

**UNIVERSITY OF MUMBAI**  
No. UG/249 of 2016-17

**CIRCULAR:-**

The Head, University Department of Education and Physical Education & Sports and the Principals of the affiliated Colleges in Physical Education are hereby informed that the Post - Facto approval has been granted to the Hon'ble Vice-Chancellor's decision taken under Section 14(7) of Maharashtra Universities Act, 1994 by the Academic Council at its meeting held on 14<sup>th</sup> July, 2016 **vide** item No. 4.98 and subsequently by the Management Council at its meeting held on 18<sup>th</sup> November, 2016 **vide** item No.29 and that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 54 (1) and 55 (1) of the Maharashtra Universities Act, 1994 and the Ordinances 6324 and 6325 and Regulation 9044 and 9045 regarding the syllabus as per the (CBCS) for the Bachelor of Sports Management Program has been introduced, which is available on the University's website ([www.mu.ac.in](http://www.mu.ac.in)) and that the same has been brought into force with effect from the academic year 2016-17.

MUMBAI - 400 032  
7<sup>th</sup> February, 2017

(Dr.M.A.Khan)  
REGISTRAR

To,

The Head, University Department of Education and Physical Education & Sports and the Principals of the affiliated Colleges in Physical Education.

**A.C/4.98/14.07.2016**  
**M.C/29/18.11.2016**

No. UG/249-A of 2016-17

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MUMBAI-400 032

7<sup>th</sup> February, 2017

Copy forwarded with Compliments for information to:-

- 1) The Director, Board of College and University Development.
- 2) I/c Director, Garware Institute of Career Education & Development, Vidyanagri, Santacruz (E), Mumbai - 400 098.
- 3) The Offg. Controller of Examinations.
- 4) The Professor-cum-Director, Institute of Distance & Open Learning (IDOL).
- 5), The Co-Ordinator, Faculty of Arts.
- 6) The Co-Ordinator, University Computerization Centre.

(Dr.M.A.Khan)  
REGISTRAR

...P.T.O.

Received on 11/12/2016

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AC 14-7-2016  
Item No. 4.98

**UNIVERSITY OF MUMBAI**



**Syllabus for Approval**

0-6324

0-6325

R. 9044

R. 9045

Sr. No.	Heading	Particulars
1	Title of the Course	BACHELOR OF SPORTS MANAGEMENT (BSM)
2	Eligibility for Admission	XIITH PASS UNDER 10+2 SCHEME OF ANY RECOGNIZED STATE / CENTRAL/INTERNATIONAL BOARD WITH IN INDIA
3	Passing Marks	50% PASSING MARKS
4	Ordinances / Regulations ( if any)	
5	No. of Years / Semesters	3 YEARS / 6 SEMESTER
6	Level	P.G. / U.G. / Diploma / Certificate ( Strike out which is not applicable)
7	Pattern	Yearly / Semester ( Strike out which is not applicable)
8	Status	New / Revised ( Strike out which is not applicable)
9	To be implemented from Academic Year	From Academic Year 2016-17

Date: 30/11/2016

Signature : Anil

Dr. Anil Karnik, I/C. Director , Garware Institute of Career Education Development

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# UNIVERSITY OF MUMBAI



## Essential Elements of the Syllabus

1	Title of the Course	Syllabus for Three Years BSM – Bachelors in Sports Management
2	Course Code	BSM
3	Preamble / Scope	To grow sports management talent
4	Objective of Course / Course Outcome	<a href="#">Pl see page 2</a>
5	Eligibility	
6	Fee Structure	
7	No. of Lectures	For e.g. 4 courses per semester
8	No. of Practical	For e.g. 4 period of week per course
9	Duration of the Course	Three years' full time
10	Notional hours	For each session of 90 mins' students are expected to put in 60 minutes additional.
11	No. of Students per Batch	60
12	Selection	More than 50% in 12 <sup>th</sup> standard marks
13	Assessment	
14	Syllabus Details	attached
15	Title of the Unit	
16	Title of the Sub-Unit	
17	Semester wise Theory	
18	Semester wise List of Practical	
19	Question Paper Pattern	
20	Pattern of Practical Exam	
21	Scheme of Evaluation of Project / Internship	
22	List of Suggested Reading	
23	List of Websites	
24	List of You-Tube Videos	
25	List of MOOCs	

#### 4. Objective of the Course:

1. The Sports Industry in India is growing by leaps and bounds. From a situation where India was primarily a cricket playing nation (playing only tests and one day internationals), we now have the IPL and multiple sports leagues in football, kabaddi, badminton, hockey etc plus sports events like the Mumbai / Delhi marathons.
2. This explosive growth in sports has led to a huge jump in need for sports management professionals in allied industries like:
  - a. Sports franchisees e.g. Mumbai Indians.
  - b. Sports goods companies like Nike, Reebok etc.
  - c. Sports federations.
  - d. Consumer goods companies like Bajaj, Colgate etc who want to increase their brand association with sports.
  - e. Celebrity Managers who will manage the careers of these upcoming sports personalities.
  - f. Sports Event and Facility managers who will assist in the smooth running of the various events.
3. Therefore, we at International Institute of Sports Management decided to enter this field with a **Graduate course in Sports Management**.
4. We now wish to offer our graduate course in association with Mumbai University to cover the following objectives:
  - a. To equip the students with an understanding of the business of sports.
  - b. To build management skills of marketing, finance, operations, human resources in the management of sports.
  - c. To enable passionate professionals to develop the sports management orientation in India in a systematic way.

# Bachelor of Sports Management (BSM) Program

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

### *Course Structure*

**FYBSM**

*(To be implemented from Academic Year 2016 - 2017)*

No. of Courses	Semester I	Credits	No. of Courses	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Financial Accounting	<b>03</b>	1	Marketing Management	<b>03</b>
2	Business Law	<b>03</b>	2	Industrial Law	<b>03</b>
3	Sports Facility & Event Management	<b>03</b>	3	Sports Organization & Administration	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>		<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>		<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - I	<b>03</b>	4	Business Communication -II	<b>03</b>
<b>2B</b>	<b><i>Skill Enhancement Courses (SEC)</i></b>		<b>2B</b>	<b><i>Skill Enhancement Courses (SEC)</i></b>	
5	Foundation Course in Physical Education 1	<b>02</b>	5	Foundation Course in Physical Education 2	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Foundation of Human Skills	<b>03</b>	6	Business Environment	<b>03</b>
7	Business Economics-I	<b>03</b>	7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>



## SYBSM

*(To be implemented from Academic Year 2017 - 2018)*

No. of Courses	Semester III	Credits	No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Sports HRM	<b>03</b>	1	Sports Marketing	<b>03</b>
2	Sports Law	<b>03</b>	2	Sports Financial Management	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>		<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management - I	<b>02</b>	3	Information Technology in Business Management-II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>		<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Environmental Management	<b>03</b>	4	Business Economics-II	<b>03</b>
5	Business Statistics	<b>03</b>	5	Business Research Methods	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>	6	Production & Total Quality Management	<b>03</b>
7	Marketing Application and Practices	<b>03</b>	7	Ethics & Governance	<b>03</b>
<b>Total Credits</b>		<b>20</b>	<b>Total Credits</b>		<b>20</b>

