

Module: 1 – Fundamentals of Team Sports Management

Degree: Certificate Manager of advanced studies “European Handball Manager“

Valid for students as from: 2025/26

Module Title	Fundamentals of Team Sports Management
Abbreviated title	
Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses: Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>a) Economic features of team sport 4hrs/ 8hrs/ Seminar/ English</p> <p>b) Value creation in handball 4hrs/ 8hrs/ Seminar/ English</p> <p>c) Special features of sport organisations and managerial consequences 2hrs/ 4hrs/ Seminar/ English</p> <p>d) Good governance in sport 4hrs/ 6hrs/ Seminar/ English</p> <p>e) Basics of sports law 4hrs/ 6hrs/ Seminar/ English</p>
Skills	The participants have basic knowledge of sport economics. They can understand the relationship between sport economics and law and can derive consequences for managing handball organisations. They are acquainted with the special characteristics of sporting goods, supply and demand, markets, institutions and the various sport organisations for the added value in handball. In addition, they know the principles of good governance and how these are ensured within the sports organisation but also in the handball ecosystem.
Main content areas	<p>a) Economic features of team sport</p> <ul style="list-style-type: none"> • Introduction into sport economic aspects (their economic significance, special features and state intervention) • Economic of sport clubs and leagues (aims, intensity of competition and regulation) • Sport arena and TV spectators (determinants and effects) • Sport events (economic significance and risks) <p>b) Value creation in handball</p> <ul style="list-style-type: none"> • Handball matches as services • Value co-creation in handball • Consequences of commercialisation <p>c) Special features of sport organisations and managerial consequences</p> <ul style="list-style-type: none"> • Characteristics and special features of non-profit organisations in sport • Organisational failure, transformation and related issues • Cooperation and divergence of interests between clubs, federation and league

	<p>d) Good governance in sport</p> <ul style="list-style-type: none"> • Principles of good governance • Governance structures in European handball • Ethical leadership and integrity • Current governance issues in sport (e.g., social responsibility, match-fixing, doping, corruption) and their consequences for handball <p>e) Basics of sports law</p> <ul style="list-style-type: none"> • Constitutional and European law • Competition and anti-trust law • Club and association law • Sport jurisdiction/arbitration law
Key qualifications	<ul style="list-style-type: none"> • Analysis skills • Subject-specific skills • Knowledge transfer • Systematic and conceptional work • Theory-practice transfer
Teaching and study methods	Lecture, discussion, group work, case studies, simulations
Recommended Literature	<p>Greitens, M. P. (2021). State and European Law. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 23-42). Cham: Springer.</p> <p>Pust, J. (2021). Sports Jurisdiction and Arbitration. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 63-88). Cham: Springer.</p> <p>Gaeraert, A. (2021). Indicators of good governance in sport organisations: Handle with care. In A. Gaeraert & F. van Eekeren (Eds.), <i>Good governance in sport</i> (pp. 152-166). London: Routledge.</p> <p>Walzel, S. (2021). Fundamentals of Sports Economics and Sports Management. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 1-22). Cham: Springer.</p> <p>Wiemer, F. (2021). Sports and Antitrust Law. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 43-62). Cham: Springer.</p>
Type of module	Compulsory
Participation / admission requirements for the module	None
Examination	In the final written exam 25% of the multiple-choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.
Module supervisor	Dr Stefan Walzel

Subject to change without notice

Special economic features of team sports

- Downward, P. & Dawson, A. (2000). *The Economics of Professional Team Sports*. London: Routledge
- Downward, P., Dawson, A. & Dejonghe, T. (2009). *Sports Economics*. London: Routledge
- Kessene, S. (2014). *The Economic Theory of Professional Team Sports - An Analytical Treatment* (2nd ed.). Cheltenham: Edward Elgar.
- Plumley, D. & Wilson, R. (2022). *The economics and finance of professional team* (2nd ed.). Cheltenham: Edward Elgar
- Walzel S. (2021). Fundamentals of sports economics and sports management. In S. Walzel & V.Römisch (eds.), *Managing Sports Teams: Economics, Strategy and Practice* (pp. 1-22). Cham: Springer.

Value-added models of sport companies

- Buser, M., Woratschek, H., Dickson, G., & Schönberner, J. (2022). Toward a sport ecosystem logic. *Journal of Sport Management*, 36(6), 534-547.
- Woratschek, H., Horbel, C. & Popp, S. (2014). The sport value framework – a new fundamental logic for analyses in sport management. *European Sport Management Quarterly*, 14(1), 6-24.

