

## **TITLE: EUROPEAN SPORTS - BUSINESS & MANAGEMENT SPO 480**

LANGUAGE: English

TOTAL HOURS: 45 hours

CREDITS: 3 credits

SIS course code: SPO 480

JU code (will appear on transcript as): SPO 480 Special Topics: European Sports: Business and Management

### **DESCRIPTION**

During the 20th century the sports industry has grown exponentially from its origins as an amateur pastime to a complex phenomenon that moves billions of dollars on a global scale. While sports have been affected by and simultaneously contributed to accelerated globalizing tendencies, some important distinctions can be made between sports industry models in the US and Europe (Szymanski, 2009). Focusing on the European sports industry, this course highlights the structures and systems of governance, and the ownership, financing and management of leagues, teams, facilities and events. Case studies examined include Euroleague Basketball, FC Barcelona, the English Premier League, London 2012 Olympic Games, and innovations in new stadium developments in Europe.

The comparison continues with an analysis of media rights negotiations and commercialization processes for major sports such as Cycling, F1 and Moto Sports. The role of sports marketing, in particular the management of endorsement deals and brands by leading sports apparel companies such as Nike, Adidas and Puma in US and European markets are compared. Throughout the course critical analysis of key issues and controversies affecting the sports industry in Europe is undertaken, including the over-commercialization of sports, ethical scandals involving sports betting, systemic racism in sports and the sustainability of team and league business models.

### **COURSE OBJECTIVES**

By the end of the course, students will be able to:

- Articulate the complexities of the European sports industry and its economic, social and cultural importance
- Compare and contrast the US and European sports industries in terms of governance systems, ownership and business models, competitive strategies, financial management, technology and innovation management, fan behaviour, communication and commercialization strategies.
- Critically analyse the key issues and controversies facing the European sports industry as part of accelerated globalizing processes.
- Accurately identify and rationally evaluate established and emerging trends in the current and future management of sports entities, facilities and events in Europe.

### **METHODOLOGY**

This course will use a combination of guided lectures, classroom interaction, student presentations and field studies to sports organizations & companies in the city as well as emphasis on class debates to integrate and reflect on theories and experiences.

- Lectures: These will provide students with the theoretical constructs and concepts used within the course and also to clarify content issues and application
- Field studies: These involve activities and visits off site to see first hand the concepts discussed in class. These include RCD Espanyol, DIR Fitness Centre, Basketball club facilities.
- Class debates and discussion: These serve to facilitate further understanding and application of concepts covered in class lectures and through experience gained by living and studying in Barcelona.
- Analysis of audio-visual materials: Use of a variety of audio and web based materials brings concepts and issues to life and allows for students to fully appreciate the issues being discussed throughout the course

## EVALUATION

Attendance to classes and field trips is mandatory; poor attendance will affect the final grade of the student as well as the everyday participation grade.

The final grade consists of six different parts: class participation, a group journal project & presentation, a midterm written exam, a final written exam, and a final paper.

The breakdown of grades is made up as follows:

Class participation	15%
Journal Project	10%
Class presentation	15%
Midterm written exam	20%
Final written exam	20%
Final paper	20%

**Class Participation:** Active class participation includes coming to class prepared and on time, having read the material for that day and showing active reflection on that material, answering questions from the professor, generating questions and engaging in group activities using required reading for that day. Students are encouraged to express their opinions in class with the professor and the other students.

**Exams:** Both the midterm and the final exams may contain a mix of short answer and essay questions aimed to test the students' full comprehension of facts and the ability to argue his/her opinions based on class material.

The guidelines for exams are as follows:

- Any student found cheating will automatically fail this examination. Additional sanctions may be imposed.
- Talking or communicating with other students during the examination is forbidden.
- Desks must be cleared of all books, notes and papers. All unauthorized materials must be put away and remain out of sight throughout the examination.
- All telephones and electronic devices must be turned completely off during the exam.
- Students arriving later than 15 minutes will not be allowed into the classroom to take the examination, subject to the decision of the instructor.
- At the end of the examination students will remain seated until their papers are collected. No one may leave the room until excused.
- Should assistance be required, students will attract the attention of the instructor.



- Failure to follow these rules will automatically lead to failure of this examination.

