



UNIVERSITY  
OF LONDON

# Programme Regulations 2023–2024

## International Sports Management

PGCert  
Individual modules

**Important document – please read**  
This document contains important  
information that governs your  
registration, assessment and  
programme of study





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## **Important information regarding the Programme Regulations**

Last revised: 10 May 2023

As a student registered with the University of London you are governed by the current General Regulations and Programme Regulations associated with your programme of study.

The Programme Regulations are designed and developed by the University of London. The Programme Regulations will provide the detailed rules and guidance for your programme of study.

In addition to Programme Regulations you will have to abide by the [General Regulations](#). These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not the year in which you initially registered.

On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the relevant Courses page of the website. The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

### **Terminology**

The following language is specific to the International Sports Management programme:

**Module:** Individual units of the programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria. Each module can also be studied on a stand-alone basis.

**Individual module:** An individual module is a stand-alone independent short course that is studied and assessed without being registered for a related qualification.

**Session:** Session 1 starts in January or February. Session 2 starts in September. Each module will run in both sessions (subject to availability) and students can start in either session.

**Limited-text presentation:** A collection of individual slides containing information on a topic, created using an application, including but not limited to Microsoft PowerPoint.

**Coursework:** Within these regulations, this refers to any and all elements of assessment excluding the examination.

If you have a query about any of the programme information provided please contact us. You should use the *Ask a question* tab in the [student portal](#).

### **To note:**

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

**Changes to International Sports Management Regulations**

No significant changes.

## **1 Structure of the programme**

### **1.1**

The following named qualification is awarded under the International Sports Management programme:

- Postgraduate Certificate in International Sports Management (PGCert)

### **Qualification structure**

### **1.2**

The PGCert International Sports Management consists of:

- Two core modules; and
- Two elective modules

### **Individual modules**

### **1.3**

All modules from the International Sports Management programme may be studied on a stand-alone basis.

### **1.4**

We may decide that you must successfully complete one module on a stand-alone basis before we will allow you to register for the PGCert.

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## **2 Registration**

### **Effective date of registration**

### **2.1**

Your effective date of registration will be

- 1 February if you first register before the January registration deadline, or
- 1 September if you first register before the September registration deadline.

### **Date of first examinations**

### **2.2**

If your effective date of registration is:

- 1 February, you will take your first examination(s) in the following June.
- 1 September, you will take your first examination(s) in the following January.

## **Period of registration**

### **2.3**

The minimum and maximum periods of registration to complete the programme are counted from your effective date of registration.

See the Programme Specification for the minimum-periods of registration applicable to this programme. See the General Regulations for the maximum period of registration.

### **2.4**

If you start by taking individual modules and then register for the PGCert in International Sports Management, we will give you a new maximum period of registration for the PGCert.

Each module runs for a 16-week study session that begins in either January/February or September.

## **Order in which to take the modules**

### **2.5**

You are advised to attempt a minimum of one core module in the first session in which you are registered before you attempt the elective modules in any subsequent session.

### **2.6**

If you are registered for the PGCert you are permitted to attempt a maximum of three credit bearing modules in one session before you attempt your remaining module(s) in subsequent sessions.

## **Individual modules**

### **2.7**

You may apply to take up to three credit-bearing modules (45 credits), subject to availability, on a stand-alone basis without being registered for the PGCert. If you apply to progress to the PGCert and this is approved, you will be credited with any individual modules successfully completed within three years of your initial registration.

### **2.8**

If you are permitted to progress from an individual module(s) to the PGCert and have not already taken a core module, you must select one when you first register for the PGCert.

## **Module availability**

### **2.9**

Not all modules are available in each study session. Please see [Appendix B](#) for further details.

### 3 Assessment for the programme

#### Summary table of assessment

All assessments are time constrained.

An examination is defined as an element of assessment that takes place in a controlled environment. You will be given details of how the courses on your programme are assessed, the specific environment or location that is permitted and the time allowed for the assessment. You will be contacted at least 5 months prior to the assessment session with these details.

