



**NAGINDAS KHANDWALA COLLEGE  
OF COMMERCE, ARTS &  
MANAGEMENT STUDIES (AUTONOMOUS)**

Re-accredited by NAAC with 'A' Grade (3<sup>rd</sup> Cycle)  
ISO 9001:2015 Certified

**Bhavishya Bharat Campus, S. V. Road, Malad (West)**

**Mumbai-400 064**

**Programme Code: UGSM**

**BBA (Hons.) in Sports Management**

**Three Year Integrated Programme -**

**Six Semesters**

***Course Structure***

**Under Choice Based Credit, Grading and Semester System**

***Implemented during Academic Year - 2022-23***

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## 1. Preamble

The BBA (Hons.) in Sports Management is a programme that will help students to develop the skills to design, plan, create, implement, manage, and market the various aspects of the sports industry. Students will examine the scope of the sports industry, learn how to manage the various aspects of the industry in a sustainable manner, and evaluate event outcomes.

The Indian Sports sector has seen a significant socio-economic impact contributing to 1-5 percent of national GDP. Sports not only boost the youth and instil pride among citizens, but also facilitate social and economic development of a nation. The last decade has seen the Indian sports industry expanding its boundaries with the rising popularity of various leagues such as the Indian Premier League (aka IPL), the Indian Super League, Hockey India League etc. The performance of our sports teams & icons in various sports like Indian Cricket Team winning the T20 & the Cricket World Cup, Mary Kom, Leander Paes, Saina Nehwal etc winning numerous titles in their respective sports. have also contributed to this fact.

The sports spectrum has expanded its boundaries, with the rising popularity of leagues like IPL in cricket, ISL in football and HIL in hockey. IPL multiplied 5X in value and generated employment for more than 15000 people. The Global Sports Industry is worth more than USD 480-620B and is growing faster than GDP. At 15%, the Indian sports industry is one of the fastest growing industries in the world. Along with the existing league expanding, India has hosted some of the biggest Sports Tournaments in the world – FIFA U17 Football World Cup in 2017, Hockey World Cup in 2018 and the first ever NBA Games in 2019, thus paving the way for more opportunities available to the Sports Managers of the Country.

The Sports Goods Merchandise and Apparel segment has employed more than 5,00,000 people. The last decade has shown a rise in the representation and success of athletes and sportspersons on many international platforms.

The time has come for India to have a centre that trains sports enthusiasts to take up professions in the sports arena. With multiple sports now in the limelight, we need professionals who understand the requirements of the brand and sportspersons. Sports managers after completing the programme will get the knowledge to get the sport to the next level as they will be nurtured to grow as a sports manager in a professional environment.

The objective of our courses is to generate skilled Sports Professionals who wish to integrate their passion with their profession. The institute also extends an opportunity to professionals in the field of sports, to upgrade their knowledge; and to individuals from other fields, who wish to enter the sports world.

## **1.1 About Khandwala College**

Khandwala College is a multi-faculty institution (Estd. 1983), affiliated to University of Mumbai. It offers 22 UG, 14 PG and 4 Ph.D. programmes and impart education to more than 6500 students. The Vision of the institute includes Education for all, Education for the youth and Education for the future of our country. The Mission is to serve the society at large and students belonging to linguistic minority in particular with commitment, dedication and devotion. The Quality Policy includes commitment towards imparting Quality Education to youth, enabling them to develop the right attitude, professional competence and inculcating right ethical values.

The institution has been awarded “A” Grade (Third Cycle) by National Assessment and Accreditation Council, Best College by University of Mumbai (2012), lead college for a cluster of colleges, Educational Excellence Award by Indus Foundation, USA and Best Ensemble Faculty (Academic Brilliance Awards – 2013) by Education Expo TV’s Research Wing for Excellence in Professional Education & Industry and ISO 9001:2015 certified by TUV Nord. We have been awarded IMC Ramkrishna Bajaj National Quality Commendation Certificate in 2013-14. Our college has been awarded Autonomous status from 2016. Khandwala College, as an Autonomous College; is offering a new BBA (Hons.) in Sports Management Programme as a Three-Year Integrated Programme – with Six Semesters Course Structure - Under Choice Based Credit, Grading and Semester System.

## **1.1 Vision and Mission of Khandwala College**

### **Vision**

Education for all

Education for the youth

Education for the future of our country

### **Mission**

The college’s focus is on the future of our students irrespective of their gender and place in society. Every student is like a flame reaching out to the brightness of the sun i.e. the bright future of India

## **2. Programme Objectives & Outcomes**

### **2.1 Programme Objectives**

1. To provide intensive theoretical & practical knowledge of management
2. To provide an integrated perspective of management functioning along with a fair amount of exposure to real life cases / technical knowhow.
3. To learn to how to manage time effectively, to manage human resources , venues, spectators etc.

4. To have insight into hiring vendors for sports equipments, venue management and other resources.
5. To be knowledgeable about risk-management procedures and tactics.
6. To learn about the requirements for necessary contracts, permits, and licenses, and how to meet these requirements.
7. To understand budgeting, pricing, and accounting as they relate to sports management

## 2.2 Programme Outcomes

After completion of the three years BBA (Hons.) in Sports Management (BBA - SM) Programme, the learner will:

**PO-1:** Demonstrate comprehensive knowledge of the elements of management that are related to sport business through analysis and application of theory from business and allied disciplines such as marketing, media, law, ethics, finance, economics, broadcasting, facilities, tourism, journalism, sponsorship and related areas in the sports industry.

**PO-2:** Develop and hone professional skills through a steady progression of internships and industry engagements.

**PO-3:** Analyse sport-related business problems and devise solutions using critical thinking, research related skill, decision-making skills.

**PO-4:** The students will be able to work as professionals & entrepreneurs and take responsibility for continuing professional development

**PO-5:** Communicate effectively by preparing and delivering oral, written and visual presentations using appropriate technologies.

**PO-6:** Engage as a professional in the sport industry with the skills that are applicable to a variety of contexts and issues (local, national, global, social, ethical, cultural) for immediate career path and career advancement opportunities.

**PO-7:** Constructively engage in teams to collaborate and be able to take on roles towards demonstration of conflict resolution, teamwork, leadership skills.

## 3. Eligibility, Selection and Admission Criterion

Candidates for being eligible for admission to the three-year course leading to the Degree of BBA (Honours) in Sports Management, shall be required to have passed the Higher Secondary School Certificate Examination (10+2) or an equivalent qualification in any stream from any recognized Board/ University.

### 3.1 Eligibility Criterion:

The student must be passed a two-year Pre-University examination/ 12th / Grade 12/ HSC/A level/O level/IBDP/IBCP or equivalent qualification from any Board/ University. Lateral Entry shall be applicable for students who have pursued similar or related Programmes from any University. Eligibility Criteria shall be applicable for lateral entry.

### **3.2 Selection and Admission Criterion for Eligible Candidates:**

The interested students shall register for Aptitude Test and Interview. Reservations as per University rules will be applicable.

#### **The admission of students shall be based on:**

- Academic and non- academic credentials till date
- Performance in Aptitude Test /Interview/Interview/Project/other
- The candidate has to fulfil all the prescribed admission requirements / norms of the College
- In all matters relating to admission to the programme the decision of the Management of Nagindas Khandwala college shall be final
- At any time after admission, if found that a candidate has not fulfilled one or many of the requirements stipulated by the Institute, or submitted forged certificates, the Institute has the right to revoke the admission and will forfeit the fee paid. In addition, legal action may be taken against the candidate as decided by the Management of Nagindas Khandwala college

### **3.3 Eligibility for the award of the Degree**

- A candidate shall be eligible for the award of the Degree only if he/she has undergone the prescribed course of study in Nagindas Khandwala College affiliated to the University for a period of not less than three academic years, passed the examinations of all the Six Semesters earning 160 credits and letter grade of at least D or above (i.e. O/ A+/A/ B+/B/C/D) in core.
- No dues to the College, Libraries etc.; and
- No disciplinary action is pending against him / her.

### **3.4 Faculty under which the Degree is awarded**

Bachelor of Business Administration (BBA Honours) in Sports Management Programme is awarded under the faculty of Commerce

### **3.5 Intake and Fees**

Intake of 180 Students in the first year with an additional division of 60 students from the second year onwards. Additional 15% shall be permitted to make provision for any cancellation of Admissions. Additional admissions to the extent of 15% will be permitted for foreign students every year.

Programme Fees for each Semester - Rs. 70,500/- . The fees can be increased by 12% every year.

### **3.6 Attendance**

- A student has to obtain a minimum 75% cumulative attendance for the theory lectures, practical and tutorial (wherever prescribed) separately will be required out of the total number of lectures, practical and tutorials on the subject conducted in the term.
- 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports / Minor Medical conditions etc.

- A student with a cumulative attendance of less than 75%, will not be permitted to appear for the end semester examination for all the courses in that semester and will be categorized as “DE”, meaning Detained due to shortage of attendance. The students with the “DE” category cannot proceed to the subsequent semester.
- Such students shall register for all the courses of the semester in which DE has occurred, in the subsequent year by paying the prescribed fee.
- Additional condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, Internships, Training, cases requiring prolonged medical treatment and critical illness involving hospitalization.
- For medical cases, submission of complete medical history and records with prior information from the parent / guardian to the institute is mandatory. Such condonation is permitted only twice for a student in the entire duration of the programme.

### **3.7 Eligibility for Faculty**

Master’s degree with 55% marks (or an equivalent grade in a point scale wherever grading system is followed) in a relevant/allied subject OR Relevant work experience in the industry or related areas.

#### 4. Scheme of Examination

The Examination shall be divided into parts i.e. Continuous Internal Evaluation including Assignment, Projects, Seminars, Case Studies and Class Tests which will be of 40 marks and the Semester End Examinations which will be of 60 marks. The semester wise Credit Points will be varied from course to course but the value of Credits for Under-Graduate Programme shall be of 160 Credits. The examinations can be conducted in online/offline mode. The institute may decide the examination pattern - written, oral, practical, presentation, project etc. for any or all courses/subjects as appropriate.

The Credits are defined in terms of the learner's hours which are divided into two parts such as Actual and Notional. The value of a particular course can be measured in number of Credit Points. The value of One (01) Credit is equal to 15 Hours of learners' load. Notional learning hours include direct contact hours with teachers and trainers, time spent in self-learning, preparation for assignments, carrying out assignments and assessments etc.

**Scheme of Total Credits**

<b>Sr. No.</b>	<b>Year</b>	<b>Credits</b>
1	Year 1	52
2	Year 2	52
3	Year 3	56
	Total Credits for Award of Degree	160

##### 4.1 Credit Based Evaluation System Scheme of Examination

For all 6 semesters, the performance of the learners shall be evaluated into two components. The first component shall carry 40% marks which will be a Continuous Internal Evaluation while the second component shall carry 60% marks at semester end examination. The allocation of marks for the Continuous Internal Evaluation 40% and Semester End Examination 60% are as shown below:

#### 4.2 Structure of Continuous Internal Evaluation – 40% = 40 marks

Sr. No.	Particulars	Marks
1	Class test held in the given semester	15 marks
2	Subject specific Term Work Module/assessment modes – as decided by the department in the beginning of the semester (like Extension/field/experimental work, Short Quiz; Objective test, open book test etc. and written assignments, Case study, Projects, Posters and exhibits etc. for which the assessment is to be based on class presentations wherever applicable)	15 marks
3	Attendance & Active participation in routine class instructional deliveries (and in practical work, tutorial, field work, cultural activities etc. as the case may be)	10 marks

#### 4.3 Structure of End Examination – 60% = 60 marks

Semester End Examination will be organized after all modules of the course are taught in the class. It will be a written examination / or as per the needs of the course a practical examination or a combination of both. This examination will be for 60 marks.

The Semester End Examinations for each course through semesters I to VI shall be conducted by the college except for the subjects with Asterix symbol (\*) for which 40 marks includes test for 15marks, assignment for 20 marks and attendance & code of conduct for 05 marks and 60 marks for two assignments/assessments shall be evaluated by the subject experts at department level and the marks/grades shall be submitted to the College.

The End Semester Examinations for each course through semesters I to VI shall be conducted by the college except for the subjects with asterix symbol (\*) for which assignments/assessments for 100 marks shall be evaluated by the subject experts at department level and the marks/grades shall be submitted to the College.

The assessment of Continuous Internal Evaluation and Semester End Examination as mentioned above for the Semesters I to VI shall be processed by the College – ‘Institutions of their Learners’ and issue the grade cards to them after the conversion of marks into grades as the procedure mentioned below.

The learners to pass a course shall have to obtain a minimum of 40% marks in aggregate for each course where the course consists of Continuous Internal Evaluation & Semester End Examination. The learner shall obtain a minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Evaluation and 40% marks in Semester End Examination (i.e. 24 Out of 60) separately, to pass the course and a minimum of Grade D in each project, wherever applicable, to pass a particular semester. A learner will be said to have passed the course if the learner passes the Continuous Internal Evaluation & Semester End Examination together.

#### 4.4 Question Paper Pattern

##### A) Written Class Test (15Marks) - 30 mins

1.	Match the Column / Fill in the Blanks/ Multiple Choice Questions (1 Marks each) (Any Six out of Eight)	06 Marks
2.	Answers the following (Attempt Any Two of the Three) (Concept based Questions) (2 Marks each)	04 Marks
3.	Answer in Brief (Attempt Any One of the Two) (5 Marks each)	05 Marks

#### 4.5 Passing Standards

Grade	Marks	Grade Points
O	80 & Above	10
A+	70 to 79.99	9
A	60 to 69.99	8
B+	55 to 59.99	7
B	50 to 54.99	6
C	45 to 49.99	5
D	40 to 44.99	4
F	Less than 40	0

- The learners shall obtain a minimum of 40% marks (i.e. 16 out of 40) in the Continuous Internal Evaluation (CIE) and 40% marks in Semester End Examination (i.e. 24 out of 60) separately, to pass the course and a minimum of Grade D to pass a particular semester.
- Learners who fail to clear Class Test I or were unable to appear for Class Test I on account of Medical grounds, Bereavement of a family member, Internships/Training or Positioned at Events by the Institute can appear for Class Test II
- If a student fails in Class Test I, he/she shall have the opportunity to appear for Class Test II to improve his/her performance only once in the Semester. The re-conduct of the Class Test shall be completed before the commencement of Semester End Examinations.
- If just prior to or during the CIE a bereavement (of an immediate family member) occurs. (Note: In this case the Death Certificate of the departed and the Parent's note will have to be given to the College within 2 days of returning to College, for this clause

to hold).

- A learner will be said to have passed the course if the learner passes the Continuous Internal Evaluation (CIE) and Semester End Examination.

#### **4.6 Failure in Class Test II**

Students failing to clear the Class Test will have to submit a project on a topic approved by the subject teacher.

The allocation of marks will be as follows:

- Written Assignment – 10 marks
- Presentation- 5 marks

#### **4.7 Eligibility for Faculty**

Master's degree with 55% marks (or an equivalent grade in a point scale wherever grading system is followed) in a relevant/allied subject OR Relevant work experience in the industry or related areas.

## **5. Teaching Methodology**

### **1. Classroom Sessions**

- **Lectures:** Lectures shall be delivered by experienced faculties along with visiting faculties and experts from the industry in online/offline or blended mode.
- **Assignments and Projects:** Shall be assigned at regular intervals of the course. It offers an opportunity for students to meet, interact and collaborate with experienced people from the industry.
- **Knowledge Workshops and Industry Seminars:** Shall be organized at regular intervals to keep the students informed about the latest developments in the Event Industry, these workshops are uniquely designed with a focus on practical industry – relevant topics.
- **Simulated Events:** Shall be conducted to get the real feel of organizing and managing an event. Students are trained to make a replica of an Event and present it live in the classroom. The exercise gives the student an opportunity to identify the finer nuances of event execution thereby helping them to identify key success factors and areas of improvement.

