



## RESIDENTIAL COURSE

# EXECUTIVE SPORT MANAGEMENT PROGRAMME

6-day live-in    15 - 20 Oct 2006    Sydney Olympic Park



### Programme Overview

Successful sport professionals are able to identify the essential attraction of sport and commercially exploit this essence while at the same time preserving it. The Executive Sport Management Programme is designed to hone these capabilities that are specific to the sport industry.

This programme is designed to take Chief Executives to a superior level of knowledge and practice or to prepare a senior management team member to take the next step to the role of Chief Executive. It will provide senior executives with up-to-date sporting knowledge, allowing them to make better use of their leadership, organisational and strategic planning skills within a dynamic learning environment,

### Who should attend?

This course is designed for Chief Executives of State/Provincial or National/International league sporting organisations or Direct Reports within major sport organisations. Participants will already hold a senior position and have a history of achievement.

### How will you benefit?

On completion of this course participants will have:

- A sound understanding of the CEO's leadership role
- The ability to use advanced marketing and management tools
- Improved Board reporting and management skills
- Practical knowledge of different strategies available for negotiation
- Strategic Planning skills
- The ability to operate "business to business" in the sport environment
- Staff empowerment strategies
- Understanding of sophisticated financial planning and analysis

Participants who complete this SKA Academic Advisory Council approved course will be awarded an Executive Certificate in Executive Sport Management.

### Course Content

#### Performance Management and Human Resources

HR planning; Attracting, selecting, developing and retaining effective employees; HR activities which impact on employee behaviour and motivation; Performance management, assessment and feedback; Approaches and trends in rewards and recognition

#### Advanced Negotiation

The structure of negotiation; Tools to obtain the desired results; Negotiation strategy & implementation; Techniques for dealing with difficult opponents; Building business relationships

#### Finance

Maximising revenue streams; Broadcasting rights; Procurement; Licensing & merchandising

## Advanced Strategic Sport Marketing

The strategic sport marketing planning process; Understanding the sport consumer & product; Measuring the effectiveness of sponsorship; Coordinating and controlling marketing strategy

**Case study: AFL – Choosing the Right Sponsor**

## Leadership

The traits and behaviour of effective leaders; Group development & leadership styles; Managing conflict;

**Case study: Canterbury Crusaders Rugby Union Football Club**

## Change Management

Forces for change; Organisational culture; The learning organisation; Defining the problem or opportunity; Strategic and operational planning

**Case study: Country Racing Victoria**

## Knowledge Management

The learning organisation; Knowledge management: achieving organisational outcomes and learning; Information and knowledge activities; Knowledge and learning as organisational enablers; Lessons learned for sporting organisations

**Case study: Leveraging of Knowledge – Challenges for the Olympic Movement**

## Strategic Planning

Defining strategy and strategic management; The purpose of mission and vision statements; Assessing the external environment and competitive advantage; Strategy formulation for non-profit organisations; Applying strategy via case analysis

**Case study: Asian Football Confederation – A Vision Turned to Reality**

## Governance

The role of the board; Organisational leadership; Effective governance; The CEO's role; Governance as an evolving discipline

## Academic Presenters\*

### Prof David Shilbury



*Head of Bowater School of Marketing and Management  
Deakin University*

Professor Shilbury is the Foundation Chair of Sport Management at Deakin University as well as the Foundation President of the Sport Management Association of Australia and New Zealand, a member of the AFL Tribunal and is a Board Member of the Confederation of Australian Sport. He is also the winner of numerous teaching excellence awards.

### A/Prof Braham Dabscheck



*School of Organisation and Management  
University of New South Wales*

Professor Dabscheck's research interests include industrial relations in professional team sports. He has published more than 50 papers on various aspects of professional team sports. He has also been an expert witness in a number of cases involving challenges to controls on the employment of players and has been employed as a consultant to the International Federation of Professional Footballers' Associations.

