



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

Re-accredited by NAAC With 'A' Grade (3rd Cycle)

ISO 9001-2015 Certified

**Bhavishya Bharat Campus, S. V. Road, Malad (West)
Mumbai-400 064**

Programme Code: PMGSM

**Master of Sports Management (MSM)
(Global Sports Management)**

Two Year Integrated Programme

Four Semesters

Course Structure

Under Choice Based Credit, Grading and Semester

System

To be Implemented during Academic Year- 2022-23

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1. Preamble

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. programs and imparts 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 minorities 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 Master of Sports Management MSM (Global Sports Management) Programme as a two Year Integrated Programme – with Six Semesters Course Structure -Under Choice Based Credit, Grading and Semester System.

1.2 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

The Sport Management programme serves as a catalyst for student success to achieve professional advancement within the sport industry. This is achieved through curriculum built on practical application of theoretical and experiential knowledge. Graduates of the programme will be prepared to advance in their careers to higher-level management positions in sport organizations, or to begin their career path anew in the sport industry.

2.1 Programme Objectives

1. To equip students with the knowledge and skills necessary to pursue a career in the field of sports management in both the commercial and not-for-profit sectors.
2. To provide students a deep level of understanding of the management, marketing, leadership, legal, and financial aspects of the sport industry.
3. To develop students' management and decision making skills and to equip them with the ability to apply these skills in a variety of business situations, particularly tailored to the sports industry.
4. To develop students' ability to identify, conceptualise and solve business problems across a range of functional areas.
5. To develop an understanding of the diverse aspects of the sports related industries and businesses and to promote a fundamental understanding of the way these aspects interrelate.

2.2 Programme Outcomes

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

- PO1 - Develop a marketing plan specific to a product in the Sport Industry.
- PO2 - Implement modern practices in sport marketing utilizing digital marketing tools
- PO3 - Create a research project specific to Sport Analytics.
- PO4- Develop proficiency in leadership by evaluating and communicating the theories of management and leadership in the sport industry.
- PO5 - Develop an understanding of the Esports industry.
- PO6- Explain the management of a sport facility and create business opportunities
- PO7 – Identify contemporary issues in sport contexts
- PO8 – Explain how sustainability and CSR can be integrated into strategic planning for any given sports organisation
- PO9 - Undertake an independent study of a topic relating to sports-related business, involving planning, research, analysis and construction of a written research project

3. Eligibility, Selection and Admission Criterion

3.1 Candidates for being eligible for admission to the two-year course leading to the Degree of Master of Sports Management (Global Sports Management), shall be required to have passed/attained Graduation or an equivalent qualification in any stream from any Board/ University

3.2 Eligibility Criterion:

Passed Graduation in any discipline. 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.

3.3 Selection and Admission Criterion for Eligible Candidates:

The interested students shall register for the 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 [comprising of questions in Mathematics/Statistics, English, Logical Reasoning, Analytical Ability], and Performance in Personal Interview
- The candidate has to fulfill all the prescribed admission requirements / norms of the College.
- In all matters relating to admission to the programme the decision of the Management of institute/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 College 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 institute/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 for a period of not less than three academic years, passed the examinations of all the Six Semesters earning 104 credits.
- 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

Master of Sports Management (Global Sports Management) programme is awarded under Faculty of Commerce.

3.5 Intake & Fees

Intake of 60 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. 2,47,500/- . 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 Post-Graduate Programme shall be of 104 Credits.

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

Sr. No.	Year	Credits
1	Year 1	50
2	Year 2	54
	Total Credits from Academics	104

4.1 Credit Based Evaluation System Scheme of Examination

For all 4 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)	20 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)	05 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 assessment of Continuous Internal Evaluation and Semester End Examination as mentioned above for the Semesters I to IV 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

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 event organization skills.

5. International Exposure and Certification

Students will be provided with impactful international exposure to Global Sports Management Industry along with credible certification from International body.

6. Ad-hoc Board of Studies

Following Academicians, Faculty members and Experts have been consulted for the contents and development of the Syllabus for this course:

- Dr. (Mrs.) Ancy Jose, Director, Khandwala College
- I/c Principal, Prof. Dr. Moushumi Datta, Nagindas Khandwala College
- CA Dr. Varsha Ainapure – M Com., FCA, Ph.D., Post-Doc (USA), Adjunct Professor, Khandwala College
- Mr. Vipul Solanki, MMS
- Ms. Sneha Asar, MBA - Faculty
- Vinit Rughani, CA, CS, CFP, CFA(L2) - Industry Representative
- Varun Mehta, MBA – Faculty & Industry Representative

MSM (Global Sports Management)

Two Year Integrated Programme

Six Semesters

Basic Structure: Distribution of Courses

1	Core Course (CC)	19 Papers of 4 Credits Hr. each (Total Credits Hr. 19*4) 1 Papers of 4 Credits Hr. each (Total Credits Hr. 1*2)	78
2	Discipline Specific Compulsory Course (DSC)	2 Papers of 2 Credits Hr. each (Total Credits Hr. 2*2) 3 Papers of 4 Credits Hrs. each (Total Credits Hrs. 3*4)	16
3	Ability Enhancement Compulsory Course (AECC)	1 Papers of 4 Credits Hr. each (Total Credits Hr. 1*2)	2
4	General Elective	4 Papers of 2 Credits Hr. each (Total Credits Hr. 4*2)	8
	Total Credits Hrs		104

Master of Sports Management (Global Sports Management)

MSM (Global Sports Management)

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	2211PGSMMC	Modern Management -Concepts & Skills	CC	4	40	60	100
I	2212PGSMOB	Organizational Behaviour & Leadership	CC	2	40	60	100
I	2213PGSMSE	Sports Economics	CC	4	40	60	100
I	2214PGSMLT	Management of Leagues & Teams	CC	4	40	60	100
I	2215PGSMSE	Sports & Entertainment Marketing	CC	4	40	60	100
I	2216PGSMIF	Sports Infrastructure & Facility Management	CC	4	40	60	100
I	2217PGSMIP	Independent Project*	DSC	2	40	60	100
I	2218PGSMSA 2218PGSMPPD	<i>(Any one)*</i> Sanskrit Personality Development*	GE	2	40	60	100
		Total		26	280	420	700