### **2. Guest Lectures and Case Studies**

- **Guest Lecture:** Eminent people from the Event and Media industry shall be invited as guest speakers to impart lessons and their rich experiences on various fields related to this industry to the students. They also focus on imparting training around management concepts that have today become essential skills to carve a niche in the industry.
- **Case Studies:** Case studies highlighting various practical and situational issues shall be regularly discussed during classroom sessions. The discussion caters towards identifying what went wrong in the case and what could have been done in a better manner, this helps train students to handle such situations in the future.

The exercise also improves the analysing and analytical capabilities of our students.

### 3. Innovative and Interactive Learning Technology

- **Educational wikis:** It keeps track of education-oriented wikis, establishes constructive interactions with them, and researches their technology, activity, culture, processes, and impact.
- **Creative Presentation Ideas:** Gone are the days when Microsoft Presentation was the only means to make academic training interactive and engaging. Enliven your material and engage the students with these simple and easy to implement methodologies:
  - **Prezi Presentation:** Prezi is a powerful communication and presentation tool that aims to replace PowerPoint presentation. Equipping students with the knowledge of this tool helps in preparing them to adapt easily to the ever-changing dynamics of the corporate world.
- **Create through Technology:**
  - **YouTube Broadcasting:** Harness the power of YouTube as an effective broadcasting medium to create and share your ideas and thoughts with diverse audiences.
  - **Communication and Collaboration:** Google Apps provides students a chance to learn how to use webmail services, calendar (shared calendaring), G-Talk (instant messaging and voice/video chat) and Drive (online document creation and sharing).
  - **Education through Blogs:** A powerful and interactive medium for learning. Ideal to educate, discuss and share innovative ideas across a large and diverse set of audiences.

### 4. Unparalleled Internships and Practical Training

- **Internships and Practical Training:** These events act like great learning platforms giving them the live experience of managing an event.
- **In-House Events:** Students shall be provided an opportunity to work on the in-house events right from the start to finish, to provide them with hands-on experience, which helps to gain excellent sports organization skills.

## **BBA (Hons.) in Sports Management**

### **Three Year Integrated Programme**

#### **Six Semesters**

#### **Basic Structure: Distribution of Courses**

1	<b>Core Course (CC)</b>	14 Papers of 4 Credits Hrs. each (Total Credits Hrs. 14*4) 1 Papers of 2 Credits Hrs. each (Total Credits Hrs. 1*2) 4 Papers of 3 Credits Hrs. each (Total Credits Hrs. 4*3)	70
2	<b>Discipline Specific Compulsory Course (DSC)</b>	1 Papers of 4 Credits Hr. each (Total Credits Hr. 1*4) 2 Papers of 6 Credits Hr. each (Total Credits Hrs. 2*6) 1 Papers of 8 Credits Hr. each (Total Credits Hrs. 1*8) 1 Papers of 12 Credits Hr. each (Total Credits Hrs. 1*12)	36
3	<b>Discipline Specific Elective (DSE)</b>	5 Papers of 4 Credits Hrs. each (Total Credits Hrs. 5*4) 4 Papers of 3 Credits Hrs. each (Total Credits Hrs. 4*3)	32
4	<b>Ability Enhancement Course (AEC)</b>	2 Papers of 4 Credits Hr. each (Total Credits Hrs. 2*4) 1 Papers of 2 Credits Hr. each (Total Credits Hrs. 1*2)	10
5	<b>Skill Enhancement Compulsory Course (SEC)</b>	2 Papers of 2 Credits Hr. each (Total Credits Hrs. 2*2)	04
6	<b>General Elective (GE)</b>	4 Papers of 2 Credits Hrs. each (Total Credits Hrs. 4*2)	08
	<b>Total Credits Hrs</b>		<b>160</b>

**BBA (Hons.) in Sports Management**  
**Under Choice Based Credit Semester System**  
**Curriculum Framework**  
**(To be Implemented from Academic year 2022-2023)**

**FIRST YEAR**

**Semester - I**

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
I	2211BSFSD	Fundamentals of Sports & New Age Dynamics	CC	4	40	60	100
I	2212BSLPS	Leadership Principles in Sports	CC	4	40	60	100
I	2213BSBPS	Practical Training/Internship*	DSC	4	40	60	100
I	2214BSPOM 2214BSMF	(Any one) Principles of Management Management Fundamentals	DSE	3	40	60	100
I	2215BSBEC 2215BSIAF	(Any one) Business Economics Introduction to Accounts & Finance	DSE	3	40	60	100
I	2216BSBCS	Business Communication & Soft Skills	AEC	4	40	60	100
I	2217BSBFE	Functional English*	AEC	2	40	60	100
I	2218BSSA 2218BSPD	(Any one)* Sanskrit Personality Development	GE	2	40	60	100
		<b>Total</b>		<b>26</b>	<b>320</b>	<b>480</b>	<b>800</b>

**Semester - II**

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
II	2221BSMLT	Management of Sports Leagues & Teams	CC	4	40	60	100
II	2222BSSPF	Sports Facilities Planning & Management	CC	4	40	60	100
II	2223BSETM	Sports Equipment & Technology Management	CC	4	40	60	100
II	2224BSHRM 2224BSPHB	(Any one) Human Resource Management Psychology of Human Behaviour at Work	DSE	4	40	60	100
II	2225BSMMT 2225BSMCB	(Any one) Marketing Management Consumer Behaviour	DSE	4	40	60	100
II	2226BSBPSTA	Practical Training/ Internship*	AEC	4	40	60	100
II	2227BSYE 2227BSNL	(Any one)* Yoga & Ethics Nutrition & Lifestyle	GE	2	40	60	100
		<b>Total</b>		<b>26</b>	<b>280</b>	<b>420</b>	<b>700</b>

**BMS in Sports Management**  
*Under Choice Based Credit Semester System*  
**Curriculum Framework**  
*(To be Implemented from Academic year 2022-2023)*

**SECOND YEAR**

Sr. No	Semester III	Subject code	Credits	Sr. No	Semester IV	Subject code	Credits
	<b>Core Course (CC)</b>				<b>Core Course (CC)</b>		
1	CC-6 Sports & Entertainment Marketing	1931BSENT	4	1	CC-11 Sports Law & Risk Management	1842BSLRM	4
2	CC-7 Sports Funding & Financial Management	1932BSSFF	4	2	CC-12 Global Sports Tourism	1843BSGST	4
3	CC-8 Sports Media , Broadcasting & Journalism	1933BSMBJ	4	3	CC-13 Sports Health & Nutrition	1844BSSHJN	4
4	CC-9 PR, Sponsorship & Advertising in Sports	1934BSPSA	4	4	CC-14 Sports Psychology	1845BSPSY	4
5	CC-10 Sports Event Management	1935BSSEM	4				
					<b>General Elective (GE)</b>		
				5	GE-5 Brand Management	1841BSBMT	4
	<b>Discipline Specific Compulsory Course (DSC)</b>				<b>Discipline Specific Compulsory Course (DSC)</b>		
6	DSC-3 Professional Industry Engagement (Training)*	1936BSPIE	4	6	DSC-4 Work Based Learning Route (Internship)*	1846BSWBL	4
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

**BMS in Sports Management**  
*Under Choice Based Credit Semester System*  
**Curriculum Framework**  
*(To be Implemented from Academic year 2022-2023)*

**THIRD YEAR**

Sr. No	Semester V	Subject code	Credits	Sr. No	Semester VI	Subject code	Credits
	<i>Core Course (CC)</i>						
1	CC-15 Media Management	1851BSMED	4	1	CC – 19 Management of Adaptive Sports	1861BSMAS	4
2	CC-16 Ethics & Governance	1852BSEGV	4	2	CC-20 Soft Skills & Personality Development	1862BSSPD	2
3	CC-17 International Sports Management	1853BSISM	4	3	CC – 21 Case Studies	1863BSCS	2
4	CC-18 Sports Training & Tactics	1854BSSTT	4	4	CC-22 Sports & allied Industry Research	1864BSIEP	4
	<i>Skill Enhancement Course (SEC)</i>						
5	SEC-1 Entrepreneurship & Project Management	1855BSEPM	4				
	<i>Discipline Specific Compulsory Course (DSC)</i>				<i>Discipline Specific Compulsory Course (DSC)</i>		
6	DSC-5 Advanced Practical Sports Management (Internship)*	1856BSAPS	4	5	DSC-6 Final Project & Viva	186BSFPV	12
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

**The syllabus can be updated/revised/modified from time to time to meet industry requirements.**

- CC - Core Course
- AECC - Ability Enhancement Compulsory Course
- DSC - Discipline Specific Compulsory Course
- AEEC - Ability Enhancement Elective Course
- SEC - Skill Enhancement Course

**\*Evaluation scheme as per the courses mentioned below:**

Practical Training /Internship	CIE= 40 mks (Draft Report)
	SEE =60 mks (Final Report , Presentation , VIVA =60)
Functional English	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks)
	SEE=60 mks (2 assignments *30mks)
(Anyone)* Sanskrit Personality Development	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Practical Training /Internship	CIE= 40 mks (Draft Report)
	SEE = 60 mks (Final Report , Presentation , VIVA =60)
(Any one) Yoga & Ethics Nutrition & Lifestyle	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Practical Training/ Internship	CIE= 40 mks (Draft Report)
	SEE =60 mks (Final Report , Presentation , VIVA =60)
(Any one) Sanskrit Selling Skills	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Practical Training/ Internship	CIE= 40 mks (Draft Report)
	SEE = 60 mks (Final Report , Presentation , VIVA =60)
Environmental Studies	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks)
	SEE= 60 mks (2 assignments *30mks)
Practical Training/ Internship	CIE= 40 mks (Draft Report)
	SEE =60 mks (Final Report , Presentation , VIVA =60)
(Any one) Sanskrit Effective Presentation Skills	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)

***Syllabus of Courses of  
BBA (Hons.) in Sports Management  
at Semester I***

**1. Fundamentals of Sports & New Age Dynamics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	History of Modern Sports and other Forms of Organized Physical Activity	12
Module 2	Roles and Functions of National/International Sports Organisations	12
Module 3	Professional Team Sports	12
Module 4	Physical Education and Sports	12
Module 5	Role of Govt in promotion of Sports	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To gain insights into the history of sports and other forms of organized physical activity
2. To gain a deeper understanding of International Olympic Committee (IOC) and how it functions.
3. To describe the Guiding Principles for Conduct of Team Sports.
4. To learn about early physical education and the modern age
5. To learn the current Indian model of Sports Governance

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** Recall the history of modern sports and other forms of organized physical activity. (Cognitive level: Remember)

**CO2:** State the roles and functions of National and International Sports Organisations. (Cognitive level: Understand)

**CO3:** Identify the guiding principles for conduct of team sports. (Cognitive level: Understand)

**CO4:** Restate the principles, methods and elements of physical education. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>History of Modern Sports and other Forms of Organized Physical Activity</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● A Historical Overview of Sports</li> <li>● Evolutionary Processes of Modern Sports</li> <li>● Relation between Physical education and Sports</li> <li>● Exercise Physiology</li> </ul>	
<b>2</b>	<b>Roles and Functions of National/International Sports Organisations</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Roles Of IFA, FIFA, BCCI, ICC, CAB, Sports Authority of India (SAI), National Hockey Association, Bengal Volley Ball Association, Bengal Tennis Association</li> <li>● Their Functions and Importance in the Promotion and management of Sports</li> </ul>	
<b>3</b>	<b>Professional Team Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sports based on Team Performance -Football, VolleyBall, Basket Ball, Cricket, Hockey, Rowing</li> <li>● Guiding Principles for Conduct of Team Sports</li> <li>● Organisation of Tournaments, Leagues, Knock-out</li> </ul>	
<b>4</b>	<b>Physical Education and Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● History and Principles of Physical Education</li> <li>● Organisation, Administration and Methods in Physical Education,</li> <li>● Elements of statistics for physical Education</li> <li>● Supervision and Curriculum design in Physical Education</li> </ul>	
<b>5</b>	<b>Role of Govt in promotion of Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Role of Ministry of HRD in Development of sports and physical education</li> <li>● Various boards and Statutory Bodies established by Govt. for control and</li> <li>● Promotion of Sports, their roles and functions, importance and contributions</li> </ul>	

### Reference Books:

1. Fundamental of sports and exercise by Alan Kornspan- Human Kinetics Publishers (May 2009)
2. Sports & Society, 2nd edition by Grant Jarvie – Routledge (2012)
3. Examples on contemporary issues – book and blogs on sports media society
4. A study conducted by Planning Commission, New Delhi, India- Document

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**2. Leadership Principles in Sports**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sportsmanship and leadership	12
Module 2	Introduction to leadership	12
Module 3	Leadership Skills.	12
Module 4	Leadership Styles	12
Module 5	Teaching leadership principles to sports people	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand impact of athlete behavior on Sport
2. To discuss leaders as an outcome of genetic formulation or consistent hard work and vision.
3. To understand essentials of teamwork
4. To apply leadership qualities of sports in day to day life and corporate management as well.
5. To understand vitality of lack of leadership principles in sports

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** Define Sportsmanship. (Cognitive level: Remember)

**CO2:** List down the importance of appropriate behaviour of sportsman and its impact on the game (Cognitive level: Remember)

**CO3:** State and explain different leadership styles. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sportsmanship and leadership</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of sportsmanship</li> <li>● Importance of appropriate behaviour and its impact on the game</li> <li>● Making the right choices as sportspeople</li> <li>● How inappropriate behaviour can jeopardise a game</li> <li>● How sportsmanship and leadership are related</li> </ul>	
<b>2</b>	<b>Introduction to leadership</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● How is leadership defined, why is leadership crucial in sports, some sports people who have gone on to become leaders and improve their game and that of their team</li> <li>● What are some of the leadership skills that sports can enable in an individual, how the right set of coaches and academies can bring out these qualities in players,</li> <li>● How leaders can be created, not merely born with winning capabilities.</li> </ul>	
<b>3</b>	<b>Leadership Skills.</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Understanding how teamwork works: What is team work, why is it important in any sport, even if one is playing singularly</li> <li>● How the right teamwork can help turn around a failing game, examples of teamwork,</li> <li>● How a good team leader can create harmony in players with different mindsets</li> <li>● How sports academies teach players to develop their leadership skills</li> </ul>	
<b>4</b>	<b>Leadership Styles</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Leadership attitude,</li> <li>● Behaviour and style</li> <li>● Different approach to leadership, Charismatic and transformational leadership, contingency and leadership, situational leadership</li> <li>● Ethics in leadership</li> <li>● Concept of social responsibility and leadership</li> </ul>	
<b>5</b>	<b>Teaching leadership principles to sports people</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What are the main tenets of leadership, how can these be applied to sports of all kinds</li> <li>● How leadership helps in motivating people the right way, how can certain leadership components be taught to sportspeople</li> </ul>	

	<ul style="list-style-type: none"><li>• What are some techniques that have been used successfully to harness leadership qualities in sportspeople, pitfalls of not having leadership qualities while playing sports.</li></ul>	
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### **Reference Books:**

1. Contemporary Leadership in Sport Organizations By Scott, David - Human Kinetics; 1 edition (March 3, 2014)
2. Run to Win: Vince Lombardi on Coaching and Leadership By Donald T. Phillips- St. Martin's Griffin (September 7, 2002)
3. Business Leadership and the Lessons from Sport By Hans Westerbeek, Aaron Smith - Palgrave Macmillan (September 3, 2005)

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**3. Practical Training / Internship**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Students will be exposed to the practical ground requirements of Sports Management. Theoretical concepts shall be made more stronger by their involvement in the making of Live Sports Events in the Industry. Student needs to document their key learning made and shall submit the same in the form of a report for all the opportunities that they have taken up.

