



Распоряжение № 9/2014-Н

Об утверждении расписания занятий первого триместра образовательной программы дополнительного профессионального образования в области спорта «Мастер спортивного администрирования», реализуемой на английском языке в 2014-2015 учебном году

г. Москва

«8» сентября 2014 г.

В соответствии с Правилами обучения в АНО «РМОУ» по программе дополнительного профессионального образования «Мастер спортивного администрирования» (МСА) утвержденными приказом ректора № 1/2014-У от «12» мая 2014 года, и приказом Ректора № 1/2014-НП «О распределении полномочий между должностными лицами Автономной некоммерческой организации «Российский Международный Олимпийский Университет» от "27" мая 2014 г.

УТВЕРЖДАЮ:

1. Расписание занятий первого триместра образовательной программы дополнительного профессионального образования в области спорта «Мастер спортивного администрирования», реализуемой на английском языке в 2014-2015 учебном году в соответствии с Приложением №1 к настоящему Распоряжению.
2. Контроль за исполнением настоящего распоряжения оставляю за собой.

К распоряжению прилагается:

Приложение № 1. Расписание занятий первого триместра образовательной программы дополнительного профессионального образования в области спорта «Мастер спортивного администрирования», реализуемой на английском языке в 2014-2015 учебном году.

Проректор по научной работе

Н. Л. Пешин

RUSSIAN INTERNATIONAL
OLYMPIC UNIVERSITY



MSA SCHEDULE
22.09.14-27.12.14
SOCHI

«APPROVED»
RIOU Pro Rector for Research

Nikolay Peshin

WEEK 1

22-26 September 2014

Unit: Understanding Governance. Professor Vassil Girginov

Date	Time	Content
Monday 22/09/14	09.00-11.00	Lecture 1: Governance, politics and the Olympic Movement –introduction to the module
	14.30-16.30	Seminar 1: Key concepts in governance
Tuesday 23/09/14	09.00-11.00	Lecture 2: Understanding governance
	14.30-16.30	Seminar 2: Governance dilemmas
Wednesday 24/09/14	16.00-18.00	Tutorial: Directed task
Thursday 25/09/14	09.00-11.00	Lecture 3: Governance as polity, policy and politics
	14.30-16.30	Seminar 3: Governance of global sport organisations
Friday 26/09/14	11.00-13.00	Presentation
	16.00-17.00	Tutorial: Directed task - Quiz

WEEK 2

29 September- 3 October 2014

Unit: Fans engagement: Professor Alexey Kirichek

Date	Time	Content
Monday 29/09/14	09.30-10.30 10.40-11.40 13.00-15.00 16.00-18.00	Lecture 1: Presentation of the course: goals, objectives and results. Role of fans in Professional Sport Identification of the fan: why they support Seminar 1: Engaging fans in cities with different sport clubs. Individual Assignment 1 Tutorial: Directed task. Preparation for Assignments.
Tuesday 30/09/14	09.30-10.30 10.40-11.40 13.00-15.00 16.00-18.00	Lecture 2: Methods and techniques for the analyzing of the club's fans. Fan database: how to build and use Fan as a customer. Fan loyalty and dedication to the Club Segmentation of fans and consumers: behavioral and psycho-demographic aspects Management of fan satisfaction and loyalty Seminar 2: How to fill the stadium for 10 years and then lose half. Individual Assignment 2 Presentation
Wednesday 1/10/14	16.00-18.00	Tutorial: Directed task. Preparation for Assignments
Thursday 2/10/14	09.30-10.30 10.40-11.40 13.00-15.00 16.00 -18.00	Lecture 3: 1.Marketing strategy to attract fans of different categories: The use of integrated marketing communications Analysis of interdependence brand sporting event and fans 2.Principles of work with rivals fans 3.Digital marketing in fan attraction and engagement Lecture 4: Marketing strategies for different types of fans: Marketing mix to increase the attendance Ticketing pricing Loyalty program. The economic model of the program. <ul style="list-style-type: none"> • Different sports, different practices Results of fan engagement: what do fans if they are unhappy Tutorial: Directed task. Preparation for Assignments
Friday 3/10/14	11.00-13.00 14.00-16.00	Seminar 3. Presentation. Evaluation of the fan engagement strategy. Work in groups of 2 people. Quiz/ Essay

