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Course guide



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- Fall Semester
- Duration: 18 weeks
- Study Load: Full-time (30 ECTS)
- Minor: Sports Management
- Minor Code: MC-SPORTMAN-26
- Programme Manager: Martijn Gregoire
- Contact: martijn.gregoire@hu.nl
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1. Programme Profile

The sports industry is a dynamic and rapidly expanding global market. Sport organizations and events stand out due to the emotional involvement of athletes, fans, and communities, as well as the significant media attention they attract worldwide.

The Sports Management minor offers a broad and integrated introduction to the field. You will learn to operate at both tactical and strategic levels within sport organizations and develop insight into how different professional domains connect. While the programme focuses on the Dutch sports sector, you will also explore international sports management and cultural differences through an exchange project with a partner institution abroad.

A key component of the programme is a project week during which we host students from Spain, Ireland and Romania. In this intensive week, you will work in intercultural, cross-border teams on a real-life sport management project, gaining hands-on experience in international collaboration, communication and problem-solving.

Sports management requires specialized knowledge. The minor covers essential domains such as training and coaching principles, marketing and communication, financial management, government policy, and navigating challenging market conditions. You will investigate Dutch and international sponsorship and marketing opportunities, learn how to work with rights and contracts, and gain foundational knowledge in finance and physiology. The minor concludes with the development of a full business development plan.

For additional information or specific questions, please contact the programme coordinator Martijn Gregoire or the academic coordinator Karin van Gastel.

2. Course Structure

The programme takes place over one semester and consists of the following subjects, skills training sessions and workshops:

- Sponsoring & Media
- Sales & Account Management
- Sport Management in International Perspective
- Sport Finance
- Effort Physiology
- Business Development in Sport

The minor is based on a 'learning by doing' approach. You will work on exercises, challenges and assignments using a just-in-time methodology, meaning knowledge and skills are introduced exactly when needed. There are no separate exams or summative tests. Instead, the programme uses programmatic assessment (30 ECTS).

This approach requires a high level of independence and personal responsibility, including self-starting skills, self-discipline, and active engagement in your learning process. You are expected to continuously collect feedback, feedforward and feed-up.

Attendance is not mandatory, but highly recommended due to the intensive workload and the importance of teamwork.

Please note: it is not possible to combine this programme with another minor within the same semester.

3. Assessment

Throughout the minor, you will compile an individual portfolio containing assignments, challenges, and feedback from peers, experts and teachers. This portfolio demonstrates your development in competencies, knowledge and skills.

There is no single decision moment. Instead, your performance is evaluated through rich, cumulative information gathered across the entire semester.

4. Literature

All course materials and required readings will be made available on the Canvas course site.

5. Schedule

The timetable will be published one month prior to the start of the minor. On average, students can expect:

- 3 work sessions or lectures per week (each ~3 hours)
- Additional 6-hour workshops during selected weeks

Expected on-campus presence: 3 days per week.

Total study load: 840 hours / 30 ECTS.

6. Entry Requirements

To enter this programme, students must demonstrate:

- A strong interest in the business side of sport
- Ability to work independently and collaboratively
- Motivation for project-based learning

7. Language Requirements

English proficiency at CEFR level B2 is required.

If a student's English skills prove insufficient to actively participate, the programme cannot be bound to the Learning Agreement and cannot guarantee the required EC allocation. Teachers may require a diagnostic test at the start of the course. Final eligibility decisions rest with the programme manager.

8. Costs for the International Trip

The international project week may require an additional contribution of approximately €350 for travel and accommodation. Students unable to cover this cost may complete an alternative assignment, though participation is strongly encouraged to benefit from the intercultural learning experience.

9. Learning Outcomes

1. Commercial and Business Development Skills

- Identify and evaluate commercial opportunities in sports markets.
- Pitch commercial concepts and activations persuasively.

Performance Level	Description
Excellent (9–10)	High-value opportunities, strong evidence, compelling pitch.
Proficient (7–8)	Realistic opportunities, clear pitch.
Developing (5–6)	Generic or weak opportunities, unclear pitch.
Insufficient (1–4)	Unsupported opportunity, unclear or incomplete pitch.

2. Intercultural and Cross-Border Competence

- Collaborate effectively in intercultural teams, adjusting communication to diverse contexts in the area of sport management.

Performance Level	Description
Excellent (9–10)	Strong awareness, seamless adaptation.
Proficient (7–8)	Effective communication with minor adjustments.
Developing (5–6)	Limited adaptation, inconsistent communication.
Insufficient (1–4)	Miscommunication, barriers to collaboration.

3. Strategic and Analytical Thinking

- Analyze industry and market trends and translate them into strategic recommendations.
- Evaluate business cases using budgeting, forecasting, and financial reasoning.

Performance Level	Description
Excellent (9–10)	Deep insights, evidence-based decisions.
Proficient (7–8)	Solid analysis and recommendations.
Developing (5–6)	Superficial analysis or weak justification.
Insufficient (1–4)	Incorrect or missing analysis.

4. Communication and Relationship Building

- Build and maintain strong professional relationships.
- Develop professional communication materials such as activations, proposals, and presentations.

Performance Level	Description
Excellent (9–10)	Strong relationships; polished materials.
Proficient (7–8)	Clear communication; good collaboration.
Developing (5–6)	Inconsistent relationships; unclear materials.
Insufficient (1–4)	Poor collaboration; unprofessional materials.

5. Understanding of Effort Physiology & High-Performance Environments

- Explain basic principles of effort physiology (load, recovery, cycles).

Performance Level	Description
Excellent (9–10)	Accurate understanding and application.
Proficient (7–8)	Correct understanding with basic application.
Developing (5–6)	Partial understanding.
Insufficient (1–4)	Misunderstanding of core concepts.

6. Professional Conduct and Personal Development

- Demonstrate professionalism, integrity, and initiative.
- Reflect on personal strengths and improvement areas using a portfolio.

Performance Level	Description
Excellent (9–10)	Highly professional; reflective, strong portfolio.
Proficient (7–8)	Reliable; basic reflection.
Developing (5–6)	Inconsistent professionalism; superficial reflection.
Insufficient (1–4)	Unprofessional; no meaningful reflection.

7. Presentation and Self-Branding Skills

- Deliver a convincing 3-minute pitch.
- Deliver an attractive professional portfolio.

Performance Level	Description
Excellent (9–10)	Engaging pitch; strong portfolio.
Proficient (7–8)	Clear pitch; relevant portfolio.
Developing (5–6)	Weak pitch; incomplete portfolio.
Insufficient (1–4)	Unclear pitch; missing portfolio.