



AFC  
Academic Centre  
of Excellence

## Programme Overview and Guide

## AFC President's Message

Dear football family,

On behalf of the Asian Football Confederation (AFC), it gives me great pleasure to invite you to our first Academic Centre of Excellence programme.

The last two years have been unprecedented and amongst the toughest periods for everyone around the globe as COVID-19 emerged to become the greatest medical and economic crisis of our time.

Despite the uncertainties and challenges, the AFC was able to resume football safely and successfully, thanks to the devotion, commitment and unity demonstrated by our Member Associations (MAs), Regional Associations (RAs) and all football stakeholders.

Success on-the-pitch is only guaranteed by our dedicated work off-the-pitch; and all our work off the pitch is guaranteed by the professionalism and pursuit of excellence of each individual involved in our beautiful game.

With off-the-pitch development in mind, we have established the AFC Academic Centre of Excellence with its core values of inspiring excellence, instilling innovation, creating future leaders, inculcating a passion for football education, and leading by example.

The Academy places a strong emphasis on interactive teaching and learning, with a vision and mission to enable football professionals to acquire the knowledge and skills relating to analysis, problem-solving, creativity and decision-making required in today's dynamic world of football business. Contextualised and oriented to the needs of the Asian region, the Academy will bring 'Asian football' to the core.

We truly hope this series of educational programmes will allow us to maximise the potential of our football professionals, and at the same time, develop the capabilities of our future leaders in the football community to hand over this great game in even better shape than we inherited it.

I urge all our MAs, RAs and stakeholders to seize the opportunity presented by the AFC Academic Centre of Excellence. Together, I am confident that we will strengthen the foundations for Asian football to continue on its path to success.

**Shaikh Salman bin Ebrahim Al Khalifa**  
AFC President



## AFC General Secretary's Message

Dear football family,

It is with great pleasure that I welcome you to the AFC Academic Centre of Excellence.

The AFC will introduce new programmes under our Academy. To begin with, in 2021, we are pleased to introduce two online programmes - the AFC Football Management Certificate (FMC) and the AFC Football Management Diploma (FMD).

These new programmes represent a progressive step as we strive to develop the future leaders of Asian football. It will equip our Member Associations (MAs), Regional Associations (RAs) and football stakeholders with the strategic and administrative competencies needed to elevate Asian football to even greater heights in the long term.

In all aspects of life, learning holds the key to progress and education presents a pathway to success. A world-class Confederation requires strong MAs and RAs. Developing our MAs and RAs remains a key area of focus for Asian football as we seek to transform our aspirations into reality.

The range of development programmes that the AFC provides to enhance our MAs, RAs and stakeholders has grown rapidly in recent years. I am pleased to note that the FMC and FMD will emphasise key aspects of the football industry that will include the Organisation of World Football, International Sports Federations, Strategic Management, Financial Management, Income Generation, Media and Communications, Event Management, Operational Management, Human Resource Management, Child Safeguarding, Social Responsibility, Sports Law and Club Licensing.

In every way, we are placing the needs and demands of our MAs, RAs and stakeholders at the heart of the programme.

The FMC and FMD have been intentionally designed to nurture a football-specific skill set and build industry knowledge, enabling future leaders to plan, execute and monitor the day-to-day operations in all aspects of football management.

Many football professionals are keen to acquire these skills, expertise and knowhow, and this energy will bring Asian football to a higher level. We assure them that we will continue, through this Academy, to support them in achieving our goals together. I look forward to seeing you on our virtual campus soon.

**Datuk Seri Windsor John**  
 AFC General Secretary



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## AFC FOOTBALL MANAGEMENT CERTIFICATE (FMC)

### Programme Overview

The AFC Football Management Certificate (FMC) is an online programme, which will be delivered asynchronously (online private studies) and synchronously (online live sessions). The FMC is designed to assist in developing a set of skills specific to football aimed at the future senior management of the AFC's Member Associations (MAs), Regional Associations (RAs) and football stakeholders.

The main objective of the FMC is to introduce football management aspects. Basic principles of each module will be taught and tested in ensuring these administrators have the fundamental skills to perform their daily tasks at their respective MAs, RAs, leagues, clubs, etc.

This programme also welcomes independent applicants who are connected/not connected to the football/sports industry.

