



INTERNATIONAL  
UNIVERSITY  
NETWORK

IN COLLABORATION WITH **FIFA**<sup>®</sup>



**PSUAD/FIFA/CIES  
EXECUTIVE PROGRAMME  
IN SPORTS MANAGEMENT**

**UNITED ARAB EMIRATES**

**4<sup>th</sup> EDITION | 2017-2018**







**Prof. Eric Fouache**  
Vice Chancellor PSUAD

*Sport and Sport Management is a growing field, especially in the United Arab Emirates and in the Gulf countries. CIES, FIFA and La Sorbonne have teamed up to offer the best training with top local partners.*

**Join us!**

*At Paris-Sorbonne University Abu Dhabi, we aim to prepare the next generation of aspiring sports managers to lead, motivate, and coach professional teams in the region and the world.*



**Dr. Fatima Al Shamsi**  
Deputy Vice Chancellor  
Administrative Affairs PSUAD

## The training of sports managers: A necessity

In today's world, sport is confronted with a constantly increasing number of challenges, and a working environment that grows more complex with each passing day.

One can mention poor management of many sports-related entities, the ensuing lack of credibility, a demand for transparency from many partners, the gap between the richest sports organisations and those that have limited resources, responding to increasingly effective doping methods and the threat from illegal sports betting to the integrity of sports results. This non exhaustive list is followed by the challenges of obtaining support from commercial sponsors, the growing complexity related to the organisation of sports events, the migration of young athletes to rich countries, the legal frameworks which grow in size and sophistication day after day, the global financial uncertainty and the ongoing fight against the still too common threats from racism and nationalistic behaviour in stadiums and on local playing fields.

For all of these reasons, sports managers must, more than ever before, be able to deal with complex situations involving many challenges. Education remains one of the best ways to achieve this.

Created in 2004, the FIFA/CIES Executive Programme in Sports Management aims to provide present and future sports leaders with the necessary knowledge and skills to be able to better understand their working environment and to deal with the types of situations modern sports organisation can be confronted with.

The FIFA/CIES Executive Programme in Sports Management is delivered worldwide by 16 universities, forming part of the FIFA/CIES International University Network.

This innovative network allows students, alumni, professors, experts, coordinators and speakers to interact and share their experiences on both a national and global level.

CIES is proud to partner Paris-Sorbonne University Abu Dhabi (PSUAD) for the organisation of the FIFA/CIES Executive Programme in the United Arab Emirates and to contribute to the wider development of sports management in both this country and those on its borders.



**Prof. Denis Oswald**  
CIES Director

## The International Centre for Sports Studies (CIES)



The International Centre for Sports Studies (CIES), located in Neuchâtel, Switzerland, was created as a foundation in 1995 by the Fédération Internationale de Football Association (FIFA), the University of Neuchâtel and the City and State of Neuchâtel.

Using a multi-disciplinary approach (law, sociology, geography, history and management), CIES provides research, top-level education and consulting services to the world of sport.

Since its inception, CIES has aimed to serve as a bridge between the worlds of research, education and sports organisations. CIES actively promotes the ongoing exchange of knowledge and experiences between stakeholders from both academia and the sports industry. Thanks to its international network of universities and experts, CIES is able to support and carry out research and educational projects across all continents.

Finally, its multidisciplinary approach, connected with the realities of the sports field, enables the production of solutions, which meet the specific needs of sports organisations.

The main CIES activities are notably the organisation of the "FIFA Master" - International Master in Management, Law and Humanities of Sport, teaching within the framework of the University of Neuchâtel's Master in Sports Law, the organisation of the FIFA/CIES Executive Programme in Sports Management in 16 different countries worldwide, fundamental scientific research activity in the field of sport, the specialist work of the CIES Observatory and the organisation of numerous conferences and seminars.



Paris-Sorbonne University was established in May 2006, under the patronage of HH Sheikh Mohammed bin Zayed al Nahyan, Crown prince of Abu Dhabi, Deputy Supreme Commander of the UAE armed forces, and under the Abu Dhabi Education Council ADEC.

Paris-Sorbonne University Abu Dhabi is an Emirati university that benefits from the 760 years of experience of the prestigious Sorbonne, with a state-of-the-art campus located on Al-Reem Island that combines comfort with the efficiency of new technologies. The methodology, education and degrees are French and issued by Paris-Sorbonne in the field of humanities; by Paris-Descartes for law, management and economics; and by Université Pierre et Marie Curie (UPMC) in the sciences.

Paris-Sorbonne University Abu Dhabi is immensely proud to continue a remarkable heritage of

Academic excellence that has been nurtured since the 12<sup>th</sup> century, and the same pursuit of perfection that has made our parent institution in Paris one of the world's most prestigious beacons of enlightenment.

At present, more than 900 students from over 75 countries are enrolled in Paris-Sorbonne University Abu Dhabi. We give our students the excellent standards of a Parisian education, offering a degree direct from the universities in Paris at our unique and thrilling location within the Arab world and its new cultural hub, Abu Dhabi. This is the very best of both worlds, and we ensure that we are always elevating students to the forefronts of their dream careers.

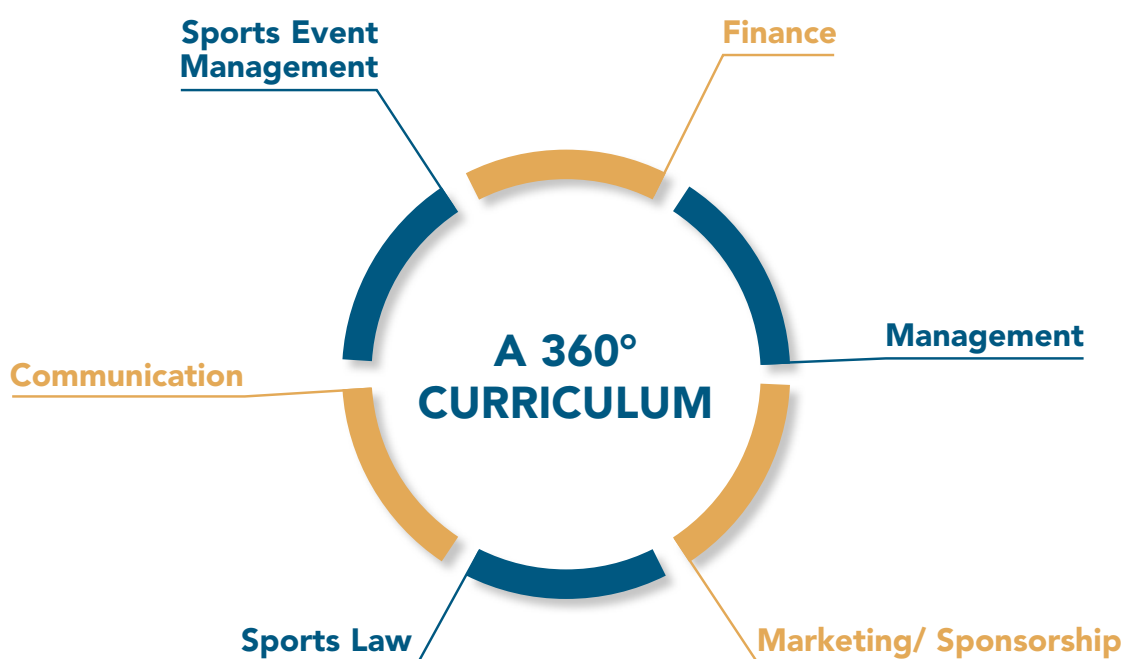
**For more information**

**Visit Sorbonne Abu Dhabi's website:**  
[www.sorbonne.ae](http://www.sorbonne.ae)

## — General presentation

The FIFA/CIES Executive Programme in Sports Management covers all sports. It provides training in 6 essential fields of sports management, namely

communication, sports law, marketing/sponsorship, management, finance and sports event management.