WEEK 3 6 - 12 OCTOBER 2014

FORMULE 1 RACE PRACTICE

WEEK 4

13 – 17 October 2014

Unit: Financial Management. Professor Martin Egger/ Professor Sebastian Keiser

Date	Time	Content
Monday 13/10/2014	9:00-10:30	Lecture 1: Module introduction (Kaiser/Egger) Introduction to schedule, lecturers, use of lectures, seminars, tutorials, presentations, guidelines to the assessment.
	11:00-12:30	Lecture 2: Foundations of event management (Kaiser)
	14:00-15:30	Lecture 3: Basic financial concepts I (Egger) Revenues from sport enterprises, expenses that affect a sports enterprise, value and use of budgets, steps financial planning
	15:30-17:00	Tutorial 1: Guided reading (Kaiser/Egger)
Tuesday 14/10/2014	9:00-10:30	Lecture 4: Financial management of events - basic theory (Kaiser) Events as services and public goods, costs and benefits, multiplier, opportunity-costs and crowding-out, consumer surplus, events efficiency.
	11:00-12:30	Seminar 1: Case Study (Egger) Finance of events, sources of revenues, budgeting, government and other influences.
	14:00-15:30	Seminar 2: Case Study (Egger)
	15:30-17:00	Tutorial 2: Group work and preparation of case study (Kaiser/Egger)
Wednesday 15/10/2014	9:00-10:30	Lecture 5: Economic impact of events I (Kaiser)
	11:00-12:30	Lecture 6: Economic impact of events II (Kaiser)
	14:00-15:30	Lecture 7: Budgeting I (Egger) Sources of revenues f.e. media and TV rights, government.
	15:30-17:00	Tutorial 3: Group work and preparation of case study (Kaiser/Egger)
Thursday 16/10/2014	9:00-10:30	Lecture 8: Budgeting II (Egger) Sponsorship, government, retailing, merchandising.
	11:00-12:30	Lecture 9: Economic impact of events III - discussion (Kaiser)
	14:00-15:30	Lecture 10: Basic financial concepts II (Egger) Basic analyses of financial statements, concept of breakeven analyses, types of financial ratios, obtaining funding (f.e. short term borrowing strategies, funds and private financing as source of capital).
	15:30-17:00	Tutorial 4: Group work and preparation of case study (Kaiser/Egger)
Friday 17/10/2014	9:30-12:30	Assessment: Group presentation (Kaiser/Egger) Written exam (Kaiser/Egger)
	14:00-17:00	

WEEK 5

20-24 October 2014

Units: 1. Research Paradigms. 2. Research Proposals. Professor James Skinner.

Date	Time	Content
Monday 20/10/2014	9.30-10.30 11.30-13.30 14.00-16.00	Lecture 1: Module introduction Introduction-schedule, professor(s), use of lectures, seminars, tutorials, presentations Overview of research methods Course Guidelines to the assessment The Context of Sport Management Research Lecture Reading: Edwards & Skinner (2009) Chapter 1 Tutorial 1: Directed task Presentations
Tuesday 21/10/2014	9.30-10.30 11.30-13.30 14.00-15.00	Lecture 2: Research Traditions The Process of Conducting Research Quantitative and Qualitative Research Choosing Quantitative or Qualitative Research Mixing Quantitative and Qualitative Research Lecture Reading: Cresswell (2012), Chapter 2 (pp.45-51), Bryman & Bell (2011) Chapter 25 Seminar 1: Workshop task Presentations:
Wednesday 22/10/2014	9.00-10.30 12.00-14.00 14.30-15.30	Lecture 3: Concepts, Theories and Available Methods Introduce Concepts and how they are Derived from the Literature How Concepts Interrelate and Become Theories Types of Research Design The Suite of Available Research Methods Lecture Reading: Bryman & Bell (2011) Chapter 6; Gratton & Jones (2009), Chapter 6 Seminar 2: Workshop task Tutorial 2: Directed task
Thursday 23/10/2014	9.00-10.30 11.30-13.30 14.00-16.00	Lecture 4: Qualitative Research Methods The Rationale for Qualitative Research Types of Qualitative Research Methods Lecture Reading: Bryman & Bell (2011) Chapter 16 Seminar 3: Workshop task Presentations
Friday 24/10/2014	9.00-10.30 12.00-13.00 13.30-15.30	Lecture 5: Research Paradigms in Sport Management Research Research Paradigms Competing Paradigms The Three Perspectives: Ontological, Epistemological and Methodological Lecture Reading: Edwards & Skinner (2009) Chapter 2 Tutorial 3: Directed task Revision