## TYBSM

*(To be implemented from Academic Year 2018 - 2019)*

No. of Courses	Semester V	Credits	No. of Courses	Semester VI	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>		<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Sports Management	<b>03</b>	1	Digital Marketing in Sports	<b>03</b>
2	Sports Analytics Management	<b>03</b>	2	Media marketing in Sports	<b>03</b>
3	Sports Sponsorships	<b>03</b>	3	Public Relations in Sports	<b>03</b>
<b>2</b>	<b><i>Core Courses (CC)</i></b>		<b>2</b>	<b><i>Core Courses (CC)</i></b>	
4	Logistics & Supply Chain Management	<b>03</b>	4	Operation Management	<b>03</b>
5	Strategic Management	<b>03</b>	5	Entrepreneurship Management	<b>03</b>
6	International Business	<b>03</b>	6	Business Negotiations	<b>03</b>
<b>3</b>	<b><i>✓ Summer Internship</i></b>		<b>3</b>	<b><i>✓ Project Work</i></b>	
7	Summer Internship	<b>03</b>	7	Project Work - Sports	<b>03</b>
<b>Total Credits</b>		<b>21</b>	<b>Total Credits</b>		<b>21</b>

✓ **Note:** Project work is considered as a special course involving application of knowledge in solving/analyzing/exploring a real life situation/ difficult problem. Project work would be of 03 credits. A project work may be undertaken in any area mentioned above

# Bachelor of Sports Management (BSM) Program

(To be implemented from Academic Year – 2016 - 2017)

## Semester I

No. of Courses	Semester I	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Financial Accounting	<b>03</b>
2	Business Law	<b>03</b>
3	Sports Facility & Event Management	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication - I	<b>03</b>
<b>2B</b>	<b><i>Skill Enhancement Courses (SEC)</i></b>	
5	Foundation Course in Physical Education 1	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Foundation of Human Skills	<b>03</b>
7	Business Economics-I	<b>03</b>
<b>Total Credits</b>		<b>20</b>



## 1. Financial Accounting

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	· Introduction to Accounting · Concept and necessity of Accounting · An Overview of Income Statement and Balance Sheet.	4
2	· Introduction and Meaning of GAAP · Concepts of Accounting · Impact of Accounting · Concepts on Income Statement and Balance Sheet.	4
3	· Accounting Mechanics · Process leading to preparation of Trial Balance and Financial Statements · Preparation of Financial Statements with Adjustment Entries.	7
4	· Revenue Recognition and Measurement · Capital and Revenue Items · Treatment of R & D Expenses · Preproduction Cost · Deferred Revenue Expenditure etc.	5
5	· Fixed Assets and Depreciation Accounting · Evaluation and Accounting of Inventory.	5
6	· Preparation and Complete Understanding of Corporate Financial Statements · 'T' Form and Vertical Form of Financial Statements.	7
7	· Important Accounting Standards.	8

8	<ul style="list-style-type: none"> <li>· Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow.</li> <li>· Corporate Accounting. Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).</li> </ul>	10
9	· Inflation Accounting & Ethical Issue in Accounting	4
10	· Case Studies and Presentations	7

## 2. Business Law

Sr. No.	Modules	No. of Lectures
1	Contract Act, 1872 & Sale of Goods Act, 1930	15
2	Negotiable Instrument Act, 1981 & Consumer Protection Act, 1986	15
3	Company Law	15
4	Intellectual Property Rights(IPR)	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Contract Act, 1872 &amp; Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• <b>Contract Act, 1872:</b> Essential elements of Contract; Agreement and Contract – Capacity to Contract, free consent, consideration, lawful objects/</li> </ul>

	<p>consideration, Breach of contract. Remedies for breach of Contract.</p> <ul style="list-style-type: none"> <li>• <b>Sale of Goods Act,1930:</b> Scope of Act, Sale and Agreement to sell, essential of a valid Sale Contract – Conditions and warranties – Implied Condition and warranties, Rights of an unpaid seller.</li> </ul>
<b>2</b>	<b>Negotiable Instrument Act, 1981 &amp; Consumer Protection Act, 1986</b>
	<ul style="list-style-type: none"> <li>• <b>Negotiable Instrument Act, 1981:</b> Introduction of Negotiable Instruments – Characteristics of negotiable instruments, Promissory note, Bills of exchange, Cheque, Dishonour of Cheque.</li> <li>• <b>Consumer Protection Act, 1986:</b> Objects of Consumer Protection- Introduction of Consumers, who is consumer? Meaning of the words “Goods and services” – Meaning of the words “Defects and Deficiencies of goods and services” Consumer disputes and Complaints.</li> </ul>
<b>3</b>	<b>Company Law</b>
	<ul style="list-style-type: none"> <li>• <b>Company Law:</b> What is company? – Incorporation of company – MOA, AOA, Prospectus, Meetings, Meaning of transfer and transmission of shares.</li> </ul>
<b>4</b>	<b>Intellectual Property Rights(IPR)</b>
	<ul style="list-style-type: none"> <li>• <b>Intellectual Property Rights (IPR)</b> <ul style="list-style-type: none"> <li>▪ IPR definition/ objectives</li> <li>▪ Patent definition. What is patentable? What is not patentable? Invention and its Attributes, Inventors and Applications</li> <li>▪ Trademarks, definition, types of trademarks, infringement and passing off.</li> <li>▪ Copy right definition and subject in which copy right exists, Originality, Meaning and Content, Authors and Owners, Rights and Restrictions.</li> <li>▪ Geographical indications (only short notes)</li> </ul> </li> </ul>

### 3. Sports Facility and Event Management

<b>Module No</b>	<b>Coverage of Module</b>	<b>Time Allotted - No of Hours (Lectures)</b>
1	Facility Management: Meaning – The Facility Manager – Constituents – Managerial Functions – Computer Aided Facility Management – Strategies – Leadership – Outsourcing	6

2	Facility Planning: Fundamentals – Planning for Existing and Future Facilities – Facility Site and Design: Site Location – site Cost – Site Selection – Facility Design and Construction – Construction Planning and Elements – Project cost – Completion and Analysis.	9
3	Facility Systems: Heating, Ventilation and Air-Conditioning – Energy Systems – Interior and Exterior Systems – Space Management – Facility Repair Management: Maintenance and Repair Program – Basic Maintenance.	9
4	Facility Marketing - Sales – Financial Concepts – Revenue and Expenses – Budgeting – New Facility Financing – Selling of a Facility – Sports Facility Jobs – Employment Management – Training – Risk Management and Insurance.	11
5	Facility Preparation: Attracting Events – Event Preparation Implementing a Security Plan: Crowd Management – Crisis Management – Event Management in the Facility: Marketing Efforts and Costs – Marketing for the Future	8
6	Cases in Sports Facility Management	10
7	· Case Studies and Presentations	7

## 4. Business communication

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Understanding communications in domestic & international business situations. Cultural Context of Communications. Customs and Practices.	8
2	Barriers to effective communication. Steps to structuring communication well. Powerful techniques to influence people. Importance of 1. Clear Objectives to Communication. 2. Analysis of Receivers Thoughts & Feelings. Structuring Communication in a. Opening b. Body c. Closing. Importance of verbal & non-verbal communication.	8
3	Writing effective emails. Emails to juniors. Emails to peers. Emails to Seniors. Emails to Customers for Developing Sales. Emails to Customers for Service Issues.	8
4	Influencing & Handling Conflict & Differences of Opinion. Understanding Submissiveness, aggressive & assertive communication.	8
5	Writing effective reports & analysis. Structuring the Reports. Executive Summary. Flow. Methodology. Research Done. Key Findings. Your Analysis. Conclusions & Recommendations.	8
6	Making an effective oral presentation. Preparing Objectives. Researching Audience needs & wants. Communicating Key Points of the message. Handling Questions & Objections from the Receiver. Closing with Action planning.	10

