



INTERNATIONAL  
UNIVERSITY  
NETWORK

NELSON MANDELA  
UNIVERSITY

IN COLLABORATION WITH **FIFA**

**MANDELA/FIFA/CIES  
INTERNATIONAL PROGRAMME  
IN SPORT MANAGEMENT**

**SOUTH AFRICA**

17<sup>th</sup> EDITION | 2024









The Department of Human Movement Science at Nelson Mandela University is proud to be associated with the FIFA/CIES International Programme in Sport Management. This relationship spans many years and has produced effective graduates who have gone on to make their mark in national and international sports arenas. As the Head of the Human Movement Science Department, I am delighted to extend a warm welcome to you and to the CIES programme. It is with immense pride that our Department, Faculty, and University continue to be integral parts of this prestigious initiative. Over the past 16 editions, the CIES programme has not only thrived but has also become a symbol of excellence in the field of sport management.

Sport, with its profound impact on society, holds a special place in our hearts, particularly in South Africa and across the African continent. It has the power to unify communities, transcend cultural boundaries, and instil a sense of pride and identity. In this regard, our commitment to the CIES programme is not merely academic; it is a testament to our belief in the transformative power of sport to bring positive change.

As we navigate the complexities of the sporting landscape, it is crucial to recognise the pivotal role of sport managers. These individuals bear the responsibility of ensuring equitable and adequate sport governance, a task that goes beyond the field and into the fabric of our societies. Their work is invaluable in shaping the future of sport, fostering inclusivity, and contributing to the overall well-being of our communities.

Allow me to share an insightful quote by the legendary Muhammad Ali: "Champions aren't made in gyms. Champions are made from something they have deep inside them – a desire, a dream, a vision. They have to have the skill and the will. But the will must be stronger than the skill." These words encapsulate the essence of our collective efforts in promoting the significance of sport in building communities and nations. We look forward to another edition of the CIES programme, where knowledge, experience, and passion converge to shape the future of sport management.

Thank you for your commitment and let us continue to work together to make a lasting impact on the world through the power of sport. I applaud and welcome your interest in this internationally recognised sport management qualification and we at Nelson Mandela University look forward to your application.



**Dr Aayesha Kholvadia**

Head of Department: Human Movement Science  
Nelson Mandela University

# The training of sports managers: A necessity

In today's world, sport is confronted with a constantly increasing number of challenges, and a working environment that grows more complex with each passing day.

One can mention poor management of many sports-related entities, the ensuing lack of credibility, a demand for transparency from many partners, the gap between the richest sports organisations and those that have limited resources, responding to increasingly effective doping methods and the threat from illegal sports betting to the integrity of sports results. This non exhaustive list is followed by the challenges of obtaining support from commercial sponsors, the growing complexity related to the organisation of sports events, the migration of young athletes to rich countries, the legal frameworks which grow in size and sophistication day after day, the emergence of new technologies, the development of Esports, the consequences of the pandemic, the global financial uncertainty and the ongoing fight against the still too common threats from racism and nationalistic behaviour in stadiums and on local playing fields.

For all of these reasons, sports managers must, more than ever before, be able to deal with complex situations involving many challenges. Education remains one of the best ways to achieve this.

Created in 2004, the FIFA/CIES International Programme in Sports Management aims to provide present and future sports leaders with the necessary knowledge and skills to be able to better understand their working environment and to deal with the types of situations modern sports organisation can be confronted with.

The FIFA/CIES International Programme in Sports Management is delivered worldwide by 19 universities, forming part of the FIFA/CIES International University Network.

This innovative network allows students, alumni, professors, experts, coordinators and speakers to interact and share their experiences on both a national and global level.

CIES is proud to partner Nelson Mandela University in Port Elizabeth for the organisation of the FIFA/CIES International Programme in South Africa and to contribute to the wider development of sports management in both this country and those on its borders.



**Prof. Denis Oswald**  
CIES Director

## The International Centre for Sports Studies (CIES)



The International Centre for Sports Studies (CIES), located in Neuchâtel, Switzerland, was created as a foundation in 1995 by the Fédération Internationale de Football Association (FIFA), the University of Neuchâtel and the City and State of Neuchâtel.