### Prof Kristine Toohey



*Deputy Head, Department of Tourism, Leisure, Hotel and Sport  
Management, Griffith University*

Dr Kristine Toohey has a wealth of academic knowledge and operational experience in the field of sports management, sport studies, and knowledge management.

Kristine has worked as a programme manager at SOCOG, the Sydney Organising Committee for the Olympic Games, where she was in charge of communication services, a diverse operational unit within the organising committee.

**Ms Sue Halbwirth**



*Director of KnowledgeScape Pty Ltd  
(Adjunct Lecturer, University of Technology, Sydney)*

Sue has completed a range of projects which have supported organisations in their management and leveraging of information and knowledge. Sue worked for three years with the Sydney Organising Committee for the Olympic Games (SOCOG), and was an active participant in the Sydney 2000 Games Transfer of Know-How. Sue has a 20 year involvement in the information industry in a variety of business and information sectors.

**Mr Terry Kilmister**



*Director/Principle  
BoardWorks International (Australia) Pty Ltd*

Terry Kilmister has had over 20 years experience of consulting to management and boards of a wide range of organisations at various levels. Throughout his career, Terry has become a facilitator for strategic and business planning within governing structures and systems.

**A/Prof Bob Stewart**



*Division of Sport Management & Policy, School of Human Movement  
Victoria University*

As a professor at Victoria University, Bob Stewart specialises in Sport Finance, Sport Evaluation, Sport Policy and Planning, Sport Management and Sport Media. He has contributed to sports education through research interests which include organisational culture and change in sport, sport policy and commercial development of sport

**A/Prof Tracy Taylor**



*Associate Dean for Teaching and Learning  
Faculty of Business, University of Technology, Sydney*

Tracy's research and teaching expertise is in sport management, with a particular focus on leadership development and human resource management. Tracy has several published articles on diversity management and gender issues in sport and her current research is in the area of volunteer management. She is on the Editorial Board of a number of key sport management journals. Tracy is currently President of the Sport Management Association of Australia and New Zealand. Tracy is a senior management consultant and trainer, and regularly presents courses in the areas of management skills, leadership skills, and team building as well as general sport management.

**Mr Brian Thorburn**



*GM, Commercial Operations, Australian Rugby Union*

Brian is currently General Manager, Commercial Operations at the Australia Rugby Union, a position he has held since 1996. Prior to joining the ARU, Brian was a career banker for over 20 years. Initially joining the ARU as General Manager, Finance and Marketing in April 1996 at the commencement of the SANZAR joint venture, Brian has now overseen the operations of ten successive seasons of Super 12 and Tri Nations rugby. Brian negotiated ARU's movement of Test matches to Sydney Olympic Park in 1999 and was heavily involved in staging the Rugby World Cup in 2003. Recently Brian led the Australian negotiation of SANZAR's sale of broadcasting rights to News Limited and others. In addition, Brian is responsible for all commercial activities of the ARU including sponsorship, licensing and event management. The ARU's commercial division numbers some 25 staff and is responsible for annual revenues of over A\$70 million.

## Industry Presenters\*

### Mr David Howman

*Director General, World Anti-Doping Agency (WADA)*



David Howman commenced work for WADA as chief operating officer/special counsel in March 2003, and took over the position of director general in August 2003. Previously, he was a member of WADA's Foundation Board, representing Oceania, and the chair of the WADA Legal Working Group. In addition, he served as the chair of the Independent Observer Team at the Winter Olympic Games in Salt Lake City 2002, and the deputy chair of the Independent Observer Team to the Sydney Olympic Games in 2000. David Howman comes to Canada from Wellington, New Zealand, where he practiced as a barrister specializing in Sports Law. He was chairman of the New Zealand Sports Drug Agency between 2000 and 2003 and, previously, its counsel. He was instrumental in writing the legislation for the Agency and appeared as its counsel at several court hearings. David Howman served as president of New Zealand Tennis and commissioner for New Zealand Rugby for a number of years. He has represented many prominent New Zealand sportsmen in various activities and contractual areas.