7	Making an effective presentation with PowerPoint slides / Interaction / Videos / audios.	10
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## 5. Foundation Course in Physical Education - I

Sr. No.	Modules	No. of Lectures
1	Introduction to Basic Relevant concepts in Physical Education	10
2	Components of Physical Fitness	15
3	Testing Physical Fitness	10
4	Effect of Exercise on various Body System	10
<b>Total</b>		<b>45</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to Basic Relevant concepts in Physical Education</b>
	<ul style="list-style-type: none"> <li>• Dimensions and determinants of Health, Fitness &amp; Wellness</li> <li>• Concept of Physical Education and its importance</li> <li>• Concept of Physical Fitness and its types</li> <li>• Concept of Physical Activity, exercise and its types &amp; benefits</li> </ul>
<b>2</b>	<b>Components of Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Concept of components of Physical Fitness</li> <li>• Concept and components of HRPF</li> <li>• Concept and components of SRPF</li> <li>• Importance of Physical Education in developing physical fitness components.</li> </ul>
<b>3</b>	<b>Testing Physical Fitness</b>
	<ul style="list-style-type: none"> <li>• Tests for measuring Cardiovascular Endurance</li> <li>• Tests for measuring Muscular Strength &amp; Endurance</li> <li>• Tests for measuring Flexibility</li> <li>• Tests for measuring Body Composition</li> </ul>
<b>4</b>	<b>Effect of Exercise on various Body System</b>

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Effect of exercises on Musculoskeletal system</li><li>• Effect of exercises on Circulatory System</li><li>• Effect of exercises on Respiratory System</li><li>• Effect of exercises on Glandular System</li></ul> |
|--|---|



## 6. Foundation of Human Skills

Sr. No.	Modules	No. of Lectures
1	Understanding of Human Nature	15
2	Introduction to Group Behaviour	15
3	Organizational Culture and Motivation at workplace	15
4	Organisational Change, Creativity and Development and Work Stress	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Understanding of Human Nature</b>
	<ul style="list-style-type: none"> <li>• <b>Individual Behaviour:</b> Concept of a man, individual differences, factors affecting individual differences, Influence of environment</li> <li>• <b>Personality and attitude:</b> Determinants of personality, Personality traits theory, Big five model, Personality traits important for organizational behaviour like authoritarianism, locus of control, Machiavellianism, introversion-extroversion achievement orientation , self – esteem, risk taking, self-monitoring and type A and B personalities, Concept of understanding self through JOHARI WINDOWS, Nature and components of attitude, Functions of attitude, Ways of changing attitude, Reading emotions</li> <li>• <b>Thinking, learning and perceptions:</b> Thinking skills, thinking styles and thinking hat, Managerial skills and development, Learning characteristics, theories of learning (classical conditioning, operant conditioning and social learning approaches), Intelligence, type (IQ, EQ, SQ, at work place), Perception features and factor influencing individual perception, Effects of perceptual error in managerial decision making at work place. (Errors such as Halo effect, stereotyping, prejudice attribution).</li> </ul>
<b>2</b>	<b>Introduction to Group Behaviour</b>
	<ul style="list-style-type: none"> <li>• <b>Introduction to Group Behaviour</b> <ul style="list-style-type: none"> <li>▪ <b>Group Dynamics:</b> Nature, types, group behaviour model (roles, norms, status, process, structures)</li> <li>▪ <b>Team effectiveness:</b> nature, types of teams, ways of forming an effective team.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ Setting goals.</li> <li>• <b>Organizational processes and system.</b> <ul style="list-style-type: none"> <li>▪ <b>Power and politics:</b> nature, bases of power, politics nature, types, causes of organizational politics, political games.</li> <li>▪ <b>Organizational conflicts and resolution:</b> Conflict features, types, causes leading to organizational conflicts, levels of conflicts, ways to resolve conflicts through five conflicts resolution strategies with outcomes.</li> </ul> </li> </ul>
<b>3</b>	<b>Organizational Culture and Motivation at workplace</b>
	<ul style="list-style-type: none"> <li>• <b>Organizational Culture:</b> <ul style="list-style-type: none"> <li>▪ Characteristics of organizational culture.</li> <li>▪ Types, functions and barriers of organizational culture</li> <li>▪ Ways of creating and maintaining effective organization culture</li> </ul> </li> <li>• <b>Motivation at workplace:</b> Concept of motivation Theories of motivation in an organisational set up. <ul style="list-style-type: none"> <li>▪ A. Maslow Need Hierarchy</li> <li>▪ F. Hertzberg Dual Factor</li> <li>▪ Mc.Gregor theory X and theory Y.</li> </ul> Ways of motivating through carrot (positive reinforcement) and stick (negative reinforcement) at workplace. </li> </ul>
<b>4</b>	<b>Organisational Change, Creativity and Development and Work Stress</b>
	<ul style="list-style-type: none"> <li>• <b>Organisational change and creativity:</b> Concepts of organisational change, Factors leading/influencing organisational change, Kurt Lewins model of organisational change and development, Creativity and qualities of a creative person, Ways of enhancing creativity for effective decision making, Creative problem solving.</li> <li>• <b>Organisational Development and work stress:</b> Need for organisational development, OD Techniques, Stress, types of stress, Causes and consequences of job stress, Ways for coping up with job stress</li> </ul>

## 7. Business Economics – I

Sr. No.	Modules	No. of Lectures
1	Introduction	10
2	Demand Analysis	10
3	Supply and Production Decisions and Cost of Production	15

4	Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition	15
5	Pricing Practices	10
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
1	<b>Introduction</b>
	<p><b>Scope and Importance of Business Economics</b> - basic tools- Opportunity Cost principle- Incremental and Marginal Concepts. Basic economic relations - functional relations: equations- Total, Average and Marginal relations- use of Marginal analysis in decision making, The basics of market demand, market supply and equilibrium price- shifts in the demand and supply curves and equilibrium</p>
2	<b>Demand Analysis</b>
	<p><b>Demand Function</b> - nature of demand curve under different markets Meaning, significance, types and measurement of elasticity of demand (Price, income cross and promotional)- relationship between elasticity of demand and revenue concepts <b>Demand estimation and forecasting:</b> Meaning and significance - methods of demand estimation: survey and statistical methods <i>(numerical illustrations on trend analysis and simple linear regression)</i></p>
3	<b>Supply and Production Decisions and Cost of Production</b>
	<p><b>Production function:</b> short run analysis with Law of Variable Proportions- 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. <b>Cost concepts:</b> 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 <i>(hypothetical numerical problems to be discussed)</i>, LAC and Learning curve - Break even analysis <i>(with business applications)</i></p>
4	<b>Market structure: Perfect competition and Monopoly and Pricing and Output Decisions under Imperfect Competition</b>
	<p>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 <b>Monopolistic competition:</b> Equilibrium of a firm under monopolistic competition, debate over role of advertising <i>(topics to be taught using case studies from real life examples)</i></p>