Semester – II

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
II	2221PGSMSE	Sports Events Management	CC	4	40	60	100
II	2222PGSMMDM	Digital Marketing*	CC	4	40	60	100
II	2223PGSMAS	Applied Statistics	CC	4	40	60	100
II	2224PGSMSS	Sports Sponsorship	CC	4	40	60	100
II	2225PGSMFL	Foreign Language*	AECC	2	40	60	100
II	2226PGSMIE	International Exposure*	DSC	4	40	60	100
II	2227PGSMYE 2227PGSMNL	<i>(Any one)*</i> Yoga & Ethics Nutrition & Lifestyle	GE	2	40	60	100
		Total		24	280	420	700

Master of Sports Management (Global Sports Management)

MSM (Global Sports Management)

Curriculum Framework

(To be Implemented from Academic year 2023-2024)

SECOND YEAR

Semester – III

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
III	2331PGSMFT	Finance and Taxation in Sports	CC	4	40	60	100
III	2332PGSMCC	Merchandising & E Commerce	CC	4	40	60	100
III	2333PGSMLA	Legal and Ethical Aspects of Sports	CC	4	40	60	100
III	2334PGSMAC	Sports Athlete & Celebrity Representation	CC	4	40	60	100
III	2335PGSMSAN	Sports Analytics	CC	4	40	60	100
III	2336PGSMWL	Work Based Learning Route*	DSC	4	40	60	100
III	2337PGSMRP	Research Based Project*	DSC	2	40	60	100
III	2338PGSMSA 2338PGSMSS	(Any one)* Sanskrit Selling Skills	GE	2	40	60	100
			Total	28	280	420	700

Semester - IV

Sem	Course Code	Course	Category	Credits	Internal	External	Total Marks
IV	2341PGSMIPS	Intellectual Property & Sports	CC	4	40	60	100
IV	2342PGSMES	E-Sports	CC	4	40	60	100
IV	2343PGSMMSM	Sports Media & Journalism	CC	4	40	60	100
IV	2344PGSMIE	Innovation & Entrepreneurship	CC	4	40	60	100
IV	2345PGSMST	Sports Tourism	CC	4	40	60	100
IV	2346PGSMCP	Capstone Project*	DSC	4	40	60	100
IV	2347PGSMSA 2347PGSMSP	(Any one)* Sanskrit Soft Skills & Personality Development	GE	2	40	60	100
			Total	26	240	360	600

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
- SEC - Skill Enhancement Course
- GE – General Elective

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

Independent Project	CIE = 40 mks (Draft Report) SEE = 60 mks (Final Report + Presentation + VIVA =60mks)
(Any one) Sanskrit Personality Development	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Digital Marketing	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Foreign Language	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
International Exposure	CIE = 40 mks (Draft Report) SEE = 60 mks (Final Report + Presentation + VIVA =60mks)
(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)
Environmental Studies	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Work Based Learning Route	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report + Presentation + VIVA =60mks)
Research Based Project	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report + Presentation + VIVA =60mks)
(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)
(Any one) Sanskrit Soft Skills & Personality Development	CIE = 40 mks (Test = 15mks, Assignment = 20 mks, Attendance & Code of Conduct = 05 mks) SEE= 60 mks (2 assignments *30mks)
Capstone Project	CIE= 40 mks (Draft Report) SEE = 60 mks (Final Report + Presentation + VIVA =60mks)

***Syllabus of Courses of
MSM (Global Sports Management)
at Semester I
(To be Implemented from Academic Year 2022-2023)***

1. Modern Management - Concepts & Skills

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction	15
Module 2	Planning and Decision Making	15
Module 3	Organising	15
Module 4	Leadership, Motivation and Controlling	15
	Total	60

Course objective

1. To identify the key competencies needed to be an effective manager.
2. To provide the students with the capability to apply theoretical knowledge in simulated and real-life settings.
3. To develop the students' ability to work in teams.

Course Outcome

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

1. CO1: Describe current trends and challenges in global business management. (Level: Remember)
2. CO2: Describe the work of major contributors to the field of management. (Level: Remember)
3. CO3: Explain the process and techniques of individual and group decision-making. (Level: Remember)
4. CO4: Recognize the importance of employee motivation and how to promote it. (Level: Remember)
5. CO5: Identify common organizational structures and the advantages and disadvantages of each. (Level: Understand)
6. CO6: Explain the methods and need for control & decision making within an organization. (Level: Understand)
7. CO7: Practice the process of management's four functions: planning, organizing, leading, and controlling. (Level: Understand)

Project

1. You have just accepted a job with Li-Ning (China based sportswear and sports equipment manufacturing company) and will be working in China as a manager of 300 employee plant that is producing sportswear and sports equipment. You know that LI-Ning as

whole has about 250000 employees of 100 different nationalities, and that your China position looks to be a place where you can build an exciting international career. You know that in your job, you will be managing mostly Chinese nationals. As such, you have read many articles about Chinese culture and have learned the following.

- Personal relationships are extremely important to the Chinese.
 - The Chinese prefer working with friends.
 - The Chinese avoid punishment and embarrassment.
 - In China, gifts are used to build and strengthen personal relationships.
 - Chinese businesses are built around family.
 - The Chinese shy away from confrontational and direct conversation.
- a. Is what you have found out about the Chinese culture important in building your career at Li-Ning? Explain.
 - b. Would the way you manage in China change based on your new understanding of the Chinese culture? How?
 - c. Would it be easy for you to make such changes? Why or why not?
2. Earlier in the chapter, we discussed the importance of decision making. Describe a scenario in which poor decision-making skills could hinder your career as a manager. What are some strategies you might employ to improve your decision-making skill? Explain. Describe two examples from your life that would help you communicate your decision-making skill to potential employers.

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> ● Introduction to Modern Management: Concepts and skills ● A Manager's Task (Role of Management, Defining Management, Management Functions) ● Management skill (Definition, The classic view, The contemporary view) ● Modern Management challenges: Managers, Society and Sustainability ● Management & Diversity: Diversity skill, Advantages of a diverse organization, Challenges faces by management to work with diverse population, Strategies to promote diversity in organizations 	
2	Management in Global Arena	
	<ul style="list-style-type: none"> ● Global Management skill ● Global Management challenge ● Categorization of companies by international involvement ● Multinational corporations ● The workforce of multinational corporations ● Management functions ● Transnational organizations 	
3	Planning and Decision Making	15
	<ul style="list-style-type: none"> ● Plans and Planning tools: Planning skills, Planning challenges ● Making Decisions: Decision Making skills, Practical challenges ● Strategic Planning: Strategies, Tactics and Competitive dynamics 	
4	Organising	15
	<ul style="list-style-type: none"> ● Organising: Fundamentals of organising, Practical challenges ● Responsibility, Authority and Delegation: Responsibility and delegation skills ● Changing organisations - Stress, Conflict and Virtuality 	

Reference Books:

1. Modern Management: Concepts and Skills, Global Edition by Samuel Certo
2. Management: Using practice and theory to develop skill by David Boddy
3. Principles and Practices of Management by Dr. Kiran Nerkarand & Dr Vilas Chopde
4. Principles of Management – Davaar,
5. Essentials of Management – Koontz & Weihrich
6. Strategic Management – V S P Rao & V Hari Krishna

7. Leadership – Rudolph Guliani.

Case Studies:

1. A Comparative Analysis of Strategies and Business Models of Nike
2. Case study on Southwest Airlines

***Syllabus of Courses of
MSM (Global Sports Management)
at Semester I
(To be Implemented from Academic Year 2022-2023)***

2. Organisational Behaviour & Leadership

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Organisational Behaviour	6
Module 2	Organisation Structure	6
Module 3	Leadership Concept and Theories	6
Module 4	Group Dynamics and Team Development	6
Module 5	Decision Making in Sports	6
	Total	30

Course Objectives

1. To help the students to develop cognizance of the importance of human behaviour
2. To enable students to describe how people behave under different conditions and understand why people behave as they do
3. To assist students in understanding group dynamics and decision making through related theories
4. To learn leadership concepts and styles and enhance their leadership skills

Course Outcome

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

1. CO1: Define the conceptual framework of Organisational Behaviour. (Level: Remember)
2. CO2: Identify the complexities associated with management of individual behavior in the organization. (Level: Understand)

Projects:

1. Prepare a presentation on any two sports leaders and elaborate their: Style of leadership, Challenges faced and how were they dealt with, how did they manage to keep their team motivated.
2. Assume you work for a sports event management company. You need to select 5 individuals from a total of 15 employees for a new project. You need to assess them on the following parameters: intelligence, work experience, conscientiousness, agreeableness, neuroticism, openness to experience and extraversion

Answer the following questions

- a. Prepare a profile of each of the 15 employees in the organisation mention each of their traits (consider all parameters as given above in point 2)
- b. If you could form your perfect team for this context, what would it look like? In other words, what characteristics would you choose for each of the five members-a lot of work experience or a lite, high, moderate, or low conscientiousness: and on? Why?
- c. How, if at all, would your choices change if the task required teams to make quick decisions that were not necessarily the most creative? Why

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction to Organisational Behaviour	6
	<ul style="list-style-type: none"> ● Understanding Organizational Behaviour (Definition & Meaning) ● Relationship between management and organisational behaviour ● Ethics & Organizational Behaviour ● Values & Attitude ● Perpetual distortions ● Personality 	
2	Organisation Structure	6
	<ul style="list-style-type: none"> ● Meaning of Organisation Structure ● 6 Elements of organisational structure (Work Specialization, Departmentalization, Chain of command, Centralization & Decentralization, Formalization) ● Types of Organisation Structure ● Flat Organisations ● Tall Organisations ● Channels of Communication ● Organisation Structure as Applied to Sports Organizations 	
3	Leadership Concept and Theories	6
	<ul style="list-style-type: none"> ● What is Leadership ● Trait Theories of Leadership ● Leadership Styles ● How Leaders influence People ● Fiedler Model ● Trust and Leadership ● Improving Leadership Effectiveness 	
4	Group Dynamics and Team Development	6
	<ul style="list-style-type: none"> ● Meaning of a Group ● Group Dynamics ● Group Cohesiveness ● Types of Groups ● Task Groups ● Work Teams ● Nature of Teams ● Team Building ● Group/Teams Effectiveness ● How to Make Teams More Effective 	
5	Decision Making in Sports	6
	<ul style="list-style-type: none"> ● Decision process and Leadership in Sports Management ● Impact of Organisational Process on Individual, Decision making Styles 	

Reference Books:

1. Organizational Behaviour: Human Behaviour at work (14th Edition) by John Newstrom
2. Organizational Behavior (What's New in Management) 18th Edition by Stephen Robbins, Timothy Judge
3. Robbins, S. P., & Judge, T. (2013). Organizational behavior (15th ed.). Boston: Pearson. Newstrom J. W., & Davis, K. (2011). Human behavior at work (12th ed.). Tata McGraw Hill
4. Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press
5. Schermerhorn, J. R., Osborn, R.N., Hunt, M.U.J (2016). Organizational Behavior (12th ed.). Wiley.

Case Studies:

1. Puma Organizational structure
2. Puma leadership strategy

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3. Sports Economics

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Sports Economics	15
Module 2	Revenue Sharing	15
Module 3	Facilities, Franchises, and Public Policy	15
Module 4	The Sports Labor Market	15
	Total	60

Course Objectives

1. To examine current issues and debates in sports economics
2. To learn about the functioning of prediction markets and their strengths and weaknesses
3. To help students develop an effective style for writing research papers in economics
4. To help students understand the facilities, franchises and public policies related to Sports

Course Outcome

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

1. CO1: Discuss the branch of economics devoted to the sports industry. (Level: Remember)
2. CO2: Explain their analytical skills about common misconceptions related to professional sports. (Level: Remember)
3. CO3: Discuss the situations and changes in sports markets. (Level: Understand)
4. CO4: Explain information and thoughts to craft sound arguments about the applicability of sports economics theories. (Level: Understand)

Projects:

1. Study the economic impact of oil and gas industry on football
Reference: <https://www.youtube.com/watch?v=tNVHJzDPTfY>
2. Present your views on how sports is helping to shape the smart cities of tomorrow.
Reference: <https://www.sportspromedia.com/from-the-magazine/smart-cities-urbanisation-neom-indonesia-paris-olympics-adidas/>

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction to Sports Economics	15
	<ul style="list-style-type: none"> ● Introduction; Tools of Analysis- Present Value Calculations ● Economics of Uncertainty ● The Sports Business <ul style="list-style-type: none"> ○ Sports Leagues & Organizations ○ Competitive Balance ○ Pricing Decisions ○ Advertising & Promotion ○ Broadcast Rights ○ Insuring Player Talent ○ Sports Leagues and Antitrust Policy 	
2	Revenue Sharing	15
	<ul style="list-style-type: none"> ● Introduction ● Revenue sharing in the Walras equilibrium model <ul style="list-style-type: none"> ○ Revenue sharing in a profit-maximisation league ○ Revenue sharing in a win-maximisation league ● Revenue sharing in the Nash equilibrium model <ul style="list-style-type: none"> ● Exogenous salary level ● Prize funds ● Efficiency wages 	
3	Facilities, Franchises, and Public Policy	15
	<ul style="list-style-type: none"> ● Demand for Sports Franchises and Events ● Economic Impact Studies 	
4	The Sports Labor Market	15
	<ul style="list-style-type: none"> ● Competition and Monopsony ● Monopsony in the NCAA ● Bidding and Bargaining in the Sports Labor Market 	

Reference Books:

1. Brad Humphreys: The Economics of Professional Sports: An e-Textbook
2. Sports Economics by Roger D. Blair

Case Studies:

1. The Commercial Development of Barca
2. Football and the Mysterious Nature of Global Capital

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4. Management of Teams & Leagues

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to sports team management – Managerial activities	15
Module 2	Professional Sports league	15
Module 3	Media, PR & Advertising in managing sports league	15
Module 4	Sponsorship involvement for sports leagues and teams	15
	Total	60

Course Objectives:

1. To gain knowledge about managerial activities of leagues and team
2. To gain knowledge about basics of media, PR & advertising for a sports league
3. To gain knowledge about the sponsorship involvement for sports league and team

Course Outcome:

1. CO1: Explain how leagues and team are managed. (Level: Remember)
2. CO2: Discuss the role of media, PR / advertising for a sports league. (Level: Remember)
3. CO3: Describe the role of sponsorship for leagues and team. (Level: Understand)

Projects:

1. Ideate the entire structure and functioning of a unique sports league involving either local sports teams or individuals.
2. Create a report on how sponsorship/advertising has had a positive and negative impact on the brand through sport leagues and team
 - Pepsi and IPL
 - Red bull and RB Leipzig football club
 - Sony play station and UEFA champions league
 - Etihad airways and Manchester city football club

Detailed Syllabus

Module		No. of lectures
1	Introduction to sports team management – Managerial activities	15
	<ul style="list-style-type: none"> ● Pre-season Managerial Activities – Team list, Kit & Equipment procurement, Code of conduct for team members & players, Medical requirements, Competition ● During season – Competition schedules, Cancellation/Change protocols, Liaison, Practice sessions, Logistics ● Post season – Uniform, Equipment, Media, Reports, Post season activities. ● During game – Reporting, Player requirements, Local conditions monitoring, Food & Beverage arrangements, Security, Medical & First Aid ● Tournament Managerial Activities – Pre-match, During match and Post match ● Minor considerations – Permission, Parent/Agent liaison, Age, Restrictions 	
2	Understanding professional sports league	15
	<ul style="list-style-type: none"> ● Importance of professional sports league ● Governance of sports league ● Understanding risk management & security for leagues & events ● Dynamic Bidding Strategy for Players Auction 	
3	Media, PR / Advertising in managing sports leagues	15
	<ul style="list-style-type: none"> ● Importance of media in managing sports leagues and teams ● Role of PR in managing sports leagues and teams ● Role of advertising in sports leagues and team 	
4	Sponsorship Involvement for sports leagues and team	15
	<ul style="list-style-type: none"> ● Importance of sponsorship for team and athletes, media. ● Importance of league / event, facility sponsorship, governing body sponsorship. ● Benefits of sports sponsorship in the digital age of visual data 	

Reference books:

1. The Organization of Sports Leagues by (Roger G. Noll)
2. Managing Major Sports Events by (Milena M. Parent, Sharon Smith-Swan).
3. Principle and Practices of Sports Management by (Lisa P. Masteralexis) 6th Edition.
4. Managing Sports Teams: Economics, Strategy and Practice by Stefan Walzel, Verena Romisch

Case studies:

1. Tiger Woods
2. A Case Study of Regional Sport Organization
3. Draft vs Auction system in IPL

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5. Sports & Entertainment Marketing

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Basics	15
Module 2	World of Sports and Entertainment	15
Module 3	Marketing Game Plan	15
Module 4	Sports and Entertainment Promotion	15
	Total	60

Course Objectives

1. To discuss the impact of sports and entertainment on the economy and free enterprise system.
2. To define and explain the concept of the marketing mix.
3. To identify the demographics and marketing mix for the sports and entertainment industries.
4. To identify the marketing game plan and their legal ramifications.

Course Outcome

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

1. CO1: Identify how sports and entertainment marketers use different tools to sell their products. (Level: Remember)
2. CO2: Explain the risks and risk management of sports and entertainment events. (Level: Remember)
3. CO3: Contrast between marketing sports and entertainment products. (Level: Understand)

Projects

1. Assume that you have been hired by the Abu Dhabi T10 League to develop a marketing campaign to increase the interest of males in the age category of 12-18. The Abu Dhabi T10 League wants to capture this market to assure attendance at games in the future. You have been asked to choose players who will be good spokespersons to promote the league to young males. You must decide upon a major national retailer to distribute the league sports gear to young males. The league has asked you to plan activities for males ages 12-18 to get them more involved. The league will hold sports camps in major cities, and professional players will make guest appearances at the camps. You must organize the campaign that allows 500 young males to attend each league game throughout the nation during the next season.

Work with a group and complete the following activities.

A. Which players will you use for your spokespersons for the campaign aimed at young males? Why?

B. Create a brochure that advertises a Abu Dhabi T10 League sports camp in a major city for males ages 12 - 18. Make sure to include all of the details.

C. Each participant at the sports camp hosted in the camps will receive a sports bag with Abu Dhabi T10 league merchandise. What merchandise will you include in the sports bag? Who are the best suitable sponsors of this merchandise? Why?

D. Outline the guidelines for the distribution of 500 tickets to males ages 12-18 for every league game during the next season. Be specific about who receives the tickets and why.

E. Design an advertisement and contest that will encourage males ages 12 - 18 to get more involved with the league.

2. Your advertising company has been hired to help a television network find ways to use product placement in television shows. It is especially interested in targeting young people, ages 16 to 25, who would view the television show.

Work with a group and complete the following activities.

A. Choose a television network and a television show for which to develop a product placement plan.

B. Select three to five products that could be easily "placed" in the show. All of the products must be legal for use by the entire targeted age group and appropriate for family television viewing.

C. Research the products and determine their manufacturers. Create examples of how at least three of the products could be placed in the show and describe which characters would be involved with their use.

D. Use the Internet to search for information about the average number of people, ages 16 to 25, who watch the show.

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction to Basics	15
	<ul style="list-style-type: none"> ● Marketing Basics ● Sports Marketing ● Entertainment Marketing ● Sports and Entertainment Economics 	
2	World of Sports and Entertainment	15
	<ul style="list-style-type: none"> ● Industry Segments ● Special Marketing Tools ● Worldwide sports and entertainment events ● Target markets ● Customer service ● Marketing Research Process ● Managing the Information 	
3	Marketing Game Plan	15
	<ul style="list-style-type: none"> ● The Game Plan ● Entertainment and Sports Strategies ● Mapping the Plan ● The Product Mix ● Recruiting Athletes and Entertainers ● Customized Entertainment ● Product Marketing Strategies ● Global channels of distribution- sports distribution; entertainment distribution; technology and distribution ● Media supply and demand ● Pricing strategies ● Market conditions 	
4	Sports and Entertainment Promotion	15
	<ul style="list-style-type: none"> ● Promoting sports and entertainment ● Advertising and placement ● Publicity and sales promotion ● Promotional plans ● Sponsorships and endorsements ● Promotional events ● The sales process ● Ticket sales ● Group and corporate sales 	

Reference Books:

1. Sports and Entertainment Marketing by Ken Kaser & Dotty Boen Oelkers
2. Sports & Entertainment Marketing by Lois Schneider Farese & David Grossman

Case Studies:

1. Increasing Revenue in Baseball From the Female Market
2. What is so wrong with flexible pricing in football
3. Using sports marketing to engage with consumers

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6. Sports Infrastructure & Facility Management

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Facility Planning	12
Module 2	Facility Construction	12
Module 3	Facility Operations & Maintenance	12
Module 4	Facility Systems	12
	Total	60

Course Objectives

1. To provide foundation of sports facility management
2. To understand varieties of facility and its management
3. To understand about the day to day operation and management of different facilities

Course Outcome

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

1. CO1: Explain the aspects of financial management to a sport facility. (Level: Remember)
2. CO2: Describe the way to optimize the internal processes of a sport facility. Level: Understand)
3. CO3: Summarise the resources, capabilities and skills of people who collaborate with the facility. Level: Understand)

Projects:

1. Visit a local sports facility, understand it's various offerings and suggest ideas to further enhance the utilization of the facilities within the current structural framework.
2. In groups of 5, visit different sports clubs/facilities and What are the changes a given sports club had to undergo post the covid19 Pandemic?

Detailed Syllabus

Module	Topics	No. of Lectures
1	Facility Planning	12
	<ul style="list-style-type: none"> ● Facility Planning <ol style="list-style-type: none"> i) Fundamentals of planning ii) Planning for existing: Money, Personnel, Scheduling, Space Management iii) Planning for future facilities: Community support, Planning committee, Assessment, Type of facility, Feasibility study, Site Planning introduction, Developing & Selling the future plan ● Facility Site & Design <ol style="list-style-type: none"> i) Site Location ii) Site Planning; Size, Promoting the positive (Need to rename this header – Content remains same, Handling opposition iii) Site considerations: Location, Zoning & other regulations, User needs, Community impact iv) Land & Environment considerations: Introduction, Soil testing, core drilling, grading, wetlands & endangered species, accessibility, utilities, Water-Drainage-Sewer) v) Site Cost: Affordability vi) Site Selection vii) Facility Design: Introduction, Building systems, Ancillary facilities, Locker rooms, Concessions, Other areas, Layout, Blueprint ● Considerations to attract senior citizens to sports facility ● Considerations of planning facilities for the specially abled 	
2	Facility Construction	12
	<ul style="list-style-type: none"> ● Introduction ● Construction planning: Builders, Project bids, Contracts ● Pre-Construction phase: Introduction, Documentation, Site Preparation ● Construction elements: Introduction, Foundation elements, Substructure and load, Superstructure ● Exterior elements: Introduction, Roofing, Turf, Watering systems, Other components ● Interior elements: Introduction, Furniture & furnishing, Seating, Flooring, Roofing ● Project cost: Introduction, Cost variables, Construction and other costs, Completion & Analysis 	

3	Facility Operations & Maintenance	12
	<ul style="list-style-type: none"> ● Space Management ● Managing multiple venues ● Managing changeover ● Managing specialized components <ul style="list-style-type: none"> ○ Fitness centre ○ Locker rooms ○ Food courts (Concession areas) ● Facility Maintenance <ul style="list-style-type: none"> ○ Planning & Programming ○ Budgeting ○ Staffing ○ Supervision & Evaluation 	
4	Facility Systems	12
	<ul style="list-style-type: none"> ● Heating, Ventilation & Air Conditioning ● Air Quality ● Energy systems ● Lighting <ul style="list-style-type: none"> ○ Indoor lightning ○ Rigging ○ External lighting ○ Energy usage ● Interior systems <ul style="list-style-type: none"> ○ Audio-visual systems ○ Sound control ○ Broadcasting ○ Data network ○ Signage systems ○ Personal transport systems ● Exterior systems <ul style="list-style-type: none"> ○ Parking systems (Parking lot safety) 	

Reference Books

1. Managing Sports Facilities by Gil B. Fried & Matthew Kastel, Fourth Edition.
2. Walker, M. L., & Stotlan, D. K. (1997). Sport facility management. MS: Jones & Bartlett publishers
3. Sports Facility & Event Management by Thomas J. Aicher, Brianna L. Newland, Amanda L. Paule-Koba, 2nd Edition

Case Studies

1. Natural Grass Vs Synthetic Turf
2. Tottenham Hotspurs Stadium

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7. Independent Project

Independent Projects are advanced, student driven learning experiences involving substantial student independence in project design and project execution. Independent Projects provide an opportunity to students who to explore a subject on their own beyond what is possible in regular courses offered by the institute. An Independent Project provides an opportunity to apply the tools, techniques, skills and concepts, which a student may have already learnt, to the study of actual problems through field studies, computer based analysis and library research.

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8. Sanskrit

Sr. No.	Modules	No. of Lectures
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
	Total	30

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

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

Course Objective

- To facilitate an all-round development of personality

Course Outcome

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

1. **CO1:** Identify and describe the ways to schedule time more effectively and stay on track and keep important goals top of mind. (Level: Understand)
2. **CO2:** Develop interpersonal skills and handle communication in a better manner. (Level: Create)
3. **CO3:** Write effective emails. (Level: Create)

Detailed Syllabus

Modules	Topics	No. of Lectures
Module 1	Interpersonal Skills	7
	<ul style="list-style-type: none"> ● Hard Skills and Soft Skills ● Effective Communication ● Skills for successful interview ● Leadership ● Social Empathy 	
Module 2	Phone Etiquette & Professional Communication	8
	<ul style="list-style-type: none"> ● Ways to make a good first impression. ● Effective call handling ● Major steps of outbound / inbound calls ● Hold the process ● off-air ● Using the right voice of voice ● Tips for good telephone etiquette ● Avoid prohibited phrases ● Physical language on the telephone ● Tele-conferencing skills 	
Module 3	Email Etiquette	7
	<ul style="list-style-type: none"> ● Greeting Enclosures , Closing, CC & BCC, Subject Line, Screen Appearance, Spacing, Font ,Replying, Signature ● Sending effective messages ● Structuring paragraphs and sentences ● Punctuation, grammar and spelling ● Tone of the messages ● Softening a negative message ● Responding to messages ● Handling 'Negative' mails 	
Module 4	Time Management	8
	<ul style="list-style-type: none"> ● Shift Focus from Managing Time to Managing Self ● Identify Typical Time Wasters ● Identify Personal Strengths and Development Opportunities to Control Time ● Define Goals Based on Your Role ● Establish Important and Valid Priorities ● Create a Realistic and Productive Schedule 	

	<ul style="list-style-type: none">● Use a Robust Planning Process to Analyse and Review Plans● Attend Meetings with Purpose and Add Value● Set Clear Expectations with Colleagues, Customers, and Your Boss● Manage Interruptions from Others● Build both Productivity and Efficiency● Re-evaluate Multitasking Strategies● Overcome Procrastination● Manage Technological Distractions● Prioritize and Choose Activities to Balance Life and Work	
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1. Sports Event Management

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction	15
Module 2	Planning Major Sports Events	15
Module 3	Ceremonies in Sports Events	15
Module 4	Risk Management & Security in Sports Events	15
	Total	60

Course Objectives

1. To impart knowledge on the Sports Event Industry
2. To enable learners to conceive, design, plan and organize sports events
3. To understand the financial feasibility and generate revenue from events

Course Outcome

1. CO1: Explain the conceptual framework of Sporting Events. (Level: Remember)
2. CO2: Describe the overall organisation, implementation and administration of sports events at a global scale. (Level: Understand)

Project

1. Develop your own sports event with pre-defined:
 - a. Objective of event
 - b. Name of event
 - c. Multi-sport/Single sport
 - d. Target audience
 - e. Selected day & time of event
 - f. Cost heads involved
2. Identify the following risks in (Faculty to choose an upcoming sport event during the time of execution) to successfully stage the event
 - a. The date of the event and whether it clashes with any other events that may significantly effect the success of the event
 - b. The degree of support that can be gained from the community, government, and parent bodies.
 - c. The sufficiency of resources such as equipment, manpower, finances and facilities
 - d. The environmental impact and whether the event may cause a disturbance to surrounding community, and cause traffic congestion, waste, noise, and lighting spillage.

Detailed Syllabus

Module	Topics	No. of lectures
1	Introduction	15
	<ul style="list-style-type: none"> • Importance of Sports events • Scale of the Industry, Structures, Participants • Defining and Developing Objectives, Strategies and Tactics • Identifying Costs • Identifying Revenue Streams • Soliciting and Selecting Host Cities and Venues 	
2	Planning Major Sports Events	15
	<ul style="list-style-type: none"> • Identify and Analyze Management Tasks • The Theory Behind Planning Major Sports Events • The practitioner's perspective on Planning Major Sports Events • Understanding Sports Event-Sponsor Relationship • Teaming with Sponsors • Maximizing and Servicing the Media Partnership 	
3	Ceremonies in Sports Events	15
	<ul style="list-style-type: none"> • Ceremonies and Entertainment Elements • The Theory Behind Ceremonies • The practitioner's perspective on Ceremonies • Scheduling Rehearsals • Pyrotechnics 	
4	Risk Management and Security in Sports Events	15
	<ul style="list-style-type: none"> • Introduction • Risk Assessment and Management • The Theory Behind Risk Management and Security • Analyzing Risk Exposure and Possible Outcomes • Safety and Security • Remediating and Responding to Risk Exposure • Reacting to Emergencies • Acknowledging the World Condition • Communications 	

Reference Books:

1. The Sports Event-Management and Marketing Playbook, Second Edition by Frank Supovitz & Robert Goldwater.
2. Managing Major Sports Events-Theory and Practice, by Milena Parent and Sharon Smith-Swan.
3. Strategic Sports Event Management, Third Edition by Guy Masterman.

Case studies:

1. FIFA Qatar World Cup 2022
2. Sustainability and The Rio Olympics

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2. Digital Marketing

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Basics of Digital Marketing	10
Module 2	Applying Segmentation, Targeting and Positioning to Digital Marketing	10
Module 3	Google Adwords	10
Module 4	Facebook Marketing Fundamentals	10
Module 5	Email Marketing – Content Writing	10
Module 6	Social Media Marketing (SMM), B to C Perspective, B to B Perspective	10
	Total	60

Course Objectives

1. To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
2. To focus on how digital marketing can be utilised by organisations and how its effectiveness can be measured.

Course Outcome

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

1. CO1: Discuss the key elements of a digital marketing strategy. (Level: Remember)
2. CO2: Explain the effectiveness of a digital marketing campaign can be measured. (Level: Understand)
3. CO3: Prepare the advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs. (Level: Apply)

Detailed Syllabus

Module	Topics	No. of Lectures
1	Basics of Digital Marketing	10
	<ul style="list-style-type: none"> ● Evolution of Digital Marketing; Emergence of digital marketing as a tool; Digital Marketing Channels; Digital Marketing Applications and Benefits; Digital Marketing Framework; Digital Marketing Models Creation; The Consumer for Digital Marketing. ● Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website 	
2	Applying Segmentation, Targeting and Positioning to Digital Marketing	10
	Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, Behavioral segmentation. Targeting Online Customers – Business, Government and Customer Markets. Product Positioning, Sectoral perspective in digital marketing applications with the help of case studies. Overview of Marketing Mix in digital marketing context	
3	Google Adwords	10
	Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA , Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies.	
4	Facebook Marketing Fundamentals	10

	<ul style="list-style-type: none"> • Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account, Create Ad –Targeting, Create Ad –Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers, CTA on Page, Posts for Location, Save Time with Third Party Tools, Case Studies. 	
5	Email Marketing – Content Writing	10
	<ul style="list-style-type: none"> • Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, ReEngagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms, Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto – Responder Emails, Auto Responder Actions, Case Studies. 	
6	Social Media Marketing (SMM), B to C Perspective, B to B Perspective	10
	<ul style="list-style-type: none"> • Introduction to Social Media, Advantages Over Online Marketing, Social Media Strategy. Understanding Web and Mobile Marketing perspective. • Twitter Advertising: Twitter Advertising, Types of Twitter Advertising, Creating first ad on Twitter Setting Campaign and optimization, Create conversion code, Twitter App Advertising, Twitter Video Advertising Leads & Traffic Advertising Increase followers, Twitter Marketing, Strategy and Planning, Tracking 	

	<p>and Conversion. Youtube Marketing: YouTube Marketing Strategy, Find Video Ideas with Competitor Analysis, Find Video Ideas with Keyword Research, Find Video Ideas with Keyword Research, YouTube Account Setup (Create business account with personal account), YouTube Account Optimization, YouTube Banner, YouTube Channel Tags, YouTube SEO, Enable Custom Thumbnails, Manage Multiple YouTube Accounts, YouTube Monetization, YouTube Ads, YouTube Analytics. Pinterest Marketing: Why market your business on Pinterest, Pinterest account setting, Pinterest account to follow, Pinterest account optimization, account verification, Pinterest board, Pinterest follower, Pinterest graphics, Pinterest chrome extension. Instagram Marketing: Instagram Business Account Setup, Follow These Instagram Accounts, Instagram Profile Image, Instagram Bio, Instagram Content Creation, Instagram Reposting, Instagram Followers Hack, Instagram Hashtags, Instagram Stories, Instagram Spam (reduce spam), Instagram Analytics. LinkedIn Advertising: What is LinkedIn advertising? Creating first ad on LinkedIn, Setting Campaign and optimization, Create conversion code, Types LinkedIn Advertising, LinkedIn New feed Advertising, LinkedIn Message Advertising, Traffic and Leads Generation, Billing and Report</p>	
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Reference Books:

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia
2. Digital Marketing by Seema Gupta
3. Digital Marketing All-in-one by Stephanie Diamond

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3. Applied Statistics

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction to Statistics	8
Module 2	Data Classification and Tabulation	8
Module 3	Frequency Distribution	8
Module 4	Measures of Central Tendency	8
Module 5	Measures of dispersion	8
Module 6	Correlation and Regression	9
Module 7	Probability Theory	11
	Total	60

Course Objectives

1. To understand statistics for application in research

Course Outcome

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

1. CO1: Explain the concept of data classification & tabulation. (Level: Remember)
2. CO2: Describe frequency distribution & central tendency. (Level: Understand)
3. CO3: Summarise the concept correlation & regression. (Level: Understand)

Projects:

1. Analyse the chart given in the below link and give the following answers

<https://www.firstpost.com/firstcricket/sports-news/icc-cricket-world-cup-2019-from-all-time-leading-run-scorers-to-highest-wicket-takers-statistical-history-of-the-mega-event-6703441.html>

- a. Which batsmen is most likely to score consistently if he is in your team (for year 1999)
- b. Which is the one bowler who can be best trusted for both his wicket taking abilities and economy
- c. Which bowler is most likely to concede the least no. of runs

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction to Statistics	8
	<ul style="list-style-type: none"> ● Introduction: Statistics as a subject ● Functions ● Importance and Limitations of Statistics ● Planning and Execution of a statistical investigation ● Census and sample investigation ● Descriptive and Inferential statistics 	
2	Data Classification and Tabulation	8
	<ul style="list-style-type: none"> ● Type of data: Primary data and secondary data ● Methods of collection ● Scrutiny of data ● Presentation of data: textual and tabular presentations ● Construction of a table and the different components of a table ● Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams 	
3	Frequency Distribution	8
	<ul style="list-style-type: none"> ● Frequency Distributions: Attribute and variables ● Frequency distributions of discrete and continuous variables ● Univariate, Bivariate and Multivariate Frequency Distributions 	
4	Measures of Central Tendency	8
	<ul style="list-style-type: none"> ● Measures of Central Tendency: Definition ● Characteristics of a good average ● Different measures of average; Arithmetic Mean; Median, Mode & their characteristics ● Other positional measures – quartiles, deciles, percentiles ● Relation between Mean, Median and Mode ● Geometric, Harmonic and Quadratic mean ● Choice of a suitable measure of central tendency 	
5	Measures of dispersion	8
	<ul style="list-style-type: none"> ● Meaning and definition of dispersion ● Characteristics of a good measure of dispersion ● Different measures of dispersion – Range, Quartile deviation, Mean deviation, Standard deviation; Lorenz curve, Moments, Skewness and Kurtosis 	
6	Correlation and Regression	9