The FMC will be held over five (5) months and comprises five (5) live sessions (online) over five (5) days (depending on the module complexity). Sessions last two (2) hours each day and are delivered in English.

The total anticipated study time for each participant in this course is approximately 290 hours.

The details of the schedule will be provided separately.

### Programme Overview

The certificate comprises nine (9) core modules and one (1) Student Business Project designed to ensure graduates have the most up-to-date football management techniques and administration best practices. The core modules are:

- Module 1.** The Organisation of World Football
- Module 2.** Strategic Management
- Module 3.** Financial Management
- Module 4.** Income Generation
- Module 5.** Media & Communications
- Module 6.** Event Management
- Module 7.** Operational Management
- Module 8.** Human Resource Management
- Module 9.** Child Safeguarding

Student Business Project

Graduation

### Programme Commitment & Evaluation Process

The participants will be appraised via the following criteria:

1. Pre-live session multiple-choice questions
2. Group assessments
3. Class attendance
4. Participation during live classes
5. After-session multiple-choice questions

### Application Criteria

1. Each Member Association (MA), Regional Association (RA) and AFC Stakeholder is entitled to nominate two (2) staff to participate in the AFC Football Management Certificate. They should hold a permanent position (full-time for at least a year) within the MA, RA, league, club or at other AFC stakeholders;
2. Independent applications for those working in or connected to the football or sports industry;
3. Independent applicant who is passionate about football;
4. Fluent command of English (written and spoken);
5. Fundamental knowledge of football operations;
6. Has not completed a similar education programme in football including sports business and management programmes in the past; and
7. Highly motivated and dedicated.

*\*Maximum number of participants per edition = 50*

## AFC FOOTBALL MANAGEMENT DIPLOMA (FMD)

### Programme Overview

The AFC Football Management Diploma (FMD) is an online programme which will be delivered asynchronously (online private studies) and synchronously (online live sessions). The FMD is designed to help develop a set of skills specific to football aimed at middle management, future senior management and/or higher management of the AFC's Member Associations (MAs), Regional Associations (RAs) and football stakeholders.

The main objective of the FMD is to ensure graduates are fully equipped with the necessary and appropriate knowledge and skills to assist their respective MAs, RAs, leagues, clubs, etc, towards achieving their respective vision and mission by having up-to-date management techniques and best operation practices.

This programme also welcomes independent applicants who are connected/not connected to the football /sports industry.

The FMD will be held over 13 months and comprises ten (10) live sessions (online) over ten (10) days (depending on the module complexity). Sessions last two (2) hours each day and are delivered in English.

The total anticipated study time for each participant in this course is approximately 460 hours.

The details of the schedule will be given separately.

### Module Composition

The certificate comprises twelve (12) core modules designed to ensure graduates have the most up-to-date football management techniques and administration best practices. The core modules are:

- Module 1.** The Organisation of World Football
- Module 2.** International Sports Federations
- Module 3.** Strategic Management
- Module 4.** Financial Management
- Module 5.** Income Generation
- Module 6.** Media & Communications
- Module 7.** Event Management
- Module 8.** Operational Management
- Module 9.** Human Resource Management
- Module 10.** Child Safeguarding & Social Responsibility
- Module 11.** Sports Law
- Module 12.** Club Licensing

Graduation

### Programme Commitment & Evaluation Process

Participants will be appraised via the following criteria:

1. Pre-live session multiple-choice questions
2. Group assessments
3. Class attendance
4. Participation during live classes
5. After-session multiple-choice questions

### Application Criteria

1. Each Member Association (MA), Regional Association (RA) and Stakeholder is entitled to nominate two (2) staff to participate in the AFC Football Management Diploma. They should hold a permanent position (full time for at least three and a half years) within the MA, RA, league, club or at other AFC football stakeholders and middle/higher/future senior management level in leading positions;
2. Independent applicant who is working in or connected to the football or sports industry with at least three and a half years' experience and in a middle/high/future senior management level;
3. Independent applicant who is passionate about football and in a middle/high/future senior management level;
4. Since the AFC Football Management Diploma is a build-up from the AFC Football Management Certificate, graduates of the AFC Football Management Certificate (at beginner/junior management levels) are welcome to ultimately continue their educational pathway with the AFC Football Management Diploma;
5. Fluent command of English (written and spoken);
6. Fundamental knowledge of football management;
7. Has not completed any other similar education programme in football including sports business and management programmes in the past; and
8. Highly motivated and dedicated.