WEEK 6: 27-31 NOVEMBER 2014

VENUE PRACTICE

WEEK 7

3-8 November 2014

Unit: Introduction to economics of sport. Professor Wladimir Andreff.

Date	Time	Content
Monday 03/11/14	9.00-10.30 10.40-13.10 14.15-15.30 15.30-16.00	Introduction to sports economics The markets of the sports industry 1 The markets of the sports industry 2 Methodology seminar: how prepare and write a Master dissertation in sports economics (and possible students' declarations of intent to work under my supervision) Allocation of the papers' presentations across the students
Tuesday 04/11/14	9.00-10.30 10.40-13.10 14.15-15.15 15.30-16.00 (optional*)	The markets of the sports industry 3 The markets of the sports industry 4 Students seminar: presentation of paper readings Discussion preparing students dissertation in sports economics
Wednesday 05/11/14	9.00-10.30 10.40-13.10 14.15-15.15 15.30-16.00 (optional*)	The high level and professional sports industry 1 The high level and professional sports industry 2 Students seminar: presentation of paper readings Discussion preparing students dissertation in sports economics
Thursday 06/11/14	9.00-10.30 10.40-13.10 14.15-15.15 15.30-16.00 (optional*)	The high level and professional sports industry 3 The economics of the Olympics 1 The economics of the Olympics 2 Students seminar: presentation of paper readings Discussion preparing students dissertation in sports economics
Friday 07/11/14	9.00-10.30 10.40-13.10 14.15-15.15 15.30-16.00 (optional*)	The economics of the Olympics 3 The economics of the Olympics 4 Students seminar: presentation of paper readings Discussion preparing students dissertation in sports economics
Saturday 08/11/14	9.00-12.00	Evaluation of the students

WEEK 8

10-15 November 2014

Units: 1. Research Paradigms. 2. Research Proposals. Professor James Skinner.

Date	Time	Content
Monday 10/11/2014	9.00-10.30	Lecture 6: Selecting a Sport Management Research Method Action Research Case Study Discourse Analysis Lecture Reading: Edwards & Skinner (2009) Chapters 8, 10, 12
	12.00-14.00	Seminar 4: Workshop task
	14.30-16.30	Tutorial 4: Directed Task
Tuesday 12/11/2014	9.00-10.30	Lecture 7: Selecting a Sport Management Research Method Grounded Theory Gender Theories Ethnography Lecture Reading: Edwards & Skinner (2009) Chapters 13, 16, 17
	12.00-14.00	Seminar 5: Workshop Task
	14.30-16.30	Presentations
Wednesday 13/11/2014	9.00-10.30	Lecture 8: Research Questions, Aims and Objectives Coming up with a Research Topic Problem Solving Identifying the Research Problem Lecture Reading: Cresswell (2012) Chapters 3, 5,
	12.00-14.00	Seminar 6: Workshop Task
	14.30-15.30	Tutorial 5: Directed Task
Thursday 14/11/2014	9.00-10.30	Lecture 9: Planning the Sport Management Research Study The Research Plan Writing the Research Proposal Weaknesses in Research Proposals
	12.00-13.00	Lecture Reading: Veal (2011), Chapter 3, Gratton & Jones (2009) Chapter 14
	14.00-15.00	Tutorial 6: Directed task Presentations
Friday 15/11/2014	10.00-14.00	Revision Workshop – Developing your Research Proposal