	<p><b>Oligopolistic markets:</b> key attributes of oligopoly - Collusive and non collusive oligopoly market - Price rigidity - Cartels and price leadership models  <i>(with practical examples)</i></p>
<b>5</b>	<b>Pricing Practices</b>
	<p>Cost oriented pricing methods: cost – plus (full cost) pricing, marginal cost pricing, Mark up pricing, discriminating pricing, multiple – product pricing - transfer pricing  <i>(case studies on how pricing methods are used in business world)</i></p>

# Bachelor of Sports Management (BSM) Program

(To be implemented from Academic Year – 2016 - 2017)

## Semester II

No. of Courses	Semester II	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Marketing Management	<b>03</b>
2	Industrial Law	<b>03</b>
3	Sports Organization & Administration	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
<b>2A</b>	<b><i>Ability Enhancement Compulsory Course (AECC)</i></b>	
4	Business Communication -II	<b>03</b>
<b>2B</b>	<b><i>Skill Enhancement Courses (SEC)</i></b>	
5	Foundation Course in Physical Education 2	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
6	Business Environment	<b>03</b>
7	Principles of Management	<b>03</b>
<b>Total Credits</b>		<b>20</b>

# 1. Marketing Management

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India	4
2	· Introduction to Marketing concept · Evolution of marketing & Customer orientation	4
3	Marketing Environment and Evaluation of Market opportunities	4
4	· Market research & Marketing Information Systems and Demand forecasting and Market potential analysis	5
5	· Consumer buying process & Organizational buying behaviour	5
6	· Pillars of Marketing - Market segmentation, Target marketing Positioning & Differentiation	7
7	· Marketing Mix and Product decisions – Product Life cycle	4
8	· New Product development process	4
9	· Distribution decisions – Logistics & Channel decision	4
10	· Promotion decisions – Integrated Marketing communications concept, communication tools	4
11	· Personal selling & Sales management	4
12	· Pricing decisions	4
13	· Case Studies and Presentations	7

## 2. Industrial Law

Sr. No.	Modules	No. of Lectures
1	Laws Related to Industrial Relations and Industrial Disputes	15
2	Laws Related to Health, Safety and Welfare	15
3	Social Legislation	15
4	Laws Related to Compensation Management	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Laws Related to Industrial Relations and Industrial Disputes</b>
	<ul style="list-style-type: none"> <li>• Industrial Disputes Act, 1947: Definition, Authorities, Awards, Settlements, Strikes Lockouts, Lay Offs, Retrenchment and Closure</li> <li>• The Trade Union Act, 1926</li> </ul>
<b>2</b>	<b>Laws Related to Health, Safety and Welfare</b>
	<ul style="list-style-type: none"> <li>• The Factory Act 1948: (Provisions related to Health, Safety and Welfare)</li> <li>• The Workmen's Compensation Act, 1923 Provisions:               <ul style="list-style-type: none"> <li>▪ Introduction: The doctrine of assumed risk, The doctrine of Common Employment, The doctrine of Contributory Negligence</li> <li>▪ Definitions</li> <li>▪ Employers liability for compensation (S-3 to 13)</li> <li>▪ Rules as to Compensation (Sec 4 to Sec 9) (14 A &amp; 17)</li> </ul> </li> </ul>
<b>3</b>	<b>Social Legislation</b>
	<ul style="list-style-type: none"> <li>• Employee State Insurance Act 1948: Definition and Employees Provident Fund</li> <li>• Miscellaneous Provision Act 1948: Schemes, Administration and determination of dues</li> </ul>



4	Laws Related to Compensation Management
	<ul style="list-style-type: none"><li data-bbox="423 163 1422 237">• The payment of Wages Act 1948: Objectives, Definition, Authorized Deductions</li><li data-bbox="423 247 802 279">• Payment of Bonus Act, 1965</li><li data-bbox="423 289 875 321">• The Payment of Gratuity Act, 1972</li></ul>

### 3 Sports Organization & Administration

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Social Context for Modern Sports: Need for New Structure in Sports Today. International Sports Environment: IOC and International Federations – National Sports Environment: National Olympic Committees – National Federations – Governmental and Quasi – Governmental Organizations – Sports Conflicts –Conflicts arising from Anti-Doping Tests.	12
2	Origin and Operations of Sports Organizations – Defining the Legal Status – Social Profile of the Sports Organization – Choosing a type of Organization: Environmental Indicators – Power and Authority – Delegation of Responsibilities – Organizational Charts – Sports Identity Vs Image – Establishing a Sports Identity	12
3	Sports Organizations and their Environment: The nature of the Organizational Environment – Research on Organizational Environments – Controlling Environmental Uncertainty: Other Perspectives on the Organizational Environment. Relationship between Organizations’s Environment and its Structure.	9
4	Sports Organizations and Technology: Technology – Research on technology and Organizations – Critiques of the Technology Imperatives – Micro-Electronic Technologies – Relationship Between technology and Organizational Structure.	8
5	Cases of Strategic Approaches by some Olympic Sports Organizations: FIVB – FIH - IPC – WADA – ISC – ZOC – OCM – OS – Measuring the Performance of Olympic Sports Organizations.	12

## 4. Business Communication - II

Sr. No.	Modules	No. of Lectures
1	Presentation Skills	15
2	Group Communication	15
3	Business Correspondence	15
4	Language and Writing Skills	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Presentation Skills</b>
	<p><b>Presentations:</b> (to be tested in tutorials only) 4 Principles of Effective Presentation            Effective use of OHP            Effective use of Transparencies            How to make a Power-Point Presentation</p>
<b>2</b>	<b>Group Communication</b>
	<p><b>Interviews:</b> Group Discussion Preparing for an Interview, Types of Interviews – Selection, Appraisal, Grievance, Exit  <b>Meetings:</b> Need and Importance of Meetings, Conduct of Meeting and Group Dynamics Role of the Chairperson, Role of the Participants, Drafting of Notice, Agenda and Resolutions  <b>Conference:</b> Meaning and Importance of Conference Organizing a Conference            Modern Methods: Video and Tele – Conferencing  <b>Public Relations:</b> Meaning, Functions of PR Department, External and Internal Measures of PR</p>
<b>3</b>	<b>Business Correspondence</b>
	<p><b>Trade Letters:</b> Order, Credit and Status Enquiry, Collection (just a brief</p>

	introduction to be given) <b>Only following to be taught in detail: -</b> Letters of Inquiry, Letters of Complaints, Claims, Adjustments Sales Letters, promotional leaflets and fliers Consumer Grievance Letters, Letters under Right to Information (RTI) Act [Teachers must provide the students with theoretical constructs wherever necessary in order to create awareness. However, students should not be tested on the theory.]
<b>4</b>	<b>Language and Writing Skills</b>
	<b>Reports:</b> Parts, Types, Feasibility Reports, Investigative Reports <b>Summarization:</b> Identification of main and supporting/sub points Presenting these in a cohesive manner

## 5. Foundation Course in Physical Education - II

<b>Sr. No.</b>	<b>Modules</b>	<b>No. of Lectures</b>
1	Development of Fitness	10
2	Health, Fitness and Diseases	15
3	Yoga Education	10
4	Daily Schedule of Achieving Quality of Life and Wellness	10
<b>Total</b>		<b>45</b>