*\*Maximum number of participants per edition = 50*

## Application & Selection Process (FMC and FMD)

Interested candidates are required to complete the attached application form. Final selection of candidates is determined by the AFC as per the programme enrolment diagram below.

### 1. Application

- Submission of the completed application form to the AFC within the stipulated deadline.

### 2. Selection

- Applications will be evaluated thoroughly by the AFC Administration.
- Online/tele-conversation interview conducted by the AFC Administration.

### 3. Notification

- Results of the applications will be notified to the applicants through their respective Member Associations, Regional Associations and stakeholders.
- For independent applicants, the AFC will notify them directly.



## Academic Partner



The Football Business Academy (FBA) was created in Switzerland in 2017 and is a world-class educational institution dedicated to the football industry. Their programmes are developed collaboratively with football industry experts around one foremost objective - adding more ethics and professionalism to the football industry.

### BACKGROUND

The idea of creating the FBA originated in 2015 when FIFAGate was taking place - signaling that the football industry needed to bring in more ethics and professionalism, to start cleaning up its act and foster a sustainable environment for its continued growth. A lot of emerging markets in football simultaneously started to advance their interest in building the necessary ecosystems, but in many cases lacked professional know-how and didn't always have the appropriate programmes to cater to these needs.

Having identified that higher education would be the most effective way to teach the next generation of leaders and bring in new talent and ideas, the founding partners started research and development on an innovative Professional Master in Football Business, which would bridge the needs of those wanting to develop a career in the football industry and those of the organisations already within it.

By focusing on Knowledge, Experience, and Network, FBA Candidates are immersed in a practical way, learning and interacting with industry experts all the time and receiving the tools and knowledge needed to break into the industry. This ensures they are better prepared to address the different challenges and opportunities that exist.

The FBA works closely with industry stakeholders, to accelerate candidate learning, as they also benefit from the different activities and networks The FBA facilitates for them. This is in part due to a careful selection process that ensures the high quality of FBA Candidates and their interactions with industry stakeholders is maintained.

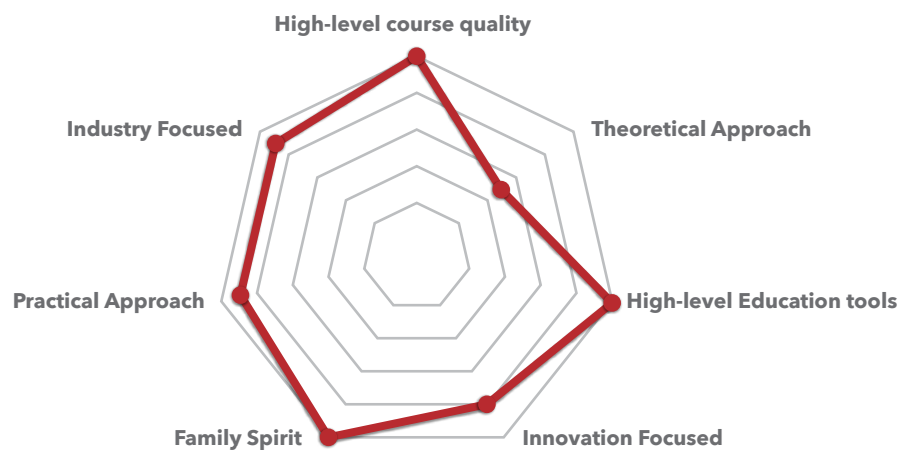
Indeed, the mindset behind the importance of fostering this 'FBA family spirit' and 'building the future of football together' is an essential component for ensuring that the football industry continues to evolve judiciously, with more emphasis on ethics and professionalism and more open-mindedness towards innovation and diversity.

## **MISSION**

To positively impact the football industry of tomorrow by preparing future leaders for employment and success in a variety of football-related administrative and business areas. We do this by educating them in the fundamentals, knowledge, skills, and practical concepts of the football industry.

## **EDUCATIONAL APPROACH**

Our main objective is to keep our Candidates and Partners as satisfied as possible. To ensure this, we continuously create curriculums based on key elements that are engrained in our educational philosophy.



**ace**

**AFC Academic Centre of Excellence**

For more details, kindly contact us via email at:  
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