



UEFA Certificate in Football Management

National Associations edition

ACADEMY

SFA - WU17

UEFA FINALS

(QUALIFICATION +
ELITE ROUND)

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or 2 : ER/FINALS

BUDGET RE

A MUST-HAVE
FOUNDATION
PROGRAMME FOR
ANYONE WORKING
IN FOOTBALL

FOREWORD

Reinforcing the professional management of football throughout Europe is one of our primary goals. The UEFA Academy's numerous education initiatives provide personal development opportunities tailored to our member associations' staff and stakeholders at all stages of their careers.

We believe that constant improvement and adapting to the needs of our students is essential, so we have now revamped one of our core education programmes, the UEFA Certificate in Football Management.

In the past ten years, the UEFA CFM has demonstrated its ability to serve the professionals working in European football administration. Its 1,200 graduates now have a comprehensive understanding of how the game is managed across Europe.

While keeping the ingredients that have made the UEFA CFM a success, we have updated and modernised the programme for 2021, with enriched content and greater flexibility. This will provide our students with an enhanced tailor-made experience while the blended-learning approach will enable them to balance their studies with their professional lives.

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.

Brand new UEFA CFM

In collaboration with leading academic and professional football experts, the UEFA CFM blended learning programme, involving face-to-face and online seminars, e-learning modules and written academic assignments, provides a 360-degree view of how to run a football organisation. The UEFA CFM should be prerequisite for anyone pursuing a career in football administration.

Freshly revamped and enhanced with the latest examples and best practices in European football, the curriculum comprises a total of six e-learning modules: five core modules and one elective.

The five core modules provide students with essential concepts and tools for their management career:

- Organisation of world football
- Strategic and performance management
- Operational management
- Football marketing and sponsorship
- Communication, the media and public relations

The elective is chosen from the following five options:

- Events and volunteer management
- Women's football
- Football and social responsibility (FSR)
- Football development
- Football law

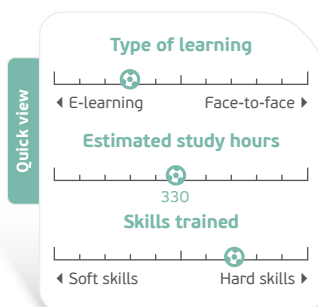
Thanks to this *à la carte* approach, you can focus on the area that best meets your needs and career.

Programme benefits

Over the years, UEFA CFM students 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.

By the end of the nine-month programme, students will have:

- acquired a comprehensive understanding of the football industry;
- strengthened their managerial skills;
- conducted a managerial analysis of their football organisation (or their division/unit) and provided recommendations for improvement;
- developed a global network in the football industry;
- deepened their skills and knowledge of a specific football management topic of their choice.



Who

National association staff and, for hosting associations, their stakeholders



How long

9 months



Where

Several national editions across Europe, one edition at UEFA



Price

€7,900 (covered by UEFA for representatives of national associations)



Number of participants

Maximum 35 per edition



Academic certification

Certificate of advanced studies (CAS), 10 ECTS credits



Language

English



Alumni

Growing community of over 2,000 graduates working in football (among which 1,200 CFM graduates)

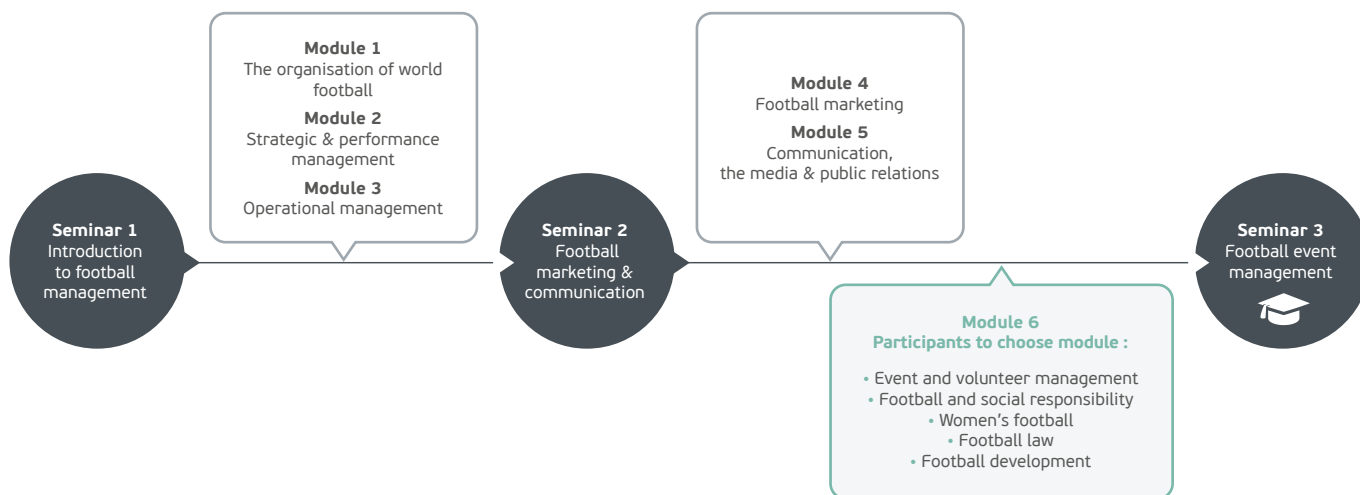
Programme overview

Carefully designed in collaboration with the University of Lausanne and leading experts to ensure the high quality of the programme, the UEFA CFM takes about nine months to complete.

