CIES TRINIDAD & TOBAGO

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

For more than fifteen years our institute, which benefits from the financial support of FIFA, has developed a great number of projects with the purpose of achieving a better understanding of the multiple facets of sport and of football in particular. This is why CIES has carried out extensive research in the fields of law, economics, sociology, geography and history. It has also created a Master's Degree in Sports Management, Law and Humanities of Sport (the FIFA Master) in which more than 280 students from more than 80 countries have already participated. CIES is also the trustee of the famous João Havelange Research Scholarship which is open to universities from all over the world.

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

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

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

Bertrand Reeb
CIES President

Jérôme Valcke
FIFA Secretary General

WELCOME FROM THE PRINCIPAL

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

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

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

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

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

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

THE UNIVERSITY OF THE WEST INDIES

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

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

The St. Augustine Campus welcomes the opportunity to deliver this prestigious programme in Sports Management as part of our continued commitment to the development of regional expertise and our ongoing contribution to the development of knowledge for the advancement of our societies.
THE POST GRADUATE DIPLOMA IN SPORTS MANAGEMENT

INTRODUCTION

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

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

PROGRAMME GOALS

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

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

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

TARGET AUDIENCE

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

This Diploma should therefore be of particular benefit to persons operating in a managerial or administrative capacity in sports organisations such as:
- Member clubs and organisations of the Caribbean Football Union
- Affiliate Members of the Caribbean Association of National Olympic Committees
- West Indies Cricket Board, the Trinidad and Tobago Cricket Board and its affiliate Member clubs
- Government Agencies
- Industries related to sport
- Other industries where persons are actively involved in sport management and administration
- Persons desiring to update and refresh their skills and knowledge of sport management

PROGRAMME CONTENT

This Postgraduate Diploma programme is comprised of eight (8) core courses as shown below:
- Management in Sports
- Sports Marketing and Sponsorship
- Law and Sports
- Communication in Sports
- Sports Finance
- Sports Facilities Management
- Event Management in Sports
- Human Resources Management in Sport

ENTRY REQUIREMENTS

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

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

APPLICATION PROCEDURE

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

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

SELECTION PROCEDURE

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

CLOSING DATE FOR APPLICATIONS

November 16, 2010
PROGRAMME & OTHER FEES

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

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

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

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

- Registration Fee: TTD $20.00
- Guild Fee: TTD $175.00
- Caution Fee: TTD $500.00
- Student I.D.: TTD $20.00
- Personal Accident Insurance: TTD $20.00

No refunds are allowed for cancellation once the course has started.

* The current exchange rate in TTD 6.3 to 1 US$  
** Government Assistance for Tuition Expenses

SCHOLARSHIPS

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

SPECIAL REGULATORY ISSUES

ATTENDANCE TO CLASSES

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

AWARD OF DIPLOMA

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

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

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

ACCOMMODATION

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

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

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

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

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

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

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

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

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

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

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

Sports Marketing and Sponsorship
Dr. Spiro Doukas, Lecturer
University of the West Indies, St. Augustine

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

Communication in Sports
Mrs. Dennise Demming
Public Relations Consultant and Adjunct Lecturer
University of the West Indies, St. Augustine

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

Sports facilities Management
Mrs. Paula Chester-Cumberbatch
Business Executive and Adjunct Lecturer
University of the West Indies, St. Augustine

Event Management in Sports
Dr. Iva Gloudon
Director of Sport and Physical Education

Human Resources Management in Sports
Mrs. Carol Charles-Austin
Sport Management Administrator and Adjunct Lecturer
University of the West Indies, St. Augustine

PROGRAMME ADMINISTRATORS

Mr. Errol Simms
Head of the UWI Management Studies Department

Dr. Iva Gloudon
Director of Sport and Physical Education

Ms. Charisse Broome
Programme Coordinator

FURTHER INFORMATION

For further information, please contact either:

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Seychelle Grant
UWI, Trinidad and Tobago - 2010 Class

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

Shawn Garcia
UWI, Trinidad and Tobago - 2010 Class

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

Christian Medina
UWI, Trinidad and Tobago - 2010 Class

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

Mauricia Nicholson
UWI, Trinidad and Tobago - 2010 Class

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

Victor Badilla Guadamuz
UCR, Costa Rica - 2009 Class

“We studied very important topics for my job in communication management and crisis management. I have to deal with this kind of issues daily.”

Selçuk Güler
Bosphorus University, Turkey - 2009 Class

“I have found my job after having attended this course. I have met people who have very good career in sport business. It was really very interesting to listen to their ideas.”

Qaqambile Gontshi
NMMU, South Africa - 2008 Class

“I choose to attend this course because when I saw the curriculum I knew that this is the only course that will help me to run my club in a professional way.”

Solomon Mudege
NMMU, South Africa - 2007 Class

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