MBA IN SPORTS BUSINESS & LAW
MASTER FULL TIME
October - June
2018-2019
One of LaLiga’s goals is the professionalization of the sector, and the training of industry professionals is one of the key instruments. This goal, coupled with our desire to provide structure to the industry, pushes us to take an active role and promote projects like these, which will undoubtedly help to bring added value to our sport.

This MBA seeks to take advantage of the key elements of sport: solidarity, spirit of sacrifice, competitiveness, teamwork, determination, a proactive approach, respect and a host of others that are essential in the day-to-day management of any sports-related entity or institution.

The MBA will take the best human capital and provide them with specific training on how sports entities work, from an organizational, technical, economic and financial, and legal (corporate/commercial, tax, etc.) standpoint.

Involvement in the MBA from one of the most prominent institutions worldwide basis such as LaLiga, coupled with the academic excellence of Centro de Estudios Garrigues and the extensive experience of law firm Garrigues in advising the main ‘players’ in the sports industry, only serves to endorse the unparalleled quality of the program.

I can confidently say that the MBA in Sports Business & Law fully is destined to become a benchmark for this type of training in the sports industry worldwide.

I am pleased to present the MBA in Sports Business & Law, designed to meet the demand for high-quality training in the sports industry.

The MBA arose from an in-depth analysis of the need and market demand for an entirely unique course focusing on sports industry issues.

The findings of this analysis spurred us to create a training program, characterized by absolute technical rigor, that will enable students to effectively gain a clear and accurate view of key issues in the sports industry from a management standpoint, through a balanced combination of theory and practical application.

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The program will be taught by professional experts in each area, hailing from law firm Garrigues and from the major Spanish and international sporting institutions, and will draw on the experience of LaLiga, the largest organization of sports employers in Spain.

We are confident that this course will help ensure continued progress towards our goal of professionalizing the industry.

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Centro de Estudios Carrigues is a center for advanced legal and business management studies associated with the Garrigues law firm and exists to promote a range of training, study and research activities. Its aim is to apply the expertise, know-how and methodology of a modern law firm to the training of experienced professionals.

The Center’s ties to Garrigues enable it to keep permanently abreast of developments in professional practice, in line with the changing legal, economic and business landscape, and to offer bespoke, quality training that stands apart.

The Center has a teaching staff of over 300 lecturers hailing from the leading private companies, law firms, financial institutions and public entities. Speakers from Garrigues contribute in accordance with the needs of each program.

The Center’s prestige and the quality of the programs on offer have been recognized by the top companies and financial institutions and singled out for praise by the most important rankings of specialist postgraduate training.
Ranked #1 in the main RANKINGS in 2017-2018
LaLiga is firmly committed to education. By means of a qualified academic education, sports professionals may achieve a better management of their football clubs and institutions.

The LaLiga Business School is the reflection of the educational project that our Institution has created and promoted in order to detect, recruit and train both present and future talent within football management, methodology and analysis areas.

The Spanish Football League is the best in the world, therefore it is extremely important that the sports entities that take part in our official competitions, as well as in other sports, are able to provide their respective football clubs and institutions with management excellence by means of qualified and trained professionals.

Thus, LaLiga will use all its experience and knowledge so that the LaLiga Business School guarantees quality courses and nationally and internationally recognized qualifications to train the best professionals and get the best managers.

Mr Javier Tebas, President of LaLiga
The LaLiga Business School is the reflection of the educational project that our Institution has created and promoted in order to detect, recruit and train both present and future talent within football management, methodology and analysis areas.
The sports industry is experiencing exponential growth in all areas, from club revenue from audiovisual rights, sponsorship and operation of sporting events, to revenues in all related sectors, such as sportswear, sports betting and the construction and refurbishment of infrastructure.

This growth has established the industry’s place as a break-out sector within the GDP of certain countries, such as Spain, whose top championship LaLiga has seen aggregate revenue soar 60% over a five-year period, from €2 million to €3.3 million.

Part of this growth is due to the international expansion actively pursued both by soccer clubs in welcoming foreign investors and by the respective championships themselves in raising their profile in other countries and continents, to make themselves more attractive to global sponsors.

In short, we are witnessing a very special time in the sports industry, in which great strides are being made at a dizzying pace. Moreover, global competition is becoming even tougher, which calls for much more complex solutions and the swift professionalization of the entire industry.

Conscious of this situation, Centro de Estudios Garrigues (a highly-respected teaching institution in the Spanish and international business community), and LaLiga Business School, has designed the MBA in Sports Business & Law, specifically intended to train future industry professionals at global level on the most complex technical and current and coming up issues, something never before covered in a specialized training program.

**Goals**

- To acquire in-depth knowledge of all specialist areas relating to the management and supervision of sports-related entities, to enable students to pursue their professional career in the industry.
- To gain insight into the management practices of clubs, competitions, federations, government sports institutions and industry businesses.
- To offer a practical approach, ensuring all theoretical aspects are illustrated with meaningful examples to enable students to better grasp each issue analyzed.
- To be backed by top sporting institutions and have professional teaching staff with careers in sports management and who are regarded as authorities in their respective areas of expertise.

**Aimed at**

Graduates in Law, Economics, Business Studies, Marketing and Communication or Sports Sciences, although other graduates are welcome, wishing to hold positions of responsibility in the sports industry.
Methodology

Knowledge acquisition and skills development

The program content is designed on the premise that the acquisition of expert knowledge, the development of critical analysis skills and the ability to adopt a holistic approach form the cornerstones of an exceptional professional career.

“Integrated case study” method

The acquisition of highly specialized knowledge is the bedrock on which brilliant professional careers are built. Nevertheless, experience has shown that the key to successful professional practice is the ability to adopt an integrated approach and analyze situations with a critical eye, thereby enabling innovative solutions to problems to be found.

In order to hone these skills, the Center has developed the Integrated Case Study Method, through which each student becomes accustomed to analyzing and solving complex problems based on real-world situations and combining very different knowledge areas, with a view to constructing global solutions that include all of the aspects considered. In short, it is a means of applying the knowledge acquired to the complexity of professional practice.

Meet sports institutions

The program not only analyzes the operating procedures of the main sporting institutions from a technical standpoint but also includes visits to their headquarters accompanied by senior officials:

- LaLiga
- The Spanish Basketball Federation
- The National Sports Council (CSD) and Elite Performance Center (CAR)
- Spanish Olympic Committee (COE)
- A Spanish football club
- La Caja Mágica, home of the Mutua Madrid Open tennis championship
- UEFA
- FIFA
- CAS
- IOC
The International Sports Week module comprises a week-long visit to Switzerland, the nerve-center of major sporting institutions such as FIFA, UEFA and the CAS, among others, to enable students to gain first-hand experience of how major football championships are managed and insight into sports-related legal proceedings.

- FIFA
- UEFA
- CAS (Court of Arbitration for Sport)
- International sports associations
- IOC (International Olympic Committee)
- The European Leagues – the Association of European Professional Football Leagues
1. **The sports industry and institutions (50 hours)**
   
a. Sports organization models: Anglo-Saxon, continental and mixed
   
b. Sports institutions and their regulations
   i. Sports associations & competitions
   ii. Sports federations and government institutions
   iii. Olympic committees
   iv. Courts of justice for sport
   
c. Conflicts between institutions

d. Spanish Olympic Sport Association (ADO) plan

e. Meet the main sports institutions

2. **Strategic management in the sports industry (120 hours)**
   
a. Strategic planning in the sports industry
   i. Analysis of the sports industry
   ii. Analysis of stakeholders in sports
   iii. Strategy formulation in the sports industry
   iv. Balanced scorecard
   
b. The business of sports clubs
   i. Organization and economic impact of the main championships
   ii. Strategic management of sports clubs
   iii. Innovation at sports clubs
   
c. The business of audiovisual rights
   iv. The business of audiovisual rights
   
d. The business of sports trademarks
   i. Strategic management in the sportswear apparel business
   ii. Information systems and Business Intelligence
   iii. Strategic operations management - Supply chain management

e. The business of operating sports facilities

f. Sports events, project management and sports protocols

3. **Financial management in the sports industry (70 hours)**

a. Analysis of accounting information
   i. The financial statements: Income statement, cash flow
   ii. Consolidation methods
   iii. Accounting for clubs and federations

b. Analysis of financial information
   i. The financial statements: Balance sheet, P&L
   ii. Main financial ratios

c. Sports clubs' financing sources

b. Sports club acquisitions
   i. Club valuation
   ii. Club acquisition financing

e. Economic control & financial fair play
4. Marketing, sales management and sports sponsorship (120 hours)

a. Legal aspects of marketing, advertising and digital communication in the sports industry
   i. How to create trademarks and protect innovation
   ii. How to protect sportspersons’ image rights
   iii. Legal aspects of advertising, social networks and ambush marketing
   iv. Sponsorship agreements and sponsoring

b. Sports Marketing
   i. Strategic marketing in the sportswear apparel business
   ii. Sales management and retailing in the sportswear apparel industry
   iii. Strategic marketing for sports clubs
   iv. Marketing intelligence & customer behavior
   v. Marketing research
   vi. Brand management in sports
   vii. Communication management
   viii. Media management
   ix. Digital marketing

c. Sports sponsorship management
   i. Sport and its relationship with business strategy
   ii. Integral sponsorship management
   iii. The sportsperson’s image

6. Legal aspects of sport (120 hours)

a. Labor law aspects of the sports industry
   i. Labor law framework for sportspersons
   ii. Sportspersons’ contracts
   iii. Collective representation

b. Incorporation of sports companies and corporate regulations
   i. Incorporation of sports companies and corporate regulations
   ii. Corporate Governance
   iii. Sports corporations
   iv. Corporate transactions within sports
   v. Clubs’ insolvency proceedings

c. Taxation in sports
   i. Taxation of sportspersons
   ii. Taxation of sports entities
   iii. Taxation of club acquisitions
   iv. Taxation of image rights/sponsorship
   v. International taxation

d. Legal aspects of player transfers
   i. Player transfers
   ii. Sports representation

e. Specific sports legislation
   i. Anti-doping: regulations
   ii. Legal aspects of exploiting audiovisual rights
   iii. Impact of EU Law on sports
   iv. Working of the Court of Arbitration for Sport (CAS)
   v. Regulation of infrastructure for sports competitions

5. HR management at sports organizations (30 hours)

a. People management at sports clubs

b. Sizing and organizational structure at sports clubs

c. Compensation and salary structures at sports clubs

d. Recruiting & talent management at sports clubs

7. Development of management skills & expert conferences (60 hours)

8. International sports week (30 hours)

Total 600 h.
One of the main objectives of those studying an MBA at Centro de Estudios Garrigues & LaLiga Business School is to be able to begin or resume their professional career with a rewarding position.

The Careers Department offers ongoing personalized support and guidance on the range of professional opportunities open to students. Specifically, the department provides the following services:

- Individual guidance meetings, in which the student and careers expert jointly define the type of career best suited to the student’s personal characteristics and expectations.

- Seminars on how to successfully navigate selection processes. In these seminars, students learn how to write an effective CV, how to approach job interviews and group dynamics, and the finer points of selection tests commonly used by companies and law firms.

- Recruitment events, where law firms and companies come to the center to share job openings with students.

- Lectures given by leading professionals in each area of expertise on what the profession entails and on effective career management.

- Introductions to top sports entities, businesses and law firms, so that students can get to know the executives of these organizations, the work they do, employee career plans and opportunities, and their hiring processes.

The Careers Department is fully committed to helping students find internships at the end of the teaching period at sports-related organizations and companies serving the sports industry, as a springboard to a career in the industry.
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FACULTY

The program will be taught by highly-respected professionals with in-depth technical knowledge of each topic and representing the upper echelons of clubs, championships, sporting institutions and companies operating within the sports industry.

**Félix Plaza**
Partner at Garrigues in charge of the Sports and Entertainment Law Department, specializing in advisory services for people and entities operating in that sector (clubs, federations, investment funds, film production companies, artists and sportspersons, etc.). Félix is also the Director of Centro de Estudios Garrigues, and co-director of the MBA in Sports Business & Law and the Executive Program in Sports Business Administration.

**Maria Dolores Conde**
Lawyer at Banco Santander. In 1999 she started her professional career as legal counsel in different areas as retail banking business, ITSCOP, marketing and communication affairs, e-business, procurement and negotiation, corporate governance and general and financial regulatory affairs. Nowadays, managing director of Santander Legal Support at the HQ.

**Alfredo Bermejo**

**Enrique Moreno**
Global Brand Director at LaLiga. Responsible for the development of the new brand personality, management of global brand advertising, coordination of the brand exposure along with all areas of the company (sponsorship, events and digital, among others), and for increasing brand value in qualitative and quantitative environments.

**Javier Tebas**
President of LaLiga since 2013. Member of the Spanish Professional Football Foundation. President of the Board of Directors of SEFPSAU. Member of the Professional Football Strategy Council at UEFA. He has been an external legal adviser for several Spanish and foreign clubs, and for public limited sports companies, and a lawyer in charge of numerous arrangements with creditors of companies and sports entities.

**Carolina Pina**
Partner in the Intellectual Property Department and joint head of the Sports & Entertainment and Media & Telecom practices at Garrigues. Carolina is a recognized expert in image and media rights-related issues and has single out in the most reputed legal directories such as Chambers or Legal 500.

**Ana Hernández Ros**
Member of de Transaction Services Department at EY. She holds a wide experience in Mergers & Acquisitions, as well as company valuation reports.

**Antonio Serrano**
CEO of Spartanhack and partner at his family-owned law firm. Expert in corporate law and international business law. Doctor of Laws from Universidad Rey Juan Carlos. Antonio started his career as a corporate and finance lawyer at international law firm Linklaters. He is a renowned lecturer at prestigious international institutions, such as Harvard Law School.

**João Miranda**

**Francisco Roca**
International Sports Industry Consultant at FRP Consulting. President from 2014 to 2017 of ACB (Spanish professional basketball league), CEO at La Liga from 2005 to 2013 and Managing Director S. Europe from 1991 to 2005 at the NBA.

**Jorge Garbajosa**
President at Spanish Basketball Federation since 2016. Member of the Executive Committee and President of the Communication and new Technologies Committee of the Spanish Olympic Committee. Professional basketball player during 16 years in Spain, Italy, Russia and USA (NBA). Gold medals at the 2006 World Cup and EuroBasket 2009, and Silver medals at the EuroBasket 2003 and 2007, and the 2008 Beijing Olympics.

**Alfonso Lamadrid**
Garrigues, Brussels. LL.M Harvard, LL.M College of Europe. Alfonso specializes in EU and Competition Law (vertical and horizontal agreements, abuse of dominance, merger control and State aid) and has extensive experience representing clients before the European Commission.
and EU Courts, including in a number of sport related cases.

**Rafael Alique**
Communication Manager at Club Atlético de Madrid.

**Javier Gómez**
Corporate Managing Director at LaLiga since 2012. Previously Managing Director and Vice-chairman at Valencia F.C. He has a deep training and experience in corporate finance and tax matters related to sports industry. Javier is also the Co-director of the MBA in Sports Business & Law and the Executive Program in Sports Business Administration.

**Maheta Molango**
CEO at Real Club Deportivo Mallorca, and member of the Advisory Board of Baker McKenzie. During 8 years, he was in charge of the Sports & Entertainment legal practice at Baker McKenzie in Madrid, and was the legal advisor of Atlético de Madrid.

**Manuel Rioja**
Partner at PWC. Specialized in auditing companies or audiovisual groups, publishers and sports organizations.

**José Manuel Mateo**
Partner in the Labor and Employment Law Department at Garrigues. Specialized in providing strategic advice on labor law and HR-related matters to senior executives and corporate HR management.

**Luis Villarejo**
Currently Head of Sport at Agencia EFE, after holding the position of Director of Communication at the National Sports Council until October 2015. Previously Head of Football at Agencia EFE, Assistant Director of Communication at Real Madrid and commentator on various TV and radio Tve 24 horas y El Chiringuito.

**Juan José Cano**
Partner at KPMC, specialised in Deal Advisory and responsible for KPMC Sports in Spain Head of Markets and Member of the Executive Committee. He has headed projects for the Football League (La Liga), the Spanish Sports Council (Consejo Superior de Deportes) as well as numerous football clubs.

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**Alberto Colombo**
Deputy General Secretary of the European Leagues’ Association. More specifically he manages and oversees the following areas: Member Services; Engagement and relations with the EU Institutions, IPR Matters; Communications, also acting as Communication Director and Spokesperson of the European Leagues; Integrity Matters; Stadia; Safety & Security Matters and CSR Matters.

**Emilio García**
Managing Director Integrity at UEFA. Responsible for all Integrity matters of UEFA (Disciplinary and Ethics, Anti Match-fixing and Anti-doping and Medical). Over the last years, Emilio acted as UEFA’s main legal counsel at the most relevant proceedings in European football relating to disciplinary (Fenerbahce, Serbia & Albania, Legia), anti-doping (Ademi, Eremenko, Nasri) financial fair play (Malaga, Galatasaray) and match-fixing proceedings (Fenerbahce, Besiktas, Eskisehirspor, Skenderbeu) before CAS.
Course fees: 25,000 euros. Plane tickets for international week is not included in the course fees.

ENROLLMENT

- The program lasts a total of 600 hours.
- It runs from October to June 2018-2019.
- Classes are taught on-site, Monday to Thursday, from 4 p.m. to 9 p.m.

DATES AND TIMETABLE

VENUE

- Classes are taught at Centro de Estudios Garrigues, Paseo de Recoletos 35, (28004 Madrid).

QUALIFICATION

- On successful completion of the master’s degree, students will be awarded an “MBA in Sports Business & Law” from Centro de Estudios Garrigues and LaLiga Business School.

LANGUAGE

- The program will be developed fully in English, so candidates should demonstrate their English skills during admission process.