

**COURSE DATA****Data Subject**

<b>Code</b>	33240
<b>Name</b>	Strategic planning of sports systems
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	6.0
<b>Academic year</b>	2023 - 2024

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
1312 - Degree in Physical Activity and Sport Sciences	Faculty of Physical Education and Sport Sciences	4	First term
1331 - Degree in Physical Activity and Sport Sciences (Ontinyent)	Faculty of Physical Education and Sport Sciences	4	First term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1312 - Degree in Physical Activity and Sport Sciences	38 - Strategic planning of sports systems	Optional
1331 - Degree in Physical Activity and Sport Sciences (Ontinyent)	38 - Planificación estratégica de los sistemas deportivos	Optional

**Coordination**

<b>Name</b>	<b>Department</b>
CALABUIG MORENO, FERRAN	122 - Physical and Sports Education
CRESPO HERVAS, JOSE JUAN	122 - Physical and Sports Education
NUÑEZ POMAR, JUAN MANUEL	122 - Physical and Sports Education

**SUMMARY**

The subject of **strategic planning sports system** is an optional subject of quarterly character that is taught in the fourth year of the Bachelor of Science in Physical Activity and Sports in the curriculum into force comprises a total of 6 credits, spread over 3 theoretical credits and 3 practical credits.

This course is intended that students know the systems used by sports organizations and systems to develop, develop, implement and evaluate plans that achieve pre-set targets or goals.



The course aims a development of important content on a theoretical level, supplemented with practical work that familiarize students with the most common tools used by public and private sports organizations.

## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

### Other requirements

None.

## OUTCOMES

### 1312 - Degree in Physical Activity and Sport Sciences

- Conocer y comprender la importancia de la planificación estratégica en la gestión y organización del deporte.
- Conocer y saber analizar el entorno, las entidades y los colectivos que inciden en la Planificación deportiva.
- Conocer los tipos de planificación existentes en la literatura científica de la organización y gestión del deporte.
- Conocer diferentes estrategias aplicadas por las entidades deportivas.
- Planificar, y elaborar proyectos para las organizaciones y entidades deportivas.
- Aplicar las tecnologías de la información y comunicación (TIC) al ámbito de Planificación estratégica.
- Aplicar los principios éticos necesarios para el correcto ejercicio profesional en la elaboración de programas y planes estratégicos.
- Obtener un mayor nivel de análisis y reflexión que permitan al estudiante realizar los trabajos de las clases prácticas y con posterioridad en la elaboración de programas y planes estratégicos.
- Saber aplicar los derechos de igualdad de oportunidades entre hombres y mujeres, las personas con discapacidad y los valores propios de la democracia, en la elaboración de programas y planes estratégicos.
- Apply the principles of fundamental rights, gender equality, equal opportunities, universal accessibility for people with disabilities, solidarity, environmental protection, the culture of peace and democratic values.



- Plan, implement and evaluate physical activity and sports programmes.
- Plan, implement and evaluate programmes for sport organisations and entities in the field of leisure, tourism, free time and sporting events.
- Direct and manage sports facilities.
- Apply information and communication technologies (ICTs) in the field of physical activity and sport sciences.
- Develop leadership, interpersonal and teamwork skills.
- Develop habits of professional excellence and quality.
- Know and understand the importance of strategic planning in the management and organisation of sport.
- Know and be able to analyse the environment, the organisations and the groups that have an influence on sports planning.
- Know the types of planning found in scientific literature dealing with the organisation and management of sport.
- Know the different strategies applied by sports organisations.
- Plan and design projects for sports organisations and entities.
- Apply information and communication technologies (ICT) to the field of strategic planning.
- Apply the ethical principles of proper professional practice to the design of strategic programmes and plans.
- Be able to apply analytical and reflective thinking to practical lessons and to the design of strategic programmes and plans.
- Know how to apply the rights of equal opportunities for men and women and for people with disabilities, as well as the values of democracy, to the design of strategic programmes and plans.

## LEARNING OUTCOMES

The student should be able to:

1. Understand the importance of planning in sports systems.
2. Analyze the sports systems environment so as to enable getting the design planning.
3. Knowing the impact that will have on planning the activities to be developed.
4. Know the overall planning process and the different areas that make up the same: economic, social, political ...
5. Be able to develop prior to the execution of strategic plans sports activities.

## DESCRIPTION OF CONTENTS



### **1. Planning in the organisation and management of sport**

Introduction and general concepts on strategic planning and its application to sport systems.

### **2. Analysis of the environment of sports entities and institutions**

Social reality of public and private sports in Spain. Diagnosis of sport systems and management formulas.

### **3. SWOT analysis**

Development and work with the SWOT tool: weaknesses, threats, strengths and opportunities. Case studies.

### **4. Stakeholders or collectives that influence sports planning**

### **5. Types of planning: strategic plan, master plan and annual operational plan**

Study of the different levels of strategic planning from a time perspective. Characteristics, objectives and contents of strategic, master and operational plans.

### **6. Planning, programming and budgets**

The contents of the strategic plan with special attention to the programs through which it is implemented and to the preparation, execution, control and liquidation of the project budget.