<b>Sr. No.</b>	<b>Modules / Units</b>
<b>1</b>	<b>Development of Fitness</b>
	<ul style="list-style-type: none"> <li>• Benefits of physical fitness and exercise and principles of physical fitness</li> <li>• Calculation of fitness index level 1-4</li> <li>• Waist-hip ratio Target Heart Rate, BMI and types and principles of exercise (FITT)</li> <li>• Methods of training – continues, Interval, circuit, Fartlek and Plyometric</li> </ul>

<b>2</b>	<b>Health, Fitness and Diseases</b>
	<ul style="list-style-type: none"> <li>• Definition of obesity and its management</li> <li>• Communicable diseases, their preventive and therapeutic aspects</li> <li>• Factors responsible for communicable diseases</li> <li>• Preventive and therapeutic aspect of Communicable and non- communicable diseases</li> </ul>
<b>3</b>	<b>Yoga Education</b>
	<ul style="list-style-type: none"> <li>• Meaning and history of yoga</li> <li>• Ashtang yoga and types of yoga</li> <li>• Types of Suryanamaskar and Technique of Pranayam</li> <li>• Benefits of Yoga</li> </ul>
<b>4</b>	<b>Daily Schedule of Achieving Quality of Life and Wellness</b>
	<ul style="list-style-type: none"> <li>• Daily schedule based upon one's attitude, gender, age &amp; occupation.</li> <li>• Basic – module: - Time split for rest, sleep, diet, activity &amp; recreation.</li> <li>• Principles to achieve quality of life: - positive attitude, daily regular exercise, control over food habits &amp; healthy hygienic practices.</li> </ul>

## 6. Business Environment

Sr. No.	Modules	No. of Lectures
1	Introduction to Business Environment	15
2	Political and Legal environment	15
3	Social and Cultural Environment, Technological environment and Competitive Environment	15
4	International Environment	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Introduction to Business Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Business:</b> Meaning, Definition, Nature &amp; Scope, Types of Business Organizations</li> <li>• <b>Business Environment:</b> Meaning, Characteristics, Scope and Significance,</li> </ul>

	<p>Components of Business Environment</p> <ul style="list-style-type: none"> <li>• <b>Micro and Macro Environment:</b> Definition, Differentiation, Analysis of Business Environment, SWOT Analysis.</li> <li>• <b>Introduction to Micro-Environment:</b> <ul style="list-style-type: none"> <li>▪ <b>Internal Environment:</b> Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity</li> <li>▪ <b>External Environment:</b> Firm, customers, suppliers, distributors, Competitors, Society</li> </ul> </li> <li>• <b>Introduction to Macro Components:</b> Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal)</li> </ul>
<b>2</b>	<b>Political and Legal environment</b>
	<ul style="list-style-type: none"> <li>• <b>Political Institutions:</b> Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India.</li> <li>• <b>Economic environment:</b> economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy</li> <li>• Impact of business on Private sector, Public sector and Joint sector</li> <li>• Sun-rise sectors of India Economy. Challenges of Indian economy.</li> </ul>
<b>3</b>	<b>Social and Cultural Environment, Technological environment and Competitive Environment</b>
	<ul style="list-style-type: none"> <li>• <b>Social and Cultural Environment:</b> Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit - Meaning and Importance of Corporate Governance and Social Responsibility of Business</li> <li>• <b>Technological environment:</b> Features, impact of technology on Business</li> <li>• <b>Competitive Environment:</b> Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies</li> </ul>
<b>4</b>	<b>International Environment</b>
	<ul style="list-style-type: none"> <li>• <b>International Environment –</b> <ul style="list-style-type: none"> <li>▪ <b>GATT/ WTO:</b> Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO.</li> <li>▪ <b>Globalization:</b> Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model.</li> <li>▪ <b>MNCs:</b> Definition, meaning, merits, demerits, MNCs in India</li> <li>▪ <b>FDI:</b> Meaning, FDI concepts and functions, need for FDI in developing countries, Factors influencing FDI, FDI operations in India,</li> </ul> </li> <li>• <b>Challenges faced by International Business and Investment Opportunities for Indian Industry.</b></li> </ul>

## 7. Principles of Management

Sr. No.	Modules	No. of Lectures
1	Nature of Management	15
2	Planning and Decision Making	15
3	Organizing	15
4	Directing, Leadership, Co-ordination and Controlling	15
<b>Total</b>		<b>60</b>

Sr. No.	Modules / Units
<b>1</b>	<b>Nature of Management</b>
	<ul style="list-style-type: none"> <li>• <b>Management:</b> Concept, Significance, Role &amp; Skills, Levels of Management, Concepts of PODSCORB, Managerial Grid.</li> <li>• Evolution of Management thoughts, Contribution of F.W Taylor, Henri Fayol and Contingency Approach.</li> </ul>
<b>2</b>	<b>Planning and Decision Making</b>
	<ul style="list-style-type: none"> <li>• <b>Planning:</b> Meaning, Importance, Elements, Process, Limitations and MBO.</li> <li>• <b>Decision Making:</b> Meaning, Importance, Process, Techniques of Decision Making.</li> </ul>
<b>3</b>	<b>Organizing</b>
	<ul style="list-style-type: none"> <li>• <b>Organizing:</b> Concepts, Structure (Formal &amp; Informal, Line &amp; Staff and Matrix), Meaning, Advantages and Limitations</li> <li>• <b>Departmentation:</b> Meaning, Basis and Significance</li> <li>• <b>Span of Control:</b> Meaning, Graicunas Theory, Factors affecting span of Control Centralization Vs Decentralization</li> <li>• <b>Delegation:</b> Authority &amp; Responsibility relationship</li> </ul>
<b>4</b>	<b>Directing, Leadership, Co-ordination and Controlling</b>
	<ul style="list-style-type: none"> <li>• <b>Directing:</b> Meaning and Process</li> <li>• <b>Leadership:</b> Meaning, Styles and Qualities of Good Leader</li> <li>• <b>Co-ordination</b> as an Essence of Management</li> <li>• <b>Controlling:</b> Meaning, Process and Techniques</li> <li>• <b>Recent Trends:</b> Green Management &amp; CSR</li> </ul>



# Bachelor of Sports Management (BSM) Program

(To be implemented from Academic Year – 2017 - 2018)

## Semester III

No. of Courses	Semester III	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Sports HRM	<b>03</b>
2	Sports Law	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management - I	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Environmental Management	<b>03</b>
5	Business Statistics	<b>03</b>
6	Accounting for Managerial Decisions	<b>03</b>
7	Marketing Application and Practices	<b>03</b>
<b>Total Credits</b>		<b>20</b>

# 1. Sports HRM

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Meaning, Nature and Scope of HRM - Personnel Management Verses HRM- Importance of HRM-Functions of HRM- Classification of HRM Functions- Organization of HRM Department- Qualities and Qualifications of HRM Managers	8
2	Organization of Personnel Functions – Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization. Meaning and Objectives of HRP – Benefits of HRP, Objectives of Recruitment –Company strategies and recruitment strategies – Job Analysis – Purpose & Techniques – Job Description – Job Specification –Searching for prospective Employees/Sources of Recruitment – Traditional sources – Modern sources – Factors affecting Recruitment.	10
3	Selection - Meaning and definition – Essentials of Selection Procedure – Steps in Selection Procedure –Application form – Written examination – Preliminary Interview – Psychological Tests – Final Interview – Medical examination – Reference checks – Line Manager’s Decision – Job Offer – Employment – Placement– Induction and Retention of Employees.	9
4	Training & Development – Purpose – Need – Importance – Techniques (on the job & off the job) – Evaluation – Benefits – Management Development Programme – Knowledge Management - Job Enlargement – Job Enrichment – Job Evaluation – Meaning – Purpose - Techniques. Quality of working life – Issues in Quality of Working life– Quality Circles – Management by Objectives.	8

