



# UEFA Certificate in Football Management

Open edition

ACADEMY

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A photograph of three men in business suits. The man on the left is looking down at a blue folder. The man in the center is looking towards the right. The man on the right is holding a smartphone and looking at it. They are all gathered around a table with various documents and a pen. A semi-transparent green rectangle is overlaid on the center of the image, containing white text.

A PROGRAMME  
DESIGNED FOR  
PEOPLE WORKING  
IN OR CONNECTED  
TO THE FOOTBALL  
INDUSTRY



# FOREWORD

Contributing to the professional management of football throughout Europe has been one of UEFA's goals for many years. On account of the growing success of the national editions of the UEFA Certificate in Football Management, UEFA decided to open up the programme to allow people from outside our member associations to take part.

This open edition of the programme will enable a wider audience to enhance their knowledge of the football industry, advance their careers, and acquire new management skills specific to the sport. Furthermore, this initiative will ensure an influx of new ideas and staff into the industry to foster the development and professional management of football in Europe.

Theodore Theodoridis  
UEFA General Secretary



## UEFA Certificate in Football Management (UEFA CFM)

**The UEFA CFM is the must-have foundation programme for anyone working in a football organisation who wants to gain a comprehensive understanding of how the game is managed.**

The UEFA CFM already has a proven track record, having been launched in 2010 for the staff of UEFA's member associations. As a result of great interest in the the course from a wider audience, it was decided to offer this open programme to those working in the industry but outside the national associations, so they could benefit from the same advantages.

The open UEFA CFM is available to people currently working in or connected to football and has been specifically designed to ensure participants gain the essential knowledge and skills required to work in management within the industry.

UEFA CFM graduates have gained a wealth of knowledge, access to a range of different resources and become part of an expanding network of international graduates, all of which contributes to their continuous development and provides a boost to their careers.

On completing the UEFA CFM, graduates will have:

- Acquired a comprehensive understanding of the football industry;
- Strengthened their managerial skills;
- Conducted a managerial analysis of a football organisation of their choice and provided recommendations for improvement;
- Developed a global network in the football industry.

### Testimonials



“The UEFA CFM was a tremendous learning opportunity that helped give me a much greater understanding of the challenges football associations face at both a strategic and operational level in the ever-evolving landscape of world football.”

■ Andrew Gilchrist, regional manager, Scottish FA



“The UEFA CFM programme opened my eyes to high-level management tools. I can now critically evaluate my performance and improve the quality of my daily work.”

■ Boris Stankov, secretary-coordinator, Bulgarian Football Union



#### Who

People working in or connected to the football industry



#### Starting in

August 2019



#### How long

9 months



#### Where

1<sup>st</sup> and 3<sup>rd</sup> seminars  
in Nyon (UEFA HQ)  
2<sup>nd</sup> seminar in London



#### Price

€7,900



#### Number of participants

35 (max.)



#### Academic certification

Certificate of advanced studies (CAS), 10 ECTS credits



#### Language

English



#### Alumni

Growing community of over 800 graduates working in football

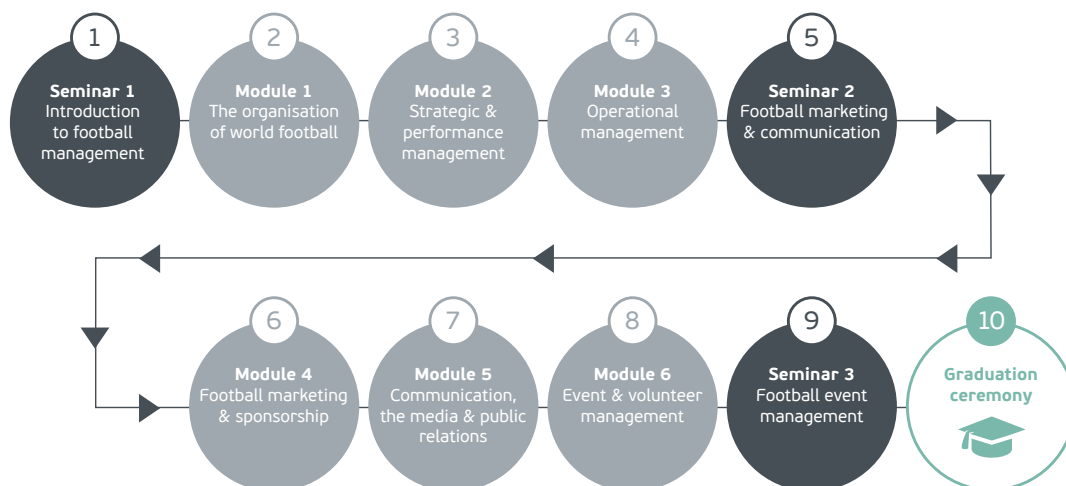
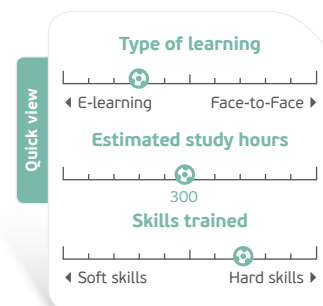
## Programme overview

The blended-learning approach of the UEFA CFM, comprising a mixture of e-learning and face-to-face seminars, has been carefully designed in collaboration with the University of Lausanne and leading experts to ensure the high quality of the programme.