**Journal Group Project:** In groups of 3, students will be keeping a weekly journal on an aspect of the European sports landscape. The idea is that throughout the course the journal will help them gain a deeper understanding of the course topics through practical examples that take place while they are in Europe. The project will be graded based on the final report that is due the penultimate week of the course.

**Journal Group Project Presentations:** In the penultimate week of the course each of the journal groups will have to present the findings and conclusions from their journal project in a 20 minute presentation to class. Their report needs to be shared with the other groups two days before, so that the other groups can prepare questions. The presentation grade will consist of a grade for the group presentation and the quality of the questions asked to other groups.

## FIELD STUDIES

Throughout the course a number of field studies will be conducted. These have been selected to facilitate the understanding of topics that are part of the course curriculum. Possible visits include:

- Company visit to Euroleague Basketball (Bonanova, Barcelona) - session 6
- RCD Espanyol Stadium visit (Cornellà de Llobregat) - session 11
- Visit to MediaPro, the company that does the TV production and Global sales for LaLiga football matches (22@, Barcelona)
- Visit to the UCI World Tour Cycling Stage Race Volta a Catalunya with visit to the mobile team facilities of one of the World Tour Teams (Montjuïc, Barcelona) - depending on calendar World Tour

## ACADEMIC INTEGRITY

SIS programs foster critical thinking and intellectual development of its students. In doing so, SIS requires that students introduce their original thoughts, opinions, and ideas in all of their assignments with the support of cited sources. Any violations of academic integrity- such as cheating, plagiarism, self-plagiarism, academic misconduct, fabrication, misuse or misrepresentation of research, and noncompliance - may result in an automatic "F" or immediate dismissal from the program if the student falls below the minimum number of credits required for the term; 12 credits during the semester, or 3 hours during the summer.

**Cheating:** Any action that violates the rules and guidelines given by the instructor for submitting assignments or exams.

**Plagiarism:** Any action that presents the ideas, opinions, research, etc. of another as your own.

- Directly copying another's work without citing sources
- Submitting another person's work into your own without properly citing the source(s) used.
- Paraphrasing another person's work without providing appropriate citations

**Self-Plagiarism:** Submitting a piece of one's own work to receive credit for multiple assignments in one or more classes.

**Academic Misconduct:** Any act that impedes or threatens the open exchange, expression, or flow of information or fair evaluation of students. This includes intimidation and complicity in any acts or attempts to interfere with the ethical and fair submission and evaluation of student work.

**Fabrication:** Providing inaccurate or false information, including research findings, quotes, and cited sources, etc.

**Non-Compliance:** Failure to comply with the values, objectives, and procedures contained in this policy.

As SIS is accredited by Jacksonville University, students are held accountable to JU's [Academic Integrity and Code of Conduct](#). You are expected to read and understand the JU terms and regulations of Academic Misconduct.

(<https://drive.google.com/file/d/1PyZmNOEAH1o4bKVZdzxVvKw-wdiwXewx/view>)

## ATTENDANCE POLICY

**Semester:** Students are allowed THREE absences throughout the semester without penalty. Starting with the fourth absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

**Summer:** Students are allowed TWO absences throughout the summer without penalty. Starting with the third absence, the student's FINAL GRADE will be lowered by a fraction of a letter (1/3 of a letter grade). For example, if a student has 4 absences and a final grade of B+, the grade will be lowered to a B, if 5 absences the grade is lowered to B-.

*\*January Term students are allowed TWO absences as well.*

There are NO excused absences. If a student misses class because s/he is sick, that counts as one of the allowed absences. No excused absences and no excuses.

Quizzes, exams and participation points that are missed because of an absence cannot be recuperated.

Students that arrive late 5 minutes or more will receive a 0 for participation for the day.

## COURSE CONTENT

SESSION	CONTENT	READINGS
1	Introduction to the European sports system and the sport media cultural complex.	<ul style="list-style-type: none"> <li>• <i>Zimbolist, Andrew "Sport as Business", Oxford Review of Economic Policy, v 19, n4 (2003), pp 503–511</i></li> <li>• <i>Smith, Aaron and Bob Stewart "The special features of sport: A critical revisit" in Sport Management Review 13 (2010) 1–13</i></li> </ul>
2	The globalization of sport and its governance in Europe: The governance of European football	<ul style="list-style-type: none"> <li>• <i>Haehn, Thomas "Governance and governing bodies in sport" in Handbook on the Economics of Sport, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 227–239</i></li> <li>• <i>FIFA case study: selected newspaper articles</i></li> </ul>
3	From amateurism to	<ul style="list-style-type: none"> <li>• <i>Sloane, Peter J. "The European model of sport" in</i></li> </ul>