WEEK 9

17-22 November 2014

Unit: Sustainable Development And Sport. Professor Vladimir Zakharov.**Unit: Revenue Generation And Sponsorship. Professor John Beech**

Date	Time	Content
Monday 17/11/14	09.00-10.30	Lecture 1: Introduction: Problem Justification, Definitions. Contemporary Development Priorities. Sustainable Development.
	10.40-12.10	Lecture 2: Sustainable Development Priorities: Policy Making and Environmental Concern. Human Health and Health of Environment.
	13.00-14.00	Introduction Key concepts Briefing on assessment tasks (group presentation + individual report)
	15.10-16.40	Session 1: Context Post-Commercialisation Vertical Financial 'Stretch' Financial Fair Play concept Variations in practice
	16:50-18.20	Session 2: Introduction to Revenues Matchday revenues; sponsorship; merchandising; broadcasting rights
	18:30-19.30	Assessment Workshop Briefing on assessment tasks
Tuesday 18/11/14	09.00-10.30	Lecture 3: Sustainable Development Priorities: Green Economy and Decoupling. Economy. Law. Social Problems.
	10.40-12.10	Lecture 4: Sustainable Development Priorities: Education and Culture.
	13.00-14.00	Session 3: Controllability of Revenues Determination of direct and indirect controllability Focus on optimizing controllables
	15.10-16.40	Session 4: Grants and Funding Sources of funding Advantages and disadvantages Associated risks
	16.50-18.20	Session 5: Yield Management and Ticketing Flexibility of pricing Imaginative approaches Maximising revenues/profit
	18.30-19.30	Session 6: Mass Hospitality Operational aspects and their managerial implications

Wednesday 19/11/14	09.00-10.30 10.40-12.10 13.00-14.00 15.10-16.40 16.50-18.20	Lecture 5: Sustainable Development Priorities: Contemporary Problems of Different Scale: Global, Regional, National, Local Lecture 6: Sustainable Development Priorities: Role of Different Society Sectors: Government, Business, Civil Society Session 7: Hospitality Boxes Limitations Connection with sponsorship Session 8: Event sponsorship; League and club sponsorship Shared values and mutual benefit ‘Due diligence’ and risk factors READING AFTERNOON
Thursday 20/11/14	09.00-10.30 10.40-12.10 13.00-14.00 15.10-16.40 16.50-18.20 18.30-19.30	Lecture 7: Developmental Stability and Sport. Tutorial 1: Developmental Stability and Sport: Individual Projects Preparation. Session 9: Merchandising Scoping and selection Practical workshop Session 10: Broadcasting Rights Scoping Issues of reach Stakeholder aspects Session 11: Seminar Case Study: Joshua Tetley and Cricket Presentation Workshop
Friday 21/11/14	09.00-12.00 13.00-15.00 15.00-16.00 16.10-17.40 17.50-19.20	Student Presentations (Assessed) Summarisation and Concluding Session Individual Report Workshop Tutorial 2: Developmental Stability and Sport: Individual Projects Presentation. Tutorial 3: Developmental Stability and Sport: Group Projects Preparation.
Saturday 22/11/2014	09.30-11.00 11.00-12.30	Tutorial 4: Developmental Stability and Sport: Group Projects Presentation. Tutorial 5: Developmental Stability and Sport: Exam. Conclusion Remarks.

WEEK 10

24-28 November 2014

Unit: Sport Policy Analysis. Professor Eivind Skille.**Unit: Sport Tourism. Professor John Beech.**

Date	Time	Content
Monday 24/11/14	09.00-10.30 10.40-11.25 12.15-14.00 14.30-16.30 16.40- 17.40	Introduction Key concepts Briefing on assessment tasks Session 1: Range of varieties of sport tourism I By sport: Team / Individual; Competitive / Non-competitive; Professional / Amateur / Recreational; High support / low support By engagement: Spectator / Participant Lecture 1: Sport policy analysis – introduction and theories Sport, policy and politics Current theorizing of sport policy Discourse analysis in sport policy analysis Analyzing impacts of sport policy Cost-benefit thinking in sport policy analysis Hand out task for Mini-seminar # 1 Mini-seminar № 1: The creation of WADA
Tuesday 25/11/14	08.30-10.30 10.45-12.00 13.00-14.00 14.15- 16.00	Lecture 2: Sport policy tools Public policy makers and voluntary implementers Policy tools Public information General grants Contracting Others Hand out task for Mini-seminar № 2 Session 2: Range of varieties of sport tourism II By format: Franchised / Independent By scale: Global / Continental / National / Regional / Local; Operational; Economic By time: Duration; Seasonality By disruption level Mini-seminar 2: Implementing state sport policy through voluntary sport organizations Session 3: The context of Sport Tourism Sport tourism products Sport tourism as a factor in strategic planning, regeneration and development The state as stakeholder; other stakeholders – sport tourists; residents