All examinations are scheduled using an online delivery method. You must ensure that your device is kept up to date and complies with [University Computer Requirements](#).

#### 3.1

Programme structure		Assessment element		
		One	Two	Three
<b>Compulsory core modules:</b>	<b>Financial management in sport</b>	One two-hour unseen written examination (90%)	N/A	Discussion forum participation and/or contribution (10%)
	<b>Sports strategy, governance and leadership</b>	One limited-text presentation and accompanying 2,500-word executive summary (90%)	N/A	Discussion forum participation and/or contribution (10%)
<b>Two elective modules chosen from:</b>	<b>Sports marketing, sponsorship and media</b>	One oral (recorded) presentation and accompanying transcript of 750 words (30%)	One 2,000-word marketing plan (60%)	Discussion forum participation and/or contribution (10%)
	<b>International sport development</b>	One infographic with supporting text of 500 words (20%)	One 2,000-word policy document (70%)	Discussion forum participation and/or contribution (10%)
	<b>Sports event management</b>	One limited-text presentation and accompanying	N/A	Discussion forum participation and/or

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Programme structure		Assessment element		
		One	Two	Three
		2,500-word report (90%)		contribution (10%)
	<b>Sports entrepreneurship</b>	One limited-text presentation and accompanying 2,500-word executive summary (90%)	N/A	Discussion forum participation and/or contribution (10%)

See the [website](#) for the list of examination centres.

Examination dates, information and guidance for coursework and deadlines for each element can be found on the VLE.

### 3.2

The time constrained written examination for Financial management in sport takes place twice a year, in January and June.

See the [General Regulations](#) for the rules for taking examinations.

## Deferring a module

### 3.3

We will permit you to defer each module once without paying an additional fee. If you wish to defer a module for a second time, you must pay the module deferral fee by the registration deadline for the subsequent session. You may not defer a module more than two times.

## Deferring an assessment

### 3.4

If after having registered for a module you are no longer able to take all elements of assessment in that session, we will allow you to defer the element of assessment to the subsequent session if you let us know at least 28 days prior to the examination or first coursework submission deadline.

### 3.5

If you cannot participate and/or contribute to forum discussions due to mitigating or exceptional circumstances, you must let us know as soon as possible. If accepted, you will be recorded as having participated for that discussion session.

See [Appendix D: Assessment criteria for participation-based assessments](#) for information on what is expected of you to obtain a pass mark for the assessed discussion and/or participation in forums.



## **Penalty for exceeding the word limit**

### **3.6**

You must keep to the word limits stated in the Summary table of assessment (3.1). If you exceed the word limit, we will reduce the mark you receive as follows:

<b>Excess number of words over the word limit expressed as a percentage</b>	<b>Marks deducted from the original mark</b>
Up to and including 10%	0
From 11% up to and including 20%	5
From 21% up to and including 30%	10
More than 31%	The work will not be marked. It will count as an attempt at the assessment and will be assigned a mark of zero.

## **Penalty for missing a deadline**

### **3.7**

You must keep to the coursework deadlines stated on the VLE. If you are late in submitting an element of coursework we will reduce the mark you receive by deducting three marks from the original mark for every day that the element is late. Work submitted more than 10 days after the deadline will not be marked. It will count as an attempt at the assessment and will be assigned a mark of zero.

## **Mitigating circumstances**

### **3.8**

You must bring any mitigating circumstances to our attention as soon as you become aware that your performance may be adversely affected by serious circumstances beyond your control. You should do this before the deadline date for elements of coursework and no later than three weeks after the examination date.

For more information about mitigating circumstances, see Section 11 of the [General Regulations](#).

## **4 Number of attempts permitted at an assessment element**

### **4.1**

The maximum number of attempts permitted at any element of assessment is two.

### **4.2**

If you obtain less than 50% in any module at the first attempt and subsequently pass at the second attempt, you will receive a capped mark of 50% for that module.