Using a multi-disciplinary approach (law, sociology, geography, history and management), CIES provides research, top-level education and consulting services to the world of sport.

Since its inception, CIES has aimed to serve as a bridge between the worlds of research, education and sports organisations. CIES actively promotes the ongoing exchange of knowledge and experiences between stakeholders from both academia and the sports industry. Thanks to its international network of universities and experts, CIES is able to support and carry out research and educational projects across all continents.

Finally, its multidisciplinary approach, connected with the realities of the sports field, enables the production of solutions, which meet the specific needs of sports organisations.

The main CIES activities are notably the organisation of the “FIFA Master” (International Master in Management, Law and Humanities of Sport), the FIFA/CIES International Programme in Sports Management delivered through an international university network comprising 19 partner universities across the world, and the Master/DAS/CAS in Sports Law of the University of Neuchâtel.

Since 2018, in collaboration with FIFA, the CIES has also been developing executive training courses for General Secretaries and senior executives of national football federations. Finally, CIES is also engaged in fundamental and applied research in the field of sport, through numerous publications, its Football Observatory and the organisation of conferences and seminars.



## A few words about Nelson Mandela University



Nelson Mandela University has more than 20,000 students, approximately 2,000 staff members, and seven campuses or delivery sites in Port Elizabeth (Nelson Mandela Metropole) and George. It comprises seven faculties (Arts, Business & Economic Sciences, Education, Law, Engineering, the Built Environment & Information Technology, Science and Health Sciences). Sensitive to the economic and social context in South Africa, Nelson Mandela University defines its mission as being an "engaged and people-centred university that serves the needs of its diverse communities by contributing to sustainable development through excellent academic programmes, research and service delivery". In particular, Nelson Mandela University promotes reconciliation and responds actively to past inequities. It strives to eradicate all forms of unfair discrimination. Nelson Mandela University also encourages a multiplicity of opinions and backgrounds.

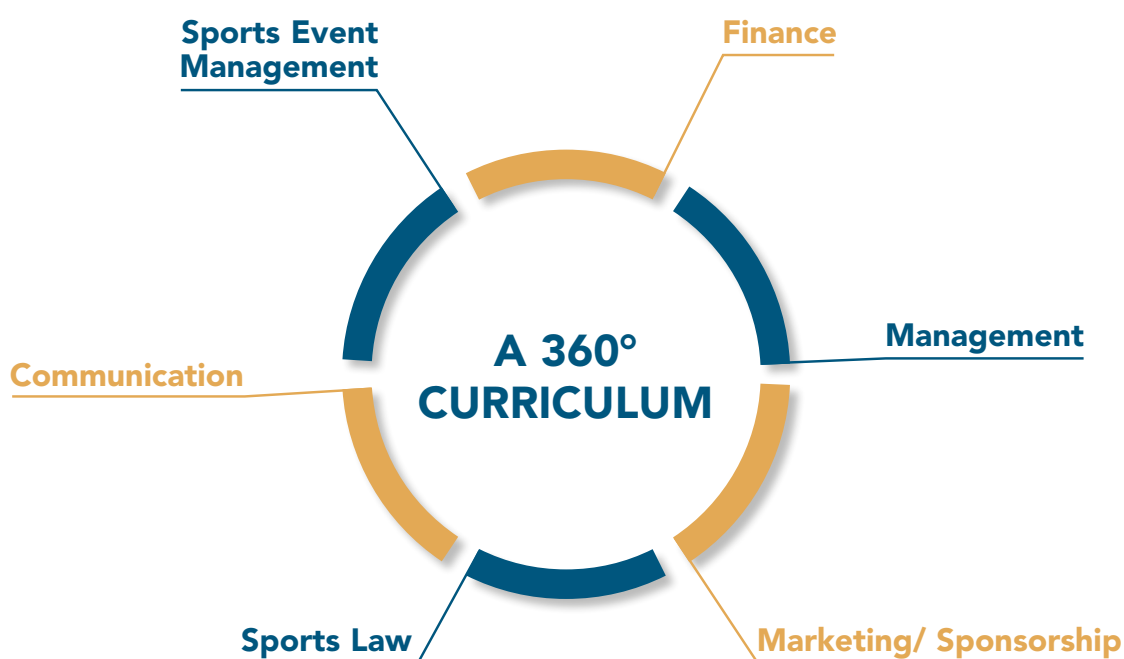
Nelson Mandela University opened on 1 January 2005, the result of a merger between the Port Elizabeth Technikon, the University of Port Elizabeth and the campus of Vista University in Port Elizabeth. This union of three very different institutions came about as a result of the South African government's countrywide restructuring of higher education - intended to deliver a more equitable and efficient system to meet the needs of the 21st century. CIES signed a partnership agreement with Nelson Mandela University in January 2007.