5	<p>Wage &amp; Salary Administration:          Compensation Plan – Individual – Group –          Incentives –          Bonus – Fringe Benefits. Performance          Appraisal – Meaning - Need and Importance          –          Objectives – Methods and Modern          Techniques of Performance Appraisal –          Requisite of Good Appraisal Plan – Problems          in Performance Appraisal – Corporate Social          Responsibility.</p>	10
6	All the above concepts applied to Sports Organizations	8
7	Case Studies & Presentations	7

## 2 Sports Law

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Introduction to Sports Law: • What is Sports Law? • Sources of Sports Law	5
2	Understanding the governance of Sports: • Roles and functions of Sports Governing Bodies • A transformational approach to Sports Governance- an understanding of the Lodha Committee Report	8
3	<p><b>How to structure an Endorsement Agreement?</b></p> <ul style="list-style-type: none"> <li>• What are Endorsement Agreements?</li> <li>• Understanding the Commercial Rationale</li> <li>• Player Attributes and Player Appearances               <ul style="list-style-type: none"> <li>• Consideration</li> <li>• Player Morality</li> </ul> </li> <li>• Player Performance and Linkage to Renewal /Termination</li> </ul>	8

	<ul style="list-style-type: none"> <li>• Non- Compete Provisions</li> <li>• Conflict with Players Playing Contracts</li> </ul>	
4	<p><b>How to structure Sponsorship Agreements?</b></p> <ul style="list-style-type: none"> <li>• What is Sponsorship?</li> <li>• Kinds of Sponsorship</li> <li>• Key terms in a Sponsorship Agreement</li> <li>• Key contractual and legal issues in Sponsorship Agreements</li> </ul>	8
5	<p>How to structure Franchise Agreements?</p> <ul style="list-style-type: none"> <li>• What is a Franchise Agreement?</li> <li>• Advent of Professional Franchise based sports leagues in India</li> <li>• Class of Assets owned by a Rights Holder (Central Rights)</li> <li>• Class of Assets owned by a Franchisee (Franchisee Rights)</li> <li>• Other Provisions: Protection of Intellectual Property Rights; Contractual Coordination Mechanisms; Termination &amp; Consequences of Termination and Boilerplate Provisions</li> </ul>	8
6	<p>How to structure Player Agreements?</p> <ul style="list-style-type: none"> <li>• Understanding contractual obligations of Players</li> <li>• Understanding contractual obligations of Sports Governing Bodies</li> </ul>	8

7	<p>How to structure Player Representation Agreements?</p> <ul style="list-style-type: none"> <li>• Who is an Agent?</li> <li>• Player Representation Agreement <ul style="list-style-type: none"> <li>• Engaging an Agent/Agency</li> </ul> </li> <li>• Authorization of Agent to manage Commercial Rights <ul style="list-style-type: none"> <li>• Commercial Rights of a Player <ul style="list-style-type: none"> <li>• Term of Agent/Agency</li> <li>• Obligation of the Players</li> </ul> </li> </ul> </li> <li>• Structuring payment and consideration provisions <ul style="list-style-type: none"> <li>• Grounds for Termination</li> </ul> </li> </ul>	7
8	Case Studies & Presentations	7

## 5. Business Statistics

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	· Basic Statistical Concepts · Summarisation of Data · Frequency Distribution · Measures of Central Tendency · Measures of Dispersion · Relative Dispersion, Skewness	5
2	· Elementary Probability Theory · Relative Frequency Approach · Axiomatic Approach · Subjective Probability · Marginal & Conditional Probability · Independence/Dependence of Events · Bayes' Theorem · Chebyseheff's Lemma	7
3	· Elementary Statistical Distributions · Binomial, Poisson, Hyper geometric · Negative Exponential, Normal, Uniform	5
4	· Sampling distributions · For Mean, Proportion, Variance · From Random Samples · Standard Normal (3); Student's; Chi-Square · And Variance ratio (F) Distribution	7
5	· Statistical Estimation · Point & Interval estimation · Confidence Interval for Mean, Proportion & Variance	5
6	· Test of Hypothesis · Tests for specified values of Mean, · Proportion & Standard Deviation · Testing equality of two Means, · Proportion & Standard Deviation · Test of goodness - of fit	7
7	· Simple Correlation & Regression/Multiple Correlation & Regression · Spearman's rank Correlation	7
8	· Analysis of Variance · One-way & Two-way Classification (for Equal Class	5
9	Elements of Integration & Differentiation	4
10	Elements of Determinants	4

11	Elements of Matrix algebra	4
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## 6 Accounting for Managerial Decisions.

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	10
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	9
3	Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management Ø Divided Policy / Bonus - Theory & Practice	9
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Financing Options - structuring & evaluation off-shore/ onshore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	9
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks,	10

	correspondent banking, sales and realisation with foreign country clients, process of invoicing, retail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	
6	∅ Valuation of projects and investment opportunities - due diligence procedures ∅ Credit Rating of Countries/ State / Investment & Instruments ∅ Joint Venture formulations - FIPS / RBI ∅ Infrastructure financing ∅ Issues & considerations, financial feasibility, pricing & earning model	
7	Case Studies and Presentations.	7

## 7. Marketing Application and Practices

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Strategic marketing principles. Preparation of marketing and business plans	5
2	B2B marketing - Role of Decision Makers in B2B Marketing. Users / Technical Buying / Economic Buyers.	8
3	Fast moving consumer goods marketing - Consumer & Trade Marketing. Measuring productivity of a FMCG system - Sales plans - beat planning, market coverage, outlet coverage, Bill cut / channel health Return on Investment. Primary Secondary & Off take. Role of a Distributor / Wholesaler / Retailer. Growth of Modern Trade.	8
4	Telecom - Understanding of the Working of the Industry. TRAI Regulations. Challenges facing the Industry. Industry working - prepaid / post-paid / Data market.	8



5	Services marketing - IT / ITES. Structure of the Industry. Role of Nasscom. Growth factors - IT holidays / Global IT Market. Role of IT & its Impact on Business productivity.	8
6	Auto Marketing - Structure of the Auto industry - cars, two wheelers, SUVs, scooters, trucks. Role of the dealers. Sales Service and Spares. Roles of Dealer / sales consultants / workshop. Principles of Auto marketing. Concept of Dealer ROI / working capital / trade advances.	8
7	Consumer Durables marketing - Growth of Retailers. Ecommerce Boom. Import Challenges. Role of Dealer Marketing & promotions at Point of Sale.	8
8	· Case Studies and Presentations	7

## Bachelor of Sports Management (BSM) Program

(To be implemented from Academic Year – 2017 - 2018)