### **4.3**

If you are required to resit an element(s) of assessment it will not be possible for you to register for the next consecutive session. If you fail an element(s) of assessment in the September session you

will be permitted to register for resits in the following September session and if you fail an element(s) of assessment in the February session you will be permitted to register for resits in the following February session.

### **Replacing an elective module**

#### **4.4**

If you fail an elective module at the second attempt you can choose to replace this with a different elective module, subject to availability of modules.

#### **4.5**

You are permitted to discard **one** elective module in this way.

### **If you do not submit coursework**

#### **4.6**

If you have registered for a module and you do not submit the coursework this will count as an attempt and you will receive a mark of zero, unless you have deferred the module.

### **Written assessment for Financial management in sport**

#### **4.7**

If you have registered for this module you must take the assessment at either the end of the first study session that you take the module, or at the end of the subsequent session, unless you have deferred the module.

#### **4.8**

If you do not take the assessment in either the first or second permitted assessment session, this will count as an attempt and you will receive a mark of zero.

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## **5 Progression within the programme**

### **Transfer from Individual modules**

#### **5.1**

Applications to progress from an individual module to the PGCert will be considered on a case-by-case basis.

#### **5.2**

A mark or grade awarded for completion of an individual module cannot be used to replace any mark or grade for a qualification already awarded.

#### **5.3**

All individual module assessments are marked and graded according to the assessment criteria for the PGCert International Sports Management.

You can apply to transfer from an individual module to the PGCert by logging your request via the Ask a question button in the [Student Portal](#).

## **6 Scheme of award**

### **6.1**

The following mark scheme is used for the PGCert. Marks are equally weighted across all modules.

<b>Overall mark</b>	<b>Classification</b>
70%–100%	Distinction
60%–69%	Merit
50%–59%	Pass
0%–49%	Fail

### **6.2**

The PGCert may be awarded if you achieve an overall average mark of at least 50%, with no mark in any module falling below 50%.

### **6.3**

The PGCert with Merit may be awarded if you achieve an overall average mark of 60% or above, with no mark in any module falling below 50%.

### **6.4**

The PGCert with Distinction may be awarded if you achieve an overall average mark of 70% or above, with no mark in any module falling below 50%. A Distinction will not normally be awarded if you re-sit or re-take the assessment for any module of the programme. In exceptional circumstances a viva may be held for a student at the request of the Examiners.

See [Appendix C: Assessment criteria](#) for information on how to achieve the level required for a particular mark.

## **Appendix A: Programme structure**

The two study sessions each run for 16-weeks, beginning in January/February and September. Each module will run in both sessions, subject to availability.

### **Core modules**

For the qualification of PGCert International Sports Management you must pass the following core modules (each worth 15 credits):

- Financial management in sport [ISM010]
- Sports strategy, governance and leadership [ISM020]

### **Elective modules**

You must also pass two elective modules (each worth 15 credits) chosen from:

- Sports marketing, sponsorship and media [ISM100]^
- International sport development [ISM110]
- *Sports events management* [ISM120]
- *Sports entrepreneurship* [ISM130]



## Appendix B: Module outlines

### Core modules

#### Financial management in sport [ISM010] 15 credits

Modern sport organisations require professional management utilising financial management skills and techniques. This module provides learners with the ability to apply the various concepts of the broad discipline of Financial Management, in a realistic manner, in any modern sport context or organisation. By introducing and applying a range of appropriate techniques, based on recognised financial theories, this module develops a critical awareness and appreciation of the role of Financial Management in modern sport organisations.

The aim of this module is to develop capabilities in the broad area of Financial Management in managers, or those individuals who aspire to be effective managers of sport organisations. Learners will gain a deep insight and develop an appropriate understanding of and capability in the application of financial management techniques and principles in sport organisations.

