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## **New Age of Sport Management Education in Europe (NASME)**

**Research Project under the Erasmus+ Programme**

**Norway national conclusions**

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# Conclusion from Norway

The concluding section includes the following topics: first, we provide how the recommendation of the AEHSIS project (AEHSIS, 2006) reflect the current sport management education structure and content in Norway. This is followed by a summary of the main and relevant differences and similarities between the four sectors and Third, the trends we have identified. Afterwards, we explain how we practically implement the NASME results into the new curriculum. We finish the section by describing what have you learned about the direct contact with the sport industry.

## 1. AEHSIS recommendation and current sport management education

In the AEHSIS report (2006), 20 recommendations were listed for institutions to change in their sport management curriculum. The Norwegian School of Sport Sciences (NSSS) has fulfilled all recommendations except one: "All 120 ECTS credits must be sport management studies or closely sport management studies or subjects in the Curriculum for Master in sport management" (AEHSIS, 2006, p.194). Ideally all 120 credits should be sport management studies or closely linked to that, however at NSSS, it is still only 80 ECTS credits which are specific on sport management: 20 ECTS sport management course and 60 ECTS on sport management Master thesis. There have been suggestions to change that but without success. However, we will bring up the suggestions again when all Master programs of NSSS will be revised in 2020.

Based on the AEHSIS project, the current sport management education structure at the NSSS has a variety of courses – all courses are based on sport management studies. The programme though is undergoing constant change in order to be highly relevant. At the AEHSIS project a need for leadership competences was identified, Leadership has increased from a 5 ECTS course to 15. New courses were introduced, such as event management and volunteerism, each 10 ECTS. In order to connect the studies more closely to the sport industry, in 2009 we introduced as selective for the fall semester an internship of 30 ECTS (working 4 whole days a week in a sport related office in any of the four sectors and a written report).

## 2. Main and relevant differences and similarities between the sectors

The findings reveal that the four sectors seem to have quite similar challenges and demands from their environment. However, on detailed level, we find differences. The following table x provides a summary of the main and relevant differences between the sectors concerning the profile of the manager, the most preferred competences, the fastest growing positions and new positions evolving in the field of sport management.



Table x main and relevant differences between the four sectors

	<b>Sport club</b>	<b>Sport organization</b>	<b>Public</b>	<b>Private</b>
<b>Profile of manager</b>	<ul style="list-style-type: none"> <li>• male</li> <li>• &gt;50 years</li> <li>• higher education in spm, sport sciences or economy</li> </ul>	<ul style="list-style-type: none"> <li>• male</li> <li>• between 40 and 59 years old</li> <li>• higher education in spm, sport sciences or PE</li> </ul>	<ul style="list-style-type: none"> <li>• 70% are men</li> <li>• 30% are women</li> <li>• Age 30-59</li> <li>• Master degree in SPM.</li> <li>• Sport consultant with coordinator functions</li> </ul>	<ul style="list-style-type: none"> <li>• woman or a man</li> <li>• younger than 50 years</li> <li>• holding a Master's degree in sport management, management or marketing.</li> </ul>
<b>Most preferred future competences</b>	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Leading volunteers</li> <li>• Event management</li> <li>• Political knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Digital communication</li> <li>• Organizational knowledge</li> <li>• Political knowledge</li> <li>• Leadership skills</li> <li>• Financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Applying knowledge in practice</li> <li>• Political knowledge</li> <li>• cooperation across different sectors and teamwork</li> <li>• organizational skills</li> <li>• oral communication</li> </ul>	<ul style="list-style-type: none"> <li>• Digital marketing</li> <li>• Digital communication</li> <li>• B2B</li> <li>• Networking</li> <li>• Capacity to learn</li> <li>• Strategic planning and development (e.g. on changing trends in the society)</li> </ul>
<b>Fastest growing position</b>	<ul style="list-style-type: none"> <li>• CEO of sport clubs</li> <li>• Marketing and sponsor manager</li> <li>• Leader</li> <li>• Coach</li> <li>• Sport administration</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants specialized in sport development/club development</li> <li>• sponsor, sales and marketing manager</li> <li>• Experts in communication</li> </ul>	<ul style="list-style-type: none"> <li>• consultants within sport development</li> <li>• project managers</li> <li>• CEOs of sport clubs.</li> </ul>	<ul style="list-style-type: none"> <li>• digital media managers</li> <li>• sponsor and marketing managers</li> <li>• Personal trainer</li> </ul>
<b>New positions</b>	<ul style="list-style-type: none"> <li>• Club development</li> <li>• Specialists on social media and digital marketing</li> <li>• Leaders with good knowledge on public sector and political organizations</li> </ul>	<ul style="list-style-type: none"> <li>• E-learning expert</li> <li>• political consultant</li> <li>• experts on information technology</li> <li>• high performance manager</li> <li>• event manager</li> <li>• expert in organizational strategy</li> </ul>	<ul style="list-style-type: none"> <li>• CEOs</li> <li>• event managers</li> <li>• experts within information technology</li> </ul>	<ul style="list-style-type: none"> <li>• Big data analysts</li> <li>• pricing manager</li> <li>• commercial director</li> <li>• social media marketing manager</li> <li>• digital content producer</li> </ul>



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### 3. that impact sport industry

The previous AEHSIS study confirmed that trends of commercialization, digitalization and internationalization has impacted the sport industry and thus also changed the preferred competences of sport managers. Our findings 15 years later confirm that these trends play a role in the changing field of sport industry. While for the private sector, sport clubs and sport organizations, digitalization was named as most important trend, public sector perceives commercialization as the trend with the most impact on the work. Other trends revealed by the qualitative part and which impacts the sport industry is **global awareness about environment and sustainability challenges**. While the different trends demand different competences for future, there were competences that were pointed out as non-sector specific and important for any sport manager to handle changes in the sport industry: *value-based leadership* as well as *co-creation* among different sectors, academic fields, organizational level or geographic level.

### 4. Practical implementation of NASME results into new curriculum

Our findings reveal an urgent need for competences that are focused on a business profile for sport manager. Hence, knowledge on digital marketing, sales, B2B, B2C but also on social media, digital content production, IT-knowledge – these are competences which have not been focused in the existing curriculum up until 2018-19. Already for the study year 2019-20 the following changes have been made to the sport management programme at the Norwegian School of Sport Sciences:

- "Sport and media" has been included as a course in the programme for all sport management students on Bachelor level
- The head of sport management will give the recommendation and input to revise the course plan in sport and media, so that digital media, social media and digital content production will be included skills to develop. As well, the literature will need to be adopted both on Master and on Bachelor level.
- "Sport marketing" has been changed from a selective course to a obligatory course for all Bachelor sport management students
- A more comprehensive sport marketing seminar has been included in the sport management course on Master level
- From autumn 2019, the Norwegian School of Sport Sciences will employ an Associate Professor with a sport business profile in a full and permanent position, so a sustainable competent resource within the department for teaching and research is assured for future.
- More courses and/or lectures are planned to be taught online from 2020 on.
- Form of exams are planned on being changed into submission of more digital content
- The sport management employees are recommending a more practical oriented master programme in addition to the scientific Master programme.

The changes have been and will be discussed by the research group with the closest leader (Head of the department) as well in a meeting with the Principal and Co-principal of the Norwegian School of Sport Sciences. In addition, the final report will be shared with other institutions that offer sport management education in Norway.



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## 5. Lessons learned about direct contact with the sport industry

The project have confirmed our philosophy that a close cooperation with people from the sport industry in all sectors is of importance to provide relevant education and research of high quality within the field of sport management.