Special features of sports clubs and associations

- Horch, H.-D., Schubert, M. & Walzel, S. (2024). *Besonderheiten der Sportbetriebslehre* (2. Auflage). Berlin: Springer.

Good governance in sport

- Ferkins, L. & van Bottenburg, M. (2013). The governance of high performance sport. In P. Sotiriadou & V. de Bosscher (eds.), *Managing high performance sport* (pp. 115-136). London: Routledge.
- Geeraert, A., & van Eekeren, F. (Eds., 2021). *Good governance in sport*. London: Routledge.
- Hoye, R. & Cuskelly, G. (2007). *Sport governance*. Amsterdam: Elsevier.

Basics in sport law

- Adolphsen, J., Nolte, M., Lehner, M. & Gerlinger, M. (2012). *Sportrecht in der Praxis*. Stuttgart: Kohlhammer.
- Nolte, M. & Horst, J. (2009, Hrsg.). *Handbuch Sportrecht*. Schorndorf: Hofmann.

Module: 2 – Managing Sports Performance in Handball

Degree: Certificate Manager of advanced studies “European Handball Manager“

Valid for students as from: 2025/26

Module title	Managing Sports Performance in Handball
Abbreviated title	
Workload in total (h) / ECTS points in total	50 / 2.0
Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>a) Strategic handball management 4hrs/ 6hrs/ Seminar/ English</p> <p>b) Managing sport teams 6hrs/ 12hrs/ Seminar/ English</p> <p>c) Leadership in team sports 6hrs/ 12hrs/ Seminar/ English</p> <p>d) Labour law in sport 2hrs/ 2hrs/ Seminar/ English</p>
Skills	The participants will be able to systematically analyse problems in sport and the resulting strategies on club, league and federation level. They are able to weigh up sporting as well as economic interests and take these into consideration in further development of analysis, planning, implementation and control. The participants know the meaning of leadership in sport and know how employees are led to succeed as an organisation.
Main content areas	<p>a) Strategic handball management</p> <ul style="list-style-type: none"> • The process of strategic sport management • Analysis of internal and external strategic factors of success in handball • Developing strategies for action <p>b) Managing sports teams</p> <ul style="list-style-type: none"> • Squad planning and development • Talent development • Sporting performance analysis and assessment • Human resource management <p>c) Leadership in team sports</p> <ul style="list-style-type: none"> • Leadership roles, styles and behaviour • Digital and intercultural leadership • Communication as a manager • Conflict management <p>d) Labour law in sport</p> <ul style="list-style-type: none"> • Characteristics of employees • Conditions for an employment claim for team athletes • Fixed-term employment contracts in sport • Sanctions that a club can impose on players
Key competences	<ul style="list-style-type: none"> • Analysis skills • Subject-specific skills • Knowledge transfer • Strategy and planning expertise • Systematic and conceptional work • Theory-practice transfer

	<ul style="list-style-type: none"> • Leadership competence
Teaching and study methods	Lecture, discussion, group work, case study
Recommended literature	<p>Mueller, J., Damon, Z., Wells, J., & Leberman, S. (2025). <i>Handbook of Sport Leadership</i>. Edward Elgar.</p> <p>Sotiriadou, P., & De Bosscher, V. (2013). <i>Managing High Performance Sport</i>. London: Routledge.</p> <p>Schulz, T. (2021). Labour Law in Sports. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 107-124). Cham: Springer.</p> <p>Walzel, S. (2021). Strategic Management of Team Sports Organisations. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 89-106). Cham: Springer.</p>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 “Fundamentals of Team Sports Management“
Examination	In the final written exam 25% of the multiple-choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.
Module supervisor	Dr. Stefan Walzel

Subject to change without notice

Strategic handball management

- Chappelet, J.-L. (2011). Strategic Management and Planning. In L. Robinson & D. Palmer (eds.), *Managing Voluntary Sport Organisations* (pp. 51-69). London: Routledge.
- Robinson, M.J. (2010). *Sport Club Management*. Champaign: Human Kinetics.
- Taylor, T., Doherty, A. & McGraw, P. (2008). *Managing people in sport organizations – a strategic human resource management perspective*. Amsterdam: Butterworth-Heinemann.

Managing sport teams

- Van Hoecke, J., Schoukens, H. & de Knop, P. (2013). Quality and performance management of national sport organizations: measuring and steering the performance of the distribution network. In P. Sotiriadou & V. de Bosscher (eds.), *Managing high performance sport* (pp. 87-114). London: Routledge.
- Robinson, L. (2011). Performance Management. In L. Robinson & D. Palmer (eds.), *Managing Voluntary Sport Organisations* (pp. 121-138). London: Routledge.
- Robinson, M.J. (2010). *Sport Club Management*. Champaign: Human Kinetics.

