



## RESIDENTIAL COURSE

# EXECUTIVE SPORT MANAGEMENT PROGRAMME

6-day live-in

14 - 19 October 2007

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 course 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 is a six day intensive residential programme that will focus on providing senior executives with the most recent sport management knowledge and skills that will enhance their leadership capabilities, make more effective their communications, and advance and refine their negotiation and marketing skills.

### 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 the course will receive an Executive Certificate which is endorsed by the SKA Academic Advisory Committee and bears the marks of the University of Sydney and the University of Technology, Sydney.

### Course Contents

#### **Performance Management and Human Resources**

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

**Case Study: Rugby World Cup 2003**

## **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; 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

## **Presenters\***



**A/Prof Braham Dabscheck**

*Previously from 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.



**Mr Andrew Demetriou**

*CEO, Australian Football League*

Andrew left a successful corporate career to manage the Australian Football League (AFL) Players Association through a ground-breaking industrial relations agreement before becoming Chief Operating Officer and later Chief Executive of the AFL, the leading Australian sporting organisation.



**Ms Sue Halbwirth**

*Director, 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.



**A/Prof Russell Hoye**

*School of Sport, Tourism and Hospitality Management, LaTrobe University*

Dr Russell Hoye is the Coordinator of Honours and Postgraduate Studies in the School of Sport, Tourism and Hospitality Management and a member of the Faculty of Law and Management Research and Graduate Studies Committee. Russell's areas of expertise include corporate governance, organisational behaviour, volunteer management and public sector reform within the sport industry. He is involved in two ARC Linkage Grants examining volunteer management practices in community sport and the retention of sports officials. Russell is currently supervising Honours and PhD students in the areas of corporate governance, sport officiating, elite athlete management and the Australian ski industry. He has acted as a consultant for the Australian Sports Commission, Sport and Recreation Victoria, Victorian Department of Natural Resources and Environment, the Victorian Casino and Gaming Authority, and many state sport organisations. Russell is the editor of the Sport Management Series produced by Elsevier: Butterworth Heinemann, a member of the editorial board for Sport Management Review and the Australian Journal on Volunteering, and a board member of the Sport Management Association of Australia and New Zealand (SMAANZ).



**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 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.



**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.



**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 program 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.



**Prof Hans Westerbeek**

*Faculty of Law and Management, School of Sport, Tourism and  
Hospitality Management, La Trobe University*

Dr. Hans Westerbeek is the Head of the School of Sport, Tourism and Hospitality Management at La Trobe University. Prior to being appointed as Head of School, he worked as both an academic and consultant in the fields of international marketing and sport business. Dr. Westerbeek has consulted to a range of professional sport organisations, and local and state government in numerous countries, such as FIFA, IMG, the Giro d'Italia, Sport Business Group, the government of the United Arab Emirates, PGA Australia, Tennis Australia, the Australian Football League and Cricket Australia. Dr. Westerbeek is also an experienced corporate facilitator and has conducted a range of residential professional development programs including marketing management for Coles Myer, Australia Post and the ANZ bank, leadership training for Agilent senior management, a leadership component in the Australian Football League Level I (elite) coaching program, cross-cultural management and leadership, sport marketing components in the MBA programs of the University Groningen (Netherlands) and the University of Brussels (Belgium). He is the (co)author of a number of books in the field of sport business.

\*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.

The dinner is proudly sponsored by

Lander & Rogers  
Lawyers

*Lander & Rogers has practised in the area of sport and major event law for many years. Our clients include national and state sport organisations, professional sporting clubs, government sport and recreation departments and agencies, in addition to major event organisers and sport and recreation facility managers. The sports business group provides a complete range of carefully coordinated and streamlined services to assist sporting organisations and administrators to compete in an increasingly complex area.*

*Our team combines their specialist legal knowledge with a strong involvement in and understanding of the sporting and events industries and the issues affecting them.*

## 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 typically 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 three 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.