## — Objectives

- 1 To give students a comprehensive view of sports management.
- 2 To adapt the curriculum to national and regional requirements in sports thanks to the skills and expertise of our academic partners.
- 3 To combine theoretical education with practical case studies.
- 4 To help students acquire the tools and knowledge that they can use in their daily sports environment.
- 5 To organise each year a cycle of special sessions which are delivered by international sports industry experts.
- 6 To build a network of expertise at both national and international levels.

# The FIFA/CIES Executive Programme

## — Sports Event Management

The objective of this module is to give students a better understanding of the various aspects related to the organisation of sports events, on both a national and international level. For example, project management, security, logistics, infrastructure, positioning in such a competitive market, are all key elements to ensure the successful delivery of a sporting event.

## — Finance

This module offers training in the financial realities of national and continental sports entities, with a view to strengthening and improving financial management processes. It addresses fundamental financial concepts such as balance sheets, profit and loss accounts, budget options, and business plans. On completion of the module, sports managers will have acquired the necessary tools to be efficient managers within their organisations.

## — Communication

This module offers the possibility to gain knowledge of the basic concepts of communication as needed by sports organisations to ensure the effective exchange of information between the different sports industry actors. Strategic communication, planning, management of communication processes and crisis management are all necessary tools for effective communication strategies.

## — Management

This module focuses on the transition from the amateur management of a sports organisation to professional management, and is based primarily upon efficiency and performance principles. Key themes addressed during this module include the structure of sports organisations, decision-making processes, human resources management, leadership and the management of organisational change.

MODULES

## — Sports Law

The exceptional growth and development of the sports industry has also seen the evolution of an increasingly vast and complex judicial system. The objective of this module is to provide a full overview of sports law. For example, consideration is given to the structure of world sport, the status of the sports person, civil and criminal responsibility of sports actors, the different commercial contracts used, the resolution of legal disputes in sport and the increasing level of threats to the integrity of sport.

## — Marketing / Sponsorship

This module offers students the opportunity to familiarise themselves with the commercial realities of modern sport. Students are presented with a pragmatic approach to marketing sports entities and events, as well as to the selling of sponsorship and servicing of account sponsors. The importance of markets and sports consumers are clearly demonstrated and also the role played by brands and social media. A better understanding of the methods used to strengthen the identity of a sports organisation for marketing purposes (values, image) and how to fully grasp the expectations of potential sponsors are two key components of this module.



## Sessions with international sports industry experts

During each edition of the FIFA/CIES Executive Programme, CIES offers students the opportunity to meet industry experts from different backgrounds (e.g. IOC, FIFA, other international federations, continental entities, prestigious clubs, sports event

organisers, etc.). These special sessions and lectures also provide an opportunity to exchange viewpoints on current issues in the world of sport and to reflect on how these issues can impact on national sport.



## Who is the FIFA/CIES Executive Programme intended for?

- **Managers and individuals working in the sports world** on a professional or amateur basis (e.g. national and international federations, continental organisations, NOCs, clubs, regional associations, ministries, municipalities) who are seeking to broaden or refresh their knowledge of sports management.
- **Professionals from all backgrounds** (e.g. legal practitioners, economists, journalists) who wish to start working in sport and become familiar with the specialist aspects of the sports industry.
- **Young graduates** who wish to complement their existing academic training with a specific qualification in the field of sports management.

### — Sports Law



#### Lucien W. VALLONI

- Partner | FRORIEP Attorneys at law  
Head of the Litigation & Arbitration Practice Group and Head of Sports Law Practice Group
- Lecturer | University of Zurich
- President | Swiss Association of Football Players SAFF
- President | Show Respect

### — Sports Event Management



#### Daniel RUPF

- Founder & Managing Director Football Programs | Daniel Rupf Consulting / Helios Partners

### — Finance



#### Colette DEPEYRE

- Associate Professor | Université Paris-Dauphine
- Member of the Lab research unit | Dauphine Recherches en Management (DRM) - UMR CNRS 7088D

### — Communication



#### Kalem MAUVOIS

- CEO & Founder | Crescendo Management (Sports Marketing Agency)

### — Marketing / Sponsorship



#### Tania DEVEREUX

- Consultant in Sports Marketing
- Former Head of Global Sponsorship & Events | British Airways

### — Management



#### Cécile CHAMARET

- Assistant Professor | PSUAD
- Associate Researcher | Centre de recherche en Gestion, École polytechnique





**Alexandre BLAISE**  
Programme Director



**Séverine MUÑOZ**  
Academic & Programme  
Coordinator



### ■ Course format

Each module will comprise approximately 30 hours of teaching and additional learning activities such as case studies, seminars, event experience, international guests, to be completed over one academic year, exclusive of a formal assessment. The mode of delivery for the 2017-2018 edition will be by way of a block release system where students are required to attend classes at PSUAD for a period of one week at six different times in 2018.

### ■ Schedule academic year 2018

- 6 modules during the academic year
  - Event Management | 13-20 January 2018
  - Communication | 03-10 February 2018
  - Finance | 24 February - 03 March 2018
  - Law | 17-24 March 2018
  - Marketing & Sponsorship | 10-18 April 2018
  - Management | 05-12 May 2018
- Final Projects presentation in September 2018

### ■ Course location

Paris-Sorbonne University Abu Dhabi  
Al Reem Island  
38044 Abu Dhabi  
UAE

### ■ Course fee

AED 32700  
(of which AED 2700 are administrative fees)  
This whole amount is inclusive of comprehensive CIES manuals for each module, PSUAD class hand-outs, international, national and local guest speakers, official excursions, graduation function.

### ■ Student numbers

A maximum of 30 students can be accommodated

### ■ Tuition language

English

### ■ Admission requirements

Candidates must be in possession of a high school education qualification & show a keen interest & active involvement in sport. Admission is furthermore dependant on selection by the committee of the course. Candidates must attend a compulsory admission interview with an academic representative of the University & a representative of the FIFA/CIES International University Network. There is no age limit. Since classes are in English, applicants must possess a good command of this language.

### ■ Attendance and examinations

Attendance of the 6 block weeks is compulsory and students must obtain a class attendance mark of not less than 75% for each module. This stipulation is over and above the other academic requirements for the successful completion of each module. Examinations take the form of a knowledge assessment for each of the different modules, as well as a presentation of a group project.

### ■ Contact information

Paris-Sorbonne University Abu Dhabi  
Phone +971 (0) 2 65 69 330  
Phone +971 (0) 2 65 69 555  
admissions@psuad.ac.ae  
sport.management@psuad.ac.ae



**Atanas TARKALANOV** ■ Bulgaria

**PSUAD, Class 2017**

"It was a pleasure to learn from the best and also to be among the best in the world-wide sport industry."

**Sarvaj JEYAKUMAR** ■ India

**PSUAD, Class 2017**

"This Programme helped me to explore various important business aspects relating to the sporting world, such as marketing and communication, which I have always been keen to learn more about."



**Salem ALI** ■ UAE

**PSUAD, Class 2015**

"I got to grow my circle of contacts with people from around the region and who work in the sports field. This Programme will give you a great insight into the sports industry."

**Louis KINZIGER** ■ France

**PSUAD, Class 2015**

"I would absolutely recommend this course to any of my friends! It is the best opportunity to support a change in your career, either to launch it or simply to learn more about interesting areas of sports management."