### Semester IV

No. of Courses	Semester IV	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Sports Marketing	<b>03</b>
2	Sports Financial Management	<b>03</b>
<b>2</b>	<b><i>Ability Enhancement Courses (AEC)</i></b>	
3	Information Technology in Business Management-II	<b>02</b>
<b>3</b>	<b><i>Core Courses (CC)</i></b>	
4	Business Economics-II	<b>03</b>
5	Business Research Methods	<b>03</b>
6	Production & Total Quality Management	<b>03</b>

7	Ethics & Governance	03
<b>Total Credits</b>		<b>20</b>

## 1. Sports Marketing

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Sports marketing: Definition – Marketing Myopia in Sport – Uniqueness of Sports Marketing – Model of the Sports Industry – Implementation of Sports Marketing Programme.	7
2	Perspectives in Sports Consumer Behavior: Environmental Factors – Individual Factors – Decision Making for Sports Involvement – Role of Research in Sports Marketing: Types of Primary Market Research – Common	11

	Problems in Sports Marketing Research.	
3	The Sports Product: Its Core and Extensions – Key Issues in Sports Product Strategy – Managing Sports Brands: Benefits and Development of Brand Equity – Sales: Definition – Typical Sales Approaches Used in Sports – Selling Sports to the Community.	11
4	Pricing Strategies: The Basics of Pricing – Core Issues – Special Pricing Factors – Advertising Media for Sports – Promotional Concepts, Practices and Components – Sponsorship: Definition – Growth of Sponsorship – Evaluating and Ensuring Sponsorship Effectiveness – Selling the Sponsorship – Ethical Issues	12
5	Place/Product Distribution: Placing Core Products and their Extensions – The Facility – Marketing Channels – The Product-Place Matrix – Electronic Media Landscape – Media Impact on Sport Public Relations – Integrating Sales, Promotion, Sponsorship, Media and Community Relations – Cross Impacts among the Five P's – the Legal Aspects of Sports Marketing	12
6	· Case Studies and Presentations	7

## 2. Sports Financial Management

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	The Basics of Sport Finance • Financial Issues in Sport • Basic Financial Concepts • Financial Systems and How They Operate • Business Structure	7

2	Principles of Financial Analysis • Financial Statements, Forecasts, and Planning • Time Value of Money • Forecasting	7
3	Capital Structuring • Obtaining Financing • Capital Stocks • Bonds • Stadium Financing	8
4	Revenue Sources in Sports • Gate Revenue • Luxury Boxes & Other Stadium Financing • Broadcast Revenue • Sponsorships	8
5	Financial Management • Capital Budgeting • Financial Planning for Professional Athletes	5
6	Risk Management and Taxation and Legal Issues • Insurance Issues Affecting Sport Finance • Taxation and Legal Issues	8
7	Costs in Professional Sports • Labour Relations: Economic Affect of Unions • Salary Caps, Player Values, and Revenue Sharing	5
8	Economic Impact of Sport: Positive or Negative Economic Generators? • Sporting Events • Professional Sports Teams	5
9	· Case Studies and Presentations	7

## 5. Business Research Methods

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Relevance & Scope of Research in Management and steps involved in the Research Process	4

2	Identification of Research Problem and Defining MR problems	4
3	Research Design	4
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	10
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	8
6	Data management plan – Sampling & measurement	4
7	Data analysis – Tabulation, SPSS applications data base, testing for association	4
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques, Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis. Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	10
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	5
10	Case Studies and Presentations.	7

## **Bachelor of Sports Management (BSM) Program**

*(To be implemented from Academic Year – 2018 - 2019)*

### **Semester V**

No. of Courses	Semester V	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Sports Management	<b>03</b>
2	Sports Analytics Management	<b>03</b>
3	Sports Sponsorships	<b>03</b>
<b>2</b>	<b><i>Core Courses (CC)</i></b>	
4	Logistics & Supply Chain Management	<b>03</b>
5	Strategic Management	<b>03</b>
6	International Business	<b>03</b>
<b>3</b>	<b>✓ <i>Summer Internship</i></b>	
7	Summer Internship	<b>03</b>
<b>Total Credits</b>		<b>21</b>

## 1. Sports Management

<b>Module No</b>	<b>Coverage of Module</b>	<b>Time Allotted - No of Hours (Lectures)</b>
1	Managing Sports in the 21st Century: Defining Sports and Sports Management – Nature and Scope of the Sports Industry – Unique Aspects of the Sports Management – Sports Management Competencies – Future Challenges and Opportunities for Sports Managers – Future of Sports Industry/Organizations.	7
2	The Sports Manager: Basics of Sports Management – Managing in the Sports Environment – Managing People and Administrative Units – Management Functions in sports – Motivating Abilities: Fundamentals.	7
3	Planning in Sports Organizations: Planning Process – preparing the Organization for Planning – Participatory Strategic Planning – Long Term Planning – Creating a Medium Term National Plan.	8
4	Controlling in Sports Organizations: Fundamentals of Budgeting – Preparing Budget – Allocating Resources – Control as Measurement and as Accountability – Financing and Budgeting Operations – Result – Oriented Budgeting – Controlling Deviations – The Challenges in Sports Today – Rising to New Challenges – Serving the Sports Organization’s Clients.	8
5	The Future of Sports Management: Why Sports Managers need to understand Research – Commercial and Academic Researchers in Sports Management – Sports Management Research: Key Concepts – Research Process – Current Challenges in Sports Management Research – The Future of Sports Management Research.	8
6	Introduction to Business of Sports. 1. Overview of the sports business in India – sports properties – IPL / ITPL / pro kabaddi league, etc size of business, formats, history, growth plans, global	8

	comparison. 2. Career Opportunities.	
7	Understanding of Sports Business Models 1. Understanding revenue & asset models of sports properties & franchisees.	7
8	· Case Studies and Presentations	7

## 2. Sports Analytics Management.

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Excel - Learning Data tables, conditional formatting, pivot tables, COUNTIFS, SUMIFS, AVERAGEIFS functions.	9
2	Measuring performance of players & teams. Developing a system of team rankings in a sport.	9
3	Big data in sports - types available, methods of storage and capture, leading to analysis.	9
4	Predicting outcomes of games, tournaments & seasons - using data to forecast accurately.	9
5	Evaluating performance through profit and loss - evaluating game based metrics into financial asset parameters. Evaluating players as financial assets, assessing transfer & trade values.	9
6	· Case Studies and Presentations	5



### 3. Sports Sponsorships

<b>Module No</b>	<b>Coverage of Module</b>	<b>Time Allotted - No of Hours (Lectures)</b>
1	Target Segment alignment for brand and sports property - segmenting, targeting, positioning	10
2	Brand Image alignment - Measuring image, customer perception in different demographic segments, market research to understand brand perceptions.	10
3	Preparing a Sponsorship Strategy - objective of the portfolio, target demographic, stages of the customer's decision journey - awareness, consideration, purchase, loyalty.	11
4	Maximizing sponsorship impact - Using sampling & activation strategies to drive trials, usage, and consumption & repeat purchase.	10
5	Measuring the ROI - return of investment of a sponsorship strategy. Key brand metrics, such as affinity and consideration, Maximized exposure and credit from consumers, Deepened customer or client loyalty Fostered employee engagement and improved morale Driven sales, leads, and new business, etc	12
6	Case studies & Presentations	7

### 5. Strategic Management

<b>Module No</b>	<b>Coverage of Module</b>	<b>Time Allotted - No of Hours (Lectures)</b>
1	Introduction to Strategic Management	4

