



Understanding the forthcoming  
key challenges, the dynamics  
and development of European  
Sport Governance

**mesgo**  
EXECUTIVE MASTER IN  
EUROPEAN SPORT GOVERNANCE





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## World-class training for decision-makers in sport

The Executive Master in European Sport Governance (MESGO) is a unique platform for training, social and professional contact, knowledge sharing and personal development for sports organisations' elected representatives and managerial staff. Pioneered by five internationally renowned universities and research centres, it naturally has UEFA's full support.

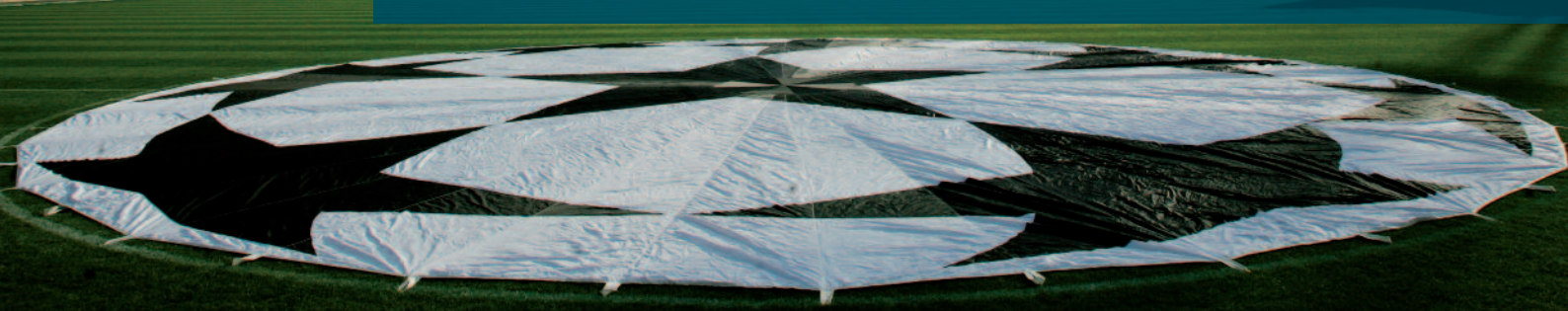
The MESGO is designed to stimulate the analytical reflexes of decision-makers in sport; it invites them to analyse the governance of European sport at its most complex and explore the diversity of international practices. The strength of the MESGO lies in its consideration of European sport from multiple angles. It incorporates economics, politics and law, draws comparisons between different sports and uses carefully selected examples from other sectors to help participants develop appropriate responses to the important challenges they face.

With the MESGO, decision-makers in sport finally have a programme destined to meet their needs and expectations.

**Gianni Infantino**  
UEFA General Secretary

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**PROGRAMME  
WELCOME**



## → CONTEXT AND OBJECTIVES

The professional sport industry has undergone a dramatic revolution within Europe in recent years. The commercial development of the most popular competitions, the establishment and ongoing development of European political and economic institutions, in addition to societal problems to which sport is not immune, have prompted an increasing number of stakeholder organisations to take an interest in European sport, calling into question its traditional mode of governance. If they are to rise to the numerous challenges facing European sport, the continent's sports governing bodies have to take concerted action with their main stakeholders and political institutions to put in place appropriate and effective regulatory measures.

## → UNIQUE CHARACTERISTICS

- Emphasis on the European dimension
- Multidisciplinary approach
- In-depth analysis of legal, political and economic issues (e.g. Competition Law, Litigation Prevention, Risk Management, Regulation and Media Policy)
- Focus on the current and future key challenges faced by sports organisations (specificity of sport, competitive balance, exploitation of commercial rights, social dialogue, violence, doping, social responsibility, etc.)
- Internationally regarded experts from both private and public sectors
- Excellent networking opportunities
- Interactivity and a practice-oriented pedagogy

## → WHO IS THE MESGO FOR?

This programme is designed for managers working in:

- International, European and national federations
- Clubs, leagues and trade unions
- European institutions and governments
- Partners of sports organisations (media, sponsors, etc.)