**Course Outcome**

**CO1:** Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)

**CO2:** Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

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**4. Principles of Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction	15
Module 2	Planning and Decision Making	15
Module 3	Organising	15
Module 4	Directing, Leadership and Controlling	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To enable the students to apply management skills as per the industry demand.
2. To equip the students with directing, controlling and coordinating skills.
3. To abet the students to summarize the theories of management.

**Course Outcome**

After successful completion of the course the learner will be able to:

**CO1:** Identify the basic functions of management in an organization.(Cognitive level: Remember)

**CO2:** Describe the process of decision making. (Cognitive level: Understand)

**CO3:** Explain the concept and structure of Organizing. (Cognitive level: Understand)

**CO4:** Explain theories of leadership (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Management - concept, nature, process and Significance.</li> <li>● An overview of functional areas of management</li> <li>● Managerial roles (Mintzberg)</li> <li>● Evolution of Management Theory Fredrick.W. Taylor, Fayol's contribution, Behavioural Science approach, Contingency approach.</li> </ul>	
<b>2</b>	<b>Planning and Decision Making</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Management Functions – Planning, Organising, Staffing, Directing and controlling.</li> <li>● Planning: Meaning, Importance, Elements, Process, Limitations.</li> <li>● Decision Making: Concept, Importance and Steps in decision making.</li> <li>● Preparation of Business Plan.</li> </ul>	
<b>3</b>	<b>Organising</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Organising: Concept, Nature and Significance.</li> <li>● Authority and Responsibility relationships.</li> <li>● Centralization and Decentralization.</li> <li>● Departmentation.</li> <li>● Organization.</li> </ul>	
<b>4</b>	<b>Directing, Leadership and Controlling</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Directing: Meaning and Steps direction.</li> <li>● Motivation: Concept, Theories: Maslow, Herzberg, McGregor.</li> <li>● Leadership: Concept, Styles and Traits</li> <li>● Control: Concept, Process: Effective control system, Control techniques.</li> <li>● Coordination: Concept, Definition and Importance.</li> </ul>	

### Reference Books

1. Certo Samuel C. and CertoTervis(2012), Modern management: Concepts and Skills, Pearson Education
2. Essentials of Management Koontz H & W McGraw Hill, New York
3. Principles of Management Ramaswamy Himalaya, Mumbai
4. Management Concept and Practice Hannagain T McMillan, Delhi
5. Basic Managerial Skills for All McGrath, E.H. Prentice Hall of India
6. Management-Text & Cases VSP Rao Excel Books, Delhi Assessment Pattern
7. Essentials of Management Massie Joseph Prentice Hall of India

8. Management: Principles & Guidelines Thomas N. Duening& John Ivancevich Biztantra
9. Management Concepts and OB P.S.Rao & N.V.Shah Ajab Pustakalaya
10. Management Concepts and Strategies J S Chandran Vikas Publishing House
11. Principles Of Management Tripathi P.C. Tata McGraw Hill.

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**4. Management Fundamentals**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Basic Concepts	11
Module 2	Planning	12
Module 3	Organizing	10
Module 4	Decision Making	12
	<b>Total</b>	<b>45</b>

**Course Objectives**

1. To understand the basic concepts of management.

**Course Outcome**

After successful completion of the course, the learner will be able to:

**CO1:** Identify the managerial competencies and skills used in workplace or organization.  
(Cognitive Level: Remember)

**CO2:** Explain the concepts of Management by Objectives and what are the benefits of applying MBO in Planning. (Cognitive Level: Understand)

**CO3:** Discover the role of intuition and evidence based on decision making of management.  
(Cognitive Level: Apply)

### Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Basic Concepts</b>	<b>12</b>
	Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, teamwork, planning and administrative, strategic, and global competencies; Managerial Skills; How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.	
<b>2</b>	<b>Planning</b>	<b>12</b>
	Concept, need, nature, Management by Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments.	
<b>3</b>	<b>Organizing</b>	<b>12</b>
	Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Teleworking, Global Organizations.	
<b>4</b>	<b>Decision Making</b>	<b>12</b>
	The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile,	

	Decision Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.	
<b>5</b>	<b>Controlling</b>	12
	Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices	

### Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

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**5. Business Economics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Scope and Importance of Business Economics	12
Module 2	Demand Analysis	12
Module 3	Supply and Production Decisions and Cost of Production	12
Module 4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	12
Module 5	Pricing Practices	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To recognize the importance of business economics.
2. To understand demand forecasting and estimation.
3. To identify market structure and its significance in business.

**Course Outcome**

After successful completion of the course the learner will be able to:

**CO1:** Explain the market structure and its significance in business. (Cognitive level: Remember)

**CO2:** Apply economic theory in the analysis of problems or issues. (Cognitive level: Apply)

**CO3:** List down various pricing strategies. (Cognitive level: Remember)

**CO4:** Classify and differentiate between various market structures. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Scope and Importance of Business Economics</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Basic tools- Opportunity Cost principle- Incremental and Marginal Concepts</li> <li>● Basic economic relations - functional relations: equations- Total, Average</li> <li>● Marginal relations- use of Marginal analysis in decision making</li> <li>● The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</li> </ul>	
<b>2</b>	<b>Demand Analysis</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Demand Function - nature of demand curve under different markets</li> <li>● Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)-relationship between elasticity of demand and revenue concepts Demand estimation and forecasting</li> <li>● Meaning and significance - methods of demand estimation: survey and statistical methods (numerical illustrations on trend analysis and simple linear regression)</li> </ul>	
<b>3</b>	<b>Supply and Production Decisions and Cost of Production</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Production function: short run analysis with Law of Variable Proportions</li> <li>● Production function with two variable inputs- isoquants, ridge lines and least cost combination of inputs- Long run production function and Laws of Returns to Scale - expansion path - Economies and diseconomies of Scale</li> <li>● Cost concepts: Accounting cost and economic cost, implicit and explicit cost, fixed and variable cost - total, average and marginal cost - Cost Output Relationship in the Short Run and Long Run (hypothetical numerical problems to be discussed), LAC and Learning curve - Break even analysis (with business applications)</li> </ul>	
<b>4</b>	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Short run and long run equilibrium of a competitive firm and of industry - monopoly - short run and long- run equilibrium of a firm under Monopoly Monopolistic competition:Equilibrium of a firm under monopolistic competition, debate over role of advertising (topics to be taught using case studies from real life examples)</li> <li>● Oligopolistic markets: key attributes of oligopoly - Collusive and noncollusive oligopoly market - Price rigidity</li> </ul>	

	- Cartels and price leadership models (with practical examples)	
<b>5</b>	<b>Pricing Practices</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>• Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark-up pricing, discriminating pricing, multiple – product pricing - transfer pricing (case studies on how pricing methods are used in business world)</li> </ul>	

### Reference Books:

1. Mehta, P.L.: Managerial Economics – Analysis, Problem and Cases (S. Chand & Sons, N. Delhi, 2000) Page 15
2. Hirchey .M., Managerial Economics, Thomson South western (2003)
3. Salvatore, D.: Managerial Economics in a global economy (Thomson South Western Singapore, 2001)
4. Frank Robert.H, Bernanke. Ben S., Principles of Economics (Tata McGraw Hill (ed.3)
5. Gregory Mankiw., Principles of Economics, Thomson South western (2002 reprint)
6. Samuelson & Nordhas.: Economics (Tata McGraw Hills, New Delhi, 2002)
7. Pal Sumitra, Managerial Economics cases and concepts (Macmillan, New Delhi, 2004)

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**5. Introduction to Accounts & Finance**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction	11
Module 2	Accounting Transactions	11
Module 3	Introduction to Final Accounts	11
Module 4	Ratio analysis and Interpretation	12
	<b>Total</b>	<b>45</b>

**Course Objectives**

1. To understand the mechanics of accounting.
2. To learn combine practice and theoretical knowledge of financial accounting.
3. To gain knowledge on the detailed understanding of the accounting information system, accounting concepts, accounting principles, accounting cycle and financial statement concepts.

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** Describe the need of accounting in today's era and outline the importance of computerised accounting. (Cognitive Level: Remember)

**CO2:** Explore and illustrate the essential numerical skills required for bookkeeping and accounting. (Cognitive Level: Understand)

**CO3:** Calculate and use a comprehensive set of financial ratios to understand company's performance. (Cognitive Level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>11</b>
	<ul style="list-style-type: none"> <li>● Meaning and Scope of Accounting: Need and development, definition: Book-Keeping and accounting, Persons interested in accounting, Branches of accounting, Objectives of accounting.</li> <li>● Accounting principles: Introductions to Concepts and conventions.</li> <li>● Accounting in Computerized Environment: Introduction, Features and application in various areas of Accounting,</li> <li>● Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc.</li> </ul>	
<b>2</b>	<b>Accounting Transactions</b>	<b>11</b>
	<ul style="list-style-type: none"> <li>● Accounting transactions: Accounting cycle, Journal, Journal proper, Opening and closing entries, Relationship between journal &amp; ledger: Rules regarding posting: Trial balance: Subsidiary books (Purchase, Purchase Returns, Sales, Sales Returns &amp; cash book –Triple Column), Bank Reconciliation Statement.</li> <li>● Expenditure: Classification of Expenditure- Capital, revenue and Deferred Revenue expenditure Unusual expenses: Effects of error: Criteria test.</li> <li>● Receipts: Capital receipt, Revenue receipt, distinction between capital receipts and revenue receipts.</li> <li>● Profit or Loss: Revenue profit or loss, capital profit or loss</li> <li>● Invoices, Raising and invoice, Payment of Invoice</li> </ul>	
<b>3</b>	<b>Introduction to Final Accounts</b>	<b>11</b>
	<ul style="list-style-type: none"> <li>● Introduction to Trading Account, Profit and Loss Account and Balance Sheet.</li> <li>● Introduction to Vertical Form of Balance Sheet and Profit &amp; Loss A/c-Trend Analysis, Comparative Statement &amp; Common Size.</li> </ul>	
<b>4</b>	<b>Ratio analysis and Interpretation</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Ratio analysis and Interpretation (based on vertical form of financial statements) including conventional and functional classification restricted to: Balance sheet ratios- Revenue statement ratios - Combined ratios - Different modes of expressing ratios:-Rate, Ratio, Percentage, Number. Limitations of the use of Ratios</li> </ul>	

## Reference Books:

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N. Maheswari
5. Management Accounting - Antony and Reece
6. Management Accounting - J.Batty
6. Cost Accounting Fundamentals: Essential Concepts and Examples (3rd Edition) Steven M. Bragg (Author)
7. Cost Accounting and Management Essentials You... (Paperback) by Vibrant Publishers, KalpeshAshar
8. Time-Driven Activity-Based Costing: A Simpler by Robert S. Kaplan, Steven R. Anderson
9. Event Production - The Process
10. Successful Event Planning with companion, Shannon Kilkenny
11. Start Your Own Event Planning Business (Start...(Paperback), by Entrepreneur Press

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**6. Business Communication & Soft Skills**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Fundamentals of Communication	15
Module 2	Effective Communication	15
Module 3	Written Communication Skills	15
Module 4	Oral Communication Skills	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To develop the skills of the students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes
2. To help students enhance their presentation skills.

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** State the fundamentals of Communication. (Cognitive level: Remember)

**CO2:** Select appropriate organizational formats and channels used in developing and presenting business messages. (Cognitive level: Remember)

**CO3:** Demonstrate verbal and non-verbal communication ability through presentations (Cognitive level: Understand)

**CO4:** Discuss the concepts, methods and barrier of effective communication. (Cognitive level: Understand)

**CO5:** Use appropriate tone and language while communicating in business world. (Cognitive level: Apply)

**CO6:** Prepare accurate business documents using computer technology. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Fundamentals of Communication</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Definition, Meaning -Types, process and importance</li> </ul>	
<b>2</b>	<b>Effective Communication</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Concept &amp; Practice of Effective Communication</li> <li>● Barriers to Effective Communication</li> <li>● Methods to Improve Communication Skills</li> </ul>	
<b>3</b>	<b>Written Communication Skills</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Report Writing</li> <li>● Letter Writing</li> <li>● Preparation of Promotional Material</li> </ul>	
<b>4</b>	<b>Oral Communication Skills</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Understanding Audience</li> <li>● Use of Language</li> <li>● Use of Tone</li> <li>● Understanding Body Language</li> </ul>	

### Reference Books:

1. Effective Communication RaiUrmila Himalaya, Mumbai
2. Business Communication Kaul Prentice Hall India
3. Basic Business Communication Lesikar TMH
4. Business Communication & Personality Development, Das Excel Books, Delhi
5. How to Listen Better? Pramila Ahuja & G Ahuja Sterling Publication
6. Contemporary Business Communication, Scot Biztantra
7. Business Communication for Managers: An Advanced Approach Penrose Thomson learning
8. Business Correspondence Whitehead G & H A.H. Wheeler, AI

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**7. Functional English**

Sr.	Modules/Units
1	<b>Word Class</b> Articles, Prepositions, Verbs, Adverbs, Conjunctions, Interjections
2	<b>Tenses, Concord, Voice</b> Tense and Aspect, Subject and Verb Agreement, Person and Number, Active and Passive Voice
3	<b>Spelling and Punctuation</b> Rules of Punctuation, Basic Rules of Spelling
4	<b>Sentences</b> Types of Sentences, Conversion of Sentences

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**8. Sanskrit**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Structure of Language	2
Module 2	Nouns and various cases	2
Module 3	Ten conjugations	2
Module 4	Voices	2
Module 5	Causal	2
Module 6	Absolute Locative	2
Module 7	Frequentatives	2
Module 8	Desideratives	2
Module 9	Sandhis	2
Module 10	Compounds	3
Module 11	Gerunds	3
Module 12	Infinitives	3
Module 13	History of Sanskrit Literature	3
	<b>Total</b>	<b>30</b>

**Course Objective**

- To build the vocabulary of students by equipping them in etymological aspects as per the text

**Course Outcome**

After the successful completion of course, the learners will be able to:

**CO1:** Explain the complex Vedic language and literature. (Level: Remember)

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**8. Personality Development Skills**

**Module at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
Module 1	Interpersonal Skills	7
Module 2	Phone Etiquette & Professional Communication	8
Module 3	Email Etiquette	7
Module 4	Time Management	8
	<b>Total</b>	<b>30</b>

**Course Objective**

- To facilitate an all-round development of personality

**Course Outcome**

After the successful completion of course, the learners will be able to:

**CO1:** Identify and describe the ways to schedule time more effectively and stay on track and keep important goals top of mind. (Level: Understand)

**CO2:** Develop interpersonal skills and handle communication in a better manner. (Level: Create)

**CO3:** Write effective emails. (Level: Create)

## Detailed Syllabus

Modules	Topics	No. of Lectures
<b>Module 1</b>	<b>Interpersonal Skills</b>	<b>7</b>
	<ul style="list-style-type: none"> <li>● Hard Skills and Soft Skills</li> <li>● Effective Communication</li> <li>● Skills for successful interview</li> <li>● Leadership</li> <li>● Social Empathy</li> </ul>	
<b>Module 2</b>	<b>Phone Etiquette &amp; Professional Communication</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>● Ways to make a good first impression.</li> <li>● Effective call handling</li> <li>● Major steps of outbound / inbound calls</li> <li>● Hold the process</li> <li>● off-air</li> <li>● Using the right voice of voice</li> <li>● Tips for good telephone etiquette</li> <li>● Avoid prohibited phrases</li> <li>● Physical language on the telephone</li> <li>● Tele-conferencing skills</li> </ul>	
<b>Module 3</b>	<b>Email Etiquette</b>	<b>7</b>
	<ul style="list-style-type: none"> <li>● Greeting Enclosures , Closing, CC &amp; BCC, Subject Line, Screen Appearance, Spacing, Font ,Replying, Signature</li> <li>● Sending effective messages</li> <li>● Structuring paragraphs and sentences</li> <li>● Punctuation, grammar and spelling</li> <li>● Tone of the messages</li> <li>● Softening a negative message</li> <li>● Responding to messages</li> <li>● Handling 'Negative' mails</li> </ul>	
<b>Module 4</b>	<b>Time Management</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>● Shift Focus from Managing Time to Managing Self</li> <li>● Identify Typical Time Wasters</li> <li>● Identify Personal Strengths and Development Opportunities to Control Time</li> <li>● Define Goals Based on Your Role</li> <li>● Establish Important and Valid Priorities</li> <li>● Create a Realistic and Productive Schedule</li> <li>● Use a Robust Planning Process to Analyse and Review Plans</li> <li>● Attend Meetings with Purpose and Add Value</li> <li>● Set Clear Expectations with Colleagues, Customers, and Your Boss</li> <li>● Manage Interruptions from Others</li> <li>● Build both Productivity and Efficiency</li> <li>● Re-evaluate Multitasking Strategies</li> <li>● Overcome Procrastination</li> </ul>	