*“Map your path  
to success. Your journey  
begins here...”*

## General presentation

The FIFA/CIES International Programme in Sports Management covers all sports. It provides training in 6 essential fields of sports management, namely

communication, sports law, marketing/sponsorship, management, finance and sports event management.



## Objectives

- 1 To give students a comprehensive view of sports management.
- 2 To adapt the curriculum to national and regional requirements in sports thanks to the skills and expertise of our academic partners.
- 3 To combine theoretical education with practical case studies.
- 4 To help students acquire the tools and knowledge that they can use in their daily sports environment.
- 5 To organise each year a cycle of special sessions which are delivered by international sports industry experts.
- 6 To build a network of expertise at both national and international levels.

# The FIFA/CIES International Programme

## — Sports Event Management

The objective of this module is to give students a better understanding of the various aspects related to the organisation of sports events, on both a national and international level. For example, project management, security, logistics, infrastructure, positioning in such a competitive market, are all key elements to ensure the successful delivery of a sporting event.

## — Finance

This module offers training in the financial realities of national and continental sports entities, with a view to strengthening and improving financial management processes. It addresses fundamental financial concepts such as balance sheets, profit and loss accounts, budget options, and business plans. On completion of the module, sports managers will have acquired the necessary tools to be efficient managers within their organisations.

## — Communication

This module offers the possibility to gain knowledge of the basic concepts of communication as needed by sports organisations to ensure the effective exchange of information between the different sports industry actors. Strategic communication, planning, management of communication processes and crisis management are all necessary tools for effective communication strategies.

### MODULES

## — Management

This module focuses on the transition from the amateur management of a sports organisation to professional management, and is based primarily upon efficiency and performance principles. Key themes addressed during this module include the structure of sports organisations, strategic planning, decision-making processes, human resources management, leadership and the management of organisational change.

## — Sports Law

The exceptional growth and development of the sports industry has also seen the evolution of an increasingly vast and complex judicial system. The objective of this module is to provide a full overview of sports law. For example, consideration is given to the structure of world sport, the status of the sports person, civil and criminal responsibility of sports actors, the different commercial contracts used, the resolution of legal disputes in sport and the increasing level of threats to the integrity of sport.

## — Marketing/Sponsorship

This module offers students the opportunity to familiarise themselves with the commercial realities of modern sport. Students are presented with a pragmatic approach to marketing sports entities and events, as well as to the selling of sponsorship and servicing of account sponsors. The importance of markets and sports consumers are clearly demonstrated and also the role played by brands and social media. A better understanding of the methods used to strengthen the identity of a sports organisation for marketing purposes (values, image) and how to fully grasp the expectations of potential sponsors are two key components of this module.



## Sessions with international sports industry experts

During each edition of the FIFA/CIES International Programme, CIES offers students the opportunity to meet industry experts from different backgrounds (e.g. IOC, FIFA, other international federations, continental entities, prestigious clubs, sports event

organisers, etc.). These special sessions and lectures also provide an opportunity to exchange viewpoints on current issues in the world of sport and to reflect on how these issues can impact on national sport.