### **7. Strategies in a sports entity**

Positioning and opportunities of the sports sector. Possible positioning and development strategies.

### **8. Project development**

Characteristics and contents of strategic plans. Forms of development and presentation.

### **9. Monitoring and control of the strategic plan**

Monitoring and evaluation of the strategic plan. Establishment of performance indicators. The balanced scorecard. Project reports.

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	45,00	100
Classroom practices	15,00	100
Development of group work	34,00	0
Development of individual work	20,00	0
Study and independent work	10,00	0
Resolution of case studies	26,00	0
<b>TOTAL</b>	<b>150,00</b>	

**TEACHING METHODOLOGY**

Theoretical classes: participative methodology, with presentation of theoretical contents and practical cases.

Practical classes: Implementation of the analysis and planning tools exposed in the theoretical part. Preparation and presentation of a strategic plan based on the analysis of a real sports centre, facility, organisation, entity or business.

**EVALUATION**

Course evaluation system:

The theoretical and practical parts of the symbol each represent 60% and 40% of the final evaluation, respectively, being necessary to approve both in order for the resulting mean to be considered approved.

**Theoretical part:**

FOR THE FIRST CALL EVALUATION, TWO EVALUATION OPTIONS ARE CONSIDERED:

Option A.- Evaluation with assistance, active participation and delivery of tasks.





In order to be able to take advantage of the evaluation option A, the students will have to:

1.- Attend a minimum of 80% of the theoretical classes given by the teaching staff and show an active participation in them.

They will have to bring to the classes the sheet of signatures and deliver in the date indicated by the teachers to justify the attendance. Not submitting the signature sheet or having signed fewer sessions of 80% of the total number of classes taught, will mean not being able to take part in evaluation A, having to take the option B exam.

2.- Deliver the tasks in groups of 2 or 3 people (to be determined by each teacher). A minimum of 3 tasks will be proposed. The tasks will have to be delivered on the date indicated by the teachers in the calendar that will be communicated to the effect, and all of them will have to surpass the 5 to be able to make average. It is given the option of recovering the suspended tasks after tutoring with the responsible teachers, and with delivery in the date that opportunely is indicated.

It will be a reason for suspension in the task:

- Deficient content or content not adjusted to what is required in the homework file.
- Delivery after the deadline or by means other than that required.
- Delivery in a format other than that required.
- The literal copy, total or partial, of works or other people's works making them pass as their own.

In order to average the tasks of the theoretical part of the course, it will be essential to achieve a minimum grade of 5 in each and every one of them.

If the grade of 5 is not passed in all the tasks, the student will have to be evaluated with Option B.

Students who opt for option A have the right to take the option B exam. The final grade will be the higher of the two evaluation modalities (A or B).

Option B.- Carrying out an examination on the contents exposed in the programme of the subject. The contents include the documentation available in the virtual classroom (including those that form part of the proposed tasks), as well as the development of the same exposed in class.



FOR THE EVALUATION IN THE SECOND CALL ONLY OPTION B CAN BE CARRIED OUT:

The theoretical part will represent 60% of the final grade and the practical part the remaining 40%. Both parts must obtain a minimum of 5 in order to pass the subject.

Option B.- Taking an exam on the contents exposed in the program of the subject. The contents include the documentation available in the virtual classroom (including those that are part of the proposed tasks), as well as the development of the same exposed in class.

### **Practical part:**

Evaluation of the strategic plan elaborated and presented by the students by means of the use of the TIC, fruit of all the process of the practices. Value: 40% of the final grade.

## **REFERENCES**

### **Basic**

- Añó, V. (2011). Manual de organización de eventos deportivos. València: PUV.
- Añó, V. (2001). La organización de las actividades deportivas. Cuadernos técnicos de Deporte. Ed. I. Navarro del deporte. Pamplona.
- Lleixá, T. y González, C. (2010): Proyecto marco nacional de la actividad física y el deporte en edad escolar. Madrid: CSD.
- Mestre, J.A. (2004): Planificación deportiva: teoría y práctica. Barcelona. Inde.
- Núñez, J.M. (2004): Demanda de actividad física y deporte en el ámbito local: análisis y acciones de gestión. En Calabuig, F. (Coord.) Aportacions a la gestió de l'esport municipal. Mancomunitat de Municipis de la Vall d'Albaida.
- Paris, F. (2005): La planificación estratégica en las organizaciones deportivas. Barcelona. Paidotribo.
- VVAA (2009): Buenas prácticas en instalaciones deportivas. Madrid: CSD.
- VVAA (2011). De la planificación a la gestión de las instalaciones deportivas. Un camino hacia la sostenibilidad. Madrid: CSD.



- VVAA (2011). Guía para la incorporación de la perspectiva de género en la gestión deportiva local. Madrid: CSD-FEMP.
- O'Brien, D. (2019). Strategic Management in Sport. Abingdon: Routledge

#### **Additional**

- Grönroos, C. (1994). Marketing y gestión de servicios. Madrid.: Díaz de Santos.
- Zeithaml, V. A., Parasuraman, A. y Berry, L.L. (1993). Calidad total en la gestión de servicios. Madrid: Díaz de Santos.