**Filip ADAMUS** ■ Poland

**Kozminski University, Class 2015**

"Our group was diverse. Everyone had different experiences connected with sport. This resulted in many interesting discussions. We are still in touch, and perhaps we will implement some of our joint projects in the near future."

**Warren HARTLAND** ■ South Africa

**Nelson Mandela Metropolitan University, Class 2014**

"It is an exceptional Programme that surpassed all expectations. The amount of knowledge from highly experienced lecturers is unrivalled in any other course that I have witnessed."







# The FIFA/CIES International University Network



The FIFA/CIES International University Network today includes 16 universities, which deliver the FIFA/CIES Executive Programme in Sports Management:

- 1 **Universidad Católica Argentina**  
Buenos Aires, Argentina (since 2004)
- 2 **Universidad Santo Tomás**  
Santiago de Chile, Chile (2006)
- 3 **Université Cheikh Anta Diop**  
Dakar, Senegal (2006)
- 4 **Nelson Mandela Metropolitan University**  
Port Elizabeth, South Africa (2007)
- 5 **Cairo University**  
Cairo, Egypt (2007)
- 6 **Universidad de Costa Rica**  
San José, Costa Rica (2008)
- 7 **The University of the West Indies**  
Port of Spain, Trinidad and Tobago (2009)
- 8 **Birzeit University**  
Ramallah, Palestine (2009)
- 9 **Universidad Rey Juan Carlos**  
Madrid, Spain (2010)
- 10 **Universidad Metropolitana**  
Caracas, Venezuela (2010)
- 11 **Fundação Getulio Vargas**  
Rio de Janeiro & São Paulo, Brazil (2010)
- 12 **Universidad San Martín de Porres**  
Lima, Peru (2012)
- 13 **Notre Dame University-Louaize**  
Beirut, Lebanon (2012)
- 14 **Paris-Sorbonne University Abu Dhabi**  
Abu Dhabi, United Arab Emirates (2014)
- 15 **Kozminski University**  
Warsaw, Poland (2014)
- 16 **Higher School of Economics**  
Moscow, Russia (2014)

# The FIFA/CIES International University Network

## — Objectives and activities

The FIFA/CIES International University Network is based on the principles of partnership, mutual respect and openness. It allows many exchanges among students, teachers, experts, alumni and all the other participants who actively contribute to the Network. To strengthen links between its members

and to offer them new perspectives, the FIFA/CIES University Network has implemented two initiatives, which, over the years, have become central in creating a sense of community and helping to motivate participants: The FIFA/CIES University Network Prize and the FIFA/CIES University Network Scholarships.



## — The FIFA/CIES University Network Prize

The purpose of the FIFA/CIES University Network Prize is to reward the best group project presented by the partner universities. The Prize consists of a trip to Switzerland, which includes a visit to the CIES headquarters in Neuchâtel, as well as a day at the FIFA headquarters in Zurich with the "FIFA Master" students. During the visit, participants are also able to attend a series of presentations by FIFA managers.



## — The FIFA/CIES University Network Scholarships

The FIFA/CIES University Network Scholarships allow FIFA/CIES Executive Programme alumni to finance their participation in the “FIFA Master” course (course registration fees, travel expenses, accommodation, etc.). Candidate applications must meet the criteria defined by CIES and the “FIFA Master” Scientific Committee.

Since the scholarship was created in 2012, students from countries such as Argentina, Brazil, Chile, Costa Rica, Egypt, Guatemala, Lebanon, Russia, South Africa, Spain, Trinidad and Tobago, Turkey, Ukraine and Venezuela have all been awarded scholarships.

## — Other FIFA/CIES University Network projects

The FIFA/CIES University Network - with the support of its partners - regularly offers FIFA/CIES Executive Programme students and alumni the opportunity to attend conferences and seminars on various topical

issues related to sports management, as well as the opportunity to attend various international sports competitions.





FRA  
1 A

BANQUE  
POPULAIRE

MARINE POOL

Billy BESSON  
Marie RIOU  
Billy BESSON  
Marie RIOU

140102  
SUI041

## 1. Personal information

First name \_\_\_\_\_ Surname \_\_\_\_\_

Nationality n°1 \_\_\_\_\_ Nationality n°2 \_\_\_\_\_

Country of residence \_\_\_\_\_ Mother tongue \_\_\_\_\_

Language spoken n°2 \_\_\_\_\_ Language spoken n°3 \_\_\_\_\_

Gender  male  female \_\_\_\_\_ Date of birth (dd/mm/yyyy) \_\_\_\_\_

Do you practice any sports?  Yes  No \_\_\_\_\_

If 'yes', please specify \_\_\_\_\_ Sport n°1 \_\_\_\_\_

\_\_\_\_\_ Sport n°2 \_\_\_\_\_

\_\_\_\_\_ Sport n°3 \_\_\_\_\_

## 2. Education

What is your highest qualification? (PhD, Master, Bachelor, etc.) \_\_\_\_\_

In which field of studies \_\_\_\_\_

At which university / school / institution \_\_\_\_\_

Is your highest qualification sport-related?  Yes  No \_\_\_\_\_

Besides your 'highest qualification', have you completed any sport-related education?  Yes  No \_\_\_\_\_

If 'yes', please specify \_\_\_\_\_ University/ School/ Institution \_\_\_\_\_

\_\_\_\_\_ Diploma/ Degree obtained \_\_\_\_\_

\_\_\_\_\_ Field of Studies \_\_\_\_\_

## 3. Professional activity

Are you currently employed/ working?  Yes  No \_\_\_\_\_

If 'yes', please specify \_\_\_\_\_ Your job position \_\_\_\_\_

\_\_\_\_\_ Your employer \_\_\_\_\_

Is your job sport-related - even partially/ indirectly?  Yes  No \_\_\_\_\_

If 'yes', please specify \_\_\_\_\_ Sport n°1 \_\_\_\_\_

\_\_\_\_\_ Sport n°2 \_\_\_\_\_

\_\_\_\_\_ Sport n°3 \_\_\_\_\_

If 'no', please specify \_\_\_\_\_ Your field of activity \_\_\_\_\_

# Application form

## PSUAD/FIFA/CIES Executive Programme in Sports Management | Edition 2017-2018

Do you have a second employment/ job?  Yes  No

If 'yes', please specify

Your second job position

Your second employer

Is your second job sport-related - even partially/ indirectly?  Yes  No

If 'yes', please specify

Sport n°1

Sport n°2

Sport n°3

If 'no', please specify

The field of your second activity

### 4. Voluntary activities (past or present)

Voluntary activity (past or present)?  Yes  No

If 'yes', please specify

Your voluntary position

Your voluntary institution

Was/is your voluntary activity sport-related?  Yes  No

If 'yes', please specify

Sport n°1

Sport n°2

Sport n°3

If 'no', please specify

The field of your voluntary activity

### 5. Contact details & social networks

Mobile phone

E-mail

E-mail n°2

LinkedIn account (http link)

Facebook account (http link)

Twitter account (http link)

## 6. Sport involvement

Please attach a one-page curriculum vitae of your sport involvement to this application form. The following information is to be included for each sport organization you have been associated with: address, postal code, city, country, phone, fax, time period, position, description of involvement. Certified copies of certificates obtained must accompany the application.

## 7. Interests

Please list your interests

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## 8. Professional future

(Please list three aims you have for your future professional life)

1- 

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2- 

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3- 

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## 9. Please list the reasons you are applying for enrolment to this course

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## 10. Curriculum Vitae

Thank you to join a copy of your full CV

I, the undersigned, hereby accept the terms and conditions established for the programme on being admitted to the same. I declare that the information contained in this form is true and complete, and I authorise the use of this data by the University and the FIFA/CIES International University Network.

Place and date

Signature

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