The programme comprises six e-learning modules (five compulsory, one elective) together with three seminars (two face-to-face, one online). Each module addresses a key area of football organisation management and provides essential knowledge for professionals working in the football industry.

Participants will be assessed on the basis of:

- Two written assignments on the five mandatory modules
- A final oral exam on the elective module



Seminars

Delivered by leading business experts, renowned academics and senior UEFA staff, the seminars combine presentations, group work, networking and social activities designed to provide knowledge and skills while interactively enhancing the learning experience. It is estimated that the UEFA CFM should take students around 330 hours, taking into account approximately four days per module along with the written assignments. The first seminar runs over a day and a half, requiring two overnight stays for most participants. The second is held online over two full days. The third lasts a day and a half and includes the oral examination and the graduation ceremony.

Seminar 1 (face-to-face)

The first seminar is an introduction to football management and focuses on the first three modules. Students gain a greater understanding of how world football is organised and run; the importance of strategic management; and how to effectively run the various operations of a national football association.

Seminar 2 (Online)

The second seminar focuses on the fourth and fifth modules. Students learn how football organisations leverage the marketing and sponsorship environment, but also how football organisations communicate and interact with the media and their stakeholders and how they manage their public relations.

Seminar 3 (face-to-face)

During the third seminar, participants will help to develop a new football event. They will also engage in a practical simulation based on the sports and commercial activity of a UEFA Champions League match. Following a final oral exam, successful participants will be awarded their certificates at a graduation ceremony.

Testimonials



“The UEFA CFM, with its innovative results-driven approach, is a necessity nowadays in the football industry and was a great learning experience. It made a huge contribution to the development of my management skills. All the modules are comprehensive, informative and interconnected, and provide an exhaustive insight into the world of football management and sports management as the whole. The programme's key message totally reflects the core UEFA values, making football a place of inspiration and excellence that has room for care, openness and unity.”

■ Svetlana Grinkevich, Deputy Director of the International-Legal Department and ABFF Executive Committee Member, Belarus Football Federation



“The UEFA CFM gave me a much better understanding of football worldwide and its stakeholders. The programme also boosted my knowledge of management at both operational and strategical levels, through a combination of theory and practice. Now I have completed the UEFA CFM, I have greater knowledge and useful management tools for my day-to-day work.”

■ Anna Malmén, Club Development Officer, Swedish Football Association



“Before joining the CFM course, you would never expect how useful education can be. Despite the fact that it was not easy sometimes, the huge takeaways, on top of your diploma, are an in-depth knowledge of football management, a broad network of colleagues all over Europe and an eagerness to put all the things you've learned into practice in your daily work.”

■ Sergey Zmievskiy, Marketing Manager, Football Union of Russia



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 of advanced studies in football management, 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.

About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy seeks to inspire the education of individuals and organisations to continuously elevate the game of football.



[UEFA Academy](https://www.linkedin.com/company/uefa-academy/)



[UEFAAcademy.com](https://uefaacademy.com)

How to apply?

To apply for the UEFA CFM, complete the online application form available at [UEFAAcademy.com](https://uefaacademy.com). Participants willing to take part in the UEFA CFM should refer to the HR department of their national association to know whether the NA will host a national session in a near future or if it will recommend some participants for the upcoming editions of the UEFA CFM.

Each year presidents and general secretaries of national associations not hosting the programme can recommend one member of their staff to UEFA as candidate for the UEFA CFM per year. On top of this, in order to promote women's football development, each national association will have the opportunity to recommend one additional candidate working in women's football over the 2021-2024 period.

The scientific committee of the UEFA CFM will select the candidates and allocate them to one of the forthcoming national editions. Candidates to the UEFA CFM should have:

- a permanent position within the national association;
- a good command of English (both oral and written).

Should the number of candidates exceed the number of available seats, candidates of national associations having not recently hosted an edition of the UEFA CFM will be given priority.

Special push for women's football

The programme is open to all employees of UEFA's 55 member associations if they have the official support of their president or general secretary. As women's football is one of the key priorities of UEFA's strategy for 2019-24, candidates working in women's football are especially encouraged to apply. Our aim is that at least one employee working in women's football in each European national association will complete the UEFA CFM programme by the end of 2024.





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Contact us

academy@uefa.ch

UEFAacademy.com