	professionalism: a very brief history of sports in Europe	<p><i>Handbook on the Economics of Sport</i>, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 299–307</p> <ul style="list-style-type: none"> <li>• Andreff, Wladimir and Staudohar, Paul D. “European and US Sports Business Models” in <i>Transatlantic Sport: The Comparative Economics of North American and European Sports</i>, (London, Edward Elgar Publishing, 2002), pp. 23–49</li> </ul>
<b>4</b>	How professional leagues and clubs operate in Europe. Organizational and competition structures. Cases: Leagues (EPL, La Liga, ACB, Euroliga)	<ul style="list-style-type: none"> <li>• Szymanski, Stefan “Organising Competition” in <i>Playbooks and Checkbooks: An Introduction to the Economics of Modern Sports</i> (New Jersey : Princeton University Press, 2009), pp. 27–58</li> </ul>
<b>5</b>	Team ownership models. Cases: Football club cases (FCB, MUFC, AM)	<ul style="list-style-type: none"> <li>• Chadwick, Simon and Arthur, Dave “Més que un club (More than a club): the commercial development of FC Barcelona” in <i>International Cases in the Business of Sport</i>, eds. Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp. 1–12</li> <li>• Hamil, Sean “Manchester United : the commercial development of a global football brand” in <i>International Cases in the Business of Sport</i>, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp. 114–134</li> <li>• Urrutia, Ignacio, Robles, Germán, Kase, Kinio and Marti, Carlos “The internationalization of Club Atletico de Madrid S.A.D: creating value beyond borders, a differential strategy” in <i>International Cases in the Business of Sport</i>, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp. 205–221</li> </ul>
<b>6</b>	Field visit EuroLeague Basketball	<ul style="list-style-type: none"> <li>• Primault, Didier “European professional basketball in crisis: 1992 – 2002” in <i>Handbook on the Economics of Sport</i>, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 530–542</li> </ul>
<b>7</b>	Financing European sports organizations. Models of financial management, Revenue / Cost drivers, Profit / debt management.	<ul style="list-style-type: none"> <li>• Szymanski, Stefan “The Financial Crisis and English Football: The Dog That Will Not Bark” <i>International Journal of Sport Finance</i> (2010) v 5, pp. 28-40.</li> </ul>
<b>8</b>	Financial regulation of sports organizations. Cases: Spanish soccer finances	<ul style="list-style-type: none"> <li>• Kurscheidt, Markus “The World Cup” in <i>Handbook on the Economics of Sport</i>, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 197–213.</li> <li>• Barajas, Ángel and Plácido Rodríguez Spanish Football Clubs Finances: Crisis and Player Salaries in <i>International Journal of Sport Finance</i>, (2010) v 5, pp. 52–66.</li> </ul>
<b>9</b>	Trends and tendencies in European event and facility management. Major sports events held in Europe 2000-2020 / Major event management models in Europe (mixed economy model and city marketing)	<ul style="list-style-type: none"> <li>• Preuss, Holger “The Olympics” in <i>Handbook on the Economics of Sport</i>, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 183–196</li> <li>• RACC_ <i>Circuit de Catalunya: Sports Infrastructure and Regional Promotion</i>. IESE Business School DG-1512-E (2007)</li> </ul>
<b>10</b>	Major sports facility construction in Europe 2000-2020. How ICTs are	<ul style="list-style-type: none"> <li>• Kuper, Simon and Szymanski, Stefan “Happiness – why hosting a World Cup is good for you” in <i>Soccernomics</i> (New</li> </ul>