<p>Wednesday 26/11/14</p>	<p>09.00-10.30 10.40-11.10</p> <p>11.15-12.30</p> <p>13.00-14.00</p> <p>15.15- 16.00</p>	<p>Lecture 3: Sport policy implementation Implementation theories Institutional pressure from organizational environment Internal policy strategies of implementing organizations Translations of institutional ideas Hand out task for Mini-seminar # 3</p> <p>Session 4: The Impacts of Sport Tourism I Economic: potential gross benefits; opportunity costs; displacement; problems of accurate measurement; problems of demonstrating long-term causal connection Socio-cultural Environmental</p> <p>Mini-seminar № 3: The implementation of anti-doping policy internationally</p> <p>Session 5: The Impacts of Sport Tourism II: Legacy: sport participation; putting a destination on the map; foreign direct investment; increased tourism rates; the intangible ‘feel good factor’</p>
<p>Thursday 27/11/14</p>	<p>09.00-13.00</p> <p>14.15-15.30</p> <p>15.45- 17.30</p>	<p>Main seminar A: Sport policy implementation in a chosen country (NOT home country), with focus on participation and/or elite sport</p> <p>Session 6: Large scale sport tourism The case of sport mega-events: Summer Olympics; FIFA World Cup ‘Mini’ sport mega-events</p> <p>Assessment surgery</p>
<p>Friday 28/11/14</p>	<p>09.00-10.30 10.40-11.10</p> <p>11.15-12.30</p> <p>13.30-14.30</p> <p>14.45-16.30</p>	<p>Lecture 4: Sport policy making State sport policies Elite sport policies Sport for all policies Sport organizations’ policies Other organizational policies</p> <p>Hand out task for Mini-seminar # 4</p> <p>Session 5: The North Caucasus Resorts Case Study Seminar/Workshop</p> <p>Mini-seminar # 4: The policy making of home country</p> <p>Session 6: The Scotland Case Study Seminar/Workshop</p>

WEEK 11

1-5 December 2014

Unit: Sport Policy Analysis. Professor Eivind Skille.**Unit: Sport Tourism. Professor Robert Kaspar.**

Date	Time	Content
Monday 01/12/14	09.00-11.00 11.00-13.00	<p>Student presentations</p> <p>Lecture 5: So what? Sport policy making and implementation versus mass sport participation and elite sport – what are the relationships?(Including the role of the state, the roles of national, regional and local sport organizations, the role of sport clubs)</p>
Tuesday 02/12/14	09.00-13.00 14.00-16.30 17:30-20:00	<p>Main seminar B: A country's (home country) sport policy system and sport policy making processes, with focus on mass port participation and elite sport achievements.</p> <p>Session 7 Lecture: The Event life cycle – Planning the Sports Tourism Product Development at the Event Bidding Stage Key Success Factors in the Post-Event Sports Tourism Development: Alpine and Nordic Snow Sport case study (Ramsau 1999 Nordic Ski World Championships and St. Anton 2001 Alpine Ski World Championships) Details:</p> <p>Session 8 Workshop: How to develop a long term event-based sports tourism product) Reflection on First Week & Legacies (RIOU 5.1.) Reflection on Monday (Draw Venue – Events – Tourism Triangle) Lecture on Place vs. Mobile Events (show pic of book cover) Intro to the Workshop Break and Workshop Preparations (RK to visit groups) Group pitches 5 minutes each (Stockholm, Oslo, Krakow, Lemberg, Beijing, Almaty) Rebriefing on Students Assessments The Role of Events in Sport Tourism The policy context – Shareholders and Stakeholders for Sports Tourism and Sports Events Strategies Portfolio development; regional strategies Sport events based destination marketing and management strategies</p>