## Who is the FIFA/CIES International Programme intended for?

- **Managers and individuals working in the sports world** on a professional or amateur basis (e.g. national and international federations, continental organisations, NOCs, clubs, regional associations, ministries, municipalities) who are seeking to broaden or refresh their knowledge of sports management.
- **Professionals from all backgrounds** (e.g. legal practitioners, economists, journalists) who wish to start working in sport and become familiar with the specialist aspects of the sports industry.
- **Young graduates** who wish to complement their existing academic training with a specific qualification in the field of sports management.

### — Sports Law



**Adv. Daryl NEWTON**

**Position** Former Director, Legal Services, Nelson Mandela University  
**Speciality** Labour Law and Sports Law

### — Management & Sports Event Management



**Mr. Vernon OOSTHUIZEN**

**Position** Senior Lecturer, Department of Human Movement Science, Nelson Mandela University  
**Speciality** Sport Management

### — Finance



**Ms. Rayghana ABRAHAMS**

**Position** Lecturer, School of Accounting, Nelson Mandela University  
**Speciality** Management accounting and financial management



### — Communication



#### Ms. Cindy PRELLER

**Position** Lecturer, Public Relations and Corporate Communication,  
Department of Media & Communication, Nelson Mandela University

**Speciality** Communication & Public Relations

### — Marketing/Sponsorship



#### Dr John BURGER

**Position** Former Head of Department, Marketing Management,  
Nelson Mandela University

**Speciality** Marketing management and related fields



**Mr. Vernon OOSTHUIZEN**

Nelson Mandela University  
Programme Director



**Mr. Cameron MATEBENI**

Nelson Mandela University  
Administrative Manager



**Prof. Denver HENDRICKS**

CIES Coordinator in South Africa





### Course format

Each module will comprise approximately 20 hours of teaching and learning activities, to be completed over one academic year, exclusive of a formal assessment/s. The mode of delivery for 2024/2025 will be by way of a block release system where students are required to attend classes at Nelson Mandela University for a period of one week at four different times in 2024/2025.

#### Commencement (2024 edition)

Block one runs from 09 September to 14 September 2024

#### Duration

Four one-week block periods

#### Course Schedule (2024 edition)

- Block one runs from 09 September to 14 September 2024
- Block two runs from 02 December to 07 December 2024
- Block three runs during March/April 2025 NMU recess for students\*
- Block four runs during June/July 2025 NMU recess for students\*

\* Dates to be confirmed

*(Should circumstances not allow for face-to-face block week lectures then the programme schedule will be adjusted to make provision for online classes in the evenings.)*

### Course location

Nelson Mandela University, Port Elizabeth

### Course fee (2024 edition)

ZAR 18,000.00 (inclusive of comprehensive CIES manuals for each module, NMU class hand-outs, international, national and local guest speakers, official excursions, graduation function, lunches and refreshments during each block week). Course fee for international students is ZAR 19,500.00.

Once accepted, and to secure your place, an initial non-refundable payment of ZAR 5,000.00 must be paid prior to the commencement of the first block of lectures and by no later than 30 August 2024. The initial non-refundable payment to be made by international students, by no later than 30 August 2024, is ZAR 13,000.00. The remaining balance of fees for all students must be paid in full, prior to the commencement of the Block Three lectures in 2025. Should fees not be paid in full by this time, students will not be permitted to continue with the qualification.

### Student numbers

A maximum of 30 students can be accommodated

### Tuition language

English

### Scholarships

Nelson Mandela University offers no bursaries for this qualification. However a limited number of partial scholarships, provided by CIES, are available. The Candidacy Examination Panel (CEP) for the course is entitled to allocate these bursaries on the basis of circumstances and merit. The decision of the CEP as to the awarding of scholarships is final.

### Admission requirements

Candidates must be in possession of a three-year higher education qualification and show a keen interest and active involvement in sport. Applicants who do not have a three-year tertiary degree/diploma will still be considered for admission provided they have a grade 12 or equivalent school leaving certificate and can demonstrate active and extensive

experience in the management and administration of sport at a high level. Admission is furthermore dependant on selection by the Candidacy Examination Panel (CEP) of the course.

