness of digital marketing intelligence and how this might be used in sports marketing.
- (Re)Organise and communicate the value propositions of sports brands at a strategic level.

Syllabus

- Sports brands & valuation
- Social marketing and sport
- Sports markets & market research
- Sports marketing intelligence (digital technologies & data analytics)
- Sports marketing mix, product/service, place, price and promotion
- Marketing communications, media, social media and sport
- Sports sponsorship

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. These will consist of podcasts covering key concepts and theories on marketing and sponsorship. Individual online tasks and discussion boards will be used to develop and apply learning within the sport industry and the students' own work contexts. These will be moderated by the module tutor. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK700	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Leadership in Sport

Module aims

This module aims to:

- Evaluate leadership approaches within the sport industry through the critical application of a range of key leadership concepts and theories.
- Critically evaluate the notion of responsible leadership and its significance to sport organisations.
- Critically analyse theories of teams in the context of sport business.
- Develop students' ability to critically reflect on their leadership development and create action plans for development.

Learning outcomes

Students will be able to:

- Appraise leadership approaches within the global sport industry, through the critical application of a range of leadership theories.
- Critique the notion of 'responsible leadership' and ethics within the context of sport and in relation to the students' own values and beliefs.
- Critically analyse concepts, theories and models relating to the leadership of diverse teams in the context of sport.
- Demonstrate the ability to critically reflect on their own leadership approach and, using appropriate frameworks, create action plans for future leadership development.
- Demonstrate digital fluency and communication and collaboration skills through engagement with online discussion boards.

Syllabus

- Self-awareness, reflection and implicit theories of leadership
- Leadership definitions and theories
- Responsible leadership
- Teams
- Leadership development

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. These will consist of podcasts covering key concepts and theories on leadership and videos of noteworthy leaders and leadership situations within the sport industry. Individual online tasks and discussion boards will be used to develop and apply learning within the sport industry and the students' own work contexts. These will be moderated by the module tutor to ensure individual and group feedback, and to support the development of the virtual groups and to foster skills in critical self-reflection. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK708	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Strategy and Governance

Module aims

The module aims to:

- Develop a critical understanding of the notion of strategy and what it means for different types of sports organisations.
- Critically appraise the strategies of sports organisations through that application of a range of strategic planning tools and techniques.
- Critically evaluate sports governance policy and principles and the implications for the governance structures of sports organisations and their impact on operation.

Learning outcomes

Students will be able to:

- Demonstrate the ability to think critically about the effective creation of strategies for sports organisations.
- Critically apply tools and techniques for strategic planning in sports organisations.
- Evaluate the components of a strategic plan; external environment, strategic resources and vision, mission, values of sports organisations.
- Appreciate wider conceptualisations of strategy and critically evaluate the use of these for sports and sports businesses.
- Evaluate governance structures and the trade offs which are inherent in these.
- Deepen their mastery of the social and legal, as well as economic goals and responsibilities of sports organisations.

Syllabus

- What is strategy and how does this apply to sports organisations?
- The key components of a strategic plan
- Scenario planning
- Goals: vision, purpose (mission) and values
- Development of strategic capabilities and competencies
- Resource allocation
- Governance structures
- Governance codes and ethics

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. These will consist of podcasts covering key topics. Individual online tasks, case studies and discussion boards will be used to develop and apply learning with regard to the global sport industry in general and the students' own work contexts. These will be moderated by the module tutor. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK709	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Business Analytics

Module aims

The module aims to:

- Nurture an understanding of the importance of data-driven decision making and its subsequent impact on strategy formulation.
- Enable students to understand how statistical analysis and data visualisation assist in identifying sport business trends and solutions.

Learning outcomes

Students will be able to:

- Demonstrate knowledge and a broad understanding of the emerging data driven sport business landscape.
- Evidence an understanding of emerging technologies and the potential for disruption and development in the use of data analysis in sports business.
- Apply quantitative analysis to understand and present complex data to support evidenced-based decision making.
- Discuss critically how data visualisation contributes to evidence-based decision making and organisational communications.
- Reflect creatively on how analytical techniques can address sport business problems.
- Ideate and prototype applications of data visualisation techniques in the construction of organisational and executive dashboards and reports.
- Appraise the value of analytics across a range of other business contexts.
- Assess the limitations of data analytics in the decision-making process.

Syllabus

- Data, Big Data, and disruptive technologies
- Performance versus business analytics in sport
- Quantitative analysis in sports business
- Techniques, technology and challenges for data-driven quantitative analysis in sports business
- Data visualisation A: organising the data
- Data visualisation B: creating the data narrative
- Data visualisation C: the executive dashboard
- Ethics and data governance

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. These will consist of podcasts covering key concepts, theories, and practical applications of quantitative data analysis and visualisation communication techniques. Contemporary software packages will be used to support practical activities linked to lecture content. Individual online tasks and discussion boards will be used to develop and apply learning within the sport industry and the students' own work contexts. These will be moderated by the module tutor to ensure feedback, and to support the development of the virtual cohort. Readings and contemporary debates surrounding this area will be used to punctuate vocational development, ensuring balance between 'know-how' and 'know-why'.

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Module code	MGTK706	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Finance

Module aims

This module aims to:

- Give students an understanding of the core components of a set of financial statements in terms of assets, liabilities, equity income profit and costs.
- Provide students with the ability to examine the regulation of sporting institutions and the challenges in developing and implementing financial controls.
- Provide students with the opportunity to critically assess a set of financial statements and comment upon the financial strengths, weaknesses and risks associated with an individual sports based business.
- Develop students' ability to value a sports business/institution using a variety of methods.

Learning outcomes

Students will be able to:

- Demonstrate understanding of the components of a balance sheet and their interaction.
- Demonstrate understanding of the components of a profit or loss account/income statement and the concept of breakeven and profitability.
- Demonstrate understanding of the importance of cash to a sports based business and how cash flows differ from profits.
- Analyse and explain, using financial and non-financial metrics and relationships, the accounts of a sports based business/institution.
- Value a sports based business/institution using differing methodologies and analyse the risks involved in such models and methods.
- Evaluate the motives, benefits and drawbacks of having financial controls in relation to sports businesses that are different from those of other industries.

Syllabus

- Core components of financial statements: assets, liabilities, equity income profit and costs
- Concept of profitability and breakeven in relation to private and non-profit making sport organisations
- Differences between profit and cash flows
- Analysis of financial statements within sports based businesses using financial metrics and key performance indicators to identify financial and non-financial trends
- Regulation of sporting institutions and the challenges in developing and implementing financial controls
- Ownership models: sporting versus financial achievements
- Methods of valuing a sporting business

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. The e-lectures will consist of podcasts covering key concepts alongside e-seminars that will consist of individual online tasks, case studies and discussion boards which will be used to develop and apply learning to the sport industry and the students' own work contexts. These will be moderated by the module tutor to ensure individual and group feedback. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK702	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Operations and Events

Module aims

The module aims to:

- Introduce students to the nature and impact of sports facilities and events at a community, national and international level.
- Provide opportunities to critically evaluate and apply key concepts and theories relevant to the operations management of sports facilities and events.
- Enable students to apply operations' theories to practice through undertaking a simulation exercise relating to sport a sports facility or event.
- Develop students' critical understanding of the centrality of sustainability in the operation of sports facilities and events.

Learning outcomes

Students will be able to:

- Critically evaluate key concepts and theories of sports operations management and events in order to investigate and inform management practice.
- Understand the typology of sports events and critically appraise their impact and legacy.
- Apply theory to practice in order to analyse and address operational problems relating to a sports facility or event.
- Appraise the sustainability of the operation of sports facilities and events with regard to financial, social and environmental indicators of performance.

Syllabus

- Nature, characteristics and impact of sports operations and events
- Events management
- Operations design
- Operations planning
- Project management
- Quality and customer service
- Health and safety, risk and security
- Performance measurement and control

Learning and teaching methods

The module will primarily be delivered through six e-lectures/seminars and two online simulation sessions.

The e-lectures/seminars will consist of podcasts covering key concepts and theories on leadership and videos of noteworthy leaders and leadership situations within the sport industry. Individual online tasks and discussion boards will be used to develop and apply learning within the sport industry and the students' own work contexts. These will be moderated by the module tutor to ensure individual and group feedback, and to support the development of the virtual groups and to foster skills in critical self-reflection. Students will also be directed to key academic and practitioner readings to further develop their learning.

The two online simulation sessions will require students to be assigned to virtual student groups. Where necessary this will be done based on time zones. Over two weeks of the module the groups will work together to solve issues within a simulation exercise.

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Module code	MGTK705	NQF level	Level 7
Credit value	15 credits	Module duration	8 weeks

Sports Business in Practice

Module aims

The module aims to:

- Enable students to synthesise concepts and theories from the breadth of sport business disciplines in order to critical evaluate practice within a range of sports organisations.
- Introduce students to the practical sports business environment.
- Develop reflective students that understand both the 'know-how' and 'know-why' functions of sports industries.
- Develop confident students, able to adapt and apply their knowledge to a range of contexts.

Learning outcomes

Students will be able to:

- Discuss the key reasons for differences in business practice within the sport industry, and identify overarching issues that impact on them.
- Synthesise and critique theories and concepts from a breadth of sport business disciplines in order to appraise sport business practice.
- Reflect critically on their own values, attributes and practice with regard to future career aims.
- Develop a sustainable appreciation of sports business practice to inform future management decision making.
- Formulate alternative forms of 'practice' that are theoretically informed, and could be used to inspire more ethical and responsible sports business practice.

Syllabus

- Business practices will be critically evaluated in a range of organisations using guest speaker videos and case studies. These will include:
- Private sport businesses
- Public/governance sport organisations
- Elite sports clubs

A particular focus will be on the following themes:

- Strategies and values of sport businesses in different sport industry sectors
- Sustainability and sport business practice

The key themes of digital practice in sport organisations, fan engagement and sponsorship activation introduced in the module 'Sports Marketing and Sponsorship', will be developed and explored through analysing business practice within the range of sports organisations examined in the module.

Contemporary issues: the study of business practice within sports organisations will highlight the key issues that are impacting on them. Consequently these will be determined according to the business environment at the time of the module delivery and the innovative practices being used to address them.

Learning and teaching methods

The module will primarily be delivered through eight e-lectures/seminars. Individual online tasks and discussion boards will be used to develop students' learning. These will be moderated by the module tutor to provide feedback. Students will also be directed to key academic and practitioner readings to further develop their learning.

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Module code	MGTK704	NQF level	Level 7
Credit value	60 credits	Module duration	40 weeks

Work Based Project

Module aims

This module aims to:

- Provide the opportunity for students working/ volunteering in organisations within or connected to the sport industry to undertake a self-managed process of systematic practitioner inquiry.
- Enable students to integrate the knowledge and skills acquired during the MSc to investigate an issue that impacts on the practice within their organisation using appropriate management research methodologies and/or data collection methods.
- Enable students to problem solve and generate recommendations on actions for practice in order to address key challenges.
- Create a collective and reflective learning experience through the sharing and discussion of findings and potential recommendations with the module cohort prior to final write up.

Learning outcomes

Students will be able to:

- Diagnose and analyse a problem or issue within a sport related organisation using a structured process.
- Analyse ambiguous information, synthesise knowledge and data in order to make reasoned judgements and sustainable recommendations underpinned by ethical values.
- Prepare and present findings, conclusions and recommendations in a verbal and written format.
- Develop and execute a structured plan in order to undertake independent, practice based research using appropriate methods.
- Reflect on their personal development through undertaking the module.

Syllabus

- Literature survey and conceptual frameworks
- Locating research questions within a theoretical framework
- Factors influencing selection of research methodology and method and gathering and analysing data
- Research ethics
- Constructing a project (research) plan
- Presenting the research, findings and recommendations
- Style and formats of presenting the project

Learning and teaching methods

The first part of the module will be delivered through six e-lectures/seminars which will enable students to develop critical understanding of the research methodology, methods and planning that will underpin the work based project. Individual online tasks and discussion boards will be used to develop students learning, these will be moderated by the module tutor to ensure individual and group feedback, and to support the development of the virtual conference presentation groups. Students will also be directed to key academic and practitioner readings to further develop their learning.

Additionally, one scheduled synchronous seminar will be delivered (if there are issues with time zones another seminar will be provided).

This module is specifically for those working/volunteering in organisations within or connected to the sport industry to undertake a work-based project.

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Module code	MGTK703	NQF level	Level 7
Credit value	60 credits	Module duration	40 weeks

Futures Research for Sport Industries

Module aims

This module aims to:

- Provide students with the opportunity to future gaze in order to identify the possible major shifts that may impact on the sport business environment.
- Develop students' critical understanding of how to conduct business research within an academic framework, in order to investigate the impact the major shift will have on sport business related organisations, develop supportable conclusions, and formulate actionable recommendations that endeavour to address the issues identified.

Learning outcomes

Students will be able to:

- Demonstrate the ability to apply foresight and scenario techniques to explore key future trends and societal changes and how they may impact on sport business organisations.
- Select, critique and apply relevant theory, strategies and methodologies in investigating a complex issue within the sport business environment.
- Analyse ambiguous information, synthesise knowledge and make reasoned judgements and recommendations within a dynamic and changing sport business environment.
- Develop and execute a structured plan in order to undertake independent research using appropriate methods.
- Reflect on their personal development through undertaking the module.

Syllabus

- Scenario building and foresight techniques
- Literature survey and conceptual frameworks
- Locating research questions within a theoretical framework
- Factors influencing selection of research methodology and method and gathering and analysing data
- Research ethics
- Constructing a project (research) plan
- Presenting the research, findings and recommendations
- Style and formats of presenting the project

Learning and teaching methods

The first part of the module will be delivered through six e-lectures/seminars which will enable students to develop critical understanding of the research methodology, methods and planning that will underpin the two assessment tasks. Individual online tasks and discussion boards will be used to develop students' learning, these will be moderated by the module tutor to ensure individual and group feedback, and to support the development of the virtual conference presentation groups. Students will also be directed to key academic and practitioner readings to further develop their learning.

Additionally, one scheduled synchronous seminar will be delivered (if there are issues with time zones another seminar will be provided).

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Useful information

Fees and funding

	Full course fee*	Indicative programme duration**	Credits
MSc	£18,000 [†]	30 months	180 credits
PG Dip	£12,000 [†]	20 months	120 credits
PG Cert	£6,000 [†]	10 months	60 credits

The full tuition fee for the MSc Sports Business and Management is £18,000[†] (2021/2022 academic year). This fee is fully inclusive of all costs, including all teaching materials, core textbooks, assessments and resits. Students should budget for a reliable internet connection for the duration of their studies and a suitably equipped laptop or personal computer.

Students living in England may be eligible for a postgraduate loan to cover some of the costs of your degree.

If you are not eligible for a student loan, we offer a simple monthly payment plan to spread the cost of your tuition over the duration of your studies. If you choose to pay the full tuition fee upfront, you will receive a 5% discount.

Discounts and scholarships

Full payment discount

If you choose to pay for your postgraduate programme up-front, we will apply an additional 5% discount to your tuition fee.

Executive Scholarships

Executive Scholarships of 15% are available for all Business and Management programmes including the MBA for enrolments during the 2021/22 academic year.

Regional Scholarships

Regional Scholarships of up to 15% are available for international students based overseas in eligible countries. To find out more, [please contact our partner, Kaplan Higher Education Hong Kong](#).

Alumni discount

University of Liverpool graduates going on to study an online master's programme can benefit from a 10% discount on the tuition fees.

*Prices are reviewed annually. We reserve the right to increase tuition fees in line with the RPI-X index. If you pay your tuition fees annually in advance the tuition fees will not be increased before your next annual payment. Please read our terms and conditions for more details.

**The indicative study duration is a guide to how long your course will take to complete. The actual duration may vary depending on study options chosen and module availability.

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Useful information

Careers

This programme is for anyone currently working or aspiring to work in a wide range of sports organisations, whether they be professional sports clubs, commercial sport businesses, sports governing bodies or community sports organisations.

You will gain an understanding of key management principles in a sports organisation, underpinned to by shared practical experiences from professionals in a wide range of sporting areas. The course will give you skills which are relevant in a wide range of places, including sports centres, sports clubs, grassroots organisations as well as larger venues, such as football, stadium and international venue sites.

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Submit your application online

or contact our partner, Kaplan Higher
Education Hong Kong, at

+852 2836 0332

liverpool.kol.hksubmission@kaplan.com



The University of Liverpool works with partner, Kaplan Higher Education Hong Kong,
to process applications and admissions.