	<ul style="list-style-type: none"><li>• Manage Technological Distractions</li><li>• Prioritize and Choose Activities to Balance Life and Work</li></ul>	
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***Syllabus of Courses of  
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**1. Management of Sports Leagues & Teams**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	The role of the state in Sports Development	12
Module 2	Non-Profit Sport	12
Module 3	Professional Sport	12
Module 4	Sports Management Environment	12
Module 5	Organizational Structure	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To discover methods and practices of regulation and control in sports industry
2. To explain how non-profit sector relates with the sports sector
3. To understand how plays are managed in professional sports
4. To understand the gradual change in sports in terms of production and consumption
5. To analyze the challenges for a sports organization

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** Discuss the role of State in Sports Development. (Cognitive level: Remember)

**CO2:** Give examples of the issues faced by non-profit sports sector. (Cognitive level: Understand)

**CO3:** Explain recreational sports leagues and tournaments. (Cognitive level: Understand)

**CO4:** Identify the challenges faced by a sports organization. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of lectures
<b>1</b>	<b>The role of the state in Sports Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining the State</li> <li>● Reasons for State intervention</li> <li>● Regulation and control</li> <li>● Extent and form of State intervention</li> </ul>	
<b>2</b>	<b>Non-Profit Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction; Non-profit Sector and Society</li> <li>● Governing Bodies of Sport</li> <li>● The sports club environment</li> <li>● Issues of non-profit sports sector</li> </ul>	
<b>3</b>	<b>Professional Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Understanding professional sport</li> <li>● Sports circuits; Media; Sponsorship; Player management; Ownership and outcomes;</li> </ul>	
<b>4</b>	<b>Sports Management Environment</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of Organization and Management</li> <li>● What is Sports Management</li> <li>● Unique features of Sports</li> <li>● Sports Management Environment</li> <li>● Three Sectors of Sports</li> <li>● What is different about Sports Management; Key Skills of a Sports Manager</li> </ul>	
<b>5</b>	<b>Organizational Structure</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is Organizational Structure in Sports</li> <li>● Dimensions of Organizational Structure with examples from Sports; Structural Models</li> <li>● Factors influencing the structure of a Sports Organization</li> <li>● Challenges for a Sports Organization</li> </ul>	

### Reference Books:

1. International Sports Management - Gonzalo Bravo

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**2. Sports Facilities Planning & Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Sport Facility Management	12
Module 2	Facility Development and Planning	12
Module 3	Facility Site and Design	12
Module 4	Security and Event Management	12
Module 5	Facility Construction	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the functions of managers in the facility domain.
2. To understand how facilities are planned and managed
3. To understand influential factors of a facility in terms of site selection, cost and location
4. To enlist security management planning working steps and context.
5. To understand the crucial phases of facility management.

**Course Outcome**

After successful completion of the course the learner will be able to:

**CO1:** Define the basic concepts of field and infrastructure requirement in sport facilities.  
(Cognitive level: Remember)

**CO2:** Explain the process of facility development. (Cognitive level: Understand)

**CO3:** Explain the key principles of sports facility management and sports event management.  
(Cognitive level: Understand)

**CO4:** Apply theoretical and technical knowledge and skills in diverse contexts that underpin the effective management of sport facilities. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Sport Facility Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Facility Management from Ancient to Modern Time</li> <li>● The Scope of Sport Facilities and Its Future Trend</li> <li>● Facility Management: An Introduction, Constituents of Facility Management Managerial Functions</li> </ul>	
<b>2</b>	<b>Facility Development and Planning</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Facility Planning: An Introduction, Fundamentals of Planning ,Planning and Management of Infrastructure Facilities (like Courts, Tracks, Gallery, and Provisions for Drinking Water, Lighting, and Sitting Arrangement etc.)</li> <li>● Planning for existing facilities</li> <li>● Planning For Future Facilities</li> </ul>	
<b>3</b>	<b>Facility Site and Design</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction, Site Location, Site Cost, Site Selection, Facility Design</li> </ul>	
<b>4</b>	<b>Security and Event Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Legal Concerns and Responsibilities</li> <li>● Security- An Introduction, Crowd and Alcohol Management and Other Safety Concerns</li> <li>● Crisis Management</li> <li>● Event Management in the Facility</li> <li>● Post-Event Analysis</li> </ul>	
<b>5</b>	<b>Facility Construction</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Developments of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc</li> <li>● Critical phase of Facility Management</li> <li>● From Pre Event Briefings to Clean-up and closings, Merchandising, Housekeeping and Maintenance, Completion and Analysis</li> </ul>	

### Reference Books:

1. Sport Facility Planning and Management by Peter J. Farmer, Aaron L. Mulrooney, Rob Ammon (Jr.)Fitness Information Technology, Inc, U.S. (24 Jan. 2006)
2. Managing Sport Facilities, by Gil Fried - Human Kinetics Publishers; Second Edition edition (1 Mar. 2010)

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**3. Sports Equipment & Technology Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction – Equipment & Technology in Sports	12
Module 2	Role of Equipment in Sports	12
Module 3	The Procurement Process, Sales and After Sales Service	12
Module 4	Selection Process of Equipment's Material	12
Module 5	Identification of Purchased Equipment	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To identify the category of products under sports equipment
2. To understand the standards of equipment management.
3. To Describe concepts of direct purchase, bid purchase, sponsorship, return and refund policy
4. To apply learning of Quality and manufacturing standards of equipment procured
5. To understand the significance of tagging and its ease in utilization of equipment, maintenance of records and financial analysis

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** List down the goals, objective of equipment management in sports (Cognitive level: Remember)

**CO2:** Identify the proper use of equipment in sports and outline the advantages of equipment management. (Cognitive level: Understand)

**CO3:** Discuss the major areas of pre and post sales services in sports goods industry. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction – Equipment &amp; Technology in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Guidelines, Goals, objective of equipment management in sports</li> <li>● Sports equipment management in early times</li> <li>● Sports equipment management in modern lives</li> <li>● Category of products under sports equipment</li> </ul>	
<b>2</b>	<b>Role of Equipment in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Importance of equipment and equipment management</li> <li>● Sociological and financial influence (role of govt, media, technology), Psychological influence</li> <li>● Proper use of equipment, proper size of equipment,</li> <li>● Advantages of equipment management, Standards of equipment management</li> </ul>	
<b>3</b>	<b>The Procurement Process, Sales and After Sales Service</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Direct Purchase, Bid Purchase, Placing advertisement for purchase, Damaged good return to supplier, Inventory maintenance (Software and website)</li> <li>● Hosting online sale web portal, updating website with latest inventory, offering discounts in slow moving products, Hosting events for promoting sales, organizing games and tournaments</li> <li>● Sponsoring, Taking feedback survey of quality of sales, quality of service, Return/ Refund policy</li> </ul>	
<b>4</b>	<b>Selection Process of Equipment's Material</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Priorities while selecting right equipment</li> <li>● Standards to follow</li> <li>● Quality and manufacturing standards of equipment procured</li> <li>● Choosing right supplier, Supplier standards and certification- Warranty and safety criteria</li> </ul>	
<b>5</b>	<b>Identification of Purchased Equipment</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Types of identification Tags, Reassignment of equipment tags</li> <li>● Ease of Records for maintenance, Ease in Utilization of equipment with of Tags: Advantages, Object code usage, Verifying correct usage of equipment</li> <li>● Ease of financial analysis</li> </ul>	

### Reference Books:

1. Sports Equipment Management By Marcia L. Walker - Jones & Bartlett Publishers; 1st edition (July 22, 1992)
2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

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**4. Human Resource Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to HRM	15
Module 2	Job Analysis & Recruitment	15
Module 3	Performance Appraisal	15
Module 4	Participative management	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To acquaint students with various issues related to Human Resource Management.
2. To give an overview on Organisation Behaviour as an area of Management.
3. To introduce basic concepts, functions & processes and to create an awareness on the role, functioning of HRM

**Course Outcome**

After successful completion of the course the learner will be able to

**CO1:** Outline the concept of human resource management and its relevance in organizations.

(Cognitive level: Understand)

**CO2:** Explain and Interpret the concept of Job Analysis and Recruitment. (Cognitive level: Understand)

**CO3:** Demonstrate an understanding on the methods of performance appraisal. (Cognitive level: Apply)

**CO4:** Examine current issues, trends, practices, and processes in human resource management. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Introduction to HRM Definition, Features, Scope/Functions of HRM.</li> <li>● Evolution of HRM, Trends in HRM, Difference between HRM and PM, Challenges before the HR Manager, Role of the HR manager, Traits/Characteristics of the workforce, Personnel Philosophy, Personnel Manual.</li> <li>● Human Resource Planning: Definition of HRP, Process of HRP along with brief coverage of personnel demand and supply, Forecasting techniques, Factors affecting HRP, HRIS, VRS, Outsourcing, Pink slip/termination/retraining/downsizing/ Separation Contracting and Sub-Contracting, Promotions and Transfers.</li> </ul>	
<b>2</b>	<b>Job Analysis &amp; Recruitment</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Job analysis: Definition, Method of collecting job data, Merits and demerits/ limitations.</li> <li>● Job Design: Definition, Factors affecting job design, Approaches to job design.</li> <li>● Job evaluation: Definition, Methods of job evaluation, Process of job evaluation.</li> <li>● Recruitment: Definition, Sources of recruitment, Merits and demerits.</li> <li>● Selection: Definition, Process of selection, Types of selection tests, Types of interviews.</li> <li>● Induction/orientation: Definition, Methods, Process, Placement.</li> <li>● Training and Development: Definition of training and development, Methods of training Managers, Process/ Procedure of conducting training programs, How to evaluate effectiveness of training program, Advantages of T &amp; D.</li> </ul>	
<b>3</b>	<b>Performance Evaluation</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Performance Appraisal: Definition, Methods of appraisal for managers, Traditional and Modern, Process/procedure of conducting performance appraisal, Advantages of performance appraisal, Limitations of performance appraisal.</li> <li>● Compensation management, Definition of compensation Components of salary/ salary slip.</li> <li>● Fringe benefits, Definition and Types Performance linked incentives/incentives, Advantages and Disadvantages.</li> <li>● Career planning and Development: Definition of career planning and career development, Process /procedure Career stages/career life cycle and how to handle personnel at each stage, Essentials to make career planning successful, Career</li> </ul>	

	counselling, Employee Retention techniques, Succession planning.	
<b>4</b>	<b>Participative Management &amp; Industrial Relations</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Participative Management: Definition of participative management, Levels of participation, Trends in Participative management, Factors important for effective participative management, Forms of participation, Participation through quality circles, Empowered teams.</li> <li>● Industrial Relations: Definition of industrial relations, Features of industrial relations, Importance of industrial relations, Approaches to industrial relations, Parties to industrial relations.</li> <li>● Trade Unions: Definition of a trade union, Features of a trade union, Trade Union movement in India, Trends in TU.</li> </ul>	

### Reference Books:

1. Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.
2. Prasad L M, Organizational Behaviour, Sultan Chand.
3. Khanka S. S., Organizational Behaviour, S. Chand.
4. P.L. Rao-International Human Resource.
5. Ivancevich; John and Micheol T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
6. Koontz, Harold, Cyril O'Donnell, and Heinz Weihrich: Essentials of management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
8. Human Resources and Personnel Management K Aswathappa Test and Cases.
9. Personnel Management Mamoria.
10. Personnel Management FlippoMcgraw.
11. Excellence through HRD M Nair and T V Rao.
12. Handbook of Human Resource Armstrong and Management Practice Michael Kogan.

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**5. Psychology of Human Behaviour at Work**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Understanding Work Teams	15
Module 2	Conflict and Negotiation	15
Module 3	Emotions and Moods	15
Module 4	Organizational Change and Stress Management	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

- To impart knowledge and understanding of the basic concepts and modern trends in the field of Psychology of Human Work Behaviour and to foster interest in the field.
- To create awareness about the role and importance of Psychological factors and processes in the world of work.

**Course Outcome**

After successful completion of the course the students will be able to:

- Identify and explain the basic concepts of Negotiations and conflicts.
- Explain the process of organisational change and stress management.

### Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Understanding Work Teams</b>	<b>15</b>
	a) Differences between groups and teams; Types of teams b) Creating effective teams	
<b>2</b>	<b>Conflict and Negotiation</b>	<b>15</b>
	a) Defining Conflict; transitions in conflict thought b) The Conflict Process c) Negotiation: Bargaining strategies; the negotiation process	
<b>3</b>	<b>Emotions and Moods</b>	<b>15</b>
	a) What are Emotions and Moods? The basic emotions; sources of emotions and moods b) Emotional Intelligence c) Organizational Behaviour applications of emotions and moods	
<b>4</b>	<b>Organizational Change and Stress Management</b>	<b>15</b>
	a) Forces for Change b) Work Stress and its Management	

### Reference Books:

1. Robbins, S. P. Judge, T. A. & Vohra, N. (2013).
2. Organizational Behavior. (15th ed.),
3. Indian subcontinent adaptation, New Delhi:
4. Pearson Education, Dorling Kindersley India pvt ltd.

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**5. Marketing Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Marketing	15
Module 2	Marketing Research	15
Module 3	Industrial Buying Behaviour	15
Module 4	Pricing	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To make the students understand the concepts of marketing.
2. To help them understand the marketing environment and consumer behaviour.
3. To help students understand the marketing mix.