The UEFA CFM takes nine months, from August 2019 to May 2020. The programme comprises six online modules together with three face-to-face seminars, each addressing a key area of football association management and essential knowledge for people working in the football industry.

The online modules are interactive, easy to use and internationally accessible. They contain a combination of videos, audio, practical exercises and access to UEFA resources. They cover the following topics:

- The organisation of world football;
- Strategic and performance management;
- Operational management;
- Football marketing and sponsorship;
- Communication, the media and public relations;
- Event and volunteer management.



## Face-to-face seminars

The seminars combine presentations, group work, networking and social activities all aiming to provide the necessary knowledge and skills while enhancing the learning experience in an interactive manner. They are delivered by leading business experts, renowned academics and senior UEFA staff.

### 1<sup>ST</sup> SEMINAR

**30/31 August 2019**

**Location: UEFA Headquarters, Nyon**  
**Length: two days**

The first seminar focuses on the first three modules of the programme. Participants will gain a greater understanding of the organisation and running of world football; the importance for football organisations to apply strategic management; and how to effectively manage the various operations of a national football association.

### 2<sup>ND</sup> SEMINAR

**10/11 January 2020**

**Location: London**  
**Length: two days**

The second seminar focuses on the fourth and fifth modules. Participants will learn more about how football organisations leverage the marketing and sponsorship environment around them. The seminar also covers how football organisations communicate and interact with the media and their stakeholders and how they manage their public relations.

### 3<sup>RD</sup> SEMINAR & GRADUATION

**8/9 May 2020**

**Location: UEFA Headquarters, Nyon**  
**Length: two days**

At the third seminar, participants will engage in a practical simulation activity based on the sports and commercial operations of a UEFA Champions League match. They will also sit their oral examinations that are based on the assignments and modules studied throughout the programme.

The formal graduation ceremony and dinner will be held in the evening of the last day for successful participants.





## Programme for working professionals

The amount of work necessary to complete the UEFA CFM is estimated to be around 300 hours, taking into account approximately four days per online module (including the written assignments). The blended-learning approach allows greater flexibility with the workload, enabling participants to follow the programme while continuing with their day-to-day jobs.

The three face-to-face seminars will cover two full days each, resulting in two or three overnight stays, but extended into the weekend (Friday/Saturday), thereby limiting the amount of time spent away from work.

Participants will be assessed on the basis of:

- Two written assignments;
- A final oral exam.

## Prestigious academic partner



The UEFA CFM is delivered in collaboration with the Swiss Graduate School of Public Administration (IDHEAP), at the University of Lausanne in Switzerland. Successful graduates of the UEFA CFM will receive a certificate, worth 10 ECTS credits, which is acknowledged by all European universities.

Based in Lausanne, which is home to more than 40 international sports organisations, IDHEAP has a long history of delivering high-quality programmes, having established the first course in sports management in Switzerland.

## Programme fees

- The UEFA CFM fees have been set at €7,900, including all programme materials, lunches and at least one dinner per seminar;
- Please note: these fees do not include travel and accommodation;
- UEFA will provide the participants with a list of recommended accommodation.

## Don't wait any longer to apply

To apply for the UEFA CFM, complete the application form available at [UEFAacademy.com](http://UEFAacademy.com) and submit it along with a short personal video and an electronic passport-sized picture to [academy@uefa.ch](mailto:academy@uefa.ch) by **28 April 2019**.

The video should be no longer than three minutes. It should introduce the applicant and their background, including previous work experience and academic qualifications, together with their motivation for applying.

**Please note**, the video does not need to be of professional quality and can be filmed using a phone or computer.

Applications will be reviewed by UEFA and IDHEAP. Skype interviews may be requested in mid-May 2019. Successful applicants will be informed of their acceptance by the end of May 2019.

To be eligible for the UEFA CFM, applicants must meet the following requirements:

- Fluency in English;
- University degree;
- At least one year's working experience;
- A connection to the football industry.

## Unique features of the UEFA CFM

- Programme organised at UEFA headquarters and iconic football locations;
- Access to unique UEFA material such as UEFA PLAY, the UEFA Handbook of Football Association Management and the UEFA Toolbox in Football Management;
- Full involvement of UEFA and experienced UEFA experts in the delivery of the programme;
- Programme based on a blended and interactive approach involving a simulation, modern e-learning and serious gaming.





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# Contact us

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