2	Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation	4
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	4
4	Strategy Choices Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	7
5	External and Industry Analysis General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	4
6	Internal Analysis Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	4
7	Strategy Analysis and Formulation Tools SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	5
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	5
9	Strategy Evaluation and Control Performance Measurement and Monitoring	4
10	Financial Projections and Financial Impact of Strategies	5
11	Miscellaneous Management Topics Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	7
12	· Case Studies and Presentations	7

## 6. International Business

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Introduction to International Business a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons for International Business – For Corporate and Country d) Modes of Entry and Operation	7
2	PEST Factors and Impact on International Business a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	5
3	Investment Management in International Business a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numerical in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	5
4	Multinational Corporations a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	5
5	Globalization a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	7

6	International Organisations and their role in international business a) WTO b) World Bank c) ADB d) IMF and others Case study	4
7	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	4
8	Trade Theories and relevance in International Business a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	4
9	International Logistics and Supply Chain a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	4
10	International HR Strategies a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	4
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	4
12	Case Studies and Presentations.	7



# Bachelor of Sports Management (BSM) Program

(To be implemented from Academic Year- 2018 -19)

## Semester VI

No. of Courses	Semester VI	Credits
<b>1</b>	<b><i>Elective Courses (EC)</i></b>	
1	Digital Marketing in Sports	<b>03</b>
2	Media marketing in Sports	<b>03</b>
3	Public Relations in Sports	<b>03</b>
<b>2</b>	<b><i>Core Courses (CC)</i></b>	
4	Operation Management	<b>03</b>
5	Entrepreneurship Management	<b>03</b>
6	Business Negotiations	<b>03</b>
<b>3</b>	<b>✓ <i>Project Work</i></b>	
7	<b>Project Work - Sports</b>	<b>03</b>
<b>Total Credits</b>		<b>21</b>

## 1. Digital Marketing in Sports

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Overview of Digital Marketing - growth of FB / LinkedIn / twitter / Google.	6
2	Key digital marketing terms - impressions, clicks, conversions, users, page views, downloads, payments, conversion tracking.	7
3	Web marketing - pages, blogs, chats, multimedia videos, streaming videos, audios, and podcasts.	7
4	Search engine optimisation. SEO on web / mobile marketing. Email marketing.	7
5	Google ad words - analytics, page loads, page views, returning users, first time users, cost per click, cost per impressions.	6
6	FB Advertising / Linked in targeting / Twitter	7
7	Linking it all up - Making a Digital marketing campaign - targets, budgets, reach, impact, ROI.	6
8	Digital Media Case Studies in Sports	7
10	· Case Studies and Presentations	7

## 2. Media Marketing in Sports

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Overview of Types of Media - newspapers, magazines, outdoor, radio, telephone & the internet.	7

2	Basic mathematical concepts in audience ratings, reach, frequency, media share and gross rating points.	8
3	Data sources in media - National readership survey, TAM, TRP ratings.	9
4	Media Research – tools for analysis; target audience development – demographics, psychographics, consumer habits, attitudes and trends; review of basic media terminology; in-class assignment	10
5	Creating a Media Plan – Plan overview; establish objective based on marketing goals; set strategies; determine tactics and rationale; flowchart visual. In-class Assignment.	10
6	Case Studies of Sports Media Success Stories.	10
7	Cases & Presentations.	7

### 3. Sports Public Relations

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Objectives of a Public Relations Campaign	6
2	The Importance of Research, understanding the audience, defining the message you want to communicate to your target audience.	10
3	Identifying reach and cost of different media vehicles, print, TV, magazines, newspapers, Facebook, Twitter, etc.	10
4	Running a news conference. Elements of planning. Reaching out to media organizations. Making press releases. Launch Schedule for maximum impact.	9
5	Key elements of making media speeches. Handling controversial questions.	9
6	Managing Public relations in Sports - Case Studies.	9
7	· Case Studies and Presentations	7



## 4. Operation Management

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	· Introduction · Operations Strategy · Competitive Advantage · Time Based Competition	4
2	· Product Decision and Analysis · Product Development	4
3	· Process Selection · Process Design · Process Analysis	4
4	· Facility Location · Facility Layout	8
5	· Capacity Planning · Capacity Decisions · Waiting Lines	4
6	· Aggregate Planning · Basics of MRP	4
7	/ ERP v Inventory Models ∅ Types of Inventory Situations ∅ Fixed Quantity/Fixed Review Period ∅ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ∅ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ∅ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).	5
8	· Basics of Scheduling. · Basics of Project Management	4

9	v Network Analysis Ø Minimal Spanning Tree Problem - Shortest Route Problem Ø Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem Ø Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project Ø Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – Ø Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.	4
10	· Basics of Work Study, Job Design and Work Measurement	4
11	· Basics of Quality Control, Statistical Quality Control · And Total Quality Management	4
12	· Basics of Environmental Management · Basics of ISO 14000 / 9000 · Basics of Value Engineering & Analysis	4
13	· Case Studies and Presentations	7

## 5. Entrepreneurship Management

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Qualities of an Entrepreneur. Understanding the difference between an Employee / self-employed / Business person / Investor. Robert Kiyosaki's Cash Flow Quadrant.	7
2	Difference between creating an Asset / earning an Income.	7
3	Selecting a Business Idea - Doing a Market Analysis. Process of Generating a Business Idea - Screening & Selection.	7
4	Developing a Business Plan - Elements of Marketing / Finance / HR / operations / IT / Taxation.	8

5	Government's role for entrepreneurship development in India Institutes and non-government organisations imparting training on entrepreneurship. Start-up India Modalities. Policies governing SMEs Organizational Structure Steps in setting up a small unit SME funding. Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, Working capital management, Sources of finance for SME'S. Taxation benefits SIDBI and SISI – Their role in the development of SMEs. Taxation benefits SIDBI and SISI – Their role in the development of SMEs Marketing mechanism in SMEs Problems of SMEs and prospects Turnaround strategies for SMEs	8
6	Options available to entrepreneurs, ancillarisation franchising and outsourcing. Cases on takeover, mergers and acquisitions in India and at global level. Social Entrepreneurship-Definition, importance and social responsibilities NGOs	8
7	Starting Sports Businesses in India. Types / structures / business potential.	8
8	Case Studies and Presentations.	7

## 6. Business Negotiations

Module No	Coverage of Module	Time Allotted - No of Hours (Lectures)
1	Types of Negotiations in Business - business to business, with distributors, customers, vendors - in marketing, operations, HR, finance etc, bankers & equity funds, employees, future employees, etc. Understanding the Dynamics of Cooperative and Competitive Interaction in Negotiation	7
2	Defining negotiations - difference between lose - lose, lose - win, win - lose, win - win. Setting a	6

	context for win-win for both parties	
3	Preparing for a negotiation - Researching the opposite party, defining BATNA - best alternative to a negotiated agreement, ZOPA - zone of possible agreement, defining multiple variables in a negotiation, defining needs and wants, benefits & value, setting the opening price, ideal price and walk away price.	10
4	Communicating value to the other party. Ways to justify price.	10
5	Handling tactics with counter-tactics - how to understand and respond to tactics like "good cop bad cop", personal attacks, asking for more, trade-offs, tapering discounts, reluctant seller reluctant buyer etc.	10
6	Negotiations Cases in the sports business - Applying the above framework to various negotiations situations in the field of sports.	10
7	· Case Studies and Presentations	7