### ■ Selection procedure

The CEP will contact applicants who meet the minimum admission criteria for a personal interview after the closing date for applications. The candidates will be informed of the decisions of the CEP two weeks prior to the commencement of the course, at the latest. The decision of the CEP is final.

### ■ Attendance of classes

Attendance of the four block weeks is compulsory and students must obtain a class attendance mark of not less than 95% for each module. This stipulation is over and above the other academic requirements for the successful completion of each module. Should it happen that the programme has to revert to online classes the same attendance requirements stipulated above will apply.

### ■ Accreditation

Nelson Mandela University is a public higher education institution, which operates under all legislative and quality assurance requirements of the Department of Education and the Council on Higher Education (CHE). By virtue of this, it holds formal institutional accreditation with the Higher Education Quality Committee (HEQC) of the CHE in South Africa. The certificates are signed by NMU and CIES.

### ■ Closing date for applications

01 June 2024

### ■ Accommodation

Students who require accommodation may want to consider the following options:

- Langerry Goup of Holiday Apartments  
www.langerry.co.za  
info@langerry.co.za  
Tel: +2741 585 2654
- Admirals Lodge  
www.admiralslodge.co.za  
info@admiralslodge.co.za  
Tel: +2741 583 3489
- Emabaleni Guest House  
www.emabaleniguesthouse.co.za  
emabaleniguesthouse@gmail.com  
Tel: +2781 719 2371

### ■ Please send your application form to

C. Matebeni  
School of Lifestyle Sciences  
Department of Human Movement Science  
PO Box 77000  
Nelson Mandela University  
South Campus  
Port Elizabeth 6031  
Tel.: +2741 504 3881  
e-mail: Cameron.Matebeni@mandela.ac.za





**Unoda MAHLAYA** ■ South Africa

**NMU, class 2023**

**Operations Manager, Footballers Union of Botswana (FUB)**

"It is a very good course, even from a social aspect. It allows you to network and meet people that you would otherwise never have the chance to meet. I would 100% recommend it."

**Kambani LUNGU** ■ South Africa

**NMU, class 2023**

**Vice Chairman, Zambia Premier League and CEO, Red Arrows FC**

"This course is a game changer. It is well structured to equip sports managers with the required knowledge needed in the modern sports industry world."



**Oleh YEHOROV** ■ Ukraine

**NMU, class 2021**

**Club Director, FC Liviy Bereg**

"I am from the Ukraine. This course opened up the extraordinary world of African football and sport more widely to me. It was extremely interesting and inspiring. It truly satisfies the need for a lifelong learning experience."

**Moonira RAMATHULA** ■ South Africa

**NMU, class 2020**

**Founder, Futbaling Girls NPO / Chairperson, Gauteng Womens Rugby Institute**

"The skills and new knowledge acquired have definitely not only prepared me, but also made me, a better sport administration executive. The course also provides a good networking experience with industry colleagues."



**Nonfo OTHUSITSE** ■ Botswana

**NMU, class 2020**

**Sports Administrator, Botswana Accountancy College**

**Board Member, Botswana Tennis Association**

"I gained appropriate knowledge and skills in various areas of sport. This is needed to operate as a professional and successful leader. I can now benchmark and gain support from colleagues outside of my country. This is an essential course for anyone interested in a career in sport."

**Diana YONAH** ■ Kenya

**NMU, class 2019**

**Club Licensing and Media Liaison Officer, Tusker FC**

"My expectations were to gain more international sporting knowledge, build connections with classmates, since we come from different countries, and to learn how various FA's handle their sport in comparison to my own country. I achieved all of this!"