<p>Wednesday 02/12/14</p>	<p>09.00-10.00; 10.00-11.00</p> <p>12:00-15:30</p> <p>16:00-19:30</p>	<p>Quiz Sum up and evaluation</p> <p>Session 9: Coaching for Final Presentations</p> <p>Session 10: Case Study Analysis: RIOU 3.1. Case Studies YOG Lillehammer and Innsbruck (check suitable videos) NN ppt Vancouver 2010 Olympic Summer Games Athens 2004 RK & JB Summer School White Elephants FIFA 2018 Reserve PPT</p>
<p>Thursday 04/12/14</p>		<p>Reading day Optional: Ski Excursion to Rosa Khutor</p>
<p>Friday 05/12/14</p>	<p>9.00-10.00 10.00-11.00 13.00-16.00</p>	<p>Quiz Sum up and evaluation</p> <p>Session 11: Student Presentations PAPER PRESENTATIONS TO BE PREPARED: 5 groups, min. 4, max.4- 5 students per group, Presentation time: 15-20 minutes/group Develop a Post-Event Sports Tourism Product Strategy for the following venue considering the following important points (Structure of your presentation):</p> <ol style="list-style-type: none"> 1. Introduction to the Venue 2. Venue Ownership Structure 3. Description of potential target market (athletes – Russian/which other markets, sports tourists – Russian/which other markets) 4. Ideas for an Innovative Sports Tourism Product considering other events as well such as congresses, cultural events etc. 5. Sports Events Strategy 2015plus 6. Marketing Ideas 7. Scenarios 2016 8. Conclusion <p>Discussion Questions:</p> <ul style="list-style-type: none"> • For domestic tourists: Will Sochi be attractive as a travel destination because of the status as olympic host city? • Will it become the winter training centre for Russian and other athletes from Central Asia? • Will it become the premier Russian winter resort? • How about the international destination marketing and branding? • What will be the post-event tourism and strategic event management policy?

WEEK 12

08-12 December 2014

Unit: Sport organizations' governance. Professor D. Papadimitriou**Unit: Olympic Philosophy and Sport ideology. Professor J. Parry**

Date	Time	Content
Monday 08/12/14	08.30-10.30	U4 Workshop 1: (Jim Parry) Philosophy – conceptual thinking skills
	13.00-15:00	U3 Lecture #1: Sport organization governance models and structures (Part A, D. Papadimitriou) Hand out material for case study # 1
	15.00-16.00	U3 Tutorial #1: Presentation of student coursework related to U3, clarifying relevant assignments
	16.00-17.00	U3 and U4 Tutorial #2: (2 hrs with Dr Papadimitriou & Prof Parry): Consultation time on individual student basis in relation to Unit work, after appointment
Tuesday 09/12/14	09.00-10.30	U3 Lecture 2: Sport organization governance models and structures (Part B, D.Papadimitriou)
	10.30-12.00	U3 Seminar #1: Directed activity (D.Papadimitriou)
	13.00-15.00	U4 Workshop 2: The concept of sport (Jim Parry)
	16:00-17:00	U3 and U4 Tutorial # 3: (2 hrs with Dr. Papadimitriou & Prof. Parry): Consultation time on individual student basis in relation to unit work, after appointment
Wednesday 10/12/14	08.30-10.30	U4 Workshop 2: Ethical thinking skills – critical argumentation Case study: Doping in Sport (Jim Parry)
	11.00-12.00	U4 Tutorial #4: (Jim Parry) Individual student consultations in relation to unit work, by appointment
	13.00-15.00	U3 Lecture 3: Board behavior, culture and performance (D. Papadimitriou)
Thursday 11/12/14	09.00-11.00	U4 Workshop 3: The Ethics and Politics of Olympism (Jim Parry)
	11.00-12:00	U3 Seminar #2: Board performance measurement (D. Papadimitriou)
	13.00-15.00	U3 Tutorial #5: 15 – 20 minutes group discussion on essay and presentation planning
Friday 12/12/14	08.30-10.30	U4 Workshop 5: Organisational Ethics – what is an ethical organisation? (Jim Parry) Case studies may include: <ul style="list-style-type: none"> • Salt Lake City, the IOC 'Crisis and Reform' programme, and the IOC Ethics Commission; • FIFA - executive compensation, transparency and accountability Assessment workshop-revisions
	10.40-11.10	