**Course Outcome**

After successful completion of the course the learner will be able to:

**CO1:** Recall and Reproduce the various concepts, principles, frameworks, and terms related to the function and role of marketing. (Cognitive level: Remember)

**CO2:** Identify and remember basic terms related to marketing. (Cognitive level: Remember)

**CO3:** Explain the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behaviour, marketing mix and Product Life Cycle with real world examples. (Cognitive level: Understand)

**CO5:** Use pricing and marketing strategies to enhance marketing of products and services. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Introduction to Marketing</b>	15
	<ul style="list-style-type: none"> <li>● The 4Ps and Cs of Marketing</li> <li>● Marketing as an activity, function, and philosophy</li> <li>● Needs, wants and demand; transactions, transfers and exchanges</li> <li>● Orientation of a firm: Production concept, product concept; selling concept, and marketing concept</li> <li>● New Trends in marketing: E – Marketing, Internet Marketing, and Marketing using social networks</li> <li>● Societal Marketing/Relationship Marketing</li> </ul>	
2	<b>Marketing Research</b>	15
	<ul style="list-style-type: none"> <li>● MIS; &amp; Consumer Behavior: The micro environment of business (management structure; marketing channels; markets in which a firm operates; competitors and stakeholders.</li> <li>● Macro Environment: political factors; economics; socio economic factors; technological factors (pest analysis)</li> <li>● Marketing Research: Importance of Marketing Research; Types of Marketing Research; Product Research; sales research; consumer research; promotion research.</li> <li>● Consumer behavior: basic stimulus response model; influence on consumers decision making process; high involvement and low involvement products; influences on buying behavior: cultural factors, social factors, personal factors, and psychological factors (Maslow’s Hierarchy);</li> <li>● Methods of sales forecasting</li> </ul>	
3	<b>Industrial Buying Behaviour</b>	15
	<ul style="list-style-type: none"> <li>● Product and Brand management; STP; Decision making process;</li> <li>● DMUs and its composition factors influencing purchasing; economic environment; organizational factors; interpersonal characteristics and individual buying characteristics</li> <li>● Key differences between Consumer and Organizational Buying</li> <li>● Product and Brand Management Product Management: Core, tangible and augmented products; product decision mix; product line decisions; strategic filing, line modernization decisions, New product development process; idea generation, screening, concept development and testing, marketing market testing, test marketing and commercialization; product life cycle: introduction, growth, maturity, decline</li> <li>● Brand management: Brand equity; Branding Decisions, brand extension and Brand Portfolios</li> <li>● Segmentation targeting and Positioning (STP) : Segmentation variables for consumer markets: Geographic , demographic,</li> </ul>	

	<p>behavioral, psychographic; segmentation variables for industrial markets; customer location, type of industry, size of the firm, purchase criteria, etc</p> <ul style="list-style-type: none"> <li>● Targeting: undifferentiated marketing; single segment and multi segment structures; guidelines for selecting target markets Position Identifying frame of reference; points of parity and points of difference; choosing category membership; product and brand differentiation for identifying of position</li> </ul>	
<b>4</b>	<b>Pricing</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Pricing decisions, channel decisions: promotion mix; strategies; Integrated Marketing Communication; marketing services; ethics in marketing. Pricing decisions: pricing objectives, factors influencing pricing decisions; Types of Pricing: Mark up/ Cost plus Pricing,, perceived value pricing, value pricing, geographic pricing etc; Responding to competitors; Action through price and non-price variables; impact of the Products : stage in the PLC on pricing decisions</li> <li>● Channel decisions: Types of channels; intensity of distribution, channel conflict and channel management; Retailing importance and types of retail formats, Indian retail scenario</li> <li>● Promotion mix; Advertising: importance and scope; Sales promotions: objectives, consumer promotions; PR and Publicity; Personal Selling: recruitment, selection, training, motivation and evaluation, selling sales rep. Integrated marketing communication: Definition of target audience; determining communication objectives, designing communication and selection of channels</li> <li>● Marketing Services: Characteristics of services, ways of improving services, delivery, managing service maturity Ethics in marketing</li> <li>● Advertising standards Council of India, code of ethics in advertising; Promotion to children; unfair practices in marketing.</li> </ul>	

### Reference Books:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy and Jha, Pearson/ Prentice Hall
2. Marketing Concepts and Cases Etzel, Stanton, Walker and Pandit Tata Mcgraw Hill
3. Marketing Management Russel S. Winer, Pearson Education
4. Principles of Marketing Kotler Boone Thomson
5. Marketing Management S H HKazmi Excel
6. Marketing Management Kerin Hartley Tata Mcgraw Hill
7. Marketing Management Ramaswamy and Namakumari Macmillan India
8. Peterson Marketing Strategic Problems Roger Kerin/ Robert A Prentice Hall
9. Marketing Roger AKerin, Steen W. Harley Tata Mcgraw Hill
10. Marketing Planning and Strategy Thomson

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**6. Consumer Behaviour**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction	7
Module 2	Individual Determinants of Consumer Behaviour	8
Module 3	Environmental Determinants of Consumer Behaviour	7
Module 4	Consumer Decision Making Models and New Trends	8
	<b>Total</b>	<b>30</b>

**Course Objectives**

1. To develop an understanding about the consumer decision making process and its applications in marketing function of firms.
2. To equip undergraduate students with basic knowledge about issues and dimensions of Consumer Behaviour.

**Course Outcome**

After successful completion of the course the learner will be able to:

**CO1:** Identify the major influences in consumer behaviour. (Cognitive Level: Remember)

**CO2:** Contrast the relationship between Product personality and brand personification and how does it affect the consumer behaviour. (Cognitive Level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>7</b>
	a) Introduction to consumer behaviour b) Profiling the consumer. c) Drivers of consumer behaviour d) CB in different markets- domestic, international, urban and rural, Generation Z, CB, and CB for durables and FMCG. e) Consumer Decision Making process f) ZOMT	
<b>2</b>	<b>Individual Determinants of Consumer Behaviour</b>	<b>8</b>
	a) Consumer Needs & Motivation Theories b) Personality c) Product personality and brand personification.	
<b>3</b>	<b>Environmental Determinants of Consumer Behaviour</b>	<b>7</b>
	a) Social Class and Influences. b) Behavioural Influences c) Cultural Influences	
<b>4</b>	<b>Consumer Decision Making Models and New Trends</b>	<b>8</b>
	a) Consumer Decision making models b) Diffusion of innovations Process c) Decision process d) E-Buying behaviour e) Decision purchase tree- category and product	

### Reference Books:

1. Solomon, M.R,2009. Consumer Behaviour –New Delhi, Buying, Having, and Being. (8th ed.)
2. Blackwell, R.D., Miniard, P.W., & Engel, J. F, 2009. Consumer Behaviour. New Delhi, Cengage Learning.
3. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A, 2007, New Delhi, Consumer Behaviour Building, New York, McGraw-Hill College
4. Kotler, P. & Keller, K. L, 2012. Marketing Management (Global Edition) (14th ed.) New Delhi, Pearson Nair, Suja R,2004- Consumer Behaviour in Indian Perspective, New Delhi, Himalaya Publishing

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**6. Practical Training / Internship**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Students will be exposed to the practical ground requirements of Sports Management. Theoretical concepts shall be made more stronger by their involvement in the making of Live Events in the Industry. Students need to document their key learning made and shall submit the same in the form of a report for all the Events they have participated.

**Course Outcome**

**CO1:** Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)

**CO2:** Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

***Syllabus of Courses of  
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**6. Yoga & Ethics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Yoga	6
Module 2	Yama and Niyama	6
Module 3	Asanas	6
Module 4	Breathing Exercising	6
Module 5	Yoga and Meditation	6
	<b>Total</b>	<b>30</b>

**Course Objectives**

1. To understand the fundamentals of Yoga.

**Course Outcome**

**CO1:** Describe the history and fundamentals of yoga. (Cognitive Level: Remember)

**CO2:** Summarise the General Guidelines for Yoga practice. (Cognitive Level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Yoga</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>● What is Yoga?</li> <li>● History and Development of Yoga</li> <li>● Fundamentals of Yoga</li> <li>● Traditional Schools of Yoga</li> <li>● Yogic practices of Health and Wellness</li> <li>● General Guidelines for Yoga practice</li> <li>● Food for thought</li> </ul>	
<b>2</b>	<b>Yama and Niyama</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>● Yama (Ahimsa, Satya, Asteya, Brahmacharya, Aparigraha)</li> <li>● Niyama (Shauch, Santosh, Tapa, Swadhyaya, Ishwarpranidhan)</li> </ul>	
<b>3</b>	<b>Asanas</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>● Standing (Tadasana, Vrikshasana, Pada-Harkasana, Ardha-Chakrasana, Trikonasana)</li> <li>● Sitting (Bhadrasana, Vajrasana, Ushtrasana, Shashankasana, Vakrasana)</li> <li>● Prone (Makarasana, Bhujangasana, Sulabhasana)</li> <li>● Supine (Setu Bandhasana, Uttanapadasana, Pavanamuktasana)</li> </ul>	
<b>4</b>	<b>Breathing Exercises</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>● Kapalabhati</li> <li>● Pranayama—Anuloma-Viloma, Shitali, Bhramari</li> </ul>	
<b>5</b>	<b>Yoga and Meditation</b>	<b>6</b>
	<ul style="list-style-type: none"> <li>● Prayer</li> <li>● Dhyana</li> <li>● Yoga Geet</li> </ul>	

### Reference Books:

1. Module I, III, IV, V – (As per common yoga protocol for International Day of Yoga) Ministry of AYUSH
2. Module II – (As per Patanjala Yogasutra)
  - a. Yoga Sutra with Bhashya (Marathi) – Shri Rele, Prasad Prakashan, Pune
  - b. Yoga Sutra with Bhasgya (Hindi) – Darshan Mahavidyalaya, Parsodi, Gujarat
  - c. Yogasutra (Marathi) – Shri Kolhatkar, Prasad Prakashan, Pune

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**7. Nutrition & Lifestyle**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sleep	7
Module 2	Stress/Emotional health	8
Module 3	Hydration and Basic lifestyle changes	7
Module 4	Exercise	8
	<b>Total</b>	<b>30</b>

**Course Objectives**

1. To understand the basic lifestyle changes in a human body
2. To understand the benefits and need for exercise in a human body

**Course Outcome**

After successful completion of the course the learner will be able to:

1. Understand the importance of Sleep, hydration, lifestyle changes & exercise.
2. Understand the basics of maintaining a healthy life.

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sleep</b>	<b>7</b>
	<ul style="list-style-type: none"> <li>● Sleep- cycle, brain waves,</li> <li>● Conditions that impact sleep cycle,</li> <li>● Sleep and bedtime routine,</li> <li>● Importance of sleep and side effects of sleep deprivation - immunity, hormonal imbalance, gut etc</li> <li>● Adrenal fatigue with respect to sleep</li> </ul>	
<b>2</b>	<b>Stress/Emotional health</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>● Stress/ emotional health- how does stress affect,</li> <li>● Sympathetic Nervous system and Parasympathetic Nervous system,</li> <li>● Stress and inflammation,</li> <li>● Stress-immunity,</li> <li>● Ways to manage stress,</li> <li>● Adrenal fatigue with respect to stress</li> </ul>	
<b>3</b>	<b>Hydration and Basic lifestyle changes</b>	<b>7</b>
	<ul style="list-style-type: none"> <li>● Hydration- Functions and importance-</li> <li>● Adequate hydration</li> <li>● Foods that dehydrate you,</li> <li>● Side effects of dehydration,</li> <li>● Concepts of Intermittent Fasting, - Self study Dry Fasting, Circadian Intermittent Fasting,</li> <li>● Impact of fasting on human body, Fasting phase and building phase ,</li> <li>● Impact of nutrition deprivation on cell metabolism</li> </ul>	
<b>4</b>	<b>Exercise</b>	<b>8</b>
	<ul style="list-style-type: none"> <li>● Exercise- Benefits of exercise,</li> <li>● Types- aerobic and anaerobic- and cover examples in detail,</li> <li>● Side effects of over exercising,</li> <li>● Impact of no/ over exercise on muscles- weight gain/loss and exercise/ muscle gain and loss with respect to exercise,</li> <li>● Impact of exercise on BMR</li> </ul>	

### Reference Books

1. Joshi SA. (2010). Nutrition and Dietetics. 3rd Ed. New Delhi: McGraw Hill Education (India) Put Ltd.
2. Raut SK., Mitra K and Chowdhury P., AdhunikPustibigyan, Academic Publishers.
3. Srilakshmi B.( 2018). Dietetics,. New Delhi: New Age International.
4. Sahoo S and Sahoo SK. (2016). Pustibigyan, Kolkata: ChayaPrakashani.

5. Sohi D. A Comprehensive Textbook of Nutrition & Therapeutic Diets, New Delhi: Jaypee Brothers Medical Publishers.
6. Mudambi SR and Rajagopal MV.(2012). Fundamentals of Foods, Nutrition and Diet Therapy. 6thed. New Delhi: New Age International.
7. Begum MR, A Textbook Of Foods- Nutrition And Dietetics. Sterling Publishers Pvt. Ltd.

***Syllabus of Courses of  
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**SECOND YEAR**

Sr. No	Semester III	Subject code	Credits	Sr. No	Semester IV	Subject code	Credits
	<b><i>Core Course (CC)</i></b>				<b><i>Core Course (CC)</i></b>		
1	CC-6 Sports & Entertainment Marketing	1931BSENT	4	1	CC-11 Sports Law & Risk Management	1842BSLRM	4
2	CC-7 Sports Funding & Financial Management	1932BSSFF	4	2	CC-12 Global Sports Tourism	1843BSGST	4
3	CC-8 Sports Media , Broadcasting & Journalism	1933BSMBJ	4	3	CC-13 Sports Health & Nutrition	1844BSSHJN	4
4	CC-9 PR, Sponsorship & Advertising in Sports	1934BSPSA	4	4	CC-14 Sports Psychology	1845BSPSY	4
5	CC-10 Sports Event Management	1935BSSEM	4				
					<b><i>General Elective (GE)</i></b>		
				5	GE-5 Brand Management	1841BSBMT	4
	<b><i>Discipline Specific Compulsory Course (DSC)</i></b>				<b><i>Discipline Specific Compulsory Course (DSC)</i></b>		
6	DSC-3 Professional Industry Engagement (Training)*	1936BSPIE	4	6	DSC-4 Work Based Learning Route (Internship)*	1846BSWBL	4
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
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**1. Sports & Entertainment Marketing**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Sports Marketing	12
Module 2	Connecting Sport and entertainment marketing	12
Module 3	Sports Entertainment Product and Distribution	12
Module 4	Promotions	12
Module 5	Key Concepts	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand and describe key basics of Sports marketing
2. To determine how to market products and services through sports including promotions, sponsorships and endorsements.
3. To identify and understand different pricing strategies and factors affecting price.
4. To understand legal issues involved in sports and entertainment industry including laws and contracts, licensing and unions.
5. To identify distribution channels for the sports and entertainment industry.
6. To understand the marketing functions relatable to sports and entertainment industry

**Course Outcome**

After successful completion of the course the learner will be able to

- CO1- Define and explain the concept of the marketing mix. (Cognitive level: Remember)
- CO2- Identify the demographics and marketing mix for the sports and entertainment industries. (Cognitive level: Understand)
- CO3- Identify how sports and entertainment marketers use different tools to sell their products. (Cognitive level: Understand)
- CO4- Outline the promotional strategies used in sports and entertainment marketing. (Cognitive level: Understand)
- CO5- Discover market segments and target customers in Sports and Entertainment. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Sports Marketing</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Define sports marketing; Understanding the sport marketing environment</li> <li>● Categories of sports; Difference between amateur and professional sports; Difference between sports goods and services</li> <li>● Sports marketing domains; Sport and Consumer buying behavior; Marketing in non-profit and for profit sports organization</li> <li>● Sports market in India; Significance of International and Women sports</li> </ul>	
<b>2</b>	<b>Connecting Sport and entertainment marketing</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● History of Sports and entertainment; Impact of sports and entertainment history on today's markets; Risk and management of sports and entertainment events</li> <li>● Difference between marketing of sports products and entertainment products</li> <li>● Sports and Entertainment together as a reality programme</li> </ul>	
<b>3</b>	<b>Sports Entertainment Product and Distribution</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sports and Entertainment product mix and marketing strategies; Product decisions in sports marketing; Channels of distribution</li> <li>● Difference in Sports and Entertainment Distribution; Technology and Distribution media</li> <li>● Sports Logistics – logistics mix and channel management; issues in channel management</li> <li>● Sports Goods retailing</li> </ul>	
<b>4</b>	<b>Promotions</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Promotional mix in sports and entertainment marketing</li> <li>● Use of technology; Content Marketing; Compare media and non-media promotion</li> <li>● Importance of reaching diverse markets; Sponsorships and endorsements</li> </ul>	
<b>5</b>	<b>Key Concepts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Segmentation, Targeting, Positioning, Product Line and product mix; Product Life Cycle</li> <li>● Developing and extending sports brands, Direct, database and online marketing in sport- types and application; Programming; Location based entertainment; Brand Identity and Brand marks in Entertainment</li> <li>● Celebrities as brands marketing of sports products and entertainment products; Sports and Entertainment together as a reality programme</li> </ul>	

### **Reference Books:**

1. Sport Marketing, Volume 13 By Bernard James Mullin, Stephen Hardy, William Anthony Sutton - Human Kinetics; 3 edition (March 20, 2007)
2. Sports and Entertainment Marketing By Ken Kaser, Dotty Oelkers- Cengage Learning; edition (March 29, 2007)

