



Information about the course

Degree: Bachelor of Sciences of Physical Activity and Sport

Faculty: Faculty of Physical Activity and Sport Sciences

Code: 282046 **Name:** Sports Management of Human and Economic Resources

Credits: 6,00 ECTS **Year:** 4 **Semester:** 1

Module: 4) Optional Module.

Subject Matter: Professional Itinerary Electives **Type:** Optativa

Branch of knowledge: Health Sciences

Department: -

Type of learning: Classroom-based learning

Language/-s in which it is given: Spanish

Teachers:

OAC35 Eduardo Mata Varea (**Profesor responsable**)

eduardo.mata@ucv.es



Module organization

4) Optional Module.

Subject Matter	ECTS	Subject	ECTS	Year/semester
Inclusive Activities and Practices	4	Inclusive Activities and Practices in the Areas of Education and Leisure Time	4	4/2
Anthropology.	12	Anthropology	6	3/1
		Science, Reason and Faith	6	3/2
Collective Sports	22	Basketball	4	4/2
		Football	4	4/2
		Handball	4	4/2
		Hockey	4	4/2
		Volleyball	4	4/2
Adversary Sports	18	Fencing	4	4/2
		Judo	4	4/2
		Paddle	4	4/2
		Tennis	4	4/2
Sports in the Natural Environment	4	Sports in Nature: Specific Techniques	4	4/2
Individual sports	22	Athletics	4	4/2



Individual sports		Cycling	4	4/2
		Gymnastics	4	4/2
		Swimming	4	4/2
		Triathlon	4	4/2
Direction and Management of Gyms and Sports Centers	4	Gym and Sports Centre Management and Administration	4	4/2
Idiom	9	Inglés Avanzado para Ciencias Actividad Física y Deporte	4	4/2
		Inglés Intermedio para Ciencias Actividad Física y Deporte	4	4/2
Sports facilities	4	Sports Facilities	4	4/2
Research Methods and Techniques	4	Applied Research Methods and Techniques in Sport Sciences	4	4/2
Nutrition	4	Nutrition	4	4/2
Professional Itinerary Electives	27	Fitness and Physical Conditioning	6	4/1
		Pedagogy in Educational Values in Sports and Physical Activity	6	4/1
		Skills, Entrepreneurship and Employment	3	4/2
		Sports Management of Human and Economic Resources	6	4/1



Professional Itinerary Electives		Theory and Practice of Training for High Performance in Sports	6	4/1
Trends in sports practices	4	Trends in Sports Practices	4	4/2
Social Skills and Group Dynamics	4	Social Skills and Group Dynamics	4	4/2



Learning outcomes

Al finalizar la asignatura, el estudiante deberá demostrar haber adquirido los siguientes resultados de aprendizaje:

R10 - Identify and organize the processes of recruitment, selection, incorporation and evaluation of people in a sports organization

Learning outcomes of the specified title

Type of AR: Habilidades o Destrezas

- Articulate and deploy advice, certification, and technical-scientific evaluation of physical and sports activities and resources in all physical activity and sports services, contexts, environments and sectors of professional intervention of physical activity and sports, as well as in the design and preparation of technical reports in all physical activity and sports services.
- Articulate and deploy procedures, processes, protocols, own analysis, with rigor and scientific attitude on matters of a social, legal, economic, scientific or ethical nature, when necessary and relevant in any professional sector of physical activity and sport (formal education and informal physical-sports; physical and sports training; physical exercise for health; direction of physical activity and sport).
- Identify, organize, direct, plan, coordinate, implement and carry out technical-scientific evaluation of organizational resources and material resources and sports facilities, including their basic and functional design as well as adequate selection and use, for each type of activity, with the purpose of achieving safe, efficient and healthy physical and sports activities, adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity in any type of organization, population, context and in any sector of professional intervention of physical activity and sport and with emphasis on special populations and guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
- Identify, organize, direct, plan, coordinate, implement and evaluate the professional performance of human resources, with emphasis on direction, coordination, planning, supervision and technical-scientific evaluation of the activity, performance carried out and the provision of services. services by physical activity and sport professionals, in all types of services and in any type of organization, context, environment and with emphasis on special populations and in any sector of professional intervention of physical activity and sport, guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.



- Identify, organize, direct, plan, coordinate, implement, and carry out technical-scientific evaluation of the various types of physical and sports activities adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity, in all types of physical activity and sport services, including sporting events, and in any type of organization, population, context, environment and population and with emphasis on special populations such as: older people (senior citizens), schoolchildren, people with disabilities and people with pathologies, health problems or similar (diagnosed and/or prescribed by a doctor) and in any sector of professional intervention in physical activity and sport (formal and informal physical-sports teaching; physical and sports training; physical exercise for health; direction of physical activity and sports) guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
- Know, prepare and know how to apply the ethical-deontological, structural-organizational conditions, professional performance and the regulations of professional practice of Graduates in Physical Activity and Sports Sciences, in any professional sector of physical activity and sport (teaching formal and informal physical-sports; physical and sports training; physical exercise for health; as well as being able to develop multidisciplinary work
- Understand, know how to explain and disseminate the functions, responsibilities and importance of a good professional Graduate in Physical Activity and Sports Sciences as well as analyze, understand, identify and reflect critically and autonomously on their identity, training and professional performance to achieve the purposes and benefits of physical activity and sport in an adequate, safe, healthy and efficient manner in all physical-sports services offered and provided and in any professional sector of physical activity and sport.

Type of AR: Competencias

- Know and know how to apply ethical and deontological principles and social justice in professional performance and involvement, as well as have habits of scientific and professional rigor and a constant attitude of service to citizens in the exercise of their professional practice with which improvement, excellence, quality and efficiency are intended.
- Articulate and deploy with rigor and a scientific attitude the justifications on which to constantly and professionally prepare, support, substantiate and justify all acts, decisions, processes, procedures, actions, activities, tasks, conclusions, reports and professional performance.

R11 - Explain and defend the functions, responsibilities, and importance of good sports management.

Learning outcomes of the specified title

Type of AR: Habilidades o Destrezas



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R8 - Predicting the evolution of organizations, needs and resources, in the different areas of physical and sports activity, as well as estimating the costs and income of sports projects.

Learning outcomes of the specified title

Type of AR: Habilidades o Destrezas

- Articulate and deploy advice, certification, and technical-scientific evaluation of physical and sports activities and resources in all physical activity and sports services, contexts, environments and sectors of professional intervention of physical activity and sports, as well as in the design and preparation of technical reports in all physical activity and sports services.
- Articulate and deploy procedures, processes, protocols, own analysis, with rigor and scientific attitude on matters of a social, legal, economic, scientific or ethical nature, when necessary and relevant in any professional sector of physical activity and sport (formal education and informal physical-sports; physical and sports training; physical exercise for health; direction of physical activity and sport).



- Identify, organize, direct, plan, coordinate, implement and carry out technical-scientific evaluation of organizational resources and material resources and sports facilities, including their basic and functional design as well as adequate selection and use, for each type of activity, with the purpose of achieving safe, efficient and healthy physical and sports activities, adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity in any type of organization, population, context and in any sector of professional intervention of physical activity and sport and with emphasis on special populations and guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
- Identify, organize, direct, plan, coordinate, implement and evaluate the professional performance of human resources, with emphasis on direction, coordination, planning, supervision and technical-scientific evaluation of the activity, performance carried out and the provision of services. services by physical activity and sport professionals, in all types of services and in any type of organization, context, environment and with emphasis on special populations and in any sector of professional intervention of physical activity and sport, guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
- Identify, organize, direct, plan, coordinate, implement, and carry out technical-scientific evaluation of the various types of physical and sports activities adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity, in all types of physical activity and sport services, including sporting events, and in any type of organization, population, context, environment and population and with emphasis on special populations such as: older people (senior citizens), schoolchildren, people with disabilities and people with pathologies, health problems or similar (diagnosed and/or prescribed by a doctor) and in any sector of professional intervention in physical activity and sport (formal and informal physical-sports teaching; physical and sports training; physical exercise for health; direction of physical activity and sports) guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
- Know, prepare and know how to apply the ethical-deontological, structural-organizational conditions, professional performance and the regulations of professional practice of Graduates in Physical Activity and Sports Sciences, in any professional sector of physical activity and sport (teaching formal and informal physical-sports; physical and sports training; physical exercise for health; as well as being able to develop multidisciplinary work
- Understand, know how to explain and disseminate the functions, responsibilities and importance of a good professional Graduate in Physical Activity and Sports Sciences as well as analyze, understand, identify and reflect critically and autonomously on their identity, training and professional performance to achieve the purposes and benefits of physical activity and sport in an adequate, safe, healthy and efficient manner in all physical-sports services offered and provided and in any professional sector of physical activity and sport.

Type of AR: Competencias



- Know and know how to apply ethical and deontological principles and social justice in professional performance and involvement, as well as have habits of scientific and professional rigor and a constant attitude of service to citizens in the exercise of their professional practice with which improvement, excellence, quality and efficiency are intended.
- Articulate and deploy with rigor and a scientific attitude the justifications on which to constantly and professionally prepare, support, substantiate and justify all acts, decisions, processes, procedures, actions, activities, tasks, conclusions, reports and professional performance.

R9 - Evaluate the success and economic viability of physical-sport activities projects and design improvement proposals.

Learning outcomes of the specified title

Type of AR: Habilidades o Destrezas

- Articulate and deploy procedures, processes, protocols, own analysis, with rigor and scientific attitude on matters of a social, legal, economic, scientific or ethical nature, when necessary and relevant in any professional sector of physical activity and sport (formal education and informal physical-sports; physical and sports training; physical exercise for health; direction of physical activity and sport).
- Develop and implement the technical-scientific evaluation of the elements, methods, procedures, activities, resources and techniques that make up the manifestations of movement and the processes of physical condition and physical exercise; taking into account the development, characteristics, needs and context of individuals, the different types of population and the spaces where physical activity and sport are carried out; in the various sectors of professional intervention and with emphasis on special populations.
- Identify, organize, direct, plan, coordinate, implement and carry out technical-scientific evaluation of organizational resources and material resources and sports facilities, including their basic and functional design as well as adequate selection and use, for each type of activity, with the purpose of achieving safe, efficient and healthy physical and sports activities, adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity in any type of organization, population, context and in any sector of professional intervention of physical activity and sport and with emphasis on special populations and guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.



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- Identify, organize, direct, plan, coordinate, implement, and carry out technical-scientific evaluation of the various types of physical and sports activities adapted to the development, characteristics and needs of individuals and the typology of the activity, space and entity, in all types of physical activity and sport services, including sporting events, and in any type of organization, population, context, environment and population and with emphasis on special populations such as: older people (senior citizens), schoolchildren , people with disabilities and people with pathologies, health problems or similar (diagnosed and/or prescribed by a doctor) and in any sector of professional intervention in physical activity and sport (formal and informal physical-sports teaching; physical and sports training; physical exercise for health; direction of physical activity and sports) guaranteeing safety, efficiency and professionalism in the activity carried out in compliance with current regulations.
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- Understand, know how to explain and disseminate the functions, responsibilities and importance of a good professional Graduate in Physical Activity and Sports Sciences as well as analyze , understand, identify and reflect critically and autonomously on their identity, training and professional performance to achieve the purposes and benefits of physical activity and sport in an adequate, safe, healthy and efficient manner in all physical-sports services offered and provided and in any professional sector of physical activity and sport.

Type of AR: Competencias

- Know and know how to apply ethical and deontological principles and social justice in professional performance and involvement, as well as have habits of scientific and professional rigor and a constant attitude of service to citizens in the exercise of their professional practice with which improvement, excellence, quality and efficiency are intended.
 - Articulate and deploy with rigor and a scientific attitude the justifications on which to constantly and professionally prepare, support, substantiate and justify all acts, decisions, processes, procedures, actions, activities, tasks, conclusions, reports and professional performance.
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Assessment system

Modalidad presencial

Assessed learning outcomes	Granted percentage	Assessment tool
R8, R10, R11	50,00%	Written and/or practical tests.
R8, R9, R10, R11	50,00%	Exercises and Practices in the Classroom.

Observations

Students may keep the assessment tools they have passed for three years after first enrolling. A 50% grade on all assessment tools is required to pass the course. Failure to meet this criterion will result in a maximum grade of 4.5.

The minimum attendance for this course is 60%. If you are unable to attend regularly for justified reasons, this course may be subject to a single assessment request through an application to the Secretary's Office, providing appropriate evidence and justification for your request. This is essential for the application to be assessed by the course faculty. To initiate the application process, please consult with the professor beforehand.

OTHER CLARIFICATIONS

Written and/or practical tests.

This will consist of an exam with various types of questions: multiple-choice and complete-choice.

The assessable content in this exam is:

- All theoretical content taught in class (slides, instructor explanations, classroom practices, and documents).
- The content of the training platform (readings, articles, quizzes, and others).
- The content indicated by the instructor (articles, book chapters, etc.).

Classroom Exercises and Practices.

Classroom practices and class participation will be graded through individual and group classroom activities, such as exercises, case studies, dynamics, and in-person quizzes. These quizzes can be summative, based on the sum of correct answers; or competitive, based on the distribution of points for those who get the answers right.

The detailed explanation (procedure for the assignments) as well as the assessment tools (sheets



or rubrics) for each section will be posted on each group's platform for the student's use.

***Standard Penalty System**

No options = No subtractions

2 options = 1 incorrect subtracts 100%

3 options = 1 incorrect subtracts 50%

4 options = 1 incorrect subtracts 33.3%

5 options = 1 incorrect subtracts 25%

6 options = 1 incorrect subtracts 20%



Use of Artificial Intelligence Tools in the CAFD Degree Program

Use of Artificial Intelligence tools in the CAFD degree program In the Bachelor's Degree in Physical Activity and Sports Sciences (CAFD), the use of Artificial Intelligence (AI) tools is permitted in a complementary and responsible manner, as long as it contributes to active learning, the development of critical thinking, and the improvement of students' professional skills. Under no circumstances should AI replace personal effort, direct practice, or independent reflection, which are fundamental pillars of this degree program.

Permitted Uses of AI:

- Obtaining alternative explanations of theoretical or methodological concepts.
- Generating outlines, concept maps, or summaries to support study.
- Simulating interviews, questionnaires, or training sessions as part of methodological or research practices.
- Receiving feedback on report writing, provided that the original content is the student's own.
- Supporting the search for bibliography or scientific references, always contrasting with reliable and real academic sources, and respecting the CAFD regulations for the presentation of university work.

Prohibited Uses of AI:

- Writing complete sections of academic papers, classroom exercises and practices, internship reports, journals, or portfolios, as well as the Final Degree Project.
- Formulating hypotheses, objectives, or conclusions for academic work.
- Replacing qualitative or quantitative data analysis with automated tools without human validation.
- Creating videos, presentations, or avatars with AI as a substitute for the student's oral or practical presentation.
- Obtaining automatic answers to tests, rubrics, or assessable activities through the use of AI.

Citation and Attribution Guidelines:

- Any use of AI tools must be explicitly acknowledged in the submitted document (e.g., in a footnote or appendix).
- The name of the tool, the purpose of use (e.g., grammatical review, organization of ideas, interview simulation), and where it was used in the work must be indicated.
- Responsible use of AI will be evaluated within the framework of originality, academic honesty, and digital competence.

Additional recommendations:

Students are encouraged to combine the use of AI with traditional methods (manual problem solving, practical session design, direct observation, etc.) to ensure the comprehensive development of their skills.



If there are any doubts about the permitted use of AI in a specific activity, students should consult the faculty responsible for the course.

Actividades formativas

The methodologies to be used so that the students reach the expected learning outcomes will be the following:

- M1 Attendance at practices.
- M2 Resolution of problems and cases.
- M3 Discussion in small groups.
- M5 Presentation of content by the teacher.
- M6 Practical lesson.
- M7 Group dynamics and activities.

IN-CLASS TRAINING ACTIVITIES

ACTIVITY	RELATIONSHIP WITH THE COURSE LEARNING OUTCOMES	METHODOLOGY	HOURS	ECTS
THEORETICAL CLASS: Presentation of contents by the teacher. Competency analysis. Demonstration of capabilities, skills and knowledge in the classroom.	R8, R9, R10	Presentation of content by the teacher.	24,00	0,96



PRACTICAL CLASS / SEMINAR: Group dynamics and activities. Resolution of problems and cases. Practical laboratories. Data search, computer classroom, library, etc. Meaningful construction of knowledge through student interaction and activity.	R8, R9, R10, R11	Attendance at practices. Resolution of problems and cases. Discussion in small groups. Practical lesson. Group dynamics and activities.	28,00	1,12
EVALUATION: Set of oral and/or written tests used in the evaluation of the student, including the oral presentation of the final degree project.	R8, R9, R10	Resolution of problems and cases.	4,00	0,16
TUTORING: Supervision of learning, evolution. Discussion in small groups. Resolution of problems and cases. Presentation of results before the teacher. Presentation of diagrams and indexes of the proposed works.	R8, R9, R10	Resolution of problems and cases. Discussion in small groups.	4,00	0,16
TOTAL			60,00	2,40



TRAINING ACTIVITIES OF AUTONOMOUS WORK

ACTIVITY	RELATIONSHIP WITH THE COURSE LEARNING OUTCOMES	METHODOLOGY	HOURS	ECTS
GROUP WORK: Problem solving. Preparation of exercises, memoirs, to present or deliver in classes and/or in tutoring.	R8, R9, R10, R11	Resolution of problems and cases. Discussion in small groups. Group dynamics and activities.	10,00	0,40
SELF-EMPLOYED WORK: Study, Individual preparation of exercises, assignments, reports, to present or deliver in classes and/or in tutoring. Activities in platform or other virtual spaces.	R8, R9, R10, R11	Resolution of problems and cases.	80,00	3,20
TOTAL			90,00	3,60



Description of contents

Descripción de contenidos necesarios para la adquisición de los resultados de aprendizaje.

Theoretical content:

Block of content	Contents
1. INTRODUCTION TO HUMAN RESOURCES IN PHYSICAL AND SPORTS ACTIVITY MANAGEMENT.	1. INTRODUCTION TO HUMAN RESOURCES IN PHYSICAL AND SPORTS ACTIVITY MANAGEMENT.
3. PROCEDURE FOR RECRUITING, SELECTING, HIRING, INCORPORATION AND EVALUATION OF HUMAN RESOURCES IN A SPORTS ORGANIZATION.	3. PROCEDURE FOR RECRUITING, SELECTING, HIRING, INCORPORATION AND EVALUATION OF HUMAN RESOURCES IN A SPORTS ORGANIZATION.
5. INTRODUCTION TO ECONOMIC MANAGEMENT IN THE FIELD OF PHYSICAL AND SPORTS ACTIVITY.	5. INTRODUCTION TO ECONOMIC MANAGEMENT IN THE FIELD OF PHYSICAL AND SPORTS ACTIVITY.
6. THE BUDGET PROCESS IN SPORTS ORGANIZATIONS.	6. THE BUDGET PROCESS IN SPORTS ORGANIZATIONS.
7. THE VIABILITY PLAN IN SPORTS ORGANIZATIONS.	7. THE VIABILITY PLAN IN SPORTS ORGANIZATIONS.
8. LEGAL FORMS AND TAXATION IN THE FIELD OF SPORTS MANAGEMENT.	8. LEGAL FORMS AND TAXATION IN THE FIELD OF SPORTS MANAGEMENT.



Temporary organization of learning:

Block of content	Sessions	Hours
1. INTRODUCTION TO HUMAN RESOURCES IN PHYSICAL AND SPORTS ACTIVITY MANAGEMENT.	5	10,00
3. PROCEDURE FOR RECRUITING, SELECTING, HIRING, INCORPORATION AND EVALUATION OF HUMAN RESOURCES IN A SPORTS ORGANIZATION.	5	10,00
5. INTRODUCTION TO ECONOMIC MANAGEMENT IN THE FIELD OF PHYSICAL AND SPORTS ACTIVITY.	5	10,00
6. THE BUDGET PROCESS IN SPORTS ORGANIZATIONS.	5	10,00
7. THE VIABILITY PLAN IN SPORTS ORGANIZATIONS.	5	10,00
8. LEGAL FORMS AND TAXATION IN THE FIELD OF SPORTS MANAGEMENT.	5	10,00

References

- Iborra, M., Dasi, A., Dolz, C., & Ferre, C. (2006). *Fundamentos de dirección de empresas*. Madrid: Paraninfo.
- Luna-Arocas, R., (2000). *Bases para la Dirección de Entidades Deportivas*. Valencia: Promolibro
- Mestre, J. A. (2002). *Planificación estratégica de la gestión de piscinas*. Madrid: Gymnos.
- Mestre, J. A., y Rodríguez, G. (2007). *El gestor deportivo y las instalaciones deportivas*. Barcelona: INDE Publicaciones.
- Molina, G. (2012). *Management deportivo: del club a la empresa deportiva*. Madrid: ESM
- Ortega, S. (2005). *Manual de gestión económico financiera de las entidades deportivas: Análisis empresarial de la entidad deportiva. Parte II*. Madrid: Opade.
- Parra, M. (2005). *Manual de gestión económico financiera de las entidades deportivas: Introducción a la entidad deportiva como realidad empresarial. Parte I*. Madrid: Opade.