# The FIFA/CIES International University Network



The FIFA/CIES International University Network today includes 19 universities, which deliver the FIFA/CIES International Programme in Sports Management:

- 1 **Universidad Católica Argentina**  
Buenos Aires, Argentina (since 2004)
- 2 **Universidad Santo Tomás**  
Santiago de Chile, Chile (2006)
- 3 **Université Cheikh Anta Diop**  
Dakar, Senegal (2006)
- 4 **Nelson Mandela University**  
Port Elizabeth, South Africa (2007)
- 5 **Cairo University**  
Cairo, Egypt (2007)
- 6 **Universidad de Costa Rica**  
San José, Costa Rica (2008)
- 7 **The University of the West Indies**  
Port of Spain, Trinidad and Tobago (2009)
- 8 **Birzeit University**  
Ramallah, Palestine (2009)
- 9 **Universidad Rey Juan Carlos**  
Madrid, Spain (2010)
- 10 **Universidad Metropolitana**  
Caracas, Venezuela (2010)
- 11 **Fundação Getulio Vargas**  
Rio de Janeiro & São Paulo, Brazil (2010)
- 12 **Universidad San Martín de Porres**  
Lima, Peru (2012)
- 13 **Sorbonne University Abu Dhabi**  
Abu Dhabi, United Arab Emirates (2014)
- 14 **Kozminski University**  
Warsaw, Poland (2014)
- 15 **Higher School of Economics**  
Moscow, Russia (2014)
- 16 **Pillai Institute of Management Studies & Research**  
Mumbai, India (2019)
- 17 **Universidad de Las Américas**  
Quito, Ecuador (2019)
- 18 **Universidad de Puerto Rico**  
Recinto Universitario de Mayagüez  
Mayagüez, Puerto Rico (2021)
- 19 **Universidad Sergio Arboleda**  
Bogotá, Colombia (2022)

## Objectives and activities

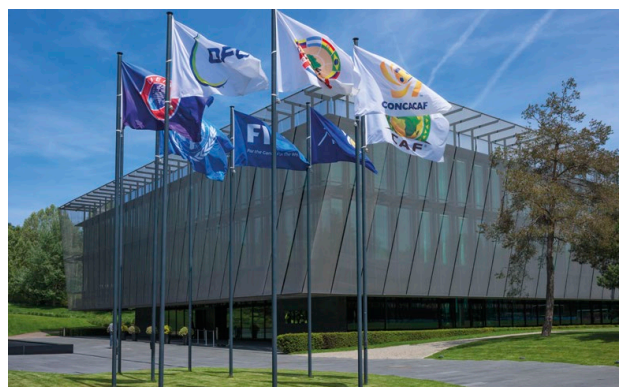
The FIFA/CIES International University Network is based on the principles of partnership, mutual respect and openness. It allows many exchanges among students, teachers, experts, alumni and all the other participants who actively contribute to the Network. To strengthen links between its members

and to offer them new perspectives, the FIFA/CIES University Network has implemented two initiatives, which, over the years, have become central in creating a sense of community and helping to motivate participants: The FIFA/CIES University Network Prize and the FIFA/CIES University Network Scholarships.



## The FIFA/CIES University Network Prize

The purpose of the FIFA/CIES University Network Prize is to reward the best group project presented by the partner universities. The Prize consists of a trip to Switzerland, which includes a visit to the CIES headquarters in Neuchâtel, as well as a day at the FIFA headquarters in Zurich with the "FIFA Master" students. During the visit, participants are also able to attend a series of presentations by FIFA managers.





# The FIFA/CIES International University Network

## — The FIFA/CIES University Network Scholarships

The FIFA/CIES University Network Scholarships allow FIFA/CIES International Programme alumni to finance their participation in the “FIFA Master” course (course registration fees, travel expenses, accommodation, etc.). Candidate applications must meet the criteria defined by CIES and the “FIFA Master” Scientific Committee.

Since the scholarship was created in 2012, over 40 students from countries such as Argentina, Brazil, Chile, Costa Rica, Egypt, France, Grenada, Guatemala, Honduras, Italy, Lebanon, Palestine, Russia, South Africa, Spain, Trinidad and Tobago, Turkey, United Arab Emirates, Ukraine and Venezuela, have all been awarded scholarships.