	enhancing event and facility management, as well as spectator experiences. Cases: London 2012 OGs; RCDE stadium; fitness sector (DiR)	<i>York: Nation Books 2009), pp. 235–254</i>
<b>11</b>	Field visit to RCDE stadium	<ul style="list-style-type: none"> <li>• <i>Newspaper articles on stadium development and design in Europe</i></li> </ul>
<b>12</b>	REVIEW MIDTERM	
<b>13</b>	MIDTERM	
<b>14</b>	How sports media rights are negotiated in Europe. The owners of key sports media rights in Europe; How media rights are bought and sold; How media organizations exploit rights.	<ul style="list-style-type: none"> <li>• <i>Szymanski, Stefan "Sports and Broadcasting" in Playbooks and Checkbooks: An Introduction to the Economics of Modern Sports (New Jersey: Princeton University Press, 2009), pp. 125-155</i></li> <li>• <i>Parlasca, Susanne "Collective selling of broadcast rights in team sports" in Handbook on the Economics of Sport, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 719–729</i></li> </ul>
<b>15</b>	Field visit to MediaPro	
<b>16</b>	The impacts of media rights deals on sports management and fans. Cases: Football, basketball, Olympic Games	<ul style="list-style-type: none"> <li>• <i>Bolotny, Frédéric and Bourg, Jean- François "The demand for media coverage" in Handbook on the Economics of Sport, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 112–136</i></li> </ul>
<b>17</b>	The role of ICT in sports communication. Moving from the digital to the mobile era and how mobile internet is changing sports consumption.	<ul style="list-style-type: none"> <li>• <i>Cleland, Jamie A., "The Changing Organizational Structure of Football Clubs and their relationship with the External media", International Journal of Sport Communication, v 2 (2009), pp. 417–431</i></li> <li>• <i>Desbordes, Michel "The future of the Tour de France: from an independent style of organization to "A Formula One Model"?" in International Cases in the Business of Sport, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp. 358-371</i></li> </ul>
<b>18</b>	The Playstation generation. Cases: F1, MotoGP, Tour de France, OGs, EA sports and gaming	<ul style="list-style-type: none"> <li>• <i>Hutchins, Brett, Rowe, David and Roddock, Andy, "It's Fantasy Football made easy: Networked Media, Sport, The internet and the Hybrid Reality of MyFootballClub", Sociology of Sport Journal, v6-n1 (March 2009), pp. 89 - 106</i></li> <li>• <i>Thomas, Jaia A., "Twitter" in Journal of Sports Media, (Spring 2011) v6-n1, pp. 115-120.</i></li> </ul>
<b>19</b>	The European sports consumer. How sport consumer behavior is changing: fan/consumer typologies; the global sports fan. The importance of fan identity, culture and heritage	<ul style="list-style-type: none"> <li>• <i>Sullivan, Malcolm, "Sport Consumer" in The Business of Sport Management, ed. Simon Chadwick (Harlow, Pearson, 2009), pp. 128–153</i></li> <li>• <i>Stewart, Bob, Smith, Aaron C.T and Nicholson, Matthew "Sport Consumer Typologies" in Sport Marketing Quarterly, v12-n4 (2003), pp. 205-217</i></li> </ul>
<b>20</b>	Sports Tourism, from weekend visit to the Camp Nou to riding your own Tour de France in the French Alps	<ul style="list-style-type: none"> <li>• <i>Kane, Maurice J, "Adventure as a Cultural Foundation: Sport and Tourism in New Zealand", Journal of Sport and Tourism, v15-n1 (Feb 2010), pp. 27–44.</i></li> </ul>

<b>21</b>	Sport sponsorship and endorsement in Europe. Major sport sponsorship deals 2008-2012. From philanthropy to brand management: the search for ROI (Return on Investment) on sponsorship deals.	<ul style="list-style-type: none"> <li>• Jeanrenaud, Claude “Sponsorship” in <i>Handbook on the Economics of Sport</i>, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp. 71–76</li> </ul>
<b>22</b>	Creating icons (from Beckham to Ronaldo & Messi). The ethics of sport sponsorship: the growth of sports betting; tobacco; alcohol.	<ul style="list-style-type: none"> <li>• Rein, I., Kotler, P. and Shields, B. “Reinventing the sports brand” in <i>The Elusive Fan: Reinventing Sports in a Crowded Marketplace</i> (New York: McGraw Hill, 2006) pp. 93–120</li> <li>• Forrest, David and Simmons, Robert, “Sport and Gambling”, <i>Oxford Review of Economic Policy</i>, v19, n4 (2003)</li> </ul>
<b>23</b>	Managing brands in European sport and the role of merchandising. The battle of the brands in Europe: Nike v Adidas v Puma. Sport and city marketing: BCN	<ul style="list-style-type: none"> <li>• Couvelaere, Vincent and Richelieu, André “Brand Strategy in Professional Sports: The Case of French Soccer Teams” in <i>European Sport Management Quarterly</i>, v5-n1 (2005), pp. 23–46</li> </ul>
<b>24</b>	Racial issues in European sports; differences from sport to sport and the traditional differences between North-South and East-West..	
<b>25</b>	The rise of the Female Superstar, how the role of women in European Sports is growing.	
<b>26</b>	GROUP PROJECT PRESENTATIONS	
<b>27</b>	FINAL EXAM REVIEW	

\*Number of sessions and order of assignments may vary depending on term.

## BIBLIOGRAPHY

### Required Readings

- Andreff, Wladimir and Staudohar, Paul. D “European and US Sports Business Models” in *Transatlantic Sport: The Comparative Economics of North American and European Sports*, (London, Edward Elgar Publishing, 2002), pp 23 – 49
- Barajas, Ángel and Plácido Rodríguez Spanish Football Clubs Finances: Crisis and Player Salaries in *International Journal of Sport Finance*, (2010) v 5, pp 52 – 66.
- Bolotny, Frédéric and Bourg, Jean- François “The demand for media coverage” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 112 – 136
- Chadwick, Simon and Arthur, Dave “Mes que un club(More than a club): the commercial development of FC Barcelona” in *International Cases in the Business of Sport* , eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 1 – 12
- Cleland, Jamie A “The Changing Organizational Structure of Football Clubs and their relationship with the External media”, *International Journal of Sport Communication*, v 2 (2009), pp 417 – 431
- Couvelaere, Vincent and Richelieu, André “Brand Strategy in Professional Sports: The Case of French Soccer Teams” in *European Sport Management Quarterly*, v 5, n 1 (2005), pp 23 — 46

- Desbordes, Michel “The future of the Tour de France: from an independent style of organization to “A Formula One Model”?” in *International Cases in the Business of Sport*, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 358 -371
- Forrest, David and Simmons, Robert, “Sport and Gambling”, *Oxford Review of Economic Policy*, v 19, n4 (2003)
- Haehn, Thomas “Governance and governing bodies in sport” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 227 – 239
- Hamil, Sean “Manchester United: the commercial development of a global football brand” in *International Cases in the Business of Sport*, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 114 – 134
- Hutchins, Brett, Rowe, David and Roddock, Andy, “Its Fantasy Football made easy: Networked Media, Sport, The internet and the Hybrid Reality of MyFootballClub”, *Sociology of Sport Journal*, v 6, n 1 (March 2009), pp 89 - 106
- Jeanrenaud, Claude “Sponsorship” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 71 – 76
- Kane, Maurice J, “Adventure as a Cultural Foundation: Sport and Tourism in New Zealand”, *Journal of Sport and Tourism*, v 15, n 1 (Feb 2010)pp 27-44
- Kuper, Simon and Szymanski, Stefan “Happiness – why hosting a World Cup is good for you” in *Soccernomics* (New York: Nation Books 2009), pp235 – 254
- Kurscheidt, Markus “The World Cup” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 197 – 213
- Parlasca, Susanne “Collective selling of broadcast rights in team sports” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 719 – 729
- Preuss, Holger “The Olympics” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 183- 196
- Primault, Didier “European professional basketball in crisis: 1992 – 2002” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 530 – 542
- RACC\_Circuit de Catalunya: Sports Infrastructure and Regional Promotion. IESE Business School DG-1512-E (2007)
- Rein, I, Kotler, P and Shields, B “Reinventing the sports brand” in *The Elusive Fan: Reinventing Sports in a Crowded Marketplace* (New York:McGraw Hill,2006) pp 93 – 120
- Sloane, Peter J “The European model of sport” in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 299 – 307
- Smith, Aaron and Bob Stewart “The special features of sport: A critical revisit” in *Sport Management Review* 13 (2010) 1–13
- Stewart, Bob, Smith, Aaron C.T and Nicholson, Matthew “Sport Consumer Typologies” in *Sport Marketing Quarterly*, v 12, n 4(2003), pp 205- 217
- Sullivan, Malcolm “Sport Consumer” in *The Business of Sport Management*, ed Simon Chadwick (Harlow, Pearson, 2009), pp128 - 153
- Szymanski, Stefan “Organising Competition” in *Playbooks and Checkbooks: An Introduction to the Economics of Modern Sports* (New Jersey : Princeton University Press, 2009), pp 27 – 58
- Szymanski, Stefan “Sports and Broadcasting” in *Playbooks and Checkbooks: An Introduction to the Economics of Modern Sports* (New Jersey : Princeton University Press, 2009), pp 125 -155
- Szymanski, Stefan “The Financial Crisis and English Football: The Dog That Will Not Bark” *International Journal of sport Finance* (2010) v 5, pp 28 - 40.

- Thomas, Jaia A., "Twitter" in *Journal of Sports Media*, (Spring 2011) v 6, n 1, pp 115 - 120.
- Urrutia, Ignacio, Robles, Germán, Kase, Kinio and Marti, Carlos "The internationalization of Club Atletico de Madrid S.A.D: creating value beyond borders, a differential strategy" in *International Cases in the Business of Sport*, eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 205 – 221
- Zimolista, Andrew "Sport as Business", *Oxford Review of Economic Policy*, v 19, n4 (2003), pp 503 – 511

### Recommended Readings

- Barget, Eric and Gauget, Jean-Jacques, "The total economic value of sporting events theory and practice", *Journal of Sports Economics*, V 8, n 2 (April 2007), pp 165 – 184
- Baroncelli, Alessandro and Lago, Umberto "Italian Football". *Journal of Sports Economics*, v 7, n 1 (February 2006), pp13 – 28
- Buraimo, Babatunde "The demand for sports broadcasting" in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 100 – 111
- Chappelet, Jean-Loup " The economics of the IOC" in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 241 – 253
- Ferrand, Alain "Olympic marketing: the power of the five rings brand" in *International Cases in the Business of Sport* eds Simon Chadwick and Dave Arthur (Oxford: Butterworth Heinemann, 2008), pp 222 -242
- Gonzalez-Gomez, Francisco and Picazo-Tadeo, Andres J "Can we be satisfied with our Football Team? Evidence from Spanish Professional Football", *Journal of Sports Economics*, v 11, n 4 (April 2010) pp 418 – 442
- Gouget, Jean Jaques and Primault, Didier "The French Exception", *Journal of Sports Economics*, v 7, n 1(February 2006) pp 165 – 182
- Kuper, Simon and Szymanski, Stefan "The Worst Business in the World – why soccer clubs don't (and shouldn't)make money" in *Soccernomics* (New York: Nation Books 2009), pp75 – 96
- Kuper, Simon and Szymanski, Stefan "The Suburban Newsagents – City Sizes and Soccer Prizes" in *Soccernomics* (New York: Nation Books 2009), pp133 – 156
- Kurtzman, Joseph, "Economic Impact: Sport Tourism and the City", *Journal of Sport Tourism*, v 10, n 1 (2005), pp 47 – 71
- Lago, Umberto "The state of the Italian football industry" in *Handbook on the Economics of Sport*, eds Wladimir Andreff and Stefan Szymanski (Cheltenham Glos: Edward Elgar Publishing, 2006), pp 463 – 473
- Lago, Umberto, Simmons, Rob and Szymanski, Stefan, "The Financial Crisis in European Football: An Introduction", *Journal of Sports Economics*, v 7, n 1 (February 2006), pp 3 – 12
- Mueller, Tom and Roberts, Marilyn S "The Effective Communication of Attributes in Sport – Sponsorship Branding", *International Journal of Sport Communications*, v 1 (2008), pp155 – 172
- Parrish, Richard, "Access to Major Events on Television under European Law", *Journal of Consumer Policy*, v 31 (2008), pp 79 – 98
- Pestana Barros, Carlos and Leach, Stephanie, "Analyzing the Performance of the English Premier League with an Econometric Frontier Model", *Journal of Sports Economics*, v 7, n 4 (November 2006) pp 391 – 407
- Rines, Simon, "Market Overview" in *Driving Business through Sport*, International Marketing Reports Ltd (2000), pp 3 – 102

- Rines, Simon “Special Events” in Driving Business through Sport, International Marketing Reports Ltd (2000), pp 323 – 344
- Smith, Aaron C.T and Stewart, Bob “The travelling fan: Understanding the Mechanisms of Sport Fan Consumption in a Sport Tourism Setting”, Journal of Sport and Tourism, v 12, n 3-4 (2007), pp 155 – 181