**Assessment: one two-hour unseen written examination (90%) and participation and/or contribution to forum discussions (10%).**

#### Sports strategy, governance and leadership [ISM020] 15 credits

Sport is increasingly a global, multi-billion-dollar business as well as a passion for its many participants, fans, governing bodies and other stakeholders. This module will evaluate the importance of strategy and strategic thinking for sports organisations. It will consider what can be learned from big picture thinking to analyse the external and internal factors in the sports context and for the management of the diverse stakeholders in sport. The module will evaluate the trade-offs which sports organisations make in the different governance models which they adopt and the implications of these for effective strategic decision making. The module also focuses on the role and different schools of thought in leadership in sport and the importance of leadership for sports organisations.

This module will provide students with the concepts and models to evaluate the external and internal factors which are important in thinking and planning strategically in sports organisations. It will evaluate the challenges of balancing the needs of different stakeholders in sport and of developing effective stakeholder relationships. The different schools of thought on leadership will be critically evaluated to develop the student's skills and understanding of effective leadership in sports organisations.

**Assessment: a limited-text presentation<sup>^</sup>, a 2,500-word executive summary (90%) and participation and/or contribution to online forum discussions (10%).**

<sup>^</sup> You will also be required to submit accompanying notes for the limited-text presentation.

### Elective modules

#### Sports marketing, sponsorship and media [ISM100] 15 credits

Marketing plays a key role in sports. Whilst fans are distinct types of customers, very emotionally attached to sports organisations, the concepts and principles of marketing help sports organisations in a number of ways; to analyse the fans with whom they engage, to build new fan bases, to assess

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the reasons why fans engage with particular sports, attend sporting events or subscribe to paid sports content. Marketing also helps to understand other key revenue sources for sports organisations, such as sponsorship and media rights.

This module takes the core principles of marketing; analysing sports markets, evaluating the brands and differential advantages of sports organisations and how these meet the needs and wants of sports fans, and critically appraising the challenges and opportunities in implementing sports marketing strategies through the sports marketing mix; services, people, processes, promotion, prices and place. The module also focuses specifically on the role of sponsorship and media for sports organisations.

The module aims to provide students with the tools and concepts to critically evaluate the key roles and functions of marketing for sports organisations. Students will analyse fans as customers and appreciate the distinctive challenges of marketing in a sports context. Particular emphasis will be placed on fan-based analysis and engagement, on the creation of sports brands and on the role of the sports marketing mix. The module will also evaluate sponsorship and its importance for sports marketers and the changing media channels and technologies through which fans consume sports content.

**Assessment: one oral (recorded) presentation and accompanying transcript of 750 words (30%), one 2,000-word marketing plan (60%) and participation and/or contribution to online forum discussions (10%).**

### International sport development [ISM110] 15 credits

At the heart of the global multi-billion dollar sport industry is the provision and consumption of a wide range of sporting activities. Essentially, sport development focuses on addressing the what, where (i.e. sport facilities), how and why questions in relation to the provision of wide-ranging sport interventions for diverse population groups. This module provides students with knowledge of the 'ever changing' social and political contexts in which international sport development operates. Students will critically examine the global structures, agencies, vested-interest groups, stakeholders, sport facilities and consumers of international sport development interventions. The implications of participation in sport e.g. on health, community cohesion, facilities management, empowerment and overall social development will be examined.

Students will be introduced to theoretical concepts, debates and research regarding contemporary international sport development and development through sport practice. The module also critically evaluates the broader social impacts of sport participation.

This module will provide learners with the systematic and in-depth understanding of the key theoretical concepts and models to make sense of complex challenges associated with the promotion of sport participation, provision of opportunities (including facilities) and the social implications of sport participation (or lack of participation) for diverse population. The module encourages students to critically evaluate and apply relevant theory and evidence to their own contexts (country and/or organisation) and other sporting examples to identify best practice.

**Assessment: one infographic with supporting text of 500 words (20%), one 2,000-word policy document (70%) and participation and/or contribution to online forum discussions (10%).**

### **Sports events management [ISM120] 15 credits**

Major sporting events have a catalyst effect on host cities and countries. The extent to which the potential legacies are realised is, however, the subject of debate. The challenges of evaluating major event benefits and challenges has an impact on willingness of potential hosts to engage with sporting events.