## Testimonials

*"I used the advanced negotiation skills learned at the course in negotiations with Player Associations. Lecture on economics of sport and, in particular, ways of controlling competitive balance was also used in deliberations over international cricket revenue sharing arrangements."*

**David Richardson**, GM Cricket, International Cricket Council

*"The course is a great way to learn and acquire knowledge. It's a great blend of theory with practical case studies delivered by an outstanding group of academics and respected sport industry professionals."*

**Brian Thorburn**, GM, Australian Rugby Union

*"You learn informally from the other people attending the programme. I am very glad that I made the decision to attend."*

**Steve Noyce**, CEO, Wests Tigers Rugby League Club

*"I learnt a lot and enjoyed the interaction with course participants. Good mix of theory and practice. Overall a great programme."*

**Michael Roberts**, Executive Director, Tennis Tasmania

*"An excellent programme with the right balance and an excellent CEO learning tool, but make sure there is little else to do that week as it is a very full agenda."*

**Faisal Hasnain**, Chief Financial Officer, International Cricket Council

*"An excellent opportunity to network with very impressive people from other sports in a thought provoking environment."*

**Michael Stahl**, Finance & Administration Manager, Richmond Tigers Football Club

*"Excellent and valuable learning experience. Useful interaction with participants throughout."*

**Wayde Clews**, Chief High Performance Group, Singapore Sports Council

*"Very valuable experience. Combination of theory and practical was a good and effective way to learn....."*

**Belinda Clark**, Manager, Commonwealth Bank Centre of Excellence for Cricket

**VENUE** Sydney Olympic Park

**DATES** 14 – 19 October 2007

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

Applications close on 14 September 2007

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

5% off for enrolments paid before 17 Aug 2007

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

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

## Executive Sport Management Programme Schedule 14-19 October 2007

	Sun 14	Mon 15	Tue 16	Wed 17	Thur 18	Fri 19
7:00			SOPA Bike Ride			
8:00						
9:00		<b>Russell Hoye</b> Governance	<b>Russell Hoye</b> Steve Lancaster Leadership	<b>Hans Westerbeek</b> Strategic Marketing		AFC Case Study
9:30						<b>David Shilbury</b> Strategic Planning
10:00					<b>Bob Stewart</b> Finance & Commercialisation	
10:30	Welcome/Intro	Morning Tea				Morning Tea
11:00	<b>Tracy Taylor</b> Performance Mgmt	<b>Kristine Toohey</b> <b>Sue Halbwirth</b> Knowledge Mgmt	<b>Braham Dabscheck</b> Adv. Negotiations	<b>Andrew Demetriou</b>		<b>David Shilbury</b> Strategic Planning
11:30	Human Resources				Morning Tea	
12:00					<b>Bob Stewart</b> Finance & Commercialisation	
12:30	Lunch	Telstra Stadium Tour & Walking Lunch	Lunch			Lunch
13:00						
13:30	<b>Tracy Taylor</b> Performance Mgmt	<b>Kristine Toohey</b> <b>Sue Halbwirth</b> Knowledge Mgmt	<b>Braham Dabscheck</b> Adv. Negotiations	<b>Bob Stewart</b> Change Management	Lunch	
14:00	Human Resources					
14:30					<b>David Shilbury</b> Strategic Planning	
15:00	Afternoon Tea					
15:30	<b>Russell Hoye</b> Governance	<b>Russell Hoye</b> Leadership	<b>Hans Westerbeek</b> Strategic Marketing	<b>Bob Stewart</b> Change Management		
16:00					Afternoon Tea	
16:30					<b>John Buchanan</b> Coach & Mgmt Relationship (tbc)	
17:00		<b>James Finlayson</b> Sport Sponsorship				
17:30				<b>Lander &amp; Rogers</b> <b>Dinner Cruise</b> 6:00pm-9:30pm Boarding at 5:50pm		
18:00	Dinner - Presentation of Bio	Dinner				
18:30					Dinner with John Buchannan	
19:00	Governance Case Study	Leadership - Crusaders Case Study	Marketing - AFL Case Study			
20:00						



## 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): .....

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

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

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

Please describe your current organisation: .....

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Please describe your current responsibilities: .....

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**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: .....

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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 Course Manager  
Sport Knowledge Australia  
PO Box 3400  
Rhodes Shopping Centre NSW 2138  
Australia

**By Fax:**

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

**By E-mail:**

info@sportedu.org

*Notice of acceptance will be relayed within 7 days of application. Upon acceptance an invoice will be issued, and payment is required within 14 days of invoice date.*