***Syllabus of Courses of  
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**2. Sports Funding & Financial Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Budgeting and Valuation in sports	12
Module 2	Business structures in sports	12
Module 3	Capital structuring	12
Module 4	Public funding and Private funding	12
Module 5	Sports funding in India -Analysis	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand different sources of funding in Sports.
2. To understand the basics of Budgeting in Sports.
3. To understand different methods of constructing budgets.
4. To understand different methods for setting prices for sports goods and services.
5. To understand the process and strategies of Fundraising.
6. To identify the differences between different business structures

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Explain the budgeting and valuation with reference to Sports (Cognitive level: Remember)

CO2- Differentiate between different types of business structure. (Cognitive level: Understand)

CO3- Identify and explain different types of funding. (Cognitive level: Understand)

CO4- Discuss the Sports funding scenario in India. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Budgeting and Valuation in sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What makes sports profitable?; what makes sports valuable – market capitalization, market multiples, book value of assets v/s market value of assets, impact of expected future earnings; profit or wealth?</li> <li>● The basics of budgeting, Types of budgets - operational budgets, variance analysis, capital budgeting; Budgeting for a sports event</li> <li>● Breakeven analysis; pricing strategies- demand based, elasticity pricing, discriminatory pricing, competition pricing, penetration pricing;</li> </ul>	
<b>2</b>	<b>Business structures in sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Non – profit organizations; sole proprietorships; Limited Liability Partnerships; Corporations and Private Limited Companies</li> <li>● Difference between each business structure; taxation issues in sports business; bankruptcy law</li> </ul>	
<b>3</b>	<b>Capital structuring</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Types of funding – short term borrowing, long term borrowing, Common Stock, Preferred Stock, Corporate bonds; cost of issuing bonds; loan repayment methods;</li> <li>● Short term Financing management – review of current assets and current liabilities, cash management, credit management, collections management</li> </ul>	
<b>4</b>	<b>Public funding and Private funding</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Legislation, Cost-sharing models, Funding for stadium, Sports infrastructure</li> <li>● Procedure of Public grant funding, Advantages of Public Grant funding, Disadvantages of Public Grant Funding</li> <li>● Procedure of Private Grant Funding, Advantages of Private Grant Funding, Disadvantages of Private Grant Funding</li> </ul>	
<b>5</b>	<b>Sports funding in India -Analysis</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● History of sports funding in India, Funding from government bodies and local authorities</li> <li>● Funding from the private sector, Crowd funding, Funding from other sources</li> <li>● Provisions related to sports funding in the annual financial statement of past few years, Government bodies responsible for funding, Limitations on the way of sports funding in India</li> <li>● Recent developments and controversies</li> </ul>	

### Reference Books:

1. Sport Funding and Finance, By Bob Stewart- Routledge; 2 edition (July 31, 2014)

2. 2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

***Syllabus of Courses of  
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at Semester III***

**3. Sports Media, Broadcasting & Journalism**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sports News and Reporting on various platforms	12
Module 2	Ethics in Sports Journalism	12
Module 3	Writing Sports Stories and Feature Articles	12
Module 4	Introduction to Sports Media and Journalism	12
Module 5	Sport, Society and the Sporting Media	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To be able to explain the concept of Sports News and Reporting on various platforms
2. To be able to explain the code of conduct followed by a sports journalist.
3. To be able to create titles that not only add interest to a piece, but communicate what a story is about
4. To be able to explain concept of sports media and journalism
5. To be able to explain the importance of business and media in today's society.

**Course Outcome**

After successful completion of the course the learner will be able to

CO 1- List down the points that will be helpful in covering important sport conferences on different platforms. (Cognitive level: Remember)

CO2- Use communication technology effectively. (Cognitive Level: Apply)

CO 3- Review sports stories published n established and emerging media platforms. (Cognitive level: Understand)

CO4- Cite the importance of ethics and standards in sports journalism. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sports News and Reporting on various platforms</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Print, Broadcast, Radio, Internet, etc: How to decide what is your news?, Lay your groundwork for the event you are reporting</li> <li>● How to decide who shall be in your team when you cover a major sporting spectacle? , Sports reporting for a newspaper</li> <li>● How to cover important sport conferences</li> <li>● How to roll out sports news on different platforms , Broadcast Production , Podcasting , Radio News Story Production , Radio News Voice Presentation ,Radio News Package Production and Broadcasting</li> </ul>	
<b>2</b>	<b>Ethics in Sports Journalism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Journalism ethics and standards</li> <li>● Evolution of ethics in sports journalism , Codes of practice for ethical sports journalism , Self-Regulation , Ethics and Standards in practice, Freedom of Press , Criticism , Traits of a perfect Sports Journalist</li> </ul>	
<b>3</b>	<b>Writing Sports Stories and Feature Articles</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Find your story , Learn more about your story , Decide on what type of feature you want to write</li> <li>● Organize your feature article by thinking of it as a three-act play, Introduction-Body-Conclusion , Think about the best style for a feature article , Add details/stats to keep a feature article interesting</li> <li>● Create titles that not only add interest to a piece, but communicate what a story is about. , The Straight-Lede Game Story , The Feature-Lede Game Story , Profiles , Season Preview and Wrap-up Stories , Columns , Interviews</li> </ul>	
<b>4</b>	<b>Introduction to Sports Media and Journalism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Evolution of Sports on the Media front</li> <li>● Rise of Journalism in sports, Definition of Sports Media,</li> <li>● Importance of Media in Sports, Definition of Sports Journalism,</li> </ul>	
<b>5</b>	<b>Sport, Society and the Sporting Media</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● The Audience Experience with Sports on Television , Viewers' Enjoyment of Televised Sports Violence</li> <li>● World Cup Cricket versus World Cup Soccer – Media’s role</li> <li>● Business of Sports Television , Sports, Business and Media in Today’s Society</li> </ul>	

### Reference Books:

1. Sport Funding and Finance, By Bob Stewart - Routledge; 2 edition (July 31, 2014)

2. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo; - Human Kinetics (1 Oct. 2011)

***Syllabus of Courses of  
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**4. PR, Sponsorship & Advertising in Sports**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to PR in Sports	12
Module 2	Introduction to Sponsorship	12
Module 3	Introduction to Advertising	12
Module 4	Basic Sports PR concepts	12
Module 5	Basic Sponsorship concepts	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the importance of PR, sponsorship & Advertising in sports

**Course Outcome**

After successful completion of the course the learner will be able to

CO1 - Outline the concept of Public Relation in sports and understand its relevance in sports organizations (Cognitive level: Remember)

CO2- Identify the key components of developing a sponsorship proposal (Cognitive level: Understand)

CO3- Discuss different aspects of sponsorships and its importance in sports. (Cognitive level: Understand)

CO4- Prepare advertising strategies that can be helpful in creating advertising messages and conducting the selection of advertising media. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to PR in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Beginning / evolution of PR in sports, definition of sports PR,</li> <li>● Characteristic of sports PR, the value of PR, sports PR as a form of business</li> <li>● PR as strategic management tool, organizational stakeholders and constituents</li> <li>● Issues management, organizational reputation, distinguishing between program and campaign, planning and executing campaigns</li> <li>● Working with PR firms, how to get started in sports PR, networking and volunteering, different types of sports PR</li> </ul>	
<b>2</b>	<b>Introduction to Sponsorship</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of sponsorship, the sponsorship market, the objectives of sponsorship the components of sponsorship, limitations of traditional sponsorship, components of sponsorship plan</li> <li>● Key components of sponsorship proposal, developing and selling a proposal</li> </ul>	
<b>3</b>	<b>Introduction to Advertising</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Definition of advertising, Objectives of advertising, setting advertising budget</li> <li>● Developing advertising strategies - creating advertising message and selecting the advertising media</li> <li>● Evaluating advertising effectiveness, return on advertising investment; Agency vs in-house advertising</li> </ul>	
<b>4</b>	<b>Basic Sports PR concepts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining mass media, mass media structures, relation between mass media and sport</li> <li>● Identifying influential, serving media at organizational events</li> <li>● Developing media policy, maximizing media exposure, media Sports PR planning process</li> <li>● How to do sports PR - colleges, professional team and individuals, sports and athletes</li> </ul>	
<b>5</b>	<b>Basic Sponsorship concepts</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Pre-event evaluation of sponsorship- need for pre-event scrutiny, develop an evaluation procedure, apply evaluation criteria, sponsorship activation - what is leveraging in sponsorship</li> <li>● Understanding many leveraging techniques in sponsorship, budgeting of a leveraging program, 10 steps to effective leveraging; ambush marketing – concept, difference between piracy &amp; ambush marketing, importance &amp; prevalence of</li> </ul>	

	ambush marketing, countering ambush marketing of competitors	
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**Reference Books:**

1. Sport Public Relations: Managing Stakeholder Communication, By G. Clayton Stoldt, Stephen Dittmore, Scott Branvold- Human Kinetics; 2nd edition (18 Mar. 2012)
2. Sports Sponsorship: Principles and Practices, By John A. Fortunato- McFarland & Co Inc (30 Aug. 2013)

***Syllabus of Courses of  
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**5. Sports Event Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Sports Event Industry	12
Module 2	Event Conceptualization and Planning Process	12
Module 3	Event Management Commercials	12
Module 4	Implementation of Event Services and Logistics	12
Module 5	Media Partnerships and leveraging media	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the origins and importance of sports events.
2. To understand the role of event organizations and sports event manager
3. To understand different planning components of an event.
4. To learn and understand the event planning process
5. To identify ways to serve customers in a sports event
6. To learn basics of serving media at event site

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1 - List down the challenges of event management in sports events. (Cognitive level: Remember)

CO2- Explain the planning components of a sports event. (Cognitive level: Understand)

CO3- Apply organizational principles of a sports event. (Cognitive level: Apply)

CO4 - Apply aspects of financial management of a sports event into practice. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Sports Event Industry</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Evolution of Sports Events; Variety of Sports events</li> <li>● Role of Event organizations and sports event manager;</li> <li>● Challenges of event management; Sports events vs. Non-sports events; Sports Tourism; Future Trends in Event Management and Marketing</li> </ul>	
<b>2</b>	<b>Event Conceptualization and Planning Process</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● SWOT Analysis; Defining and developing objectives for the event; Planning components – type of sport requirements, concept and design, event flow, setting operational timelines, creating Checklists, Logistics plans, safety and security planning; Selecting and soliciting host City / Venues – understanding and managing expectations</li> <li>● Event planning process – finding the right people, identify and analyze management tasks for Staff, Vendors and Volunteers, building support organization</li> <li>● Identify Sponsors and teaming up with them – understand event-sponsor relationship and managing expectations, Designing sponsorship programme and finalize the deal; Promotion planning – media partnerships, campaign for the event, media coverage and media partners; Designing the execution of the event marketing plan</li> </ul>	
<b>3</b>	<b>Event Management Commercials</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Stages of Budgeting Process; Identifying costs – Facility cost, Event operations cost, Marketing expenses, sponsor fulfillment expenses, Guest Management and Hospitality expenses, event presentation expenses, capital investment and amortization, miscellaneous expenses</li> <li>● Cash Flow and Management; Controlling costs and Contingency planning;</li> <li>● Identifying revenue streams – Ticket Sales, Hospitality partnerships; Sponsorships and Advertising; Merchandising and Barters; Broadcasting, tournament and participation fees, Media partnerships; Grants and Donations, miscellaneous revenues</li> </ul>	
<b>4</b>	<b>Implementation of Event Services and Logistics</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Event Permits and licenses; Event registration; Engaging community;</li> <li>● Accommodating and managing guests, Event Presentation – Production planning, scheduling rehearsals</li> <li>● Working with Broadcasters; ; Staff and Volunteer Management; Ticket Sales; Food and Beverage Operations; Waste Management; Transportation services; Lighting; Vendor Relations; Facility operations; Customer Service;</li> </ul>	

	<ul style="list-style-type: none"> <li>• Servicing media at event site; Media Center facilities; Awards Ceremonies</li> </ul>	
<b>5</b>	<b>Media Partnerships and leveraging media</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>• Requirements of Media Partners from organizers;</li> <li>• Requirement of Organizers from Media Partners; Sports celebrities; Broadcasting Rights;</li> <li>• Promotion Mix – advertising, personal selling and social media; Event Marketing; Media contracts, Connecting with media</li> </ul>	

### **Reference Books:**

1. Managing Sporting Events – Jerry Solomon (Human kinetics)- Human Kinetics Publishers (Jan. 2002)
2. Managing Major Sports Events: Theory and Practice, By Milena M. Parent, Sharon Smith- Swan - Routledge (26 Nov. 2012)

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester III***

**6. Professional Industry Engagement (Training)**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Sports industry is in a constant state of evolution and the scope of work and opportunity for a sports management professional is fast expanding. To make the most out of this quick growth in the Industry, student shall be encouraged and supported to build and grow strong connections with the multiple players operating in the Industry. Student will closely walk through the entire process of Sports Management starting from marketing , media venue management to event planning and execution.

**Course Outcome**

- 1) CO1- Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)
- 2) CO2- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**1. Sports Law & Risk Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Court of Arbitration for Sport (CAS)	12
Module 2	Sports Law and Regulation in India	12
Module 3	Indian Contract Act' 1872	12
Module 4	Origin of Sports Law	12
Module 5	Introduction to Risk Management	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To apply the concepts in analysing sports related disputes
2. To understand the sports law in India
3. To explain the essentials of a contract
4. To identify authorities of sports in different countries.
5. To follow simple steps for effective risk management in organisation

**Course Outcome**

After successful completion of the course the learner will be able to

- CO1 - Identify and list down the legalities related to Sports (Cognitive level: Remember)
- CO2- Outline the sports law and regulation in India (Cognitive level: Remember)
- CO3 - Summarize the importance of contract act, legal terms, valid essentials, discharge and breach of contracts in sports (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Court of Arbitration for Sport (CAS)</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● The initiation of Court of Arbitration for sport</li> <li>● Scope, intervention, functions, procedures, mediation and cost of such mediation.</li> </ul>	
<b>2</b>	<b>Sports Law and Regulation in India</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Present and Preview of sports law in India</li> <li>● Authorities in India for Sports</li> <li>● Ministry of Sports and its functions, Contemporary Issues and disputes in Indian Sports.</li> </ul>	
<b>3</b>	<b>Indian Contract Act' 1872</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Importance of contract act in sports, legal terms, valid essentials, discharge and breach of contracts</li> <li>● Essentials of a Contract, Offer and Acceptance, Capacity of Parties, Minor's Contract ,Void Agreements and Voidable Contracts, Consequences of breach of Contract</li> </ul>	
<b>4</b>	<b>Origin of Sports Law</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Origin of law of sports, Authorities involved in sports and their functions.</li> </ul>	
<b>5</b>	<b>Introduction to Risk Management</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Introduction and a simple explanation of the ten-step process organizations needs to follow, risk management at events</li> </ul>	

### Reference Books:

1. Sports law in india, by Mohammed Naseem, - Kluwer Law International -(1 November 2011)
2. Risk Management in Sport and Recreation, By John Otto Spengler, Daniel Connaughton, Andrew T. Pittman - Human Kinetics; 1 edition (January 2006)

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**2. Global Sports Tourism**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to sports tourism	12
Module 2	Designing Sports Tourism Events	12
Module 3	Adventure tourism	12
Module 4	Sports Tourism Development	12
Module 5	Financing Sport Tourism	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To gain a holistic understanding of the sports tourism system
2. To discuss the importance of research and feasibility study before hosting an event.
3. To outline the business administration in adventure tourism
4. To discuss the impact on sports tourism in the built environment & in natural landscapes
5. To gain insights on the sponsorship decision making, benefits & considerations

**Course Outcome**

After successful completion of the course the learner will be able to

CO1 - Define sports tourism, the supply side, and the sport tourism system. (Cognitive level: Remember)

CO2- Explain the characteristics of Sport tourist destination areas (Cognitive level: Understand)

CO3 – Identify the revenue sources for sports tourism. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to sports tourism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining sports tourism; sports tourism - the supply side; the sport industry; the sport tourism system; opportunities &amp; challenges of providing sports tourism Services</li> <li>● Sport Tourist – behavior &amp; motivations; characteristics of sports tourism market</li> </ul>	
<b>2</b>	<b>Designing Sports Tourism Events</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is sports tourism events?; Importance of research; Informal and formal assessment of need to host an event; feasibility study Considerations when planning the event;</li> <li>● Values, attitudes and lifestyles; Characteristics of Sport tourist destination areas; setting and location considerations; free v/s paid admissions; factors related to poor events</li> </ul>	
<b>3</b>	<b>Adventure tourism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● What is adventure tourism; the commoditization of adventure tourism;</li> <li>● Importance of technological developments</li> <li>● The role of the guide; risk management in adventure tourism; adventure tourism business administration</li> </ul>	
<b>4</b>	<b>Sports Tourism Development</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sport Locations, location hierarchies and tourism; sport tourism in built environment &amp; in natural landscapes; studying tourist motivations</li> <li>● Capitalizing on the influence of culture, place &amp; identity through sport tourism; building visitor experiences; recollection and visitor satisfaction; seasonal pattern and issues in sport tourism; nostalgia sport tourism;</li> </ul>	
<b>5</b>	<b>Financing Sport Tourism</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sport tourism revenue sources; earned income</li> <li>● Sport tourism pricing policies</li> <li>● Sponsorship decision making, benefits and considerations; grants</li> </ul>	

### Reference Books:

1. Introduction to Sports Tourism and Event Management, edited by M. Saayman- Institute for Tourism and Leisure Studies and Leis (December 31, 2001)
2. Sport Tourism Destinations: Issues, Opportunities and Analysis, edited by James E. S.Higham- Routledge (November 8, 2004)
3. Sports Tourism, By Chris Bull, Mike Weed - Routledge; 1 edition (May 23, 2012)
4. Sport Tourism Development, By Tom Hinch, James Higham - Channel View Publications; 2 edition (July 15, 2011)

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**3. Sports Health & Nutrition**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Sports science	12
Module 2	Exercise physiology	12
Module 3	Sports Injuries	12
Module 4	Human anatomy:	12
Module 5	Energy Requirement	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To describe contemporary dietary guidelines and demonstrate an ability to use these guidelines to provide general nutrition advice for achieving or maintaining a healthy body weight
2. To describe how nutrition influences human development, exercise performance, recovery and physiological adaptations
3. To discuss macronutrient metabolism during and after exercise and outline the requirements of these nutrients for athletes

**Course Outcome**

After successful completion of the course the learner will be able to

- CO1 – Cite the health aspects related to sports (Cognitive level: Remember)
- CO2 - Explore the nutrition concepts to evaluate and improve the health (Cognitive level: Understand)
- CO3 – Identify and differentiate between types of sports injuries. (Cognitive level: Understand)
- CO4- Explain the anatomy, physiology, and functions of various body system. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Sports science</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● History of sports &amp; games</li> <li>● An introduction to Sports science</li> </ul>	
<b>2</b>	<b>Exercise physiology</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Effect of training on heart &amp; lung performance</li> <li>● Importance of heart rate monitoring</li> <li>● Index of training, over training &amp; detraining</li> </ul>	
<b>3</b>	<b>Sports Injuries</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Various sports injury</li> <li>● Body's response to the injury</li> <li>● Goal of treatment</li> </ul>	
<b>4</b>	<b>Human anatomy:</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Body Composition, Respiratory system, cardiovascular system, Nervous system, excretory system, Endocrine system, Muscular skeletal system</li> <li>● Types of contraction, Body temperature &amp; its effects on sports performance, Aerobic capacity, anaerobic threshold, athletic heart.</li> </ul>	
<b>5</b>	<b>Energy Requirement</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Aerobic capacity, anaerobic threshold, athletic heart, Water &amp; electrolytes balance, Doping, Injury Supplementation, Training nutrition, pre-competition nutrition, competing nutrition and recovery nutrition</li> </ul>	

### Reference Books:

1. Steven Ray, Irvin Richer - Sports Medicine - , Prentice Hall,1983
2. Sports Injuries - Vinger and Roerner, - PSG Publishing Co. Inc,1981 William JGP,
3. Sports medicine - London Edwar - Arnold Publications Morehouse and Rash,
4. Sports medicine for Trainer by W.B.Saunders.
5. Armstrong and Tucker, Injuries and Sports, London Scamples Press

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**4. Sports Psychology**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Psychology in Sports	12
Module 2	Attitudes to Sport	12
Module 3	Aggression in Sport	12
Module 4	Social influences on sporting behavior	12
Module 5	Motivation and Sport	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the psychological aspects of sports and sports professionals

**Course Outcome**

After successful completion of the course the learner will be able to

- CO1 – Explain Sports Psychology (Cognitive level: Remember)
- CO2- Explain the formation of attitudes to sport. (Cognitive level: Understand)
- CO 3- Identify and distinguish different theories of aggression. (Cognitive level: Understand)
- CO4 - Apply health, physical activity, and psychological principles as they relate to human performance (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Psychology in Sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Understanding sport psychology</li> <li>● Definition of sport psychology, a brief history of sport psychology and understanding is to who is a sport psychologist?</li> </ul>	
<b>2</b>	<b>Attitudes to Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● The nature of attitudes, measuring attitudes, the formation of attitudes to sport</li> <li>● Attitudes to sport and sporting behavior, changing people's attitudes to sport.</li> </ul>	
<b>3</b>	<b>Aggression in Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Defining aggression, Theories of aggression, Situational factors affecting aggression in sport</li> <li>● The big question: does sport increase or reduce aggression? The reduction of aggression</li> </ul>	
<b>4</b>	<b>Social influences on sporting behavior</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Sources of social influence, Groups and teams, Social facilitation, Leadership</li> </ul>	
<b>5</b>	<b>Motivation and Sport</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Intrinsic and extrinsic motivation, Humanistic perspectives on motivation, Achievement-motivation, Cognitive approaches to motivation, Contemporary research on motives for sports participation</li> </ul>	

### Reference Books:

1. Sports Ethics for Sports Management Professionals, By Patrick Thornton, Walter T.
2. Champion, Jr., Lawrence S. Ruddell, Larry Ruddell - Jones & Bartlett Learning; 1 edition (April 20, 2011)
3. Sports Ethics: An Anthology by Jan Boxill- Blackwell Publishing; 1 edition (November 1, 2003)
4. Ethics in Sport, edited by William John Morgan- Human Kinetics; 2 edition (February 22, 2007)
5. Practical Ethics in Sport Management, By Angela Lumpkin, Sharon Kay Stoll, Jennifer M. Beller- McFarland (November 23, 2011)

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**5. Brand Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Concept of a brand	12
Module 2	Brand positioning	12
Module 3	Brand Image, Brand associations & image, Brand identity	12
Module 4	Leveraging Brands	12
Module 5	Brand valuation	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the concept of brands & brand elements
2. To understand Brand positioning, brand image & managing brand image
3. To understand how to conduct market research
4. To understand how to leverage brands

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Explain the concepts of brand and branding. (Cognitive level: Understand)

CO2- Use the Strategies for positioning the brand for competitive advantage. (Cognitive level: Apply)

CO3 - Demonstrate knowledge of the nature and processes of branding and brand management. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Concept of a brand</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products</li> <li>● Advantages of Brands to consumers &amp; firms</li> <li>● Brand elements: Components &amp; choosing brand elements</li> <li>● Branding challenges &amp; opportunities.</li> </ul>	
<b>2</b>	<b>Brand positioning</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Basic concepts – alternatives – risks – Brands &amp; consumers</li> <li>● Strategies for positioning the brand for competitive advantage</li> </ul>	
<b>3</b>	<b>Brand Image, Brand associations &amp; image, Brand identity</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Perspectives, levels, and prisms</li> <li>● Managing Brand image – stages – functional, symbolic &amp; experiential brands</li> </ul>	
<b>4</b>	<b>Leveraging Brands</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Brand extensions, extendibility, merits &amp; demerits</li> <li>● Line extensions, line trap – Co-branding &amp; Licensing Brands</li> </ul>	
<b>5</b>	<b>Brand valuation</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Methods of valuation, implications for buying &amp; selling brands</li> <li>● Applications – Branding industrial products, services and Retailers – Building Brands online</li> <li>● Indianisation of Foreign brands &amp; taking Indian brands global – issues &amp; challenges.</li> </ul>	

### Reference Books:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester IV***

**6. Work Based Learning Route (Internship)**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

In addition to the few-days of projects taken up by students in different aspects of Sports Management, they shall be motivated to take-up 45 to 60 days Internships with the companies. Such relationships will ensure comprehensive understanding of various aspects of operations including Business Development, Planning, Team & Crew Management, Vendor Management, Production, Crisis Management etc. Such Internship will help student to penetrate into the Industry thereby boosting their placement opportunities.

**Course Outcome**

- 1) CO1- Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)
- 2) CO2- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)

**NAGINDAS KHANDWALA COLLEGE**

**Syllabus and Question Paper Pattern  
of Courses of**

**Bachelor of Management Studies**

**(Sports Management)**

**Third Year  
*Semester V and VI***

### THIRD YEAR

Sr. No	Semester V	Subject code	Credits	Sr. No	Semester VI	Subject code	Credits
	<b><i>Core Course (CC)</i></b>						
1	CC-15 Media Management	1851BSMED	4	1	CC – 19 Management of Adaptive Sports	1861BSMAS	4
2	CC-16 Ethics & Governance	1852BSEGV	4	2	CC-20 Soft Skills & Personality Development	1862BSSPD	2
3	CC-17 International Sports Management	1853BSISM	4	3	CC – 21 Case Studies	1863BSCS	2
4	CC-18 Sports Training & Tactics	1854BSSTT	4	4	CC-22 Sports & allied Industry Research	1864BSIEP	4
	<b><i>Skill Enhancement Course (SEC)</i></b>						
5	SEC-1 Entrepreneurship & Project Management	1855BSEPM	4				
	<b><i>Discipline Specific Compulsory Course (DSC)</i></b>				<b><i>Discipline Specific Compulsory Course (DSC)</i></b>		
6	DSC-5 Advanced Practical Sports Management (Internship)*	1856BSAPS	4	5	DSC-6 Final Project & Viva	186BSFPV	12
		<b>TOTAL</b>	<b>24</b>			<b>TOTAL</b>	<b>24</b>

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester V***

**1. Media Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction	15
Module 2	Print-Media	15
Module 3	Broadcast Media	15
Module 4	Media planning	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand Media Planning, Strategy and Management with reference to current business scenario.
2. To know the basic characteristics of all media to ensure most effective use of advertising budget.
3. To provide an insight on Media Planning, Budgeting, Scheduling and Evaluating the different Media Buys.

**Course Outcome**

After successful completion of the course the learner will be able to

CO1 – Identify different types of media. (Cognitive level: Remember)

CO2 - Explain the characteristics of media and establish media objectives. (Cognitive level: Understand)

CO3 –Articulate a media plan. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Media Classification- Mass Media –Niche Media-Addressable</li> <li>● Media and Interactive Media-Media-Intrusiveness</li> </ul>	
<b>2</b>	<b>Print-Media</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Principles of Newspaper Business-Classified Ads, Display Ad's Display</li> <li>● Ad's – Coverage and Audience Measurement-Sales and Pricing-magazines Directories</li> </ul>	
<b>3</b>	<b>Broadcast Media</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Radio-Television-out of Home Media-outdoor Advertising-Cinema and Video –</li> <li>● Non-Traditional Media.</li> </ul>	
<b>4</b>	<b>Media planning</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Problems of media planning –Developing media plan – Market Analysis and Target - Interactive and Digital Media</li> <li>● Establishing media objectives – Developing and Implementing –Evaluation and Follow up-Computers in</li> <li>● Media Planning- Characteristics of Media.</li> </ul>	

### Reference Books:

1. Principles of Advertising and IMC| – Tom Duncan-Tata McGraw-Hill-Second Edition.
2. Advertising and Promotion| – an IMC Perspective – Kruti shah and Alan D'souza – Tata McGraw –Hill.
3. Mehra||- Newspaper Management.
4. Rucker and Williams||- Newspaper Organization and Management

***Syllabus of Courses of  
Bachelor of Management Studies (Sports Management)  
at Semester V***

**2. Ethics & Governance**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to Ethics and Business Ethics	15
Module 2	Ethics in Marketing, Finance and HRM	15
Module 3	Corporate Governance	15
Module 4	Corporate Social Responsibility (CSR)	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To discuss and assess values of human dignity, empathy, integrity, moral courage, social justice, inclusivity.
2. To enable students to understand the significance of ethics and ethical practices in businesses which are indispensable for the progress of a country.
3. To make students learn the applicability of ethics in functional areas like marketing, finance and human resource management.
4. To make students understand the emerging need and growing importance of good governance and CSR by organisations.
5. To make the students study the ethical business practices, CSR and Corporate Governance practiced by various organisations

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1 – Outline the concept of ethics and its relevance in organizations. (Cognitive level: Remember)

CO2 – Summarize various ethical issues in Marketing, Finance & HR (Cognitive level: Understand)

CO3 – Explain the concept of Corporate Governance and CSR. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to Ethics and Business Ethics</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Concept of Ethics, Evolution of Ethics, Nature of Ethics- Personal, Professional,</li> <li>● Managerial - Importance of Ethics, Objectives, Scope, Types – Transactional, Participatory and Recognition –</li> <li>● Business Ethics - Meaning, Objectives, Purpose and Scope of Business Ethics Towards Society and Stakeholders</li> <li>● Role of Government in Ensuring Business Ethics - Principles of Business Ethics, 3 Cs of Business Ethics – Compliance, Contribution and Consequences</li> <li>● Myths about Business Ethics -Ethical Performance in Businesses in India</li> </ul>	
<b>2</b>	<b>Ethics in Marketing, Finance and HRM</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Ethical issues in Marketing Mix, Unethical Marketing Practices in India, Ethical Dilemmas in Marketing</li> <li>● Ethics in Advertising and Types of Unethical Advertisements</li> <li>● Ethics In Finance: -Scope of Ethics in Financial Services, Ethics of a Financial Manager – Legal Issues, Balancing Act and Whistle Blower</li> <li>● Ethics in Taxation, Corporate Crime - White Collar Crime and Organised Crime, Major Corporate Scams in India</li> <li>● Role of SEBI in Ensuring Corporate Governance, Cadbury Committee Report, 1992 c)</li> <li>● Ethics in Human Resource Management: -Importance of Workplace Ethics, Guidelines to Promote Workplace Ethics, Importance of Employee Code of Conduct, Ethical Leadership</li> </ul>	
<b>3</b>	<b>Corporate Governance</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Significance of Ethics in Corporate Governance, Principles of Corporate Governance, Benefits of Good Governance, Issues in Corporate Governance</li> <li>● Theories- Agency Theory, Shareholder Theory, Stakeholder Theory and Stewardship Theory</li> <li>● Corporate Governance in India, Emerging Trends in Corporate Governance, Models of Corporate Governance, Insider Trading</li> </ul>	
<b>4</b>	<b>Corporate Social Responsibility</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Aspects of CSR Responsibility, Accountability, Sustainability and Social Contract</li> <li>● Need for CSR – CSR Principles and Strategies - Issues in CSR</li> <li>● Social Accounting - Tata Group’s CSR Rating Framework - Sachar Committee Report on CSR</li> <li>● Ethical Issues in International Business Practices - Recent Guidelines in CSR</li> </ul>	

	<ul style="list-style-type: none"><li>● Society's Changing Expectations of Business With Respect to Globalisation - Future of CSR</li></ul>	
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### **Reference Books:**