WEEK 13

15-19 December 2014

Unit: Sport organizations' governance. Professor D. Papadimitriou**Olympic Philosophy and Sport ideology Professor J. Parry**

Date	Time	Content
Monday 15/12/14	08.30-10.30 11.10-12.10 13.00-15:00	<p>U4 Workshop 6: Integrity (Jim Parry) Integrity sells - ask Body Shop! More than that, however, the cultivation of personal and organisational integrity provides a sound basis both for interpersonal relationships and for trustworthiness in business. Even further, no organisation that sees itself as an ethical organisation (as an organisation promoting some good, such as sport, or some ethical ideal, such as Olympism) can fail to present itself as principled. This unit examines the concept of integrity, and will present evidence of the effects of its absence in organisations.</p> <p>Case studies may include:</p> <ul style="list-style-type: none"> • Match-fixing at the Olympic Games (badminton, football) • Cheating to lose in sports betting (football, cricket,, sumo) <p>U4 Tutorial # 1:: Individual student consultations in relation to unit work, by appointment</p> <p>U3 Evaluation: Student Presentations (D. Papadimitriou)</p>
Tuesday 16/12/14	08.30-10.30 11.00-12.00 13.00-15.00	<p>U3 Lecture #4: Strategic governance and sport boards (D.Papadimitriou). Hand out package of selected business plans</p> <p>U3 Seminar #2: Group discussion on a set of business plans related to major sport organizations (D. Papadimitriou)</p> <p>U3 and U4 Tutorial #2: (2 hrs with Dr Papadimitriou & Prof Parry): Individual student consultations in relation to unit work, by appointment</p>
Wednesday 17/12/14	08.30-10.30 11.00-13.00 13.10-15.00	<p>U4 Workshop 7: Transparency, Care & Trust in the Professions (Jim Parry) This workshop asks: is management a profession? What is a profession? What are professional values? The answers will lie in the notions (amongst others) of transparency, care and trust, which are at the heart of the moral consciousness of individuals and professional bodies, and which are central to the notion of an 'ethical organization'.</p> <p>U4 Tutorial #3: (Jim Parry) Individual student consultations in relation to unit work, by appointment</p> <p>U4 Evaluation: Student Presentations (Jim Parry) Assessment workshop - revision (Jim Parry)</p>

Thursday 18/12/14	08.30-10.30	<p>U4 Workshop 8: Justice, Equality and Fairness (Jim Parry)</p> <p>This unit will seek to approach issues of justice (which are foundational to both Olympism and organisation management) through a consideration of a variety of practical concerns, including those of global justice. It will try to show how corporate culture is related to both leadership responsibility and organisational design, and the benefits and limitations of Codes of Practice and Codes of Conduct in ensuring discipline and compliance. Again, we will try to show how ethical issues in justice link with policy and practice.</p> <p>Case studies may include:</p> <ul style="list-style-type: none"> - Gender (gender testing - Caster Semenya) - Child Protection (child abuse by coaches; over-training permitted by managers) - Disability (the Paralympics and Oscar Pistorius) - Human Rights (athletes' rights in the Olympic Movement - Athletes' Commission) - Technology (technological advances in sports equipment and international fairness)
	12.00-13.00	U3 Assessment -Quiz
Friday 19/12/14	08.30-10.30	U3 Lecture #5: Governance in sport clubs (Dr Papadimitriou)
	13.00	Deadline for submitting the essay for U3 (D.Papadimitriou)
	13.00-15.00	U3 Seminar #3: Directed task (D. Papadimitriou)

WEEK 14: 22-27 DECEMBER 2014

READING WEEK