### Mr Ewen McKenzie

*Head Coach, NSW Waratahs*



Ewen McKenzie was the Assistant Coach of the ACT Brumbies from 1998 – 2000 and was Assistant Coach of the Australian Wallabies from 2000 – 2003. Ewen's playing record includes a World Cup win and 51 Tests in the Australian side, a Super 12 final with the ACT Brumbies and numerous Premierships with the Randwick Club. His education includes a Bachelor of Town Planning from the University of New South Wales.

### Mr David Gallop

*CEO, National Rugby League*



David Gallop was appointed Chief Executive of the National Rugby League in February 2002. Having previously acted as the NRL's Director of Legal and Business Affairs, he has been closely involved in all key decisions involving the game since the NRL's inception in 1997. Since taking over as Chief Executive, he has seen the game enjoy increased financial stability at club level, closer on field competition through the effective policing of the salary cap, strong commercial growth and record crowd figures for three years running. Mr Gallop has also been the Secretary of the Rugby League International Federation since its inception in 1998. In 2006 he was voted the Australian Sports Administrator of the year at the Confederation of Australian Sport Awards. He was also voted the NSW Sports Administrator of the Year in 2002. A law graduate and a former first grade cricketer, David first became involved in Rugby League as Legal Affairs Manager for Super League in 1995.

#### \*Disclaimer:

All presenters listed have confirmed their involvement at the time of printing. No guarantee can be given that they will attend and present.

## Networking activity

A Sydney Harbour dinner cruise will be held mid week which will provide a great opportunity for networking with fellow participants and lecturers.

## Course Materials

Pre-reading materials, notes and copies of presentations as well as further reading.

## Teaching / Learning Methods

There will be a mix of major and minor subjects within the programme.

The major subjects will be based around case studies and participants will be required to undertake, in groups, problem solving exercises in relation to the case study. The participants will have to discuss and justify their solutions. Problem solving will occur after the evening meal and be discussed with the lecturer on the following morning. In some circumstances the focus of the case study will be present to respond to the solutions proposed by the participants. These subjects will typically involve a minimum of six hours tuition and three hours group discussion and problem solving.

The minor subjects will involve shorter presentations on topical areas by experts (industry and academic) in the field. They are not the subject of formal problem solving but will be thought provoking. Typically they will induce "dinner discussions" with the presenter who is invited in each case to join the participants for the evening meal. Indeed, one of the features of this course is the opportunity for participants to share their knowledge and experience and cross-fertilise ideas from their various sport backgrounds.

While there are no formal assessment tasks, lecturers will be asked to comment on the role played by each student as observed by them and to informally assess their involvement and comprehension of the subject.

## Students Participation Requirements

As indicated above, students are required to attend the lectures and partake in class discussions as well as group problem solving.

It is expected and will be assumed by the lecturers that the students will read all material supplied to them prior to attending the course and that the student will bring to class discussions and problem solving their prior knowledge, reading and experience.

Certificates will only be awarded to those students who demonstrate knowledge and understanding of the major subjects and who have attended not less than 80% of classes.

**VENUE** Sydney Olympic Park

**DATES** 15-20 Oct 2006

**COST** AU\$5,950 (incl GST)\*\*

Applications close on 15 Sep 2006

\*\*The above cost includes accommodation, meals, course materials and scheduled functions.