1. Laura P. Hartman, Joe DesJardins, Business Ethics, McGraw Hill, 2nd Edition
2. A. C. Fernando, Business Ethics – An Indian Perspective, Pearson, 2010
3. Joseph DesJardins, An Introduction to Business Ethics, Tata McGraw Hill, 2<sup>nd</sup> Edition
4. Richard T DeGeorge, Business Ethics, Pearson, 7th Edition
5. Dr.A.K. Gavai, Business Ethics, Himalaya Publishing House, 2008
6. S.K. Mandal, Ethics is Business and Corporate Governance, McGraw Hill, 2010
7. Laura Pincus Hartman, Perspectives in Business Ethics, McGraw Hill International Editions, 1998

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**3. International Sports Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Strategic Management in international sports	12
Module 2	Sport in North America	12
Module 3	Sport in Europe	12
Module 4	Sport in Asia and Oceania	12
Module 5	International Sports Events	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand Sports from a Global perspective
2. To understand the strategic management process as it relates to global market entry and management

**Course Outcome**

After successful completion of the course the learner will be able to

- 1) CO1 -List down the sports played around world. (Cognitive Level: Remember)
- 2) CO2: Identify the basic principles of strategic management (Cognitive Level: Understand)
- 3) CO3- Describe the ongoing trends and global strategies in the Sport Industry. (Cognitive Level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Strategic Management in international sports</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Reasons to enter the global market place, global expansion and comparative advantage</li> <li>● Strategic management process; global strategies in the Sport Industry; trend analysis in the sport industry</li> <li>● Social responsibility guidelines</li> </ul>	
<b>2</b>	<b>Sport in North America</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Economic impact of US Sport; Structure and Governance of sport in United States</li> <li>● Professional Sport in United States; Amateur sport in United States; Structure of sport in Canada;</li> <li>● Professional, Elite, and amateur sport in Canada</li> </ul>	
<b>3</b>	<b>Sport in Europe</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Geography and background of Europe; the European Sport model</li> <li>● Economics of sport in Europe; European sport Law</li> <li>● Sport in Eastern Europe</li> </ul>	
<b>4</b>	<b>Sport in Asia and Oceania</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Geography and background of South Asia, Southeast Asia, Oceania; Role of sport; sport development and governance in Asia;</li> <li>● Managing sport in Asia and Oceania; Staging Mega Events in Asia and Oceania</li> </ul>	
<b>5</b>	<b>International Sports Events</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Major sports events including The Olympics, FIFA World Cup, UEFA Champions League, Formula One Racing, Super Bowl, The Wimbledon Tennis Championship, Tour De France Cycling, Rugby World Cup, Cricket World Cup and National Basketball Association</li> </ul>	

### Reference Books:

1. International Sport Management, By Ming Li, Eric MacIntosh, Gonzalo Bravo – Human Kinetics; 1 edition (August 11, 2011)
2. International Cases in the Business of Sport edited by Simon Chadwick, Dave Arthur - Routledge; 1 edition (November 30, 2007)

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**4. Sports Training & Tactics**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Introduction to sports training	12
Module 2	Conditional Abilities	12
Module 3	Motor Abilities	12
Module 4	Training Load	12
Module 5	Sports Training & Nutrition	12
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand sports training
2. To learn how to achieve maximum individual or team efficiency in a selected sports discipline limited by rules
3. To understand the training imparted to the players.

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1- Outline the meaning, aims, tasks and methods of Sports Training.

(Cognitive Level: Remember)

CO2- Describe the factors determining strength and outline general guidelines for strength training. (Cognitive Level: Understand)

CO3 – Show the skill set required by a Sports instructor or Coach. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Introduction to sports training</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Meaning and definition of Sports Training; Aims and tasks of Sports Training</li> <li>● Characteristics of Sports Training; Principles of Training; Training Means; Training Methods</li> </ul>	
<b>2</b>	<b>Conditional Abilities</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Strength: Meaning, Forms of Strength, Factors determining strength, training methods for strength improvement, general guidelines for strength training</li> <li>● Speed: Meaning, Forms of Speed, Factors determining speed; Training methods for speed improvement;</li> <li>● Endurance: Meaning, Forms of endurance, factors determining endurance; Training methods for endurance improvement</li> </ul>	
<b>3</b>	<b>Motor Abilities</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Flexibility: Meaning, Forms of flexibility, factors determining flexibility</li> <li>● Training methods for flexibility improvement</li> <li>● Coordinative Abilities: Meaning, forms of Coordinative Abilities, factors determining Coordinative abilities, raining Methods for Improvement of Coordinative Abilities</li> </ul>	
<b>4</b>	<b>Training Load</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Meaning and definition of Load; Components of Load; Measurement of Load;</li> <li>● Over Load: Meaning and definition, Causes, Symptoms and Tackling of over Load</li> </ul>	
<b>5</b>	<b>Sports Training &amp; Nutrition</b>	<b>12</b>
	<ul style="list-style-type: none"> <li>● Instructor/ Coach, Training Skills, time allotment, class size, Moves for development of skills , Elevation chart to train athletes, Fitness and wellness education</li> <li>● Improvising mental skills, Avoiding drugs consumption, Weight management, Malnutrition education for individuals</li> </ul>	

### Reference Books:

1. Cratty, B. Perceptual and Motor Development in Infants and Children, Prentice Hall, 1989
2. Dick. F.W. Sports Training Principles, Lepus, London, 1990
3. Jenson, C.R. Fisher, A. G. Scientific Basis of Athletic Conditioning, Lea and Febiger, Philadelphia, 1992
4. Matveyew. J.H. Athletic Training and Physical Fitness, Allynand Bacon, Inc. Sydney, 1987

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**5. Entrepreneurship & Project Management**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Meaning of Entrepreneurship	15
Module 2	Leadership	15
Module 3	Great leaders, their style, activities and skills	15
Module 4	Project Management	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To understand the need, objectives, phases and evaluation of Entrepreneurship Development Programmes
2. To explain the meaning of charisma along the qualities, characteristics and types of Charismatic Leaders
3. To describe the contemporary issues in leadership
4. To describe the meaning, concepts and categories of Project and Project Management

**Course Outcome**

After successful completion of the course the learner will be able to

CO1- List down the characteristics, functions, and types of entrepreneurships. (Cognitive level: Remember)

CO2- Classify the role of entrepreneurship in economic development. (Cognitive level: Understand)

CO3 – Demonstrate an understanding of different leadership styles. (Cognitive level: Apply)

CO4 – Demonstrate an understanding of components of project management. (Cognitive level: Apply)

## Detailed Syllabus

Module	Topics	No. of Lectures
1	<b>Meaning of Entrepreneurship</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Characteristics, functions and types of entrepreneurships</li> <li>● Intrapreneur</li> <li>● Role of entrepreneurship in economic development. Factors affecting entrepreneur growth - economic –non-economic.</li> <li>● Entrepreneurship Development programmes - need - objectives – phases - evaluation. Institutional support to entrepreneurs</li> </ul>	
2	<b>Leadership</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Meaning, Traits and Motives of an Effective Leader, Styles of Leadership</li> <li>● Theories – Trait Theory, Behavioural Theory, Path Goal Theory</li> <li>● Transactional v/s Transformational leaders</li> <li>● Strategic leaders – meaning, qualities</li> <li>● Charismatic Leaders – meaning of charisma, Qualities, characteristics, types of charismatic leaders (socialized, personalized, office-holder, personal, divine)</li> </ul>	
3	<b>Great leaders, their style, activities and skills</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Characteristics of creative leaders and organization methods to enhance creativity (Andrew Dubrein)</li> <li>● Contemporary issues in leadership – Leadership roles, team leadership, mentoring, self-leadership, online leadership, finding and creating effective leader</li> </ul>	
4	<b>Project Management</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Meaning of project - concepts - categories - project life cycle phases - characteristics of a project – project manager - role and responsibilities of project manager</li> <li>● Project identification - selection - project formulation – contents of a project report – planning commission guidelines for formulating a project - specimen of a project report</li> <li>● Source of finance for a project - Institutional finance supporting projects project evaluation - objectives - types – methods</li> </ul>	

### Reference Books:

1. Entrepreneurial Development :S.S.Khanka
2. Entrepreneurial Development :C.B.Gupta& N.P. Srinivasan
3. Project Management :S.Choudhury
4. Project Management : Denis Lock
5. Stephen P. Robbins, Timothy A. Judge (Author) - Organizational behaviour (15th Edition),
6. Prentice Hall Publication.
7. Niraj Kumar- OrganisationalBehaviour: A New Looks (Concept, Theory & Cases),

8. Himalaya Publishing House
9. Strategic Leadership – Sahu&Bharati – Excel Books
10. Organization Development, Behavioral Science Interventions for Organization

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**6. Advanced Practical Sports Management (Internship)**

**Course Objectives**

1. To learn Research, Conceptualization & Ideation
2. To learn Brainstorming, Data Collection, Analysis, Planning, Blueprint, Team
3. To learn Planning, Organization Structure, Time Management, Resource Management, Production & Operations, Logistics, Technical Requirement, Advertising & Marketing, Finance Management

Student shall receive advance level of guidance and training from experienced faculty to learn the fine management areas. Individual skills and potential of students shall be studied for their further development. Counseling shall be provided to identify the future career path and selecting suitable profile of work.

**Course Outcome**

- 1) CO1- Demonstrate the application of knowledge and skill sets acquired from the course and workplace in the assigned job function. (Cognitive level: Apply)
- 2) CO2- Demonstrate appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders. (Cognitive level: Apply)
- 3) CO3: Analyse and evaluate the differences in working environment of sports organizations. (Cognitive level: Analyse)

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**1. Management of Adaptive Sports**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	An Introduction to Adaptive Sports	15
Module 2	Types of Disabilities	15
Module 3	Paralympics	15
Module 4	Sports & Events	15
	<b>Total</b>	<b>60</b>

**Course Objectives**

1. To gain more knowledge about types of inclusive sports.

**Course Outcome**

After successful completion of the course the learner will be able to:

CO1 - Outline the concept, aims and objectives & importance of Adaptive Sports. (Cognitive Level: Remember)

CO2- Identify the types of disabilities and its signs and symptoms. (Cognitive Level: Understand)

CO3- List down different adaptive sports events planned in the country. (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>An Introduction to Adaptive Sports</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Meaning and Concept of Adaptive Sports, Aims and Objectives &amp; Need/ Importance of Adaptive Sports, Importance of Management of Adaptive Sports;</li> <li>● Introduction to Inclusion; Marketing Inclusive Recreation Experiences; Staff training for Inclusion; Designing Inclusive Experiences</li> </ul>	
<b>2</b>	<b>Types of Disabilities</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Physical, mental, intellectual or sensory impairments, Mental Retardation, Signs and Symptoms, Visual Impairment</li> </ul>	
<b>3</b>	<b>Paralympics</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Paralympics –Competition organization and Eligibility</li> <li>● Categories in which the athletes compete as per the disability</li> <li>● Classification System for Paralympic Sports and Special Olympics Sports</li> <li>● Special Benefits for Persons with Disabilities and Social Welfare Programs for Disabled</li> </ul>	
<b>4</b>	<b>Sports &amp; Events</b>	<b>15</b>
	<ul style="list-style-type: none"> <li>● Inclusive Sports</li> <li>● Deaflympics</li> <li>● Special Olympics</li> <li>● Asian Paragames</li> <li>● Wheelchair Basketball</li> <li>● Blind Cricket; Deaf Cricket</li> <li>● IBSA</li> <li>● Power Chair Football Association</li> </ul>	

### Reference Books

1. Smith, R. & Austin, D. Inclusive & special recreation: opportunities for persons with disabilities. Champaign: human kinetics.

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**2. Soft Skills & Personality Development**

**Modules at a Glance**

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of lectures</b>
Module 1	Self Analysis & Goal Setting	10
Module 2	Attitude & Creativity	10
Module 3	Motivation & Leadership	10
Module 4	Time Management & Decision Making	10
Module 5	Stress Management	05
	<b>Total</b>	<b>45</b>

**Course Objectives**

1. To understand the various factors that influence motivation at the workplace and self-motivation
2. Learn the four core skills required to practice Emotional Intelligence
3. To identify the causes of stress
4. To understand the benefits of having higher emotional intelligence

**Course Outcomes**

After successful completion of the course the learner will be able to:

CO1 -Explain the concept of self analysis and goal setting. (Cognitive level: Remember)

CO2 - Identify the factors influencing Attitude and summarize the challenges and lessons derived from Attitude. (Cognitive level: Understand)

CO3 - Use a weekly planner and create a to do list to prioritize the work. (Cognitive level: Apply)

CO4- Explain the importance of time management and decision making . (Cognitive level: Understand)

CO5- Cite the factors that are associated with stress and emotional intelligence. . (Cognitive level: Understand)

## Detailed Syllabus

Module	Topics	No. of Lectures
<b>1</b>	<b>Self Analysis &amp; Goal Setting</b>	<b>10</b>
	<ul style="list-style-type: none"> <li>● SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem, Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals.</li> </ul>	
<b>2</b>	<b>Attitude &amp; Creativity</b>	<b>10</b>
	<ul style="list-style-type: none"> <li>● Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette, Out of box thinking, Lateral Thinking.</li> </ul>	
<b>3</b>	<b>Motivation &amp; Leadership</b>	<b>10</b>
	<ul style="list-style-type: none"> <li>● Factors of motivation, Self talk, Intrinsic &amp; Extrinsic Motivators., Skills for a good Leader, Assessment of Leadership Skills, Conflicts in Human Relations – Reasons Case Studies, Approaches to conflict resolution.</li> </ul>	
<b>4</b>	<b>Time Management &amp; Decision Making</b>	<b>10</b>
	<ul style="list-style-type: none"> <li>● Time Management Value of time, Diagnosing Time Management, Weekly Planner To do list, Prioritizing work, Importance and necessity of Decision Making, Process and practical way of Decision Making, Weighing Positives &amp; Negatives</li> </ul>	
<b>5</b>	<b>Stress Management</b>	<b>05</b>
	<ul style="list-style-type: none"> <li>● Causes of Stress and its impact, how to manage &amp; distress, Circle of control, Stress Busters. Emotional Intelligence What is Emotional Intelligence, emotional quotient why Emotional Intelligence matters, Emotion Scales. Managing Emotions.</li> </ul>	

### Reference Books:

1. Covey Sean, Seven Habit of Highly Effective Teens, New York, Fireside Publishers, 1998.
2. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster, 1998.
3. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972
4. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006

### 3. Case Studies

This course uses case studies to analyze and integrate the various disciplines of the Sports Management industry. A critical attitude toward all administrative and management thought is encouraged.

#### Course Objectives:

1. To apply a structured problem-solving process to real situations in the sports industry.
2. To assess industry profitability and overall company success through the analysis of cases.
3. To identify which drivers make the greatest contribution to the organization outcomes and overall success.
4. To demonstrate the ability to provide analysis and recommendations in the form of a written case report.

#### Course Outcomes:

CO1- Use and apply the concepts learnt so far to a given scenario or case study. (Cognitive Level: Apply)

## **4.Sports & allied Industry Research**

Students will be exposed to the practical ground requirements of Sports Management. Theoretical concepts shall be made more stronger by their involvement in the making of Live Sports Events in the Industry. Student needs to document their key learning made and shall submit the same in the form of a report for all the opportunities that they have taken up. Students will conduct a research project related to the industry.

CO1 - Use the methods used to build and grow strong connections with the multiple live sports events in the industry (Cognitive Level: Apply)

CO2 – Compose a report. (Cognitive level: Create)

## **5. Final Project & Viva**

During the sixth semester each student shall undertake a project to be pursued by him / her. The Project Report in hard copy and soft copy will be submitted at least four weeks prior to the commencement of the End Term Examination of the Sixth Semester. Project Report shall carry 100 marks. These shall be evaluated by the Internal Board of Examiners.

CO1- Create a Project Report. (Cognitive Level- Create)