**Class of 20 participants maximum**

## PROGRAMME

### SESSIONS 1 & 2



"With the increasing political, economic and legal intervention in the running of professional sport in Europe, managers working within this environment are constantly being faced with a myriad of challenges. The MESGO programme has therefore been tailored in a way to develop an in depth understanding of these issues and provide creative ways of how sport managers can adapt their strategies to cope effectively with these ongoing demands."

**Michael Wiederer**  
EHF Secretary General



#### → SESSION 1

13 -17  
September 2010

PARIS  
FRANCE

## Context of International Sport

Develop understanding of the institutional and economic operating environment of European and international sport, and define the concept of governance in the sporting context, the concepts of the specificity of sport and the European Model of Sport, by assessing:

- European sport's stakeholder universe
- the impact of globalisation on the organisation of sport in Europe
- the impact of de-regulated markets on competitive balance in European sports
- the recent history of state intervention in European sport, notably by the European Union (EU), and its consequences
- the role of European political institutions e.g. the European Parliament and the Council of Europe, in influencing the operating environment of European sports bodies
- the role of international sporting federations, including the Olympic movement, and of international regulatory bodies e.g. the World Anti-Doping Agency (WADA)

#### → SESSION 2

13-19  
November 2010

LAUSANNE/GENEVA  
SWITZERLAND

## Sports Organisations

Explain the core mission and objectives of sports governing bodies and elaborate the various structural forms, management decision-making processes and commercial revenue generating activities through which sport governing bodies operationalise their mission and objectives, by assessing:

- the historical development and organisation of major European sports governing bodies such as UEFA, and of the Olympic movement
- the organisational structure of event organisers, professional leagues, and professional player representative organisations
- the organisational development of peer non-sports, non-governmental bodies such as the Red Cross and the United Nations
- the internal governance and administrative structures of sports governing bodies
- the organisation of solidarity mechanisms to the "grassroots" in the sporting pyramid
- the commercial revenue generation activities of sports governing bodies



## → SESSION 3

10 - 14  
January 2011

LONDON  
UNITED KINGDOM

## Governance

Illustrate the key strategic governance challenges for, and policy responses available to, sports organisations in the era of global "credit crunch", and in the context of sports' "special" economic framework, by assessing:

- governance frameworks in non-sporting contexts e.g. financial services
- sport as a joint product; the need for competitive balance and financial stability; sport governing bodies' role in achieving these objectives through co-ordination, redistribution, and solidarity mechanisms
- contrasting systems of sport governance e.g. football, handball, rugby union, basketball, volleyball
- sports organisation ownership structures e.g. members' associations, private companies
- the role of club licensing systems
- regulation of sports' labour markets - transfer markets, player agents, home-grown player requirements, salary management systems, ensuring balance between the requirements of clubs and national teams



"The MESGO programme fills a gap in the market. It is a unique programme targeted at top sport managers with the aim of helping them, by providing the opportunity to exchange ideas and come to more informed decisions. In fact MESGO has been designed in a way that optimises the level of interaction between the students, who will be experts themselves, and their expert presenters."

**Nar Zanolin**  
FIBA Europe General  
Secretary

## → SESSION 4

7 - 11  
March 2011

BRUSSELS  
BELGIUM

## Legal Framework

Explain the wider legal context in which sports governing bodies operate, and outline the range of legal mechanisms at their disposal, by assessing:

- the heterogeneous nature of the legal challenges facing sports governing bodies e.g. commercial, labour, disciplinary, doping, and the challenges this poses
- the influence of European Union and other global legal jurisdictions on the regulatory role of sports governing bodies, and the recent history of legal interventions in the sport environment e.g. Bosman etc.
- the organisation and management of the internal legal department of a sports governing body
- the management of legal disputes through traditional court-based dispute mechanism systems
- the management of legal disputes through alternative mechanisms for dispute resolution such as collective bargaining and mediation
- the role of the Court of Arbitration for Sport (CAS)



"The FIRA-AER is delighted to express its support for the collaboration of the five prestigious universities delivering the Executive Master in European Sport Governance. We are confident that this unique academic programme will benefit the whole of the European sport movement in its professional endeavours now and those of the future."