	<ul style="list-style-type: none"> ● Introduction and meaning of Correlation ● Analysis of Bivariate data ● Correlation Analysis – Scatter Diagram, Correlation Graph 101, Pearson’s Coefficient of Correlation, Spearman’s Rank Correlation, Concurrent Deviation Method, Limitations of correlation analysis ● Introduction and meaning of Regression ● Regression Analysis – Two lines of regression, Properties of regression coefficient, Coefficient of determination, Correlation analysis vs regression analysis 	
7	Probability theory	11
	<ul style="list-style-type: none"> ● Probability theory- Basic Concepts, Approach to probability theory, Probability rules, Bayes theorem, Counting concept 	

Reference Books

1. R.I.Levin & D.S. Rubin: Statistics for Management: Pearson Education
2. Statistics For Dummies (2nd Edition) by Deborah J. Rumsey
3. Introduction to Statistics by Jim Frost, MS

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4. Sports Sponsorship

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Introduction	15
Module 2	The Sponsorship Toolbox	15
Module 3	Sponsorship Proposal	15
Module 4	Sports Sponsorship activation	15
	Total	60

Course Objectives

1. To understand the concepts of corporate & sports sponsorship.
2. The evolution of sponsorship, trends, developments and future direction.
3. To understand the components of a sponsorship proposal.
4. Using assets in activation concepts for brands, rights holders and fans.

Course Outcome

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

1. CO1: Discuss the key drivers of the sports sponsorship marketplace. (Level: Remember)
2. CO2: Explain the different types of sponsorships involved in the field of sports. (Level: Understand)
3. CO3: Develop proposals and presentations to sell sponsorship programs. (Level: Apply)

Projects

1. Prepare a sponsorship proposal for the unique league ideated earlier.
2. Analyse and create a detailed report on red-bull sponsorships including Red-bull racing team and Athlete Mark McMorris and how does it benefits red-bull

Detailed Syllabus

Module	Topics	No. of Lectures
1	Introduction	15
	<ul style="list-style-type: none"> ● Introduction to Corporate Sponsorships ● Understanding sport sponsorship ● Importance of sports sponsorship ● Components of sports sponsorship ● Prospecting for sponsors; identifying sponsor needs ● Key stakeholders and their role in sponsorship ● Trends in sports sponsorship 	
2	The Sponsorship Toolbox	15
	<ul style="list-style-type: none"> ● Types of sports sponsorships (Individual athlete sponsorship, Team sponsorship, media sponsorship, government sponsorship, financial/cash sponsorship, in-kind sponsorship, facility sponsorship, promotional sponsorship) ● Sponsorship asset audit ● Sponsorship stages in sports sponsorship ● Leveraging in sponsorship: Sponsorship leverage technique, Leveraging budget, Steps to effective leveraging 	
3	Sponsorship Proposal	15
	<ul style="list-style-type: none"> ● Components of sponsorship proposal ● Developing and selling sponsorship proposal 	
4	Sports Sponsorship activation	15
	<ul style="list-style-type: none"> ● Meaning of Sponsorship activation ● Steps in activation process ● 10 essentials to sponsorship activation ● Roles and responsibilities for activation ● Activation strategies 	

Reference Books:

1. John A. Fortunato: Sports Sponsorship: Principles and Practices, 2013 McFarland & Co Inc
2. David Kent Stotlar: Developing Successful Sport Sponsorship Plans, 2000, Fitness Information Technology
3. Principles and Practice of Sport Management, 6th Edition by Lisa P. Masteralexis, Carol A. Barr, Mary Hums

Case Studies:

1. Case Study of Audi
2. How the UFC dominated Las Vegas with a High Tech Take Over

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5. Foreign Language (Spanish)

Modules at a Glance

Sr. No.	Modules	No. of lectures
Module 1	Basic Vocabulary	7
Module 2	Grammar	8
Module 3	Culture	7
Module 4	Everyday Vocabulary	8
	Total	30

Course Objective

1. To enable the students to acquire Spanish language skills.

Course Outcome

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

1. CO1: Explain the main points and key information in simple everyday material. (Level: Remember)
2. CO2: Describe the description of events and expression of ideas, opinions and attitudes in simple texts. (Level: Understand)
3. CO3: Use a range of structures and vocabulary with reasonable accuracy. (Level: Apply)

Detailed Syllabus

Module	Topics	No. of Lectures
1	Basic Vocabulary	7
	<ul style="list-style-type: none"> ● Alphabets, Sounds, Greetings ● Numbers, Days of week, Months ● Articles, Nouns, Plurals, Verbs ● Question words, Colors, Time ● Adjectives, Negative sentences, Preposition, Weather 	
2	Grammar	8
	<ul style="list-style-type: none"> ● Number and gender ● Articles: definite and indefinite ● Demonstrative pronouns ● Personal pronouns ● Interrogative pronouns ● Noun-adjective agreement ● Present tense of basic verbs like <i>ser, estar, trabajar, vivir, tener, llevar</i> ● Quantifiers: <i>muy, bastante</i> 	
3	Culture	7
	<ul style="list-style-type: none"> ● The differences in the use of <i>tú/usted</i> and <i>vosotros/ustedes</i> between Spain and Latin American countries. ● Cultural differences when meeting people. ● Spanish language in the world. 	
4	Everyday Vocabulary	8
	Nationalities, Occupation, Ser-Estar, tener Verbs, Food Items, Body parts, Clothes Tenses, More adjectives, Eating and Drink Possessives adjective, To know, To ask, Paragraphs for Translation, Situational Vocabulary	

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6. International Exposure

Students who are allowed to undergo internship or Training in Industries in India or abroad during their course work or attend any National / International Institute under International Exposure up to a maximum of 15-30 days will be granted credit equivalence for the Course Work/project work done by them in the Industry /Foreign Institute as per the recommendations of the Equivalence committee.

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7. Yoga & Ethics

Modules at a Glance

Sr. No.	Modules	No. of lectures
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
	Total	30

Course Objectives

1. To understand the fundamentals of Yoga.

Course Outcome

1. CO1: Describe the history and fundamentals of yoga. (Cognitive Level: Remember)
2. CO2: Summarise the General Guidelines for Yoga practice. (Cognitive Level: Understand)

Detailed Syllabus

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

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

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

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:

CO1: Define the importance of Sleep, hydration, lifestyle changes & exercise. (Level: Remember)

CO2: Explain the basics of maintaining a healthy life. (Level: Understand)

Detailed Syllabus

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

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.