5% off for enrolments made before 15 Aug 2006

Corporate multiple participant rates available

For more information on the course content, presenters' details, application form and all courses offered by

Sport Knowledge Australia, please visit <http://www.sportedu.org>

Telephone +61 2 93909390 Fax +61 2 93909391 Email [courses@sportedu.org](mailto:courses@sportedu.org)

Level 1, Building A – 1 Herb Elliott Ave – Sydney Olympic Park – NSW 2127 Australia

**Executive Sport Management Programme Schedule  
15-20 October 2006**

	Sun 15	Mon 16	Tue 17	Wed 18	Thur 19	Fri 20	
8:00							
8:30							
9:00		Braham Dabscheck Advanced Neg.	David Shilbury Marketing	Steve Lancaster Leadership	David Shilbury Strategic Planning	Bob Stewart Change Mgmt	
9:30							
10:00				Morning Tea			
10:30	Welcome/Intro	Morning Tea		David Gallop	Morning Tea		
11:00	Tracy Taylor Performance Mgmt	Braham Dabscheck Advanced Neg.	David Shilbury Marketing	Sport Management from the top	Kristine Toohey & Sue Halbwirth	Brian Thorburn Finance	
11:30	Human Resources				Knowledge Mgmt		
12:00				Lunch			
12:30	Lunch				Lunch	Presentation of Certificates Lunch	
13:00							
13:30	Tracy Taylor Performance Mgmt	David Shilbury Marketing	Russell Hoye Leadership	David Shilbury Strategic Planning	Kristine Toohey & Sue Halbwirth		
14:00	Human Resources				Knowledge Mgm		
14:30							
15:00	Afternoon Tea						
15:30	Terry Kilmister Governance	David Shilbury Marketing	Russell Hoye Leadership	David Shilbury Strategic Planning	Bob Stewart Change Mgmt		
16:00							
16:30							
17:00	Comfort Break						
17:15	Terry Kilmister Governance	David Howman WADA	Ewen McKenzie Dealing with Mgmt	CRUISE 6-10pm Boarding at 6:00pm	Brian Thorburn Finance		
18:00							
18:30							
19:00	Dinner					Dinner	
19:30							
20:00							
20:30					Case Study Victoria Country Racing Club		
21:00	FREE	Case Study AFL Marketing & Sponsorship	Case Study Canterbury Crusaders & Leadership		Change Mgmt		
21:30							
22:00							

**RESIDENTIAL PROGRAMME APPLICATION FORM**

**NAME OF PROGRAMME/COURSE:** .....

PERSONAL DETAILS:	
Title: Mr Mrs Miss Ms Other (please specify): .....	
First Name: .....	Family Name: .....
Postal Address: .....	
.....	
City: .....	State: .....
Country .....	Postcode: .....
Daytime phone number: .....	
Mobile/Cell: .....	Fax Number: .....
E-mail Address: .....	
Country of Citizenship: .....	

**NOTE:** Unless otherwise stated, proficiency in spoken and written English is essential for participants in all Sport Knowledge Australia residential programmes.

**ORGANISATION:**

Name of Organisation: .....

Your Position: .....

Organisation postal address (if different from above): .....

.....

City: ..... State: .....

Country: ..... Postcode: .....

Title of the person to whom you report: .....

Please describe your current organisation: .....

.....

.....

.....

Please describe your current responsibilities: .....

.....

.....

.....

**OTHER DETAILS:**

If you are applying for a half scholarship, please tick through which category:

- Women in sport       Indigenous sport       Disabled sport

Please explain your role relating to the above chosen category: .....

.....  
.....  
.....

How did you hear about SKA?

- Course prospectus/brochure       Print advertisement  
 Email notification from SKA       Web search/SKA website  
 Previous participant/word of mouth  
 Other (please specify): .....

**DECLARATION:**

*I (the applicant) certify that all the information supplied in connection with this application is accurate and authentic.*

Signature: ..... Date: .....

**Please attach a current CV with your application form and return to:**

**By Post:**

Academic Programme Coordinator  
Sport Knowledge Australia  
PO Box 3400  
Rhodes Shopping Centre NSW 2138  
Australia

**By Fax:**

Attention: Academic Programme Coordinator  
+61 (0)2 9390 9391

**By E-mail:**

[courses@sportedu.org](mailto:courses@sportedu.org)

*Notice of acceptance will be relayed within 14 days. Upon acceptance an invoice will be issued, and payment is required within 21 days of invoice date.*