Leadership in team sports

- GrønkJær, A. B., & Hanstad, D. V. (2021). Leading for success in Danish and Norwegian national team handball. In Andersen, S. S., Hansen, P. Ø., & Houlihan, B. (Eds.). (2021). *Embedded Multi-level Leadership in Elite Sport* (pp. 142-160). London: Routledge.
- Mueller, J., Damon, Z., Wells, J., & Leberman, S. (2025). *Handbook of Sport Leadership*. Edward Elgar.
- Mueller, J., Skinner, J., Swanson, S., Naraine, M. L., & Fransen, K. (2021). Investigating shared leadership in elite sport: A social network study of USA Rugby 7s. In Andersen, S. S., Hansen, P. Ø., & Houlihan, B. (Eds.). (2021). *Embedded Multi-level Leadership in Elite Sport* (pp. 161-183). London: Routledge.

Module:	3 - Sports Marketing and Sponsorship
Degree:	Certificate Manager of advanced studies “European Handball Manager“
Valid for students as from:	2025/2026

Module title	Sports Marketing and Sponsorship
Abbreviated title	
Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses : Title Hours per week/ Contact time (hrs)/ Self-study (hrs)/ Type/ Course language	<p>a) Consumer behaviour in handball 4hrs/ 8hrs/ Seminar/ English</p> <p>b) Brand management in team sports 4hrs/ 8hrs/ Seminar/ English</p> <p>c) Sports sponsorship 6hrs/ 10hrs/ Seminar/ English</p> <p>d) Innovative marketing and digital communications 2hrs/ 4hrs/ Seminar/ English</p> <p>e) Sponsorship law 2hrs/ 2hrs/ Seminar/ English</p>
Skills	<p>The participants can understand the motives and behaviour of handball sport consumers better and derive consequences for (event-)marketing and team sport management. In addition, they have knowledge of the basic concept of identity-based brand management and can transfer that knowledge to sport and develop a brand concept. The participants are also acquainted with the life cycle of sponsorships and can create management tasks in sponsoring on that basis. Furthermore, the participants are able to plan and implement digital communications and marketing strategies.</p>
Main content areas	<p>a) Consumer behaviour in handball</p> <ul style="list-style-type: none"> • Motives and behaviour of active and passive sport consumers • Distinctive features of team sport consumption • Satisfaction and loyalty of fans, spectators and club members <p>b) Brand management in team sports</p> <ul style="list-style-type: none"> • Basic concepts of identity-based brand management • Brand management challenges • Brand management controlling <p>c) Sport sponsorship</p> <ul style="list-style-type: none"> • Sponsorship management (acquisition, development and termination of partnerships) • Activation and congruence of sponsorships • Sponsorship relationship management, incl. partner agencies • Monitoring and controlling of sponsorship <p>d) Innovative marketing and digital communications</p> <ul style="list-style-type: none"> • Digital communications • Innovative sports marketing

	<p>e) Sponsorship law</p> <ul style="list-style-type: none"> • Contents and components of a sponsorship agreement • Performance failures in sponsorship agreements and consequences • Consequences of tying agreements in sponsoring
Key qualifications	<ul style="list-style-type: none"> • Analysis skills • Subject-specific skills • Knowledge transfer • Strategy and planning skills • Systematic and conceptional work • Theory-practice transfer • Creative and innovative problem-solving skills
Teaching and study methods	Lecture, discussion, group work, case studies, role plays
Recommended literature	<p>Bodet, G., & Séguin, B. (2021). Team sports brand management. In S. Walzel, & V. Römisch (eds.), <i>Managing Sports Teams: Economics, Strategy and Practice</i> (pp. 141-159). Cham: Springer.</p> <p>Szesny, A. M. (2021). Sports Sponsorship Contracts. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 187-198). Cham: Springer.</p> <p>Uhrich, S. (2021). Consumer Behaviour in Team Sports. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 125-140). Cham: Springer.</p> <p>Walzel, S. (2021). Relationship Management in Sports (Sponsorships). In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 219-236). Cham: Springer.</p> <p>Walzel, S., & Schubert, M. (2021). Sport Sponsorship as Funding Instrument. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 161-186). Cham: Springer.</p>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 "Fundamentals of Team Sports Management"
Examination	In the final written exam 25% of the multiple-choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.
Module supervisor	Prof. Dr. Sebastian Uhrich