**Jean-Claude Baqué**  
FIRA-AER President

## → SESSION 5

25-29  
April 2011

PARIS  
FRANCE

## Commercial Challenges

Analyse the need to protect, sustain and develop the valuable commercial property rights sport generates, by assessing:

- the definition, commercialisation and licensing of sports property rights e.g. intellectual property rights, players' image rights, marketing and sponsorship, and media rights
- partnerships with media, sports apparel, sports sponsorship and marketing businesses, and sports clubs and leagues
- the relationship with sports betting, which enhances revenues, but with potential threats to competition integrity and sports rights value via illegal gambling practices
- the economic structure and management of sports media markets in an era of media convergence
- legal protections for rights against ambush marketing, counterfeiting and piracy - lessons from other industries e.g. music, film/media, luxury goods etc.
- the effective organisation of an internal sports rights management function in a sports governing body

## → SESSION 6

13-17  
June 2011

BARCELONA  
SPAIN

## Sports Events

Explain the critical elements in successful sports event organisation, by assessing:

- the range of sports event types - league organisation ("closed" versus "open"), the Olympic movement associative model, two-three week tournaments, one-off "match" events
- risk assessment and management - the threat of breakaway competitions, economic risk (sponsor, competitor defection), security risk (terrorism, spectator violence, racism), insurance risks (player injury) and issues of civil and criminal liability
- devising master and contingency plans, implementation of an integrated risk management and assessment programme, human resource strategies, event and facility security and safety strategy implementation
- technological/media challenges - maintaining media integrity
- environmental (ecological) challenges - managing a "green" event
- crisis management and communications strategies

## → SESSION 7

3-7  
October 2011

MAINZ/FRANKFURT  
GERMANY

### Ethics

**Explain the range of ethical challenges facing sports organisations, and outline key mechanisms for addressing them, by assessing:**

- the theoretical foundation of ethics in sport - "Fairness, Integrity, Respect, Equity" - practical guidelines for guiding management decision-making
- regulatory mechanisms for addressing economic corruption e.g. combating event "fixing" in sport, drawing on lessons from other industries
- anti-doping policy - the history of the international regulatory response, the establishment and practice of the World Anti-Doping Agency (WADA)
- anti-discrimination policies to address racism, discrimination on the basis of gender, sexual orientation, and disability
- Corporate Social Responsibility (CSR) in sport - its importance and why sports organisations are particularly well-suited as vehicles for effective CSR programme implementation.

## → SESSION 8

28 November -  
2 December 2011

NEW YORK  
UNITED STATES

### The North American Model

**Analyse the organisation of professional sports in North America, by assessing:**

- the economic and regulatory structure to achieve competitive balance and financial stability in the four major North American professional sport leagues, the NFL (American Football), NBA (Basketball), MLB (Major League Baseball) and NHL (Ice Hockey); and the challenges faced by an "evolving" professional elite sport - the case of Major League Soccer (MLS)
- player salary regulation e.g. wage caps, luxury tax; and player recruitment regulation e.g. player draft system
- collective selling of media rights as a redistributive tool
- collective selling and redistribution of league merchandising revenues
- franchising with geographic monopoly
- collective bargaining as a key element of the regulation and the exemption of competitive law
- the organisation of American college sports, and its relationship with professional sports organisations e.g. player development role

## → SESSION 9

13-17  
February 2012

NYON  
SWITZERLAND

### The Future of Sport Governance

**Drawing on material from the previous eight sessions the final session will conclude at UEFA headquarters by offering an overview of the key challenges facing sports governing bodies in Europe with a direct focus on developing strategies and tactics that will assist managers to:**

- manage the international environment of their organisation
- define and implement the organisational mission
- organise an effective governance structure for both grassroots and professional sport
- define and exercise effective legal controls
- define the commercial rights of sports governing bodies and manage them effectively
- manage sports events effectively
- deal with illegal challenges to the integrity of sporting competitions and wider ethical challenges
- draw on the experience of the major North American sports
- develop successful strategies for the future development of European sports governing bodies



**"The Executive Master in European Sport Governance (MESGO) is a unique course in which the key stakeholders of European sport come together to analyse the characteristics of its specific model, consider the main challenges it faces and reflect on regulatory measures that could be put in place to ensure its future prosperity."**

**Andre Meyer**  
CEV President



## → THE BIRKBECK SPORT BUSINESS CENTRE

Birkbeck, University of London (England)



Founded in 1823 and a college of the University of London, Birkbeck is a world-class research and teaching institution, a vibrant centre of academic excellence and London's only specialist provider of evening higher education. The Sport Business Centre brings together experts in sport management to deliver high quality research, teaching and consultancy to organisations involved in the business of sport.

Historically, the Research Centre has had particular research strength in the area of the corporate governance of the football industry, an expertise which is now being extended to the analysis of other sports industries.

<http://www.bbk.ac.uk/>

<http://www.sportbusinesscentre.com/>



## ACADEMIC PARTNERS

## → CENTRE DE DROIT ET D'ECONOMIE DU SPORT

University of Limoges (France)



Created in 1978, the CDES draws on a transversal and interdisciplinary logic, combining the academic disciplines of law and economics as they impact on sports industries. Whilst staying attached to its roots and its academic calling, it has since developed many commercial research and consultancy activities (studies and audits in the fields of sports law, economics and management - e.g. study on player's agents for the European Union), training courses and conferences (a Master's Degree, specialising in "The Law, Economics and Management of Sport"; a Master's Degree in becoming the general manager of a professional sport's club; a Master's Degree in becoming the Stadium Manager of a professional sport's club) and publications (*Revue juridique et économique du sport* - Sports Law and Economics Review).

<http://www.cdes.fr>

<http://www.unilim.fr/>



## → JOHANNES GUTENBERG UNIVERSITY MAINZ (Germany)



Founded in 1477, Mainz University is one of the oldest and biggest German universities and combines stimulating academic diversity with excellent research structures. As an active member of the international academic community, the Johannes Gutenberg University is also proud of its ties to the local community: The Rhine-Main area ranks among the economically most powerful regions in Germany. Mainz University actively co-operates with the local businesses and industries, but also the leading German sports organisations, and participates in the political and cultural life of the region.

The Institute of Sport Science covers the full spectrum of sport subjects, including sport economy, sport media and sport management. Research in this field is focused on mega sports events, in particular Olympic research.

<http://www.sport.uni-mainz.de>

## → INSTITUT NACIONAL D'EDUCACIO FISICA DE CATALUNYA - UNIVERSITY OF LLEIDA (Barcelona - Spain)



The mission of INEFC is the training, specialisation and development of graduates in Physical Education and Sport, as well as scientific investigation and the publication of its projects and studies. The INEFC actively participates in the project of a single Europe and prepares its students to face the new challenges that the twenty-first century demands from physical activity and sports professionals.

INEFC is attached to the University of Lleida (UdL). The University of Lleida, with more than 9600 students and 750 teachers, offers to its academic community quality in education and services, with a clear focus on excellence. The UdL has been positively assessed within the framework of the European Universities Assessment Programme launched by the European Universities Assembly (EUA).

<http://www.inefc.cat>



## → SCIENCES PO PARIS (France)



Founded in 1872, Sciences Po was originally a private school established to analyse the contemporary world and prepare young people to enter public administration in France. Today, Sciences Po functions as an international top-level research university in the social sciences, offering a wide and varied curriculum in the social sciences, drawing on academics and experts in such fields as political science, international relations, sociology, law and economics. Over the last 30 years, Sciences Po has developed a strong curriculum in executive education in similar fields to those covered in initial training at the institute. The programmes are aimed at executives and management personnel from both the public and the private sector.

<http://www.sciences-po.fr/spf>



## → THE SCIENTIFIC COMMITTEE

### DIRECTORS

**Hervé Crès**, Professor of Economics, Deputy Director of Sciences Po, Dean of Studies

Ph.D. in Applied Mathematics, Université de Paris I; Postgraduate Diploma in Stochastic Processes, Université de Paris VI; Postgraduate Diploma in Applied Mathematics, Université de Paris I, Institut d'Etudes Politiques de Paris (1990) and Ecole Normale Supérieure (Ulm), Mathematics (1987)

**Jean-Pierre Karaquillo**, Professor of Law, Founder of the Centre de Droit et d'Économie du Sport

PhD in Private Law, Court of Arbitration of Sport (CAS) Arbitrator and Mediator, solicitor

### MEMBERS

**Andreu Camps i Povill**, Director of INEFC, Institut Nacional d'Educació Física de Catalunya - University of Lleida (Spain)

PhD in Law, University of Barcelona; BSc in Physical Education and Sport, INEFC University of Barcelona; DESS in Law and Economics of Sport, Université de Limoges; Lecturer in Sport Law, INEFC-University of Lleida; Director of the Master's Program in Sport Law, University of Lleida and Mediator of the Court of Arbitration for Sport (CAS)

**Sean Hamil**, Lecturer in Management, School of Business, Economics & Informatics, Birkbeck College University of London (England)

London School of Economics: BA Economics & Politics, Trinity College Dublin; Director, Birkbeck Sport Business Centre

**Holger Preuss**, Professor, Institute of Sport Science, Johannes Gutenberg University Mainz

Professor in Sport Economics and Sport Sociology, University of Mainz; Professor in Event Management, Molde University College, Norway; International Visiting Scholar at the State University of New York, Cortland

SCIENTIFIC  
COMMITTEE &  
COORDINATION

## → MANAGEMENT AND COORDINATION

**Prune Rocipon** - MESGO Manager

**Sophie Mièvre** - MESGO Coordinator



### **Contact us**

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# mesgo

EXECUTIVE MASTER IN  
EUROPEAN SPORT GOVERNANCE

[www.mesgo.org](http://www.mesgo.org)

## → ORGANISATION

- Programme organisation **adapted to a professional schedule**
- **Nine sessions of one week duration**, to be completed during a period of 18 months
- **European-wide programme**: courses in Paris, Brussels, London, Barcelona, Mainz/Frankfurt and Switzerland
- **One session on the North-American model in New York**
- **Programme delivered exclusively in English**
- **Subscription fees**: € 16 000 including delivery of academic, learning material, lunches and transfers within the cities. Please note that the price does not include travelling and accommodation expenses (except accommodation in NY)
- **Assessment**: continuous assessment (30%) and final assessment (70%) after the writing and presentation of a professional dissertation
- **Diploma awarded by Sciences Po Paris**

## → APPLICATION

To be eligible for the Executive master's programme, applicants should meet the following requirements:

- Have a minimum of five years experience at a managerial level
- Be educated to a degree level
- Be fluent in English

## → HOW TO APPLY?

- Download and complete an application form from [www.mesgo.org](http://www.mesgo.org)
- Selection after interview

**STARTING  
SEPTEMBER  
2010**

→ **How to contact us:**  
[info@mesgo.org](mailto:info@mesgo.org)

With the support of:

