



INTERNATIONAL  
UNIVERSITY  
NETWORK

IN COLLABORATION WITH **FIFA**



**SUAD/UAEFA/FIFA/CIES  
INTERNATIONAL PROGRAMME  
IN SPORTS MANAGEMENT**

**UNITED ARAB EMIRATES**

10<sup>th</sup> EDITION | 2024-2025











**Professor Nathalie Martial-Braz**  
Vice-Chancellor

*The FIFA/CIES International Programme is a 360 degrees programme delivering key expertise to the next generation of sports managers in the region. Join us!*

*The realm of sports management transcends geographical borders. It is a domain where diverse perspectives converge to drive innovation, foster inclusivity, and promote excellence.*

*By participating in an international program in sports management, we not only broaden our understanding of the industry but also cultivate invaluable skills in leadership, communication, and problem-solving on a global scale.*



**Mohammed Abdulla Hazzam  
Aldhaheeri**  
UAEFA Secretary General



**Dr. Majed Al Khemeiri**  
SUAD Deputy Vice-Chancellor  
for Administrative Affairs

*Turn your passion into a profession.  
The SUAD/UAEFA/FIFA/CIES International Programme in Sports Management can be the steppingstone needed to break into the competitive sports management industry by blending experiential learning with a strong foundation in business administration.*

*The forthcoming leaders in the sports industry must not only excel in management but also possess adeptness in communication, legal regulations, and financial principles. Through their collaboration on a comprehensive training programme, FIFA/CIES and the SUAD bring together the best teachers, ensuring excellence across all facets of expertise.*



**Dr. Bertrand Haan**  
Deputy Vice Chancellor for  
Academic Affairs

# 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 emergence of new technologies, the development of eSports, the consequences of the pandemic, 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, therefore, remains one of the best ways to achieve this.

Created in 2004, the FIFA/CIES International 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 International Programme in Sports Management is delivered worldwide by 19 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 with Sorbonne University Abu Dhabi (SUAD) in the organisation of a new edition of the FIFA/CIES International 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. We can already highlight the excellent work accomplished by SUAD since the beginning of our cooperation.



**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), the FIFA/CIES International Programme in Sports Management delivered through an international university network comprising 19 partner universities across the world, and the Master/DAS/CAS in Sports Law of the University of Neuchâtel.

Since 2018, in collaboration with FIFA, the CIES has also been developing executive training courses for General Secretaries and senior executives of national football federations. Finally, CIES is also engaged in fundamental and applied research in the field of sport, through numerous publications, its Football Observatory and the organisation of conferences and seminars.





With stunning architecture and a rich history dating back to the 13<sup>th</sup> century, Sorbonne University Abu Dhabi is a multidisciplinary university that attracts high-calibre students from the UAE and around the world.

SUAD offers world-class, globally recognised and UAE accredited French degrees that cover a spectrum of disciplines specialising in sciences, humanities, languages, law and economics degrees to address local and global job market demands.

To date, we have educated over 2000 graduates from more than 90 countries, while developing a reputation for academic excellence and innovation.

To ensure quality, we maintain small classes, enabling us to tailor our teaching methods to individual styles of learning. We also bring our faculty from Sorbonne University in Paris, guaranteeing the same excellent teaching standards as our parent

institution. In addition, our admissions process is highly selective, ensuring that individual talent benefits from collective excellence.

We offer Foundation Year programmes in Sciences, Intensive French, Records Management and Archival Science, in addition to undergraduate and postgraduate programmes and executive education programmes spanning from Humanities and Social Sciences to Languages and Sciences. Programmes are offered in English, French or Arabic.

A number of scholarships, preferential rates and corporate discounts on tuition fees are available to UAE citizens, residents of the UAE and international students.

**For more information**

**Visit Sorbonne Abu Dhabi's website:**

**[www.sorbonne.ae](http://www.sorbonne.ae)**

## A few words about the UAEFA



The UAE Football Association (UAEFA) is the governing body of football in the United Arab Emirates.

The UAEFA was founded in 1972. Soon after becoming a member of FIFA in 1972 and a member of the Asian Football Confederation & the Union of Arab Football Associations in 1974.