Subject to change without notice

Sport consumer behaviour

- Funk, D.C. (2008). *Consumer Behaviour in sport and events*. Amsterdam: Butterworth-Heinemann.
- Funk, D.C., Alexandris, K., & McDonald, H. (2016). *Sport Consumer Behaviour*. London: Routledge.
- Kahle, L.R. & Close, A.G. (2011). *Consumer Behavior Knowledge for Effective Sports and Event Marketing*. New York: Routledge.
- Karg, A., Shilbury, D., Westerbeek, H., Funk, D., & Baraine, M.L. (2022). *Strategic Sport Marketing (5th ed.)*. London: Routledge.
- Smith, A.C.T., Stavros, C., Skinner, J., Geurin, A.N., & Burch, L.M. (2024). *Introduction to sport marketing (3rd ed.)*. London: Routledge.

Brand management in team sports

- Bouchet, P., Hillairet, D. & Bodet, G. (2013). *Sport brands*. London: Routledge.

Sport sponsorship

- Bühler, A. & Nufer, G. (2010). *Relationship Marketing in sports*. Amsterdam: Butterworth-Heinemann.
- Cornwell, B.T. (2020). *Sponsorship in marketing. Effective partnerships in sports, arts and events*. London & New York: Routledge.
- Ferrand, A. & McCarthy, S. (2009). *Marketing the Sports Organizations. Building networks and relationships*. London: Routledge.
- O'Reilly, N., Abeza, G., & Harrison, M. (2022). *Sport Sponsorship Insights*. London: Routledge.
- Shilbury, D. & Rowe, K. (2010). Sport relationship management. In M. Hopwood, P. Kitchin & J. Skinner (eds.), *Sport Public Relations and Communication* (pp. 33-54). Amsterdam: Butterworth-Heinemann.

Digital Marketing and Communications

- Abeza, G. & Sanderson, J. (2024). *Social Media in Sport Evidence-Based Perspectives*. London: Routledge.
- Abeza, G., & King-White, R. (2024). *Sport and Social Media in Business and Society*. London: Routledge.
- Billings, A.C., & Hardin, M. (eds., 2014). *Routledge Handbook of Sport and New Media*. London: Routledge.
- Seymour, A., & Blakey, P. (2021). *Digital Sport Marketing Concepts, Cases and Conversations*. London: Routledge.

Module:	4 – Financing and licensing
Degree:	Certificate Manager of advanced studies “European Handball Manager“
Valid for students as from:	2025/2026

Workload in total (h) / ECTS points in total	50 / 2.0
Taught courses: Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>a) Accounting in sport corporations 4hrs/ 8hrs/ Seminar/ English</p> <p>b) Sport-specific financing options 2hrs/ 4hrs/ Seminar/ English</p> <p>c) Financial analysis of handball corporations 2hrs/ 4hrs/ Seminar/ English</p> <p>d) Controlling of professional handball organisations 6rs/ 10hrs/ Seminar/ English</p> <p>e) Licensing procedures in handball 4hrs/ 6hrs/ Seminar/ English</p>
Skills	The participants gain deeper knowledge of accounting and financing of sport corporations and additional specific matters. They also know how to lead and steer sport corporations. The participants know the demands placed on the licensing processes and about the possibilities and limitations of the processes.
Main areas of content	<p>a) Accounting in sports corporations:</p> <ul style="list-style-type: none"> • Financial reporting and accounting obligations • Sport specific financial reporting obligations • Balancing and evaluation of active and passive positions • The impacts of Basel III on sports corporations <p>b) Sport-specific financing options:</p> <ul style="list-style-type: none"> • External financing through bonds and asset-backed securities • External financing through private investors/ strategic partnerships • Going public on the capital market • Financing of sports venues (incl. subsidies and public funding) • Crowdfunding <p>c) Financial analysis of handball corporations:</p> <ul style="list-style-type: none"> • Financial indicators for the evaluation of sports corporations • Evaluation of player assets • Evaluating brands of sports corporations <p>d) Controlling of professional handball corporations:</p> <ul style="list-style-type: none"> • Challenges and strategies of risk management in team sports • Basics of controlling in sports • The Balanced Scorecard as a controlling instrument tool

	<p>e) The licensing process in handball:</p> <ul style="list-style-type: none"> • Financial criteria and financial reporting • Possibilities and limitations of the licensing process • Financial sustainability
Key qualifications	<ul style="list-style-type: none"> • Analysis skills • Subject-specific skills • Knowledge transfer • Systematic and conceptional work • Theory-practice transfer
Teaching and study methods	Lecture, discussion, group work, case study
Recommended literature	<p>Hjelström, T. (2021). Accounting and Sports. In S. Walzel, & V. Römisch (eds.), <i>Managing Sports Teams: Economics, Strategy and Practice</i> (pp. 237-260). Cham: Springer.</p> <p>Lachmann, K., & Struckmeier, J. (2021). Funding of Professional Team Sports Organisations. In S. Walzel, & V. Römisch (eds.), <i>Managing Sports Teams: Economics, Strategy and Practice</i> (pp. 261-288). Cham: Springer.</p>
Type of module	Compulsory
Participation / admission requirements for the module	Successful participation in Module 1 "Fundamentals of Team Sports Management"
Examination	In the final written exam 25% of the multiple-choice questions will be taken from the content of this module. The oral exam questions can also relate to content of this module.
Module supervisor	Dr Stefan Walzel

Subject to change without notice



Specific forms of funding in sport

Plumley, D., & Wilson, R. (2022). *The economics and finance of professional team sports*. London: Routledge.

Module:	5 – Media and Communications Training
Degree:	Certificate Manager of advanced studies “European Handball Manager“
Valid for students as from:	2025/26

Module title	Media and Communications Training
Abbreviated title	
Semester / Length of study	
Workload in total (hrs) / ECTS points in total	50 / 2.0
Taught courses: Title Hours per week/ Contact time (h)/ Self-study (h)/ Type/ Course language	<p>a) Media strategies in the sports media sector 3hrs/ 6hrs/ Seminar / English</p> <p>b) Logic and processes of journalistic production 3hrs/ 6hrs/ Seminar/ English</p> <p>c) Sales and negotiation management 2hrs/ 4hrs/ Seminar/ English</p> <p>d) Crisis communication 2hrs/ 4hrs/ Seminar/ English</p> <p>e) Media training 6hrs/ 8hrs/ Seminar/ English</p> <p>f) Media and personality law 2hrs/ 4hrs/ Seminar/ English</p>
Skills	In this module, students become acquainted with the new media strategies of media companies and sports clubs. They acquire knowledge about the journalistic production processes and logic (e.g., Print/HF/TV productions) and can derive optimal means of dealing with journalists. In addition, the participants are able to deal with conflicts in the everyday working of a manager and they know of the legal and medial rights.
Key qualification	<p>a) Media strategies in the sports media sector</p> <ul style="list-style-type: none"> • Strategy development of media corporations • Strategy development of sport federations <p>b) Logic and processes of journalistic productions</p> <ul style="list-style-type: none"> • Editorial patterns of processing • journalistic selection criteria <p>c) Sales and negotiation management</p> <ul style="list-style-type: none"> • Selling licensing right • Negotiating with player agents <p>d) Crisis communication</p> <p>e) Media training</p> <ul style="list-style-type: none"> • Interview training • Non-verbal communication, rhetoric <p>f) Media law and personality law</p> <ul style="list-style-type: none"> • Conflict resolution strategies • Internal and external communication channels/possibilities <p>g) Media and personality rights</p> <ul style="list-style-type: none"> • Defence claims in the event of a violation of media and personal rights • Rights and restrictions of sports event organizers with regard to media and personal rights

Key qualifications	<ul style="list-style-type: none"> • Analysis skills • Strategic skills • Development skills • Practical media competence
Teaching and learning methods	Lecture, discussion, group work, practice, role play, case studies
Recommended literature	<p>Bertling, C. (2021). Media Strategies in the Sports Media Sector. In S. Walzel & V. Römisch (Eds.), <i>Managing Sports Teams</i> (pp. 323-340). Cham: Springer.</p> <p>Bertling, C. (2021). Between the Dissolution of Boundaries and Distinction. In S. Walzel & V. Römisch (Eds.), <i>Manging Sports Teams</i> (pp. 341-354). Cham: Springer.</p> <p>Schmittmann, M. (2021). Media and Personality Law. In S. Walzel & V. Römisch (Eds.), <i>Manging Sports Teams</i> (pp. 355-370). Cham: Springer.</p>
Type of module	Compulsory
Participation / admission requirements	None
Learning success checks	Learning success checks will take place. The lecturers will provide details at the beginning of the semester.
Examination	Questions in the final oral exam can relate to the content of this module.
Module supervisor	Dr Christoph Bertling

Subject to change without notice

Crisis communication

Edwards, A. & Usher, W. (2010). Crisis communication and sport public relations. In M. Hopwood, P. Kitchin & J. Skinner (eds.), *Sport Public Relations and Communication* (pp. 123-138). Amsterdam: Butterworth-Heinemann.