This module will consider a range of issues relating to successful sporting event management, from bidding and developing the event to assessing the risks and planning the event through to staffing of events and evaluation of the event's success. The module will also focus on the creation of sustainable events and on designing in the legacies to maximise the contribution made by the event. This module will combine both critical perspectives and real life application, using practical examples based on major sporting events including the Olympics and Paralympic Games, to provide an understanding of the importance and role of major events and best practice on how to run major sporting events.

The module aims to evaluate the multi-faceted nature of major sporting events and to provide an understanding of the challenges and opportunities of planning major events and the processes with which students will engage in effective event development and management. The module considers the development of sustainable events and the role of people, including volunteers, in delivering the event and in enhancement of the skillset required to stage major sporting events which achieve the aims of all stakeholders.

**Assessment: One limited-text presentation and accompanying 2,500-word report (90%), and participation and/or contribution to online forum discussions (10%).**

### **Sports entrepreneurship [ISM130] 15 credits**

The rationale behind this module is to provide students with the knowledge and approaches that will foster entrepreneurial activity within the sports industry, through allowing them to launch their own product or service or innovate within an existing company. Through analysing case material, among other resources, this module will share the insights and 'know-how' of selected well-known entrepreneurs within the sport industry who have taken goods and services from concept to market and beyond. It will assess why sport is such a fertile industry for entrepreneurial activity and how individuals can leverage this successfully.

The aim of this module is to develop, evaluate and critique entrepreneurial skills within the context of launching new products or services in the sport industry or for entrepreneurs who are looking to flourish within existing organisations.

**Assessment: one limited-text presentation and accompanying 2,500-word executive summary report (90%), and participation and/or contribution to online forum discussions (10%).**

## Appendix C: Assessment criteria

Class	%	Effective and Appropriate Professional Communication	Subject Specific Knowledge relevant to module learning outcomes	Critical application of appropriate theories and methodologies to practice	
<b>Distinction</b>	80-100		Outstanding	Comprehensive and informative knowledge of subject area, may include - new knowledge derived from which the marker and wider community may learn; addresses the learning outcomes in extensively.	Evidence of systematic independent research, insight and analysis and strong critical ability
	70-79		Excellent		
<b>Merit</b>	60-69		Very Good	Sound knowledge of a broad range of issues or detailed knowledge of a smaller number of issues; makes a good attempt to  Addresses all learning outcomes to some extent and some well	Evidence of thorough research but some answers may not be complete or arguments sufficiently explored. Some insightful solutions identified. Some critical ability will be evident.
<b>Pass</b>	50-59		Good	Adequate knowledge of important issues – some level of response to all learning outcomes but may not include important elements or information that is fully accurate.	Where relevant, development of ideas is limited but attempts made to analyse materials critically
<b>Fail</b> (0%-49%)	41-49		Poor	Unsatisfactory work - inadequate knowledge of the important issues and doesn't succeed in grasping key issues, therefore learning outcomes not comprehensively addressed	No real development of evidence informed ideas and critical analysis very limited.
	20-40		Very poor	Knowledge is lacking either through omission, the inclusion of large amounts of irrelevant information or evidence of significant misunderstanding - inadequate attempt to address the learning outcomes	Evidence and theoretical perspectives poorly utilised or not used. No critical ability displayed



## **Appendix D: Assessment criteria for participation-based assessments**

Discussion forum participation and/or contribution is worth 10% of each module. Marks are awarded on a pass or fail basis. Failing to participate and/or contribute to forum discussions will result in a mark of zero for this assessment element.

Participating and/or contributing to forums includes: posting contributions which display engagement with study materials and course content, addressing questions posed with thoughtful insight, asking questions relevant to the discussions and demonstrating engagement beyond essential readings/learning material.