In contrary to the UAE's population size, the UAEFA has a rich history of on-field success spanning from its Men's Senior World Cup Finals debut in Italy 1990 to winning the Gulf Cup in both 2007 & 2013. The UAE Football Association has also had success in developing talented and robust youth sides, notably winning the U23 Gulf Cup and silver medalists in the U23 AFC Youth games. In addition, the UAEFA Olympic National team made history by qualifying for the 2012 London Games and the UAE Women's National team claiming the West Asian Women's Championship twice, both 2010 & 2011.

The UAE FA boasts a series of competitions within its portfolio, including the Presidents Cup, 1st Division, 2nd Division and FA youth leagues. The UAEFA also conducts many wider programs spanning from Referee Development, with the UAE featuring

three match officials in the 2018 Russia World Cup Finals. Coach Education, which involves educating & refreshing several hundreds of coaches annually. Futsal; by conducting an annual professional futsal league structure. Beach Soccer, having the UAE National Team currently ranked 14 globally (December 2020) and many more.

As of 2021, the UAE Football Association now has its eyes on achieving global success once again. Under the direction of a dynamic new leadership team, the UAEFA has developed Vision 2038 underpinned by a rigorous new strategic plan to lift UAE Football into new heights soon again. A flagship ambition aims for the UAE to compete globally in the World Cup Finals once again.

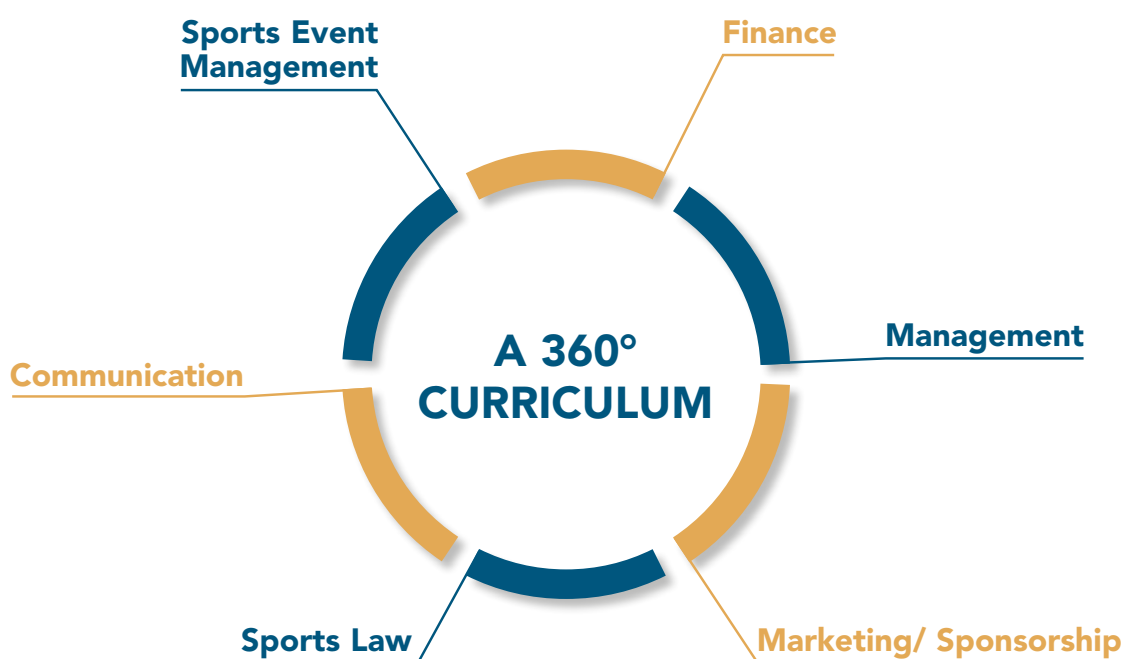
The UAE FA's new vision is to unite the UAE through football and develop a sustainable football ecosystem centred around international success. Vision 2038 involves a series of initiatives that seek to develop, govern and promote football through enabling participation, developing player and talent pathways and creating a framework for success on and off the field.

# The FIFA/CIES International Programme

## General presentation

The FIFA/CIES International 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.



## — 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.

### MODULES

## — 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, strategic planning, decision-making processes, human resources management, leadership and the management of organisational change.

## — 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.

# The FIFA/CIES International Programme

## Sessions with international sports industry experts

During each edition of the FIFA/CIES International 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 International 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 Executive Management

#### Christian UBBIALI

- Head of Sports Events | Hudayriyat
- Strategic Advisory Office Qatar2022 | FIFA World Cup
- Governance and Knowledge Senior Manager | FIFA
- Director of Operations | FISU World University Games
- Event Partnerships Director | UEF



### — Sports Law

#### Lucien W. VALLONI

- Partner | VALLONI Attorneys at Law
- Board member | FIFPro and FIFPro Division Europe
- President | World Association of Icehockey Players Unions WAIPU
- President | Swiss Association of Football Players SAFF
- President | Show Respect



### — Sports Law

#### Damir VALEEV

- Partner, Head of Sports Law Practice | Adcourt
- Member of Legal & Ethics Commission | Asian Paralympic Committee (APC)



### — Sports Event Management

#### Daniel RUPF

- Business Owner | Daniel Rupf Consulting
- Head of Team Accommodation | FIFA Accommodation Office operated by MATCH Accommodation
- Advisor & Consultant | San Marco Sports Events / Eventica Communications & Event Management

## The facilitators

### — Sports Marketing



#### Mike GOLDING

- Director Marketing & Communications | Yas Marina Circuit - The Meeting Place of Champions
- Director | Source FZ-LLC

### — Finance



#### Mohammad MILADI

- Trade Product Development & Structuring Head | Arab African International Bank
- Consultant | Libyan Students Federation
- Co-Founder of Hat-Trick Sports Ltd  
Former General Secretary | FC Baroni (Manchester)

### — Finance



#### Alexandre TOUTOUNJI

- Strategic Revenue Growth Management MEA - Gulf Lead | Mars
- CPA, McGill University

### — Communication



#### Andreas HERREN

- Founder & Managing Director | Externus Communication GmbH
- Ex-Head of Media / Acting Director of Communications | FIFA

### — Sponsorship



#### Tania DEVEREUX

- Director  
Joe Lewis Company -  
An Experience Company

### — Management



#### Cécile CHAMARET

- Associate Professor  
École Polytechnique





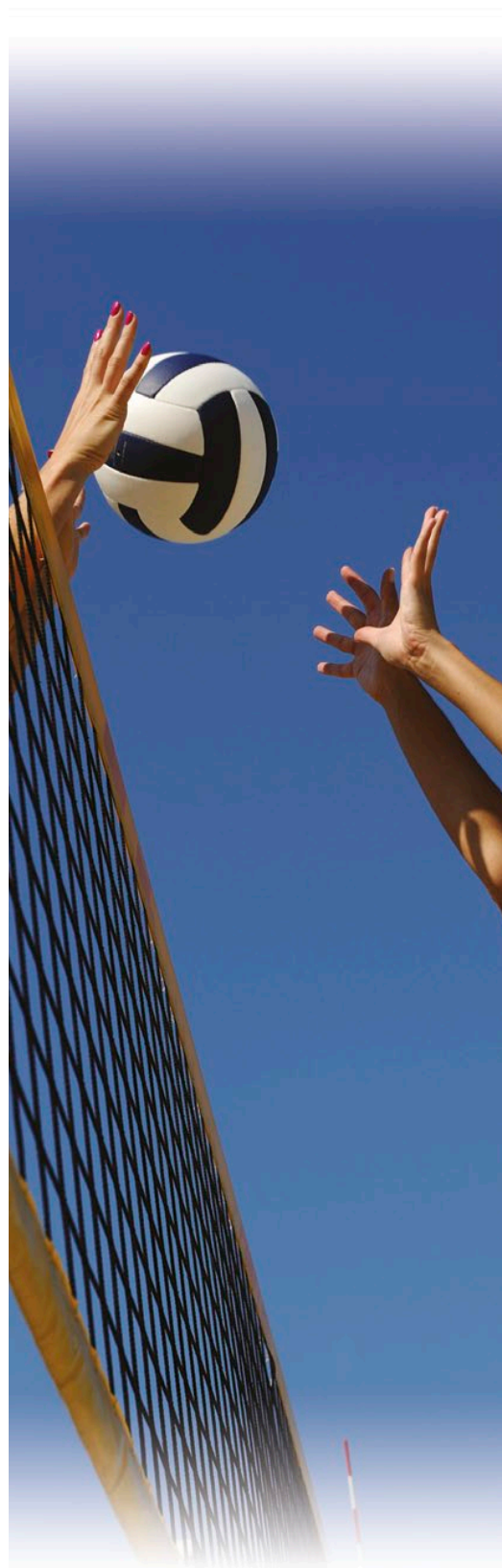
**Alexandre BLAISE**  
Programme Director



**Atanas TARKALANOV**  
Programme coordinator



**Dayana ABOUKARAM**  
Academic Coordinator



### ■ Course format

Each module will comprise of 35 h (minimum 25 h on campus + blending learning depending on module) and additional learning activities such as case studies, seminars, event experience, international guests, to be completed from September to April, exclusive of a formal assessment. The mode of delivery for the 2024-2025 edition will be by way of a block release system where students are required to attend classes at SUAD for a period of one week at six different times in 2024-2025.

### ■ Course location

Sorbonne University Abu Dhabi  
Al Reem Island  
38044 Abu Dhabi, UAE

### ■ Course fee

AED 50 000 (one year programme)

- Preferential rates\* available for UAE citizens, residents of UAE and international students
- Early bird discount\*: 20% to 30%
- Corporate discount\*  
(\* T. and C. apply)

This whole amount is inclusive of comprehensive CIES manuals for each module, SUAD 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 (a good command is required, SUAD reserves the right to request/require a TOEFL IBT or TOEFL ITP or IELTS or any similar examination to confirm the same)

### ■ Minimum Bachelor

Candidates must be in possession of, at least, a Bachelor 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.

### ■ Online application

- Registration, please go to:  
<https://sorbonne.force.com/s/login/SelfRegister>
- Interview round in June (exact dates tbc)  
(application deadline: 30 May)

### ■ Contact information

Sorbonne University Abu Dhabi  
Phone +971 (0) 2 65 69 330  
Phone +971 (0) 2 65 69 555  
[admissions@sorbonne.ae](mailto:admissions@sorbonne.ae)  
[sport.management@sorbonne.ae](mailto:sport.management@sorbonne.ae)





**Mohammad MILADI** ■ UAE

**SUAD, Class 2023**

**Trade Structuring & Product Development Head, Arab African International Bank**

"The Programme offers a unique opportunity to be taught by leading professionals who share insights beyond the theory. Along with the site tours offered during the course, this Programme is a great stepping stone for those looking to further their career in the sports industry."

**Aisha ALZAABI** ■ UAE

**SUAD, Class 2021**

**Legal Counsel, Confidential**



"The programme enables you to acquire the basics of the sports industry. The modules cover what is required by sports managers and prepares you for real life work in the field. This is important as I aspire to make a difference in the sports world."



**Ashraf IKRAM** ■ Malaysia

**SUAD, Class 2020**

**Junior Account Executive, PikoHANA**

"We learn from experienced experts, and we can also gain valuable knowledge from our fellow classmates. From Sports Editors, F1 Project Managers and Football Coordinators, for example, the insights shared add huge value to the course. This experience is priceless."

**Young Joon SUH** ■ South Korea

**SUAD, Class 2019**

**Marketing Intern, SEMA Sports Marketing**



"I wanted to study how the sports sector works before going into the industry. With this Programme, we learnt a lot thanks to both sports and football industry experts. This is a key advantage."



**Atanas TARKALANOV** ■ Bulgaria

**SUAD, Class 2017**

**Sports Lecturer, Sports Management Expert, Sorbonne University Abu Dhabi**

"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

**SUAD, Class 2017**

**Football Manager, Fareham Football Club Limited**



"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."





# The FIFA/CIES International University Network



The FIFA/CIES International University Network today includes 19 universities, which deliver the FIFA/CIES International 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 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 **Sorbonne University Abu Dhabi**  
Abu Dhabi, United Arab Emirates (2014)
- 14 **Kozminski University**  
Warsaw, Poland (2014)
- 15 **Higher School of Economics**  
Moscow, Russia (2014)
- 16 **Pillai Institute of Management Studies & Research**  
Mumbai, India (2019)
- 17 **Universidad de Las Américas**  
Quito, Ecuador (2019)
- 18 **Universidad de Puerto Rico**  
Recinto Universitario de Mayagüez  
Mayagüez, Puerto Rico (2021)
- 19 **Universidad Sergio Arboleda**  
Bogotá, Colombia (2022)



# 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 International 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, over 40 students from countries such as Argentina, Brazil, Chile, Costa Rica, Egypt, France, Grenada, Guatemala, Honduras, Italy, Lebanon, Palestine, Russia, South Africa, Spain, Trinidad and Tobago, Turkey, United Arab Emirates, 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 International 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.





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**Sorbonne University Abu Dhabi**

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