## — Other FIFA/CIES University Network projects

The FIFA/CIES University Network - with the support of its partners - regularly offers FIFA/CIES International Programme students and alumni the opportunity to attend conferences and seminars on various

topical issues related to sports management, as well as the opportunity to attend various international sports competitions.









### Part I

⚠ Applications that are incomplete and do not include all required documentation and certification WILL NOT be considered.

## 1. Personal information & demographic data

First name	Surname
Nationality n°1	Nationality n°2
Country of residence	Mother tongue
Language spoken n°2	Language spoken n°3
Gender <input type="checkbox"/> male <input type="checkbox"/> female	Date of birth (dd/mm/yyyy)

## 2. Professional activity

Are you a former or current professional athlete?	<input type="checkbox"/> yes <input type="checkbox"/> no
If 'yes', please specify	In which sport ?
Are you currently employed/working?	<input type="checkbox"/> yes <input type="checkbox"/> no
If 'yes', please specify	Your job position
	Your employer
Do you have a second employment/job?	<input type="checkbox"/> yes <input type="checkbox"/> no
If 'yes', please specify	Your second job position
	Your second employer
Are you a former or current professional athlete?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is any of your professional activity linked to football?	<input type="checkbox"/> yes <input type="checkbox"/> no
Is any of your professional activity linked to other sports?	<input type="checkbox"/> yes <input type="checkbox"/> no

## 3. Voluntary activity (present or past)

Any present or past volunteer activity?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If 'yes', please specify	Your voluntary position
	Your voluntary institution
Is your voluntary activity linked to football?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is your voluntary activity linked to other sports?	<input type="checkbox"/> Yes <input type="checkbox"/> No

## 4. Contact details & social networks

Mobile phone	
E-mail	E-mail n° 2
Social accounts e.g. LinkedIn, FB, Twitter (https link)	



## Part II

### Additional data requirements for the university

**⚠ Applications that are incomplete and do not include all required documentation and certification WILL NOT be considered.**

#### 1. Personal contact information (capital letters)

Home address

Postal code

City

Country

Place of birth

Fax

Where did you hear about the course?

Are you/were you a student at NMU?

If 'yes', please provide your student number

*(A certified copy of identification document/passport must be attached to this application)*

#### 2. Educational background

##### High School education

*(A certified copy of your matric/school leaving certificate must be included with your application)*

Name of High School	Address of High School	Period of study	Subjects taken

##### Tertiary education

*(Please start with your highest qualification · Certified copies of certificates obtained must accompany the application)*

Dates (from-to, mm/yyyy)	Full name of university	Address of university	Diploma/Degree obtained

##### Professional qualification

*(Certified copies of certificates obtained must accompany the application)*

Date obtained	Prof. firm or educ. institution	Qualification and subject	Result obtained

## Part II

### Additional data requirements for the university

⚠ Applications that are incomplete and do not include all required documentation and certification WILL NOT be considered.

### 3. Sport involvement

Please attach a one-page curriculum vitae of your sport involvement to this application form. The following information is to be included for each sport organization you have been associated with: address, postal code, city, country, phone, fax, time period, position, description of involvement. Certified copies of certificates obtained must accompany the application.

### 4. Interests

Please list your interests

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### 5. Current and/or previous employment

Please attach a one-page curriculum vitae of your current and/or previous employment to this application form. The following information is to be included for each employment opportunity you have had: address, postal code, city, country, phone, fax, time period, position, description of employment.

### 6. Professional future

(Please list three aims you have for your future professional life)

1- 

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2- 

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3- 

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### 7. Please list the reasons you are applying for enrolment to this course

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### 8. Scholarship

Do you require a scholarship in order to enrol for this course?

(If 'yes', please provide reasons as to why you would want to be the recipient of a scholarship)

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Place and date

Signature

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Avenue DuPeyrou 1 | Phone +41 (0)32 718 39 00  
2000 Neuchâtel | [www.cies.ch](http://www.cies.ch)  
Switzerland

### **Nelson Mandela University**

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[www.cies-uni.org/south-africa](http://www.cies-uni.org/south-africa) | <http://nmmucies.mandela.ac.za/>

