



INTERNATIONAL  
CENTRE FOR  
SPORTS STUDIES



UWI  
ST. AUGUSTINE  
CAMPUS

## Postgraduate Diploma in Sports Management

Third edition / 2012



FIFA/CIES International  
University Network

by CIES Education



In collaboration with:

**FIFA**

For the Game. For the World.



## CIES IN TRINIDAD & TOBAGO

It is a great honour and an immense pleasure for CIES to launch the third UWI/FIFA/CIES Postgraduate Diploma in Sports Management in cooperation with the University of the West Indies (UWI), our partner since 2009.

For more than fifteen years our Institute, which benefits from the financial support of FIFA, has developed a great number of projects with the purpose of achieving a better understanding of the multiple facets of sport and of football in particular. This is why CIES has carried out extensive research in the fields of law, economics, sociology, geography and history. It has also created a Master's Degree in Sports Management, Law and Humanities of Sport (the FIFA Master) in which more than 300 students from more than 80 countries have already participated. CIES is also the trustee of the famous João Havelange Research Scholarship which is open to universities from all over the world.

Finally, since 2004, CIES has been developing an International University Network which already comprises 14 members in Argentina, Brazil, Chile, Costa Rica, Egypt, Palestine, Senegal, South Africa, Spain, Turkey, Ukraine and Venezuela. In Trinidad and Tobago and the English speaking Caribbean, UWI is the dynamic and enthusiastic partner of this project.

In the age when sport has become one of the key actors of society, it is vital to continue our efforts so that it can retain its power of attraction and its dignity. Remarkable sporting achievements and their economic implications must preserve unwavering ethics. The UWI/FIFA/CIES Programme helps to meet this objective.

Our presence in the Caribbean demonstrates our will to offer to the future sports administrators of this region practical tools in such varied fields as communication, law, finance, management, the organisation of sports events, sponsorship and marketing. The important thing is that these instruments are adapted to local realities in order to optimise their efficiency. It will be the role of UWI, our partner since 2009, to ensure that this is the case.

**Bertrand Reeb**  
CIES President

**Jérôme Valcke**  
FIFA Secretary General



## WELCOME FROM THE PRINCIPAL

The University of the West Indies (UWI) is proud to partner with the International Federation of Association Football (FIFA) and the International Centre for Sport Studies (CIES) of Neuchâtel, Switzerland to take sports training and management in the Region to a new level with the introduction of the Postgraduate Diploma in Sports Management. A Master of Science Degree in Sports Management is also being offered by the UWI St. Augustine Campus.

Sport has always been a unifying force in the Caribbean and a source of national and regional pride. As such, in 1999, the University of the West Indies initiated a Bachelor of Science Degree in Sports Management and today our Postgraduate Diploma caters to a more mature and experienced audience of sports management professionals.

With the recent creation and upgrading of infrastructure across the Region to accommodate major sports events and with the recent conclusion of the successful FIFA U17 Women's World Cup 2010, the Caribbean is well poised to develop a powerful sport tourism industry of global significance.

Our postgraduate offerings are intended not only to enhance expertise and technical capacity in sports management but also to encourage deeper study and investigation into the workings of the sector and the creation of new opportunities for professional and entrepreneurial development.

We are extremely pleased to partner with FIFA and CIES to deliver these programmes at the St. Augustine Campus of the University of the West Indies. You can be a part of this international academic partnership for taking sports management to a new level in our country and Region and I look forward to welcoming you to pursue our exciting postgraduate sports management programme.

**Clement K. Sankat**  
**Principal & Pro Vice-Chancellor**  
**St. Augustine Campus**  
**The University of the West Indies**



## THE UNIVERSITY OF THE WEST INDIES

The University of the West Indies is recognized internationally as a leading centre for learning and research. The University serves the diverse needs of 15 contributing countries through its four campuses - Cave Hill in Barbados, Mona in Jamaica, St. Augustine in Trinidad and Tobago, and the Open Campus - and seven faculties.

For more than 60 years the UWI has served the people of the Caribbean with groundbreaking teaching and research that focus on the unique needs of the Region within a global context. Our 90,000 graduates include leaders in their own fields and professions. In 2010, the University of the West Indies, St. Augustine Campus celebrated its 50<sup>th</sup> anniversary.

The St. Augustine Campus welcomes the opportunity to deliver this prestigious Programme in Sports Management as part of our continued commitment to the development of regional expertise and our ongoing contribution to the development of knowledge for the advancement of our societies.





## THE POST GRADUATE DIPLOMA IN SPORTS MANAGEMENT

### INTRODUCTION

Sport now plays a central role in Caribbean societies, not only as a vehicle for recreation and leisure but as a key contributor to national economic development and social advancement. The Sports sector in the Caribbean suffers, however, from a lack of professional management and this has served to stymie its development and consequently its contribution to the development of the Region.

In response to the needs and challenges identified above, the UWI, St. Augustine campus signed a Memorandum of Agreement with the Centre International d'Etude du Sport (CIES) in 2009, under the auspices of the International Federation of Association Football – FIFA. This Memorandum was the first step in permitting the UWI, St. Augustine, to introduce this unique Postgraduate Diploma in Sports Management to the Caribbean.

### PROGRAMME GOALS

The UWI/FIFA/CIES Postgraduate Diploma in Sport Management will focus on giving students an understanding of the management, marketing and policy development challenges faced when delivering sports services within today's complex, demanding and globalized environment.

Students will be exposed to the local and regional realities of sport, and will be provided with the requisite educational background necessary for executive management and leadership positions in a variety of sport and recreational fields throughout the Caribbean.

Focused disciplinary study will also be emphasized so as to prepare graduates to think conceptually and analytically and to positively impact professional practices and policies in the respective fields of sports and recreation.

### TARGET AUDIENCE

This Diploma will cater to the needs of those individuals whose undergraduate training is in areas other than Sports Management. Exceptions (at the discretion of the Selection Panel) can be made for candidates with substantial experience in the sport industry who do not possess an undergraduate degree.

This Diploma should therefore be of particular benefit to persons operating in a managerial or administrative capacity in sports organisations such as:

- Regional and National Sporting Organizations
- Ministries of Sport and Youth
- Affiliate Members of the Caribbean Association of National Olympic Committees
- West Indies Cricket Board; the Trinidad and Tobago Cricket Board and its affiliate Member clubs
- Government Agencies
- Industries related to sport
- Other industries where persons are actively involved in sport management and administration
- Persons desiring to update and refresh their skills and knowledge of sport management

### PROGRAMME CONTENT

This Postgraduate Diploma programme is comprised of eight (8) core courses taught over a period of three (3) trimesters or one academic year. The courses include:

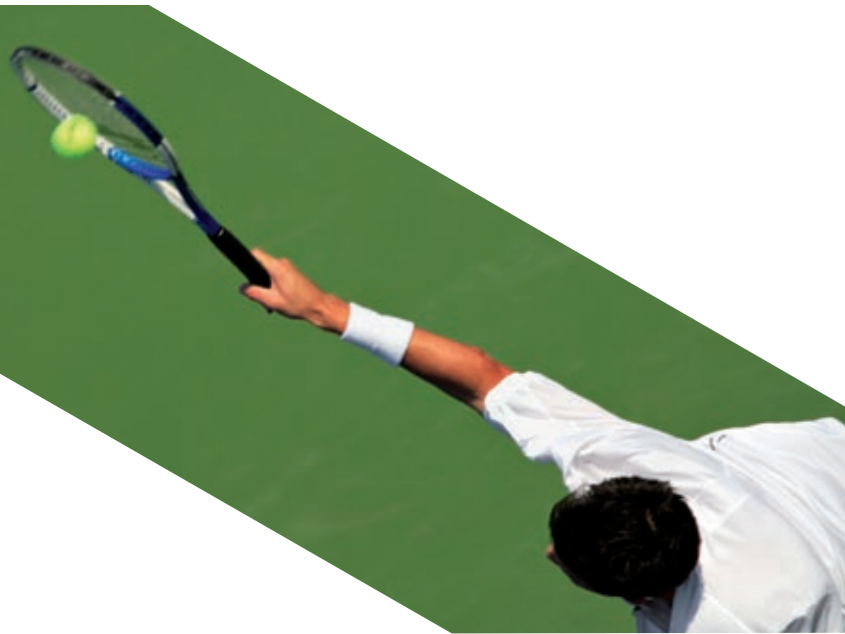
- Management in Sports
- Sports Marketing and Sponsorship
- Law and Sports
- Communication in Sports
- Sports Finance
- Sports Facilities Management
- Event Management in Sports
- Human Resources Management in Sport

### ENTRY REQUIREMENTS

Admission to the Postgraduate Diploma will be permitted to persons who:

- **either** possess a degree (other than in Sports Management) from the University of the West Indies or any other acceptable university and who demonstrate an interest in Sports Management;
- **or** who do not hold a formal university degree but possess a record of active and extensive professional experience in the management and administration of sports supported by a portfolio of evidence;
- **and** are successful at an interview to be conducted by a panel approved by the Campus Principal and CIES.





## PROGRAMME & OTHER FEES

The tuition fee for the UWI/FIFA/CIES Postgraduate Diploma in Sports Management is TTD \$24,000.\*

This programme is GATE\*\* approved, thus nationals of Trinidad and Tobago are eligible for a 50% subsidy in their tuition fees. The university will undertake the paper work necessary for processing the GATE subsidy.

Persons who are not eligible for GATE funding must pay the fee stated above and give evidence of their ability to meet this cost prior to their acceptance onto the programme.

In addition to the above fee, all successful applicants are required to pay the following compulsory fees:

Registration Fee	TT\$ 20.00
Guild Fee	TT\$ 175.00
Caution Fee***	TT\$ 500.00
Student I.D.	TT\$ 20.00
Personal Accident Insurance	TT\$ 20.00

No refunds are allowed for cancellation once the course has started

\* *The current exchange rate in TT\$ 6.4 to 1 US\$*

\*\* *Government Assistance for Tuition Expenses*

\*\*\* *This is refundable at the end of the Programme once certain stipulated conditions are met.*

## APPLICATION PROCEDURE

Persons wishing to apply for the Postgraduate Diploma programme are encouraged to visit the University of the West Indies School for Graduate and Research Studies at <http://sta.uwi.edu/postgrad/>

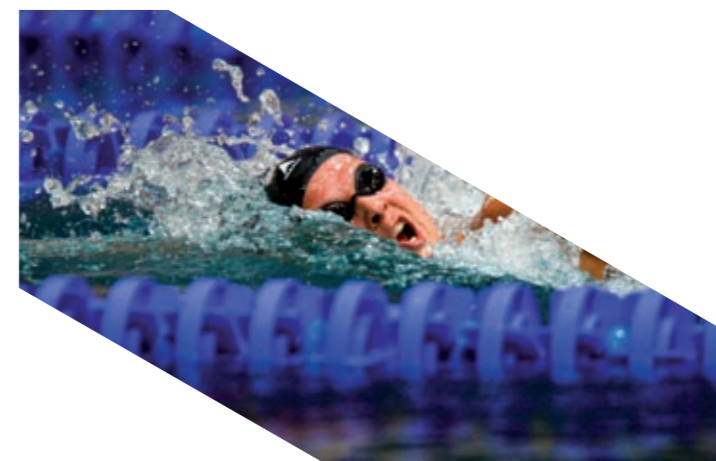
Applicants can also access the UWI website directly at <http://sta.uwi.edu/>, click on "Post Grad" then click on "How to apply".

## SELECTION PROCEDURE

All shortlisted applicants will be invited to an interview shortly after the closing date of applications. Admission onto the programme is contingent on the successful outcome of this interview.

## CLOSING DATE FOR APPLICATIONS

The academic year for the UWI/FIFA/CIES Post Graduate Diploma runs from January to December. The closing date for application is December 2<sup>nd</sup>, 2011.



## SCHOLARSHIPS

A limited number of partial tuition scholarships are available and will be awarded at the discretion of the Selection Panel on the basis of financial need and / or merit. The decision of the Selection Panel is final.

## SPECIAL REGULATORY ISSUES

### ATTENDANCE TO CLASSES

Students are required to attend a minimum of 75% of the scheduled classes for a course in order to write the exam in that course or be eligible to be awarded a passing grade for a course that does not entail a final exam.

### AWARD OF DIPLOMA

To qualify for the award of the Postgraduate Diploma in Sports Management, candidates must pass all courses, satisfy the programme attendance requirements and be in good financial standing with the University.

The Diploma shall be awarded in two categories – Distinction or Pass.

For the award of the Postgraduate Diploma with Distinction, students must obtain an A average (70%) consistently across all courses taken.

## ACCOMMODATION

For persons applying from overseas, there are five (5) Halls of Residence at the St. Augustine Campus with rates ranging from TT\$ 200 to TT\$ 750 per week. Off-campus accommodation is also available. For further information, please visit us online at [www.sta.uwi.edu/oasis](http://www.sta.uwi.edu/oasis) or contact The Director, Student Advisory Services, The University of the West Indies, St. Augustine, Trinidad & Tobago



## COURSE DESCRIPTIONS

### MANAGEMENT IN SPORTS

This module focuses on the structure of the sport organization; motivation; application of motivation theories; leadership; the individual and group decision making process; the team and team work; meetings; managing conflicts; negotiation and organizational changes. The course content will demonstrate how these management concepts are applied in both an amateur and a professional sport setting.

### SPORTS MARKETING AND SPONSORSHIP

This module includes an in-depth study of sport marketing and the influence it has in accomplishing objectives in today's world of sport. It involves a thorough review of the product and the details of bringing it to market. Topics to be covered include: understanding the sport consumer; get to know the market; segmenting markets; choosing a strategy; marketing-mix; brand management; sponsorship in sports; recent marketing developments including internet marketing.

### LAW AND SPORTS

This module introduces students to the fundamental tenets of the Westminster Legal system, and familiarizes them with the legal structure and basic legal terminology used in this Region. The basic principles of contract law will be examined as well as the impact of these principles on the sport industry. Topics to be covered include: general principles of law; the legal form of sports organizations; the major groups of institutions with responsibility for the organization of sport; the pyramidal structure of sports organizations; the autonomy of sports organizations; the regulation of sports organizations; the duality of jurisdictions applying to sport.



### COMMUNICATION IN SPORTS

Topics to be covered in this module include: Why is communication important; public relations; stakeholder analysis; managing communication; internal communication; external communication; media relations; communication planning; issues and crisis management; government relations and public affairs; community relations and corporate social responsibility; communication evaluation.

### SPORTS FINANCE

The Sport Finance module involves a study of the basic financial considerations a sport management professional must understand to function effectively. It includes the consideration of financial challenges facing the sports profession; sources of funding; budgeting and financial statements; economic impact analysis and the pros and cons of using public funds.

### SPORTS FACILITIES MANAGEMENT

This module will focus on the planning and management of sport and recreational facilities. Topics to be covered include: planning the sports facility (accessibility, parking, geographic location); the facility layout; the facility image (appearance, amenities offered, personnel); assessing equipment needs; managing equipment; facilities scheduling; facilities renovation and maintenance; blue printing the service delivery system; the management of risk at sport facilities; feasibility study; marketing of the sport facility and ticket sales strategy.

### EVENT MANAGEMENT IN SPORTS

Topics to be covered include: what is meant by "sports event management"; steps in sports event management; sub-systems in sports event management; specific characteristics of sports event management; the sports event management process and project management tools; event management challenges: quality requirements versus cost of service.

### HUMAN RESOURCE MANAGEMENT IN SPORTS

This module focuses on the key groups (professional workers, volunteers and clients) that comprise human resources in sports and present conceptual guidelines for matching managerial processes with individual differences between these groups.

This module is divided into four parts. Part I outlines the unique and common characteristics of the three groups in human resources: volunteers, professionals and clients. Part II discusses differences among people and how they affect behavior in sport organisations. It covers human resource issues related to abilities, personality, values and motivation. Part III explores significant organisational processes in the management of human resources including job design, staffing, leadership, performance appraisal, reward systems and organisational justice. Finally, Part IV discusses two significant outcomes expected of human resource practices: satisfaction and commitment.



## FACILITATORS

### Management in Sports

Mrs. Carol Charles Austin  
Sports Administrator and Adjunct Lecturer  
The University of the West Indies, St. Augustine

### Human Resources Management in Sports

Dr. Roland Baptiste  
Senior Lecturer in Human Resources Management  
The University of the West Indies, St. Augustine

### Sports Marketing and Sponsorship

Dr. Spiro Doukas  
Lecturer  
The University of the West Indies, St. Augustine

### Law and Sports

Dr. Rajendra Ramlogan  
Senior Lecturer in Law  
The University of the West Indies, St. Augustine

### Communication in Sports

Mr. Arnold Corneal  
Communications Specialist and Adjunct Lecturer  
The University of the West Indies, St. Augustine

### Sports Finance

Mr. Prakash Ramlakhan  
Lecturer  
The University of the West Indies, St. Augustine

### Event Management in Sports

Dr. Spiro Doukas  
Lecturer  
The University of the West Indies, St. Augustine

### Sports Facilities Management

Ms. Sherlan Cabralis  
Adjunct Lecturer  
The University of the West Indies, St. Augustine

## PROGRAMME ADMINISTRATORS

Mr. Errol Simms  
Senior Lecturer  
Department of Management Studies  
The University of the West Indies, St. Augustine

Dr. Spiro Doukas  
Lecturer  
Department of Management Studies  
The University of the West Indies, St. Augustine

Ms. Charisse Broome  
Programme Coordinator



## FURTHER INFORMATION

For further information, please contact either:

Ms. Charisse Broome

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or

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web: <http://www.sta.uwi.edu/postgrad>

## STUDENTS' COMMENTS

### Melissa Howell

UWI, Trinidad and Tobago  
2011 Class

*"As a student within the UWI/FIFA/CIES Postgraduate Diploma Programme, my views on Sports Management have already changed. The Programme has been a great learning experience for me that has taken me out of my comfort zone and allowed me to expand my knowledge and skills base. I am now more confident to look ahead and achieve my goals."*

### Edmund Berahzer

UWI, Trinidad and Tobago  
2011 Class

*"I am currently involved in managing two important sports programmes at my school and my motivation for pursuing the Diploma Programme is to develop my competence in sports management and make me more marketable. I am happy to report, thus far the programme has lived up to my expectations."*

### Shawn Garcia

UWI, Trinidad and Tobago  
2010 Class

*"Sport has shaped my life from an early age. My dream is to create a hybrid between Sport and the Environment and to establish a Sports Academy where young, natural talent is nurtured to Elite level."*

### Sterling Seebransingh

UWI, Trinidad and Tobago  
2011 Class

*"I have a great passion for sports and have been dreaming of working in this industry for the past few years. I decided to pursue this Diploma to give myself a chance and to make my dream a reality. I must say that this Programme exceeded my expectations. The lecturers have been excellent, very knowledgeable, professional, punctual and understanding. The Programme is also well organized and structured, making it fun and enjoyable. I can't wait to get a job in the sports industry."*

### Christian Medina

UWI, Trinidad and Tobago  
2010 Class

*"I see sport as a business. This Programme is the ideal starting block for me to marry my passion with my profession. I don't intend to be just another student, but to be part of the solution. I can help professionalize sport through technology in Trinidad and Tobago and the Caribbean and put the right systems in place to produce the outcomes we desire."*

### Seychelle Grant

UWI, Trinidad and Tobago  
2010 Class

*"Successfully completing the Sports Management Diploma will allow me to broaden my prospects as a nutritionist. Understanding the world of sport from a management level will enhance my competitive edge. I believe that the events management, marketing and sports facilities management modules will give me the tools I need to creatively contribute to the sport industry at home and abroad..."*

### Mauricia Nicholson

UWI, Trinidad and Tobago  
2010 Class

*"I have been in sport my whole life as a National footballer and a coach and have always planned to further my education. This Programme came at the right time and is the right fit for me and will complement my training in Sport Adventure and Eco Tourism Management very well."*

### Solomon Mudege

NMMU, South Africa  
2007 Class

*"I would definitely recommend the FIFA/CIES Programme in Sport Management and any of the CIES initiated academic programmes. The FIFA/CIES Programme in Sport Management is a unique course which promotes good management principles while recognising the distinctive